Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Capital Regional District Board

Wednesday, September 21, 2022 | **1:05 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC**

Special Meeting - Budget

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

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

3. PRESENTATIONS/DELEGATIONS

The public are welcome to attend CRD Board meetings in-person.

Delegations will have the option to participate electronically. Please complete the online application at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting 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.

4. SPECIAL MEETING MATTERS

4.1. 22-545 2023 Service Planning - Community Needs Summaries

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

Attachments:

Staff Report: 2023 Service Planning-Community Needs Summaries
Appendix A: Consolidated List of Initiatives for 2023
Appendix B: Community Need Summary – Arts & Culture
Appendix C: Community Need Summary – Water
Appendix D: Community Need Summary – Wastewater
Appendix E: Community Need Summary – Protective Services
Appendix F: Community Need Summary – Planning & Development
Appendix G: Community Need Summary – Health Facilities
Appendix H: Community Need Summary – Transportation
Appendix I: Community Need Summary – Affordable Housing
Appendix J: Community Need Summary – Recreation
Appendix K: Community Need Summary – Climate Action & Adaptation
Appendix L: Community Need Summary – Landfill & Recycling
Appendix M: Community Need Summary – Parks & Nat. Res. Protection
Appendix N: Community Need Summary – First Nations Relations
Appendix O: Community Need Summary – Accountability
Appendix P: Community Need Summary – Electoral Areas

4.2. 22-492 Capital Regional District 2023 Financial Plan Provisional Approval

Recommendation:

The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2023 Financial Plan be given provisional approval as presented;
(WA)
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
(WA)
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved for expenditure;
(WA)
4. That the 2023 Community Need Summaries be approved as presented; and
(WP - All)
5. That the Staff Establishment Chart as attached in Appendix M be approved.
(NWA)

Attachments:
Staff Report: CRD 2023 Financial Plan Provisional Approval
Presentation: 2023 CRD Provisional Financial Plan
Appendix A: Budget Process & Financial Planning Guidelines
Appendix B: CRD 2023 Operating Budget Overview
Appendix C: CRD 2023 Capital Budget Overview
Appendix D: CRD 2023 Preliminary Financial Plan Summary
Appendix E: CRD 2023 Major Capital Projects
Appendix F: CRD 2023 Financial Indicators
Appendix G: Budget Review Package Part A
Appendix G: Budget Review Package Part B
Appendix G: Budget Review Package Part C
Appendix H: January Approvals
Appendix I-1: Electoral Areas Budget Review Report
Appendix I-2: Juan de Fuca Electoral Area Budget
Appendix I-3: Salt Spring Island Electoral Area Budget
Appendix I-4: Southern Gulf Islands Electoral Area Budget
Appendix I-5: Electoral Area January 2023 Approvals
Appendix J: CRD 2023 Operating Cost Summary By Service
Appendix K: Service Budget Highlights
Appendix L: Initiative Business Cases 2023 Budget Impact
Appendix M: CRD Staff Establishment
Appendix N: Operating & Capital Reserve Forecasts

4.3. 22-486 BC Local Government Climate Action Program - Funding Distribution

Recommendation: The Electoral Area Services Committee recommends to the Capital Regional District Board:
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.
(WP - All)

Attachments: Staff Report: BC LG Climate Action Program - Funding Distribution

4.4. 22-540 Mt Erskine Water Conversion

Recommendation: The Electoral Area Committee recommends that the Capital Regional District:
Authorize the submission of an application for an Infrastructure Planning grant for Mount Erskine Water Society to assess the water society's infrastructure, operations, and financial position.
(NWA)

Attachments: Mt Erskine Water Conversion

4.5. 22-474 Motion with Notice: Wood Burning Appliance Operation of Salt Spring Island (Director Holman)

Recommendation: That staff provide a report regarding CRD or CRHD legal authority to regulate wood burning appliance operation in the Salt Spring Island electoral area, and that the Southern Gulf Islands and Juan de Fuca electoral areas be specifically excluded. (NWA)

4.6. 22-519 Indigenous Intercultural Skills Training for Board Directors

Recommendation: The First Nations Relations Committee recommends to the Capital Regional District Board:
That staff be directed to offer Directors a series of Indigenous intercultural training, learning and coaching opportunities in 2023.
(NWA)

Attachments: Staff Report: Indigenous Intercultural Skills Training for Board Directors

4.7. 22-521 First Nations Relations Operational Update

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

Attachments: Staff Report: First Nations Relations Operational Update

4.8. 22-560 Bylaw 4407 - "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 150, 2021"

Recommendation: That Bylaw 4407 "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 150, 2021" be adopted.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Bylaw No.4407

4.9. 22-564 Public Hearing Report on Bylaw No. 4473, “Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022”

Recommendation: 1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022" which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 7 and continued on September 8, 2022 for Bylaw No. 4473, be received;
2. That Bylaw No. 4473 be read a third time; and
3. That Bylaw No. 4473 be adopted.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Public Hearing on Bylaw No. 4473

Appendix A: Proposed Bylaw No. 4473

Appendix B: Report of the Public Hearing September 7, 2022

4.10. 22-563 Public Hearing Report on Bylaw No. 4464, “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022”

Recommendation: 1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 13, 2022, for Bylaw No. 4464, be received;
2. That Bylaw No. 4464 be read a third time; and
3. That Bylaw No. 4464 be adopted.
(NWP - Voting Block A: JDF EA, Colwood, Langford (Blackwell), Metchosin, Sooke)

Attachments: Staff Report: Public Hearing Report on Bylaw No. 4464

Appendix A: Proposed Bylaw No. 4464

Appendix B: Report of the Public Hearing September 13, 2022

4.11. 22-524 City of Langford Hotel Tax

Recommendation: That the Capital Regional District support renewal of the City of Langford's application to levy an accommodation tax under the Municipal and Regional District Tax (MRDT) provision of the Provincial Sales Tax Act.
(NWA)

Attachments: Staff Report: Langford Hotel Tax

Appendix A: Letter City of Langford - Re: MRDT

Appendix B: MRDT Program Requirements

4.12. 22-562 Bylaws No. 4487 and 4488: Seagirt Waterworks Conversion to CRD Service

Recommendation: 1. That Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
(NWA)
2. That participating area approval for Bylaw No. 4487 is authorized by sufficient petition in accordance with ss. 337 and 347 of the Local Government Act;
3. That Bylaw No. 4487 be referred to the Inspector of Municipalities for approval;
(NWA)
4. That Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
(WA)
5. That participating area approval for Bylaw No. 4488 is authorized by sufficient petition in accordance with ss. 337, 347, 407 and 408 of the Local Government Act; and
6. That Bylaw No. 4488 be referred to the Inspector of Municipalities for approval.
(NWA)

Attachments: Staff Report: Bylaws No. 4487 & 4488: Seagirt Waterworks Conversion

Appendix A: Bylaw No. 4487

Appendix B: Bylaw No. 4488

Appendix C: Certification of Petition Results

5. MOTION TO CLOSE THE MEETING

5.1. 22-553 Motion to Close the Meeting

Recommendation: That the meeting be closed for Appointments in accordance with Section 90(1)(a) of the Community Charter. [2 items].

6. RISE AND REPORT

7. ADJOURNMENT

Votinq Key:
NWA - Non-weighted vote of all Directors
NWP - Non-weighted vote of participants (as listed)
WA - Weighted vote of all Directors
WP - Weighted vote of participants (as listed)

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REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **2023 Service Planning - Community Needs Summaries**

ISSUE SUMMARY

To provide the Committee of the Whole with an overview of core service levels, new and progressing initiatives and performance metrics related to services provided by the Capital Regional District (CRD) in 2022 and planned for 2023.

BACKGROUND

The CRD Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's 15 most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering.

The priorities were re-confirmed by the CRD Board at the annual strategic check-ins in May 2020, 2021 and 2022. The Board also approved the 2023 Service and Financial Planning Guidelines on May 11, 2022. The guidelines establish how management will address core service levels, new initiatives, adjustments for inflation and market cost escalations in preparation of the budget each year. Both guided staff's work developing the 2023 service plans, documented in the Community Needs Summaries.

The upcoming year is a period of transition for staff and the CRD Board. The operational adjustments and initiatives proposed in the service plans are necessary to maintain continuity of core service over this period of time. In total, staff identified 22 initiatives (Appendix A) in support of the 15 community needs that will have financial implications in 2023.

The attached Community Needs Summaries (Appendices B-P) inform the 2023-2027 Provisional Budget. Each summary provides an overview of the strategic context for service areas, core service levels associated with each service and a summary of the business model and performance metrics associated with targeted outcomes. It also provides details of the initiatives, associated staffing, timing and service levels required to advance the CRD's work in 2023.

The key drivers for the proposed incremental initiatives are:
1. the continued operationalization of large-scale capital investments made in housing and core area wastewater
2. minor adjustments to core service levels to maintain existing performance levels; and
3. the continued modernization, through technology investments, of our corporate service delivery to keep pace with the growth of the organization.

In addition, the CRD Board gave staff direction which impacts core operating budgets through the following motions:

Direction	Staff response
On August 10, 2022 at the **CRD Board** the following motion arising related to the **Affordable Housing Community Need** was carried: *"That the Board provides direction to staff to include funding in the 2023 Budget of $150,000 for one year to the Aboriginal Coalition to End Homelessness in the five year financial plan beginning in 2023 budget."*	The amendment will be made in time for the final budget approval in March. The initiative will be listed as **1a-7 Funding for Aboriginal Coalition to End Homelessness**.
On August 10, 2022 at the **CRD Board** the following motion related to the **First Nations Relations Community Need** was carried: *"1. That staff be directed to advance a service plan and recommended funding proposal of up to $250,000 to be considered with the 2023 Provisional Budget to support engagement and relationship building with First Nations, and;* *2. That the CRD advocate to the Province to provide capacity funding for First Nations to support efforts towards reconciliation."*	The amendment will be made in time for the final budget approval in March. The initiative will be listed as **3a-1.1 Government to Government Relationship Building**.

IMPLICATIONS

Financial Implications
To exercise constraint and cost containment, the Board directed staff to keep the core inflationary adjustment to 3% through the 2023 Service and Financial Planning Guidelines.

Staff and management have taken all necessary steps to mitigate the financial impacts of proposed initiatives as well as cost escalation and the sustained high inflation rate experienced in the second half of 2022. More information about the mitigation strategies will be provided through the 2023 Provisional Budget presentation taking place on the same day that this report will be considered.

In parallel to the growth constraint set by the CRD Board, in the months leading up to provisional budget the Board directed that staff advance a number of additional initiatives, listed in the table above. These initiatives are over and above the core operating services and, as such, their impact has been identified separately in the Community Need Summaries.

Service Delivery Implications
The CRD reports on the progress of its initiatives and services on a regular basis. The Board oversees the Board Strategic Priorities through the Quarterly Board Priorities Dashboard which

accompanies the Chief Administrative Officer Quarterly Progress Reports. The Board also receives a progress report on the entirety of the CRD Corporate Plan initiatives twice a year at the Board Strategic Check-in and Provisional Budget meetings, which take place in the spring and fall respectively. During the course of the year, standing committees and commissions also fulfil an oversight and advisory role in relation to our work.

The CRD was given a mandate by the Board to pursue a large scope of work through their strategic priorities and the 2019-2022 CRD Corporate Plan. To address this, CRD divisions initiated around 200 new initiatives during this Board's term, delivering change on an unprecedented scale, over and above the existing service mandates and obligations.

At the same time, the CRD has delivered a number of large-scale capital projects, including investments overseen by the Core Area Wastewater Treatment Plan project, the Capital Region Housing Corporation, and the Capital Regional Hospital District. Capital projects of this scale are resource-intensive and have contributed to the creation of a sizeable tangible asset base (worth $2.5 billion today) which now has to be operated.

This multifaceted, systematic growth in operations has driven demand in support services. The CRD has embarked on a path of managed modernization to support the organization as it pivots into a much larger and more sophisticated operating environment.

Alignment with Board & Corporate Priorities
At its annual check-in, the CRD Board directed staff to stay the course on the existing strategic priorities. In addition, given the transitional nature of the upcoming year, staff indicated at the annual strategic check-in that they would only bring forward work necessary to maintain continuity of service. This is to ensure there is capacity and room for the incoming Board of directors to agree on a set of priorities in the first part of 2023.

The Executive Leadership Team has reviewed and assessed all initiative business cases and believes the consolidated package of work is appropriate and commensurate to the organization's needs.

CONCLUSION

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

RECOMMENDATION

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

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

ATTACHMENTS

Appendix A: Consolidated list of initiatives for 2023
Appendix B: Community Need Summary – Arts & Culture
Appendix C: Community Need Summary – Water
Appendix D: Community Need Summary – Wastewater
Appendix E: Community Need Summary – Protective Services
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Community Needs

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Consolidated List of Initiatives for 2023

Initiatives proposed by staff for 2023

#	Initiative	Description	Year(s)	FTE impacts (2023)	Incremental budget impacts (2023)	Funding source
Affordable Housing						
1a-2	Capital Region Housing Corporation (CRHC) Operations	Increase staffing complement in Regional Housing in response to increase in operational units	2023 – ongoing	+6.0 FTE Ongoing +1.5 FTE Term	$177K[1]	Allocation / Other
1a-4	Housing Continuation through Regional Housing First Program (RHFP)	Development of a housing supply program for consideration by the Board as follow-up to RHFP	2023	-	$122K	Allocation / Other
1a-10	Reaching Home	Creation of term positions to support effective delivery and administration of increasing program funds	2023 – 2024	+0.2 FTE Auxiliary to term	$22.7K	Allocation / Other
1a-11	Southern Gulf Islands (SGI) Housing Strategy	Implementation of the strategy and coordination of program	2023	-	$16K	Allocation / Other
Wastewater						
8a-1.5	Lab Technician Core Area	Support for lab services during evaluation of longer-term CAWTP requirements	2023	1.0 FTE Term extension	$1.6K	Allocation / Other
8a-1.7	Wastewater Treatment Operators (Core Area)	New resources to support Core Area Wastewater Treatment Plant	2023 – ongoing	+2.0 FTE Ongoing	$267K	Allocation / Other
8a-1.8	Manager Wastewater Conveyance (Core Area)	New resources to support Core Area Wastewater Conveyance Operations	2023 – ongoing	+1.0 FTE Ongoing	$168K	Allocation / Other

[1] This information reflects the amendment to the Capital Regional District budget; changes to the CRHC budget will be reflected through its own, separate budgeting process.

Community Needs

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Consolidated List of Initiatives for 2023

#	Initiative	Description	Year(s)	FTE impacts (2023)	Incremental budget impacts (2023)	Funding source
Landfill & Recycling						
9b-0.3	Food Waste Attendant	Extension of term position to facilitate the consolidation and trucking of materials brought to the Hartland kitchen scraps transfer station by commercial waste haulers	2023 – 2025	1.0 FTE Term extension	($3.7K)	Sale of service
Water						
10a-7	Salt Spring Island (SSI) Water Operations	Staffing adjustment for the operation of three utilities (Beddis, Fulford and Cedar Lane Water services)	2023 – ongoing	+1.61 FTE Ongoing	$456K	Allocation / Other
10a-8	Manager, SSI and SGI Operations	Staffing adjustment to ensure compliance with Environmental Operators Certification Program facility classification	2023 – ongoing	+1.0 FTE Ongoing	$273K	Allocation / Other
10d-3	Watershed Hydrology Monitoring	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2023	--	$0	N/A
Planning & Development						
11b-1	Foodlands Access Service	Establishment of a regional Foodlands access service in support of the Food & Agriculture Strategy	2023	-	$100K	Allocation / Other
Arts & Culture						
12d-1	Arts Administrative Assistant	Staffing adjustment to existing position to meet operational demand	2023 - ongoing	+0.2 FTE Ongoing	$8.5K	Allocation / Other

Community Needs

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Consolidated List of Initiatives for 2023

#	Initiative	Description	Year(s)	FTE impacts (2023)	Incremental budget impacts (2023)	Funding source
Health Facilities						
14a-1	Health Capital Planning	Term position to support development and planning for new capital projects for the Capital Regional Hospital District (CRHD)	2023 – 2024	1.0 FTE Term extension	$4.7K	Allocation / Other
Accountability						
15a-1.1	SSI Administrative Support	Staffing adjustment to existing position to meet operational demand	2023 – ongoing	+0.2 FTE Ongoing	$2.9K	Allocation / Other
15f-1.9	SAP Lifecycle Replacement	Upgrade and migration of end-of-life software to current version	2023 – 2025	+5.0 FTE Term	$951K	Allocation / Other
15f-1.15	Digital Communication Governance & Support Service	Improvements to website, digital asset management and SharePoint analytics	2023 – 2024	+1.0 FTE Ongoing +1.0 FTE Term	$448K	Allocation / Other
15f-1.23	Enterprise Project Document Management System	Implementation of a corporate project management system	2023 – ongoing	-	$635K	Allocation / Other
15f-1.24	Financial Services Support IBC	Staffing adjustment to existing position to meet operational demand	2023 – ongoing	+0.25 FTE Ongoing	$20K	Allocation / Other

Community Needs

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Consolidated List of Initiatives for 2023

Initiatives directed by the Capital Regional District Board

#	Initiative	Description	Year(s)	FTE impacts (2023)	Incremental budget impacts (2023)	Funding source
Affordable Housing						
1a-7	Funding for Aboriginal Coalition to End Homelessness	Include funding in the 2023 budget for one year to the Aboriginal Coalition to End Homelessness	2023	-	$150K	Requisition
First Nations Relations						
3a-1.1	Government to Government Relationship Building	Support First Nations to co-develop a framework for ongoing communication, collaboration and government-to-government relationship building with the CRD	2023 – 2024	-	$250K	Requisition

Community Needs

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Consolidated List of Initiatives for 2023

Contingent initiatives[2]

#	Initiative	Description	Year(s)	FTE impacts (2023)	Incremental budget impacts (2023)	Funding source
Transportation						
2a-3	SGI Transportation Service Establishment	Establish a transportation service and Commission (if approved by referendum in October 2022)	2023 – ongoing	+1.0 FTE Ongoing	$475K	Requisition
Parks & Natural Resource Management						
6h-1	Geese Management Service Establishment	Regional coordination of Canada Goose population through a new service	2023 – 2026	+0.5 FTE Term	$237K	Requisition
Accountability						
15a-1	SSI Local Community Commission (LCC)	Creation of elected LCC with delegated authority to oversee island-wide services	2023 – ongoing	+1.0 FTE Ongoing	$173K	Requisition, Allocation / Other

[2] Contingent on service establishment, referendum, other

Community Need

2023 Summary

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Arts & Culture

Strategy

Target Outcome

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

Strategic Context

Strategies

- Arts and Culture Support Service Strategic Plan

Trends, risks and issues

- Municipal investment in the arts recognizes the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2022, the CRD Arts and Culture funding programs supported 95 organizations that provided programming that supported a wide range of artistic activity by local and regional artists.
- Many arts and cultural organizations have also demonstrated tremendous resilience, adaptability, and innovation throughout the pandemic with 84.3% of surveyed Operating and Project Grant recipients developing alternative programming, relying heavily on digital formats such as live-streaming and virtual gatherings.
- Statistics Canada reports that, on a national level, arts and culture work rebounded strongly in 2021, with a 15% increase in hours worked from 2020, largely due to the loosening of event and gathering restrictions in the second half of 2021. The 25.5 million hours worked in 2021 represent the highest level on record and 7% above the pre-pandemic high in 2019. This trend is expected to continue with the reopening and relaunch of many performing arts events and festivals.

Community Need

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2023 Summary

Services

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

Community Need

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2023 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts[1]	
12d-1	Arts Administrative Assistant	Staffing adjustement to existing position to meet operational demand	2023 – ongoing	+0.2 FTE Ongoing	$8.5K Allocation / Other

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions

Reporting Structure

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

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

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2023 Summary

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: **Social contributions** (A) total number of CRD-funded events (B) total attendees at CRD-funded arts events (C) total number of grants distributed (D) first-time grant recipients Data from 2021 Arts & Culture Progress Report (A-D)	(A) 4,010 (B) 1,718,803 (C) 83 (D) 17	(A) 4,500 (B) 1,900,000 (C) 95 (D) 20	(A) 5,000 (B) 2,000,000 (C) 100 (D) 20
Metric 2: **Economic contributions** (E) total funding invested (via CRD grants) in grant recipients (F) total culture GDP ($M) generated in CRD (G) total culture jobs generated in CRD Data from 2021 Arts & Culture Progress Report (E), Statistics Canada (F) & (G) *estimate: most recent actual is $805.3M (2020) **estimate: most recent actual is 9,722 (2020)	(E) $2,545,500 (F) $800.0* (G) 10,000**	(E) $2,601,270 (F) $840.0 (G) 10,500	(E) $2,684,670 (F) $882.0 (G) 11,000

Discussion

Link to Target Outcome

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

Discussion

Metric 1 – Social Contributions

- (A) The number of events and workshops rose, due to the adaptation of arts organizations in moving activities and programming online, as well as the restarting of in-person events in the last two months of 2021.
- (B) 2021 was a transitional year with in-person attendance increasing in November and December when event and gathering restrictions were loosened. Preliminary indications are that in-person attendance continues a robust recovery in 2022 due to pent up demand.

Community Need

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2023 Summary

- (C) In 2021, there was resurgence of applicants to project-based grant programs. This was a direct result of the loosening of event and gathering restrictions. Organizations began planning more arts activities and looking for grants to fund them. With budget priorities directed to project-based grants, including $25,000 in new funding dedicated to Equity Grants, it is expected that the number of grant recipients will continue to increase, which allows more art projects to be activated.
- (D) CRD Arts and Culture conducts promotion of its programs and targeted outreach to eligible organizations, all in an effort to enlarge the pool of grant applicants. Funding more first-time applicants is an effective method of diversifying the variety of arts projects activated and audiences engaged.

Metric 2 – Economic Contributions

- (E) Total arts grant funding has remained consistent throughout the pandemic and continues to have modest increases in 2022. Funding lifts will be dedicated to new high-performing applicants to Operating Grants, and to project-based grants.
- (F) The most recent GDP data from Statistics Canada is from 2020, which shows the pandemic pullback in activity. With the restart of arts activities in 2021 and 2022, it is expected that GDP will rebound to prior levels at minimum.
- (G) The most recent jobs data from Statistics Canada is from 2020. Jobs were impacted by the pandemic, but through federal relief funding, such as the Canada Emergency Wage Subsidy, most employees at arts non-profit organizations were retained in 2020. Artist and contract workers were more adversely affected, although they too received support from federal programs, such as the Canada Emergency Response Benefit or Employment Insurance.

Community Need

Initiative Progress Report

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Arts & Culture

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
12a-1	Art Facility Needs & Partnerships	100%	Lead on **Art Facility need**: January 2020 – March 2021: Regional Arts Facilities Select Committee May 2021 – January 2022: Performing Arts Facilities Select Committee Completed – Stage One report: A Public Conversation about Performing Arts Facilities in the CRD (2020). Full regional service approved, but Alternative Approval Process (AAP) rejected in 2021. Referred to next Board's strategic planning (2022). Lead on **100% participation in Arts & Culture Support Service**: Arts Commission Completed – Reviewed and endorsed by Arts Commission (2021). Full regional service approved, but AAP rejected in 2021. Letters from CRD Board Chair sent to non-participating jurisdictions encouraging them to join (2022). Referred to next Board's strategic planning (2022).
12b-1	Community Engagement in Arts	100%	Lead: Arts & Culture Support Service (2020) Part of core services
12b-2	Arts and Culture Strategic Plan	100%	Lead: Arts & Culture Support Service (2020) Completed
12c-1	Arts Grant Program Review	100%	Lead: Arts & Culture Support Service (2020) Part of core services

Community Need

2023 Summary

Making a difference...together

Water

Strategy

Target Outcome
We envisage a sustainable and resilient water supply.

Strategic Context

Strategies

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

Trends, risks and issues

- **Security and patrols**: there have been an increased number of security incursions/recreational pressure into the Greater Victoria Water Supply Area (GVWSA) from Sooke Hills Wilderness Regional Park and from the rapidly developing residential area around Langford and Goldstream. This is putting additional pressure on the Watershed team.
- **Climate Action**: the most significant risks for water services relate to climate and environmental changes. Predicted trends of drier, hotter summers will impact the water services in a number of ways:
  - Demand for water, including for local agricultural activities – this is monitored closely and evaluated against historical trends. Model predictions are updated for areas exhibiting higher than predicted demands, this will inform future infrastructure upgrades to meet growing demands.
  - Water quality may be affected due to increased biological growth in the source water and distribution system. The 2022 Regional Water Supply Master Plan recommends implementing filtration as a step in the treatment process by 2037.
  - In the GVWSA, increasing periods of elevated wildfire risk, peak flows from winter storms, drought stress on trees which could lead to increased mortality and forest pests/diseases.
  - Increased risk of power outages.
- **Infrastructure Vulnerability, Resiliency, and Emergency Preparedness**: there are increases in operational and system maintenance demands from a growing region combined with aging infrastructure. The 2022 Regional Water Supply Master Plan identifies a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs over the next 30 years.

Community Need

2023 Summary

- **Asset Management:** the ongoing trend in reviewing, updating and completing asset management plans and the continuous upgrading, replacement and growth of assets in the water and wastewater systems rely on having an up-to-date asset registry as well as an asset onboarding process. Both the Scottish Water Review in 2018 and the EMA Readiness Assessment of 2020 highlighted the need for a reliable asset registry for Water and Wastewater.
- The risk of assets not being maintained, replaced in a timely manner and failing could impact the CRD's ability to provide the expected water and wastewater level of service and could even result in environmental and public health and safety risks.
- The asset registry is an important step in ensuring that assets are captured in the Maintenance Management System and Preventative Maintenance Plans are developed. This information is also critical with regards to capital and financial planning for the utility services.
- Completion of the Master Plan will allow the development of a Regional Water Development Cost Charge Program to advance.
- Operational cost increases: the costs of some essential water system operating supplies such as disinfection chemicals are increasing 30-40% year over year which is impacting the cost of service delivery.
- Regional Water Supply (RWS) Strategic Plan (2017): Actions and initiatives to support the Strategic Priorities and Commitments will be updated in 2023 for the 2024-2028 period.
- New service delivery model for First Nations water servicing will be implemented beginning in 2023, whereby the RWS Service will become the service provider for participating First Nations Governments.

Services

Core Services Levels	
Service	**Levels**
Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas (EAs) Wholesale water supply to approximately 400,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the EAs supported through following key service areas:	
Water Systems Operations and Maintenance Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance. ➥ Service level adjusted, see initiatives 10a-7 & 10a-8	• 24/7 water treatment operations for two facilities for Greater Victoria • Supply and distribution system operation • System monitoring • Customer service • System and facility maintenance • Consumables management • Component preventative maintenance

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
Emergency Response/System Failure Water main breaks.	• 24/7 emergency response to water main breaks and other system emergencies
Infrastructure Planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	• Asset management and capital planning • Adjust plans for 15 water services • System expansion and growth planning
Capital Project Delivery and Works Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support.	• Capital program delivery • Water main installations and equipment replacement • Dam maintenance and upgrade projects • Capital project support & contract management
Engineering Services Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.	• Engineering support of utility operations for the 15 water services
Watershed Protection Forest land management of the 20,611 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:	
Wildfire, Security & Emergency Response: Watershed security, wildfire and spill preparedness, prevention and response.	• 24/7 watershed emergency duty officer standby • Security/wildfire patrols and standby (weekends and holidays; daily during elevated fire conditions) • Wildfire detection air patrol during high and extreme fire hazard
Watershed Operations Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation	• Winter/summer road maintenance • Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate • Forest fuel and forest resilience treatments and fire smarting maintenance including brushing, thinning and prescribed burning • Brushing around facilities, dams, for tree release • Danger tree assessment and removal along roads and powerlines • Invasive plant management

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
Resource Planning Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management. ➥ Service level adjusted, see initiative 10d-3	• Development of a comprehensive watershed hydrology monitoring program • Annual forest health survey • Partnering in climate change and other research in the GVWSA • Management of beaver, Canada geese and bullfrogs • School and public tours of the Water Supply Area and facilities
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives.	
Water Quality Monitoring, assessment, reporting and technical advice to meet water quality regulatory requirements.	• Source water and distribution system monitoring, assessment and reporting • Physical, chemical and biological analytical services, assessment and reporting
Demand Management Research and data to inform capital planning, water conservation, and communications and education.	• Accurate data • Per capita targets (residential and ICI)
Cross Connection Control Oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply.	• Contamination prevention through facility inspections, testing and education for backflow prevention devices • Monitor and track (>28,000) backflow prevention devices
Communications & Environmental Education Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.	• Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use)

Community Need

2023 Summary

Making a difference...together

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

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**2023 impacts [1]**	
10a-7	SSI Water Operations	Staffing adjustment for the operation of three utilities (Beddis, Fulford and Cedar Lane Water services)	2023 – ongoing	+1.61 FTE Ongoing	$456K Allocation / other
10a-8	Manager, SSI & SGI Operations	Staffing adjustment to ensure compliance with Environmental Operators Certification Program facility classification	2023 – ongoing	+1.0 FTE Ongoing	$273K Allocation / other
10d-3	Watershed Hydrology Monitoring*	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2023	--	--

[1] Budget impacts reflect full program costs, including cost of staffing.

Community Need

2023 Summary

Making a difference...together

Business Model

Funding

Who contributes

Water Supply and Distribution:

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

Environmental Protection

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

Support Services: Varies per service

Funding Sources

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

Reporting Structure

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

Community Need

2023 Summary

Making a difference...together

Performance				
Definition and Source	**Service**	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Regulatory Compliance Non-compliance with Island Health, provincial and federal regulatory requirements and operational certificates that result in Boil Water Advisories or Do Not Consume Events	*Regional Water Supply*	None	None	None
	JDF Water Distribution	None	None	None
	Saanich Peninsula Water Supply	None	None	None
	Local Services	8	3	None
Metric 2A: Water Quality Sampling (raw) Water quality samples analyzed annually from source reservoirs (raw water)	*Regional Water Supply*	15,589	17,174	17,174
	Local Services	3,670	4,218	4,218
Metric 2B: Water Quality Sampling (treated) Water quality samples analyzed annually from transmission/distribution systems (treated water)	*Regional Water Supply*	1,787	1,888	1,888
	JDF Water Distribution	7,531	7,378	7,762
	Saanich Peninsula Water Supply	2,102	3,701	3,701
	Local Services	24,904	17,893	17,893
Metric 3: Demand Average day per capita water use (litres per capita per day)	*Regional Water Supply*	359	340	340
	JDF Water Distribution	314	300	300
	Saanich Peninsula Water Supply	479	420	420
	Local Services	227.8	216.5	215.8
Metric 4: Operating cost Annual operating cost per megalitre of drinking water treated and supplied/distributed	*Regional Water Supply*	$111	$112	$115
Metric 5: Energy usage Annual energy use (kWh) per megalitre of drinking water treated and supplied/distributed	*Regional Water Supply*	62.5	66	66

Community Need

2023 Summary

Making a difference...together

Performance				
Definition and Source	**Service**	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 6: Watershed water release Volume of raw water released annually from RWS watersheds to rivers to support fish habitat (megalitres)	*Regional Water Supply*	10,286	11,000	12,000
Metric 7: Water-main leak repairs Number of water-main leak repairs and service line leaks annually per 100 kilometers of pipe (distribution systems)	*JDF Water Distribution*	8.2	10	8
	Local Services	1	1	1
Metric 8: Preventative maintenance Preventative maintenance completed (% of planned)	*Regional Water Supply*	86%	96%	98%
	JDF Water Distribution	84%	94%	96%
	Saanich Peninsula Water Supply	97%	98%	98%
	Local Services	91%	98%	98%

Discussion

Link to Target Outcome

The KPIs link to the CRD's goals of safe, sustainable and resilient water resources for the Capital Region.

Discussion

- Metric 3: Average day per capita water use (litres per capita per day)
  - Regional Water Supply: Demand is plateauing due to the replacement of inefficient appliances and a surge of new high-density buildings with built-in water efficiencies
  - Saanich Peninsula Water Supply: Driven by agricultural demand and lack of residential densification
  - Local Services: Values represent the average of twelve services

Community Need

Initiative Progress Report

Making a difference...together

Water

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
10a-0.1	Watershed Security Position	--	Lead: Watershed Protection (2021) Not started – pending union bargaining
10a-1	Post-Disaster Water Supply Plan Note: Ongoing initiative with annual funding	50%	Lead: Infrastructure Operations (2020) Progressing – Building on previous year's progress the program will continue to focus on Emergency Repair Parts, Seismic Resilient Hydrants, Water Distribution Modules, and Transmission Main Upgrades.
10a-2	Water Infrastructure Resilience	100%	Lead: Infrastructure Operations Water (2020) Part of core services
10a-2	Infrastructure Integration Technician	50%	Lead: Customer & Technical Services (2022) Progressing – Interviews complete.
10a-2.1	Water Infrastructure Resilience	100%	Lead: Infrastructure Operations Water (2021) Part of core services
10a-3	RWSSP Update	100%	Lead: Infrastructure Engineering (2020) Part of core services
10a-4	Cross Connection Control Inspector	100%	Lead: Environmental Protection (2021) Part of core services
10a-5	Water Billing	100%	Lead: Financial Services (2020) Part of core services
10a-7	SSI + SGI Water Operations	100%	Lead: Infrastructure Operations Water (2020) Part of core services
10b-1	Water Conservation through Demand Management	100%	Lead: Environmental Protection (2020) Part of core services
10c-1	Agricultural Water Subsidy	10%	Lead: Infrastructure Operations Water (2020) Progressing – A consultant has been retained to complete an Agricultural Water Rate Review and Rate Model Options Study, the study is expected to be completed in 2023.

Community Need

Making a difference...together

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
10d-1	Future Water Supply + Infrastructure	100%	Lead: Infrastructure Engineering (2020) Completed – Regional Water Supply Master Plan completed
10d-2	Leech River Water Quality Operations	100%	Lead: Environmental Protection (2021) Completed
10d-3	Watershed Hydrology Monitoring	100%	Lead: Watershed Protection (2020, 2021 & 2022) Completed - continuing on from 2020/2021 IBC into 2022, renewal of contracts to be completed on budget approval – hydrology station upgrades and discharge measurements
10d-4	SSI Watershed Protection	--	Lead: Environmental Protection (2020) Cancelled – this project will not proceed as the main water improvement district decided not to convert to a CRD service.
10e-1	Contracts Coordinator	100%	Lead: Administrative Services – IWS (2022) Completed – position has been filled

Community Need

Capital Plan Update

Making a difference...together

Water

Background

The Capital Regional District (CRD) operates **14 regional, sub-regional and local water services** across the Greater Victoria area and the three Electoral Areas. The services range in size and infrastructure complexity – the Regional Water Supply service provides bulk drinking water for residential, commercial, institutional, and agricultural uses to approximately 400,000 people throughout Greater Victoria, while some of the local water services serve fewer than 50 customers. Eight First Nations governments are served through the sub-regional and municipal water services. There are many stakeholders involved in the supply and delivery of safe drinking water, including senior government and Island Health who administers and enforces the applicable provincial drinking water legislation through water system operating permits. The operating permit conditions set out operating requirements and in some cases, system improvement (capital) requirements.

Planning for 2023 and beyond

Each of the water services has a capital plan which sets out the highest priority system infrastructure improvements. For the larger services, the capital plan is based on a longer term strategic plan or master plan/asset management plan, such as the Regional Water Supply Service's 30 year Master Plan. The smallest services will typically have a five-year capital plan due to the complexity of the system and financial considerations. Typically, the recommended capital improvements are resulting from the need to replace infrastructure that is nearing the end of its service life, the need for increased service capacity, or regulatory changes.

Highlights since 2019

The CRD has allocated over **$120M since 2019** on capital projects across the region that advance the Water Community Need. These investments were primarily funded through water fees, reserves and capital funds on hand.

Some of the projects included:

- Replacing aged infrastructure including asbestos cement water pipes in the Juan de Fuca Water Distribution System and intake tower screening equipment at Sooke Lake Reservoir
- Replacement of Lubbe Dam No.4 and rehabilitation of Butchart Dam No.5 and a Dam Safety Review of Sooke Lake Dam in the Regional Water Supply System
- Completion of new infrastructure to support growth related capacity improvements in the Juan de Fuca Water Distribution System, under the development cost charge program

Community Need

Capital Plan Update

- Procurement of post disaster water supply and distribution equipment, supplies and critical spare components
- Replacement of the Regional Water Supply Watershed Gatehouse Building and primary entrance security gates
- Various studies, renewals and replacement projects to support numerous local water services
- Completion of the Regional Water Supply 2022 Master Plan, a 30 year plan that sets out 21 major projects necessary to meet anticipated water supply and treatment needs based on projected population for the year 2050, as well as impacts of climate change, water treatment requirements resulting from changing raw water quality characteristics and regulatory requirements, and to add critical component redundancy

Projects highlights for 2023

The CRD will allocate over **$31M in 2023** on capital projects across the region that advance the Water Community Need. These investments will be primarily funded through water fees, reserves and capital funds on hand.

Some of the projects include:

- Replacement of the Goldstream Avenue asbestos cement water main in the City of Langford and completion of a new pump station, reservoir and piping in the Rocky Point zone of the Juan de Fuca Water Distribution System
- Beginning the construction of a new Field Operations Centre building to support Regional Water Supply Watershed Operations staff and operations functions, replacing the temporary trailers currently in use
- Replacement of the Ultra Violet water disinfection equipment at the Goldstream Water Treatment Plant, and beginning the Transmission Main No.4 and Transmission Main No. 3 replacement projects
- Capital upgrades across several of the local water services including dam repairs, distribution pipe and pump station replacements, and treatment system improvements
- Replacement of operations vehicles and equipment used for day-to-day operations and maintenance of water systems; Several electric vehicles have been procured to replace internal combustion engine vehicles

Community Need

2023 Summary

Making a difference...together

Wastewater

Strategy

Target Outcome

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

Strategic Context

Strategies

- Core Area Liquid Waste Management Plan
- Continue to optimize operation of McLoughlin Point Wastewater Treatment Plant (MPWWTP), the Core Area Conveyance System, and Residuals Treatment Facility (RTF), following completion of performance period.
- Transition of residual solids from other wastewater treatment facilities to the Residuals Treatment Facility.
- Continue to effectively operate and maintain the Saanich Peninsula Wastewater Treatment Plant and conveyance system.
- Continue to effectively operate and maintain five small wastewater systems in the Electoral Areas.

Trends, risks and issues

- Monitoring programs for new wastewater infrastructure in the Core Area continue to be implemented; ongoing commissioning and operational refinement requires additional samples to be collected and analyzed. Lab Services requires additional resources to support the wastewater operations at MPWWTP for 2023.
- Biosolids short-term implementation, and long-term planning, options analysis and pilot testing.
- Optimization of operation and maintenance of new infrastructure in the Core Area to refine staffing requirements, infrastructure performance, and operations and maintenance functions, to improve effluent quality and reduce community impacts related to the operation.
- Continue to operate and maintain the other wastewater infrastructure in the Core Area, Saanich Peninsula, and the Electoral Areas. This infrastructure is of various ages and in several cases large scale infrastructure renewal is required.
- Facility Management's role in supporting maintenance of superstructures in wastewater is being defined.
- The development of a Core Area Development Cost Charge Program is advancing.
- As the CRD gains more operating experience and implements outcomes of on-going optimization works across the Core Area Wastewater System, the annual operating budget will continue to be monitored closely and refined annually.

Community Need

2023 Summary

Making a difference...together

Services

Core Services Levels	
Service	**Levels**
Core Area, Saanich Peninsula Wastewater Systems and Small Wastewater Systems in the Electoral Areas Services include wastewater conveyance and tertiary treatment for Core Area, and conveyance and secondary treatment for Saanich Peninsula, and the small wastewater systems in the Electoral Areas.	
Wastewater System Operations Wastewater treatment collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance.	• Wastewater treatment. • System operation, monitoring and maintenance. • Consumables management. ➥ Service level adjusted, see initiatives 8a-1.7 & 8a-1.8
Emergency Response/System Failure Wastewater overflows and unplanned service interruptions.	• Wastewater overflows and public and environmental health protection. • Unplanned service interruptions.
Capital Project Delivery Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support.	• Capital program for seven services. • Infrastructure renewal and upgrades. • Capital project support.
Infrastructure planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	• Asset management plans. • Manage capital plans for seven wastewater services.
Engineering services Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical troubleshooting.	• Engineering support of utility operations for the seven wastewater services.
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on contaminant reduction, monitoring and assessment associated with liquid waste treatment.	
Regional Source Control Administration, monitoring, and reporting of compliance with regional bylaw.	• Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer. • Promote contaminant reduction associated with sanitary and stormwater systems.

Community Need

2023 Summary

Making a difference...together

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

Community Need

2023 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts [1]	
8a-1.5	Lab Services CAWTP	Support for lab services during evaluation of longer-term CAWTP requirements.	2023	1.0 FTE Term extension	$1.6K Allocation / other
8a-1.7	Wastewater Treatment Operators (Core Area)	New resources to support Core Area Wastewater Treatment Plant	2023 – ongoing	+2.0 FTE Ongoing	$267K Allocation / other
8a-1.8	Manager Wastewater Conveyance (Core Area)	New resources to support Core Area Wastewater Conveyance Operations	2023 – ongoing	+1.0 FTE Ongoing	$168K Allocation / other

Business Model

Funding

Who contributes

- Core Area Municipalities (Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal) and Songhees and Esquimalt First Nations.
- Saanich Peninsula Municipalities (Central Saanich, North Saanich, Sidney) and Saanich Peninsula First Nations.
- Local Wastewater Service Areas in the Electoral Areas (Magic Lake, Port Renfrew, Ganges, Maliview, SSI Liquid Waste).
- Support Services: varies per service.

Funding Sources

- Requisitions and User Charges (Local Wastewater Service Areas)

Reporting Structure

- Core Area Liquid Waste Management Committee
- Saanich Peninsula Wastewater Commission
- Electoral Areas Committee and Local Wastewater Service Area Committees and Commissions

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Making a difference...together

Performance				
Definition and Source	**Service**	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1 Wastewater effluent quality non-compliance events with provincial and federal regulatory requirements	*Core Area Wastewater*	14	6	0
	Saanich Peninsula Wastewater	1	0	0
	Local Services	15	9	2
Metric 2 Number of wastewater overflows or flow exceedances	*Core Area Wastewater*	51	14	0
	Saanich Peninsula Wastewater	2	0	0
	Local Services	77	16	40
Metric 3 Total volume of wastewater collected and treated (cubic meters)	*Core Area Wastewater*	35,938,688	36,000,000	36,500,000
	Saanich Peninsula Wastewater	3,676,551	3,700,000	3,775,000
	Local Services	333,886	334,000	336,000
Metric 4 Operating cost per megalitre of wastewater collected and treated ($)	*Core Area Wastewater*	628	658	799
	Saanich Peninsula Wastewater	912	983	1,072
	Local Services	4,785	5,287	5,091
Metric 6 Volume (tonnes) of biosolids beneficially used	*All Wastewater Services*	771	2,250	3,150
Metric 7 Number of odour complaints related to operation	*Core Area Wastewater*	97	95	0
	Saanich Peninsula Wastewater	1	4	0
	Local Services	2	0	0
Metric 8 Delivery of annual capital Program ($ spent)	*Core Area Wastewater*	1,762,000	5,000,000	34,000,000
	Saanich Peninsula Wastewater	1,604,000	2,000,000	2,800,000
	Local Services	2,316,000	900,000	8,000,000

Community Need

2023 Summary

Performance				
Definition and Source	**Service**	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 9 Preventative maintenance completion (% of planned)	*Core Area Wastewater*	75%	80%	82%
	Saanich Peninsula Wastewater	91%	91%	92%
	Local Services	95%	95%	95%

Discussion

Link to Target Outcome

The KPIs link to the CRD's goals of safe, resilient and environmentally sound wastewater conveyance and treatment for our customers in the capital region and protection of the environmental and public health.

Discussion

- Metric 4: The costs for 2021/2022 are based on actuals. The 2023 forecast is based on planned and has a higher dollar value as there have been surpluses in 2021 and 2022. This results in a larger cost / ML planned in 2023 than the actuals.
- Metric 7: Complaints are given incident numbers. In 2021, complaints received from the same complainant was often logged under the same incident number therefore the number of complaints received is higher than listed. In 2022 each complaint is given its own distinct incident number, so the count will represent the actual number of complaints received.

Indicators that are being benchmarked in 2022/2023 include:

- Energy use per megalitre of wastewater treated
- Utilization of gas generated at the Residuals Treatment Facility

Community Need

Initiative Progress Report

Making a difference...together

Wastewater

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
8a-1	Wastewater Management through LWMP	100%	Lead: Environmental Protection (2020) Part of core services delivery - operational handover of all components to CRD complete
8a-1.1	Wastewater Management	100%	Lead: Wastewater Infrastructure Operations (2021) Part of core services delivery - operational handover of all components to CRD complete
8a-1.2	FM Centralization Strategy - FMW (CAWTP)	100%	Lead: Facilities Management & Engineering Services (2021) Completed recruitment completed in March 2021
8a-1.3	Saanich Peninsula Liquid Waste Mgmt. Plan -1&1	5%	Lead: Environmental Protection (2021 & 2022) Progressing – initial outreach; waiting for First Nation engagement direction before assembling technical meetings
8a-1.4	Biosolids Research Assistant - term position	100%	Lead: Environmental Protection (2022) Completed – position has been filled
8a-1.5	Lab Services CAWTP	100%	Lead: Environmental Protection (2022) Completed – position has been filled
8a-2	Stormwater Contaminant Sources	100%	Lead: Environmental Protection (2021) Part of core services

Community Need

Capital Plan Update

Making a difference...together

Wastewater

Background

The Capital Regional District (CRD) operates seven sub-regional and local wastewater services across the Greater Victoria area and the three Electoral Areas. The services range in size and infrastructure complexity – the Core Area Wastewater service includes sub-regional wastewater collection, conveyance and tertiary level treatment as well as biosolids management for seven municipalities and two First Nations, serving a population of approximately 320,000, while some of the local wastewater services serve fewer than 90 customers. Five First Nations governments are served through the sub-regional and municipal wastewater services. There are many stakeholders involved in the collection, treatment and disposal of wastewater and biosolids management, including senior governments who administers and enforces the applicable provincial and federal wastewater and environmental regulations and Island Health who oversee local public health impacts related to discharges.

Planning for 2023 and beyond

Each of the wastewater services has a capital plan which sets out the highest priority system infrastructure improvements. For the larger services, the capital plan is based on a longer term asset management plan, such as the Core Area Wastewater Service's 30 year capital Plan. The smallest services will typically have a five-year capital plan due to the complexity of the system and financial considerations. Typically, the recommended capital improvements are resulting from the need to replace infrastructure that is nearing the end of its service life, the need for increased service capacity, or regulatory changes.

The following provides a summary of the wastewater service capital plans:

Highlights since 2019

The CRD has allocated over **$494M since 2019** on projects that advance the Wastewater Community Need. This was primarily funded through debenture debt, reserves and capital funds on hand.

Some of the projects included:

- Construction and commissioning of the Core Area Wastewater Treatment Program, including the McLoughlin Point Wastewater Treatment Plant, new conveyance system infrastructure including the Clover Point and Macaulay Point pump stations, the Residuals Treatment Facility and residuals solids conveyance system. The CRD, through the Project Board, planned, procured and constructed the Wastewater Treatment Program from May 2016 to May 2021. Work took place across three municipalities and within the traditional territories of the Esquimalt, Songhees, Tsartlip, Tsawout, Tseycum and Pauquachin Nations.

- Infrastructure upgrades to rehabilitate a number of existing wastewater systems including the Ganges System on Salt Spring Island, the North West Trunk and Bowker Trunk in the Core Area, the Saanich Peninsula Wastewater Treatment Plant and trunk sewers, and Phase 1 upgrades of the Magic Lake Wastewater Treatment Plant and conveyance system.

Community Need

Capital Plan Update

- Remediation of the Millstream Meadows contaminated site.

Project highlights for 2023

The CRD will allocate over **$11M in 2023** on capital projects across the region that advance the Wastewater Community Need. These investments will be primarily funded through debenture debt, reserves and capital funds at hand.

Some of the projects include:

- Continuation of the upgrades of the Magic Lake Wastewater Treatment Plant and conveyance system.
- Continuation of the rehabilitation of the Bowker Trunk and upgrades to the building and electrical system at the Marigold Pump Station in the Core Area.
- Assessment of the SCADA and radio communication systems.
- Upgrades to the odour control system at the Saanich Peninsula Wastewater Treatment Plant.
- Ongoing minor capital work related to the optimization of odour control and treatment process systems at the McLoughlin Point Wastewater Treatment Plant.

Community Need

2023 Summary

Making a difference...together

Protective Services

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, drought, heat wave, atmospheric rivers, and other operational incidents. Incident frequency impacts the capacity to address work plan and service plan priorities.
- Increased public expectation for governmental assistance and timely communications during emergency events, including services outside existing program mandates.
- Pending modernization of the BC's *Emergency Program Act* and regulations will require review of CRD resources and emergency plans required to ensure alignment with new legislation.
- COVID-19 required significant staff time for Emergency Operations Centre (EOC) operations and organizational support during the first 2+ years of the event. The ongoing pandemic has the potential to further impact Protective Services Division operations into 2023 with possibility of variants and additional waves as well as follow-up for after action reviews and operational adjustments.
- Shifting regulatory framework for fire services continues to evolve. This would prompt increased staff operational support and a review of existing fire service delivery models and potential liabilities.
- Increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, compounding challenges in recruiting and retaining volunteers.
- The rigorous requirements of the regulations governing fire services requires a level of records management that is challenging for volunteer fire departments to achieve and maintain in order to comply with requirements. Evolving regulations and increased support needs of volunteer fire services to comply will require a review of Protective Services staff resourcing in 2023 and onwards.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.

Community Need

2023 Summary

- The CRD's Emergency Hazmat Team was established in 2008 and the program is now at a stage that it would benefit from an operational review to ensure program effectiveness, cost efficiency and compliance with current standards.
- The evolution to Next Generation 922 will result in increased operational and financial obligations.

Services

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

Community Need

2023 Summary

Making a difference...together

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

Initiatives
No new initiatives proposed for 2023.

Community Need

2023 Summary

Making a difference...together

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Emergency Response Time (A) 911 – 95% of calls answered within five seconds; data from E-Comm (B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch	(A) 98.6% (B) 90%	(A) 97% (B) 90%	(A) 95% (B) 90%
Metric 2: Emergency Preparedness (C) Number of EOC exercises conducted annually; data from CRD Protective Services (D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records	(C) 3 (D) 5	(C) 4 (D) 9	(C) 2 (D) 12
Metric 3: Animal Shelter – successful return or rehoming of >90% of pets received Percentage of pets received that year that were successfully returned or rehomed; data from the CRD Animal Shelter	93.5%	93%	>90%

Discussion

Link to Target Outcome

The metrics provided are indicators of the regional emergency preparedness and response time. We also track the animal shelter's level of success at rehousing animals. Collectively the KPIs highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.

Discussion

- Metric 2: (D) Training opportunities in 2021 were limited due to COVID, three remote assignments were delivered to supplement in person training.

Community Need

Initiative Progress Report

Making a difference...together

Protective Services

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
7a-1	Regional Coordination of Emergency Services	100%	Lead: Protective Services (2020) Part of core services.
7a-1.1	Emergency Management Software	100%	Lead: Protective Services (2022) Part of core services – new software (Guardian IMS) is functional. Ongoing tech support provided by supplier. Initial focus is on enhancing Incident and Spill Reporting activity.
7a-2	Regional Emergency Mgmt Partnership Support	100%	Lead: Protective Services (2020) Part of core services.
7a-6	First Nations Emergency Support	100%	Lead: Protective Services (2020) Part of core services.
7a-10	Jordan River Dam Breach Siren	100%	Lead: Protective Services (2020) Completed
7a-13	Emergency Exercise	25%	Lead: Protective Services (2020) Progressing – functional Emergency Exercise has been scheduled for October 28, 2022. Planning and preliminary activity is underway.
7b-1	Bylaw Enforcement and Animal Control	100%	Lead: Protective Services (2020) Part of core services.
7c-1	FireSmart Program for EAs	50%	Lead: Protective Services (2020) Progressing – FireSmart program is delivering public education campaigns, chipping events, and home assessments in each Electoral Area community. Website and social media are being updated. Homeowner rebates and wildfire cross-training for first responders being implemented. All initiatives funded through grant applications.
7c-2	Fire Services Compliance & Coordination	25%	Lead: Protective Services (2022) Progressing – Fire Departments have received staff-led training in supervision, budgeting, procurement, insurance, regulatory powers, and equipment maintenance. All departments have transitioned to improved regional Fire Dispatch service.

Community Need

Making a difference...together

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
			Significant transition work will be required during implementation. An RFP for a new records management system as well as a governance review of CRD Fire Services is underway.

Community Need

2023 Summary

Making a difference...together

Planning & Development

Strategy

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

Strategic Context

Strategies

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

Trends, risks and issues

- Regional & Strategic Planning (RSP) continues to support matters of regional interest by:
  - Exploring new areas and assessing the feasibility of developing new services
  - Providing demographic, planning, development and growth management analysis across the region
  - Providing specialized data/information/modelling analysis quickly
- This is challenging, complex work which requires the coordination of numerous interest and internal and external stakeholders. RSP continues to absorb these pressures.
- From a land use planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and, therefore, processing time for applications and permits. As a result, Building Inspection and Juan de Fuca (JdF) Community Planning sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- JdF Community Planning development application fee revenue increased in 2021 by over 60% compared to 2020 and continues to exceed budget expectations for 2022. Development applications continue to increase in complexity as a result of changes to provincial legislation, including the *Agricultural Land Commission Act* and Regulations and the Riparian Areas Protection Regulation.
- Building permit revenue for 2021 and the first half of 2022 has rebounded from a COVID related drop in 2020. Previous building permit fee adjustments, to more realistically align with increased construction values, has helped to build a stronger budget for 2021 and 2022.
- Separately, requests for building permit and file information has been increasing steadily since 2018. This trend is expected to continue through 2022 and onwards.

Community Need

2023 Summary

- The Province of British Columbia has made available additional grant funding opportunities to assist with the recovery from the COVID-19 pandemic. Distribution of this funding to local community associations and non-profit societies through grants-in-aid should be complete by the end of 2022.

Services

Core Services Levels	
Service	**Levels**
Regional Growth Strategy (RGS) Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF EA and the CRD in partnership, for identifying shared social, economic and environmental objectives. ➥ Service level adjusted, see initiative 11b-1: advance the development of a regional foodlands access service by identifying operational requirements, service participants and funding strategy	• Every five years, research, analyze and provide advice on updates to the RGS • Monitor RGS indicators and report on progress annually towards achieving regional objectives • Coordinate ongoing RGS implementation by chairing an inter-municipal advisory committee and providing advice to the CRD Board and departments on RGS policies and issues • Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements) • As an outcome of the five-year review, or as periodically initiated by a municipal request, draft policy, engage stakeholders, prepare documents and seek bylaw amendments to update the RGS
Regional Planning – Information Service is responsible for data collection, research, modelling and analysis related to regional, sub-regional and local population change, employment, land use and transportation in support of the development and implementation of regional district services and municipal services, as needed.	• Collect and disseminate primary source data through building permits (monthly), automobile (yearly) and bicycle counts (ongoing, supplemented by bi-yearly volunteer count) and origin and destination surveys (every five years) • Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed • Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting)

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
Building Inspection (Electoral Area only) Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	• Provide information on the building permit process, BC Building Code requirements and approved construction practices • Provide building permit and file information and respond to Freedom of Information requests • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed
JdF Community Planning (Electoral Area only) Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.	• Review, evaluate and process approx. 50-80 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications • Review all building permit applications for compliance with land use regulations • Provide land use information in response to inquiries from the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Respond to soil removal and deposit complaints in coordination with Bylaw Enforcement • Liaise with provincial agencies to address community concerns outside local government jurisdiction • Provide administrative and technical support to the

Community Need

2023 Summary

Making a difference...together

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

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**2023 impacts [1]**	
11b-1	Foodlands Access Service	Feasibility study for the establishment of a regional Foodlands access service in support of the Food & Agriculture Strategy	2023	-	$100K Allocation / Other

Business Model

Funding

Who contributes

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

Funding Sources

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

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Making a difference...together

Reporting Structure

- Planning and Protective Services Committee
- Electoral Areas Committee

Performance

Definition and Source	2021 Actual	2022 Forecast	2023 Target
Metric 1: RGS Consistency Total number of Regional Context Statements accepted and CRD bylaws and services deemed consistent with the RGS; data from CRD Regional & Strategic Planning.	5	1	4
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database.	849	900	850[2]
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database.	78	75	75[2]
Future Metric 4: Application of BC Energy Step Code for new construction Number of building permits affected by Energy Step Code provisions; estimates only.	-	-	90

Discussion

Link to Target Outcome

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

[2] indicators of development/construction activity; we have therefore provided expected volumes rather than targets

Community Need

2023 Summary

Making a difference...together

Discussion

- **Metric 1:** municipalities are required to submit a new RCS within two years of RGS adoption. As the RGS was adopted in 2018, all municipalities have now submitted RCSs accounting for the low number of submissions in 2022. In 2021, there were a number of consistency evaluations for CRD bylaws and services in the Juan de Fuca Electoral Area. Staff anticipate receiving more RCSs in 2023 once a number of OCP review processes complete.

- **Future Metric 4:** It is expected that Energy Step Code provisions will be made mandatory in the BC Building Code by the end of 2022. Step Code requirements will be primarily applicable to new residential construction and limited amounts of new commercial projects. Numbers are estimates only. Details of Step Code requirements have not yet been made available by the Province.

Community Need

Initiative Progress Report

Making a difference...together

Planning & Development

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
11a-1	RGS Update	100%	Lead: Regional & Strategic Planning (2020) Completed
11a-2	Regional Context Statements	100%	Lead: Regional & Strategic Planning (2020) Completed
11a-3	RGS Indicator Reporting	100%	Lead: Regional & Strategic Planning (2020) Part of core services
11b-1	Affordable Farming Analysis	100%	Lead: Regional & Strategic Planning (2020) Completed – Foodlands Access Service Business case and associated staff report presented to the Planning & Protective Services Committee on March 16, 2022. Note that new work has been initiated to advance the development of a regional foodlands access service and will be reported on in 2023.
11b-2	Fallow Deer on SGI	100%	Lead: Regional & Strategic Planning (2020) Completed
11c-1	Building Inspection on EAs	100%	Lead: Building Inspection (2020) Completed

Community Need

2023 Summary

Making a difference...together

Health Facilities

Strategy

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

Strategic Context

Strategies

- Regional Housing Affordability Strategy
- Regional Growth Strategy

Trends, risks and issues

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

Community Need

2023 Summary

Making a difference...together

Services

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

Community Need

2023 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts[1]	
14a-1	Health Capital Planning	Term position to support development and planning for new capital projects for the CRHD	2023 – 2024	1.0 FTE Term extension	$4.7K Allocation/ other

Business Model

Funding

Who contributes

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

Funding Sources

- Capital projects, requisition (CRHD and CRD)

Reporting Structure

- CRHD Board
- CRD Board
- Hospital and Housing Committee

[1] Budget impacts reflect incremental full program costs, including cost of staffing.

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment Projects with total value 100K<$2.0M (breakdown: Projects $3.8M; Equipment $2.9M). Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022)	$6.7M	$6.7M	$6.7M
Metric 2: Meet the annual contribution of health infrastructure to major capital projects Projects with total value >$2.0M. Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022) and 2021 Amended Capital Plan (approved by Board March 24, 2022)	$13.0	$14.7M	$23.5M

Discussion

Link to Target Outcome

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

Community Need

Initiative Progress Report

Making a difference...together

Health Facilities

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
14a-1	Health Capital Projects and Funding	100%	Lead: Health & Capital Planning Strategies (2020) Part of core services – capital project-based work with Island Health.
14a-1	Health Capital Planning - Term Position	0%	Lead: Health & Capital Planning Strategies (2021) Deferred to next year, contingent on start of a new capital project.
14a-2	Health Capital Planning - FTE conversion	100%	Lead: Financial Services (2021) Completed
14b-1	Public Health Bylaws	100%	Lead: Health & Capital Planning Strategies (2020) Part of core services – public health bylaw enforcement work ongoing.
14c-1	Health Data and Analytics	100%	Lead: Health & Capital Planning Strategies (2020) Part of core services – coordination of Regional Outcome Monitoring data ongoing.
14c-1	Healthy Communities Planner - Term Position	100%	Lead: Health & Capital Planning Strategies (2021) Completed – position is grant funded and ongoing until 2024.

Community Need

2023 Summary

Making a difference...together

Transportation

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- The CRD has demonstrated that playing a coordinating role on transportation projects can successfully enhance collaboration with stakeholders around the region. This is critical to securing investments and prioritizing management of the region's sustainable, long-term growth in terms of reducing congestion, improving travel time and taking action on climate change. This success has led to increasing demand for and scope of partnerships, which all have to be balanced against existing demands.
- The CRD Board confirmed a list of regional transportation priorities in July 2021 and directed staff to advance implementation actions. Implementation actions include advocacy and a new mandate related to transportation demand management and safety policy. Confirmation of regional transportation priorities is a significant new achievement toward the Board strategic priority for transportation as well as implementation of the Regional Transportation Plan (RTP) and the Regional Growth Strategy (RGS).
- The manner in which information is conveyed and absorbed is changing. Partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. RSP aims to meet partner needs, while balancing the fast pace of change in this sector.
- The active transportation data review initiative is currently being implemented. Improved data collection has supported analysis of cycling volume along regional trails.
- The active school travel planning initiative has been in place for almost five years. School and community partners have indicated they have little capacity to take on extra-curricular initiatives as a result of the ongoing COVID-19 pandemic. We expect interest to return once schools are back to normal activities. Successful delivery of the initiative is not possible without partner participation.

Community Need

2023 Summary

Making a difference...together

- Statistics Canada is scheduled to release new census data in 2022. With this release, RSP will begin to produce the Origin and Destination Household Travel Survey (O&D Survey) and to develop the regional transportation model. These are both multi-year data projects. RSP initiated the O&D Survey in 2022 with the objective of releasing results in Q3 2023. Internal and external stakeholders rely on this data to complete travel planning, programming and engineering projects around the region, and to develop policy, deliver programs and report on progress toward achievement of regional transportation, growth management and climate action objectives.
- In the Electoral Areas (EAs), the Southern Gulf Islands (SGI) EA Administration division is working towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC Ferries and others, and advance service establishment in the SGI EA (see EA Community Need Summary for more detail).

Services

Core Services Levels	
Service	**Levels**
Regional Planning – Transportation Service is responsible for data collection, research and modelling related to multi-modal regional travel. The service supports the development and implementation of regional district services and informs local, agency and senior government transportation and land use planning processes.	• Every five years, update the regional transportation model with new census data and the origin and destination survey. ➥ We are currently in the delivery period for this work and have adjusted the divisional workplan accordingly. • Collect and monitor multi-modal transportation data on an ongoing basis and liaise and disseminate findings to municipal, electoral area, government, academic and other partners, on demand. ➥ Service level adjusted (absorbed): initiate exploration of options for in-year transportation data reporting. • Deliver active school travel planning services to five schools per year. ➥ Service level adjusted (absorbed): due to COVID-19 fatigue, two schools will participate in the 2022-23 active school travel planning cohort. Effort will be shifted to piloting a sustainable commute planning initiative with the Department of National Defense and conducting a lessons learned review of the active school travel planning initiative. • Analyze the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand. • Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming.

Community Need

2023 Summary

SSI Transportation & Docks Local transit service, pathways and Fernwood Dock	• Develop active & passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation & Infrastructure, Islands Trust, BC Ferries, BC Transit). • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts [1]	
2e-3	SGI Transportation Service Establishment	Establish a transportation service and Commission (if approved by referendum in October 2022)	2023 – ongoing	+1.5 FTE ongoing	$475K Requisition

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Making a difference...together

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- Transportation Committee
- Traffic Safety Commission
- Regional Transportation Working Group

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Multi-Modal Transportation – achieve a transportation system that sees 45%[2] of all trips made by walking, cycling and transit by 2038 Percentage of all trips made annually in the capital region by walking, cycling and public transit; data from CRD Origin Destination survey 2017	26.6%	26.6%	26.6%
Metric 2: Active School Travel Planning – schools participation in the regional Ready Step Roll initiative Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning	40	45	47 + DND Pilot and Lessons Learned
Metric 3: Progress toward achieving regional transportation priorities Rate, expressed as a percentage, of the 12 regional transportation priorities proceeding as planned	83%	95%	95%

Discussion

Link to Target Outcome

- Mode share is a good indicator of residents' willingness and ability to make sustainable transport choices for at least some of their trips.
- Measuring the number of schools participating in the Ready Step Roll program tracks the number of schools that have received hands-on support to educate younger residents on matters of traffic safety and sustainable mode choice.
- Measuring the rate of regional transportation priorities proceeding as planned tracks progress being made against approved implementation actions.

Discussion

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

[2] The regional mode share target reflected in the CRD's Regional Transportation Plan is 42%, based on 15% walking, 15% cycling and 12% transit. The Victoria Regional Transit Commission increased the transit mode share target to 15% in 2020, increasing the regional target to 45%.

Community Need

2023 Summary

New data will be available in 2023, when the O&D survey is complete.

- Metric 2: The active school travel planning initiative is delivered as a partnership among schools (administration and parent advisory committees), municipalities and the CRD. The initiative cannot succeed without the active participation of all three partners. Due to pressures facing school administrators and parents from the ongoing COVID-19 pandemic, only two schools are capable of participating in the initiative. As noted in the core service level description above, effort will be shifted to a sustainable commute pilot and compiling a lessons learned document to inform initiative delivery.
- Metric 3: As reported to the Transportation Committee in Q2 2022, strong progress is being made to deliver on approved regional transportation priorities. Of the 12 priorities, 10 are proceeding as planned and two are experiencing delays. The Westshore passenger ferry feasibility study has been delayed as the Province has indicated that transit recovery and expansion is their priority. Work on governance has been delayed due to an increase in focus on matters related to the E&N corridor.

Community Need

Initiative Progress Report

Making a difference...together

Transportation

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
2a-1	Multi-modal Transportation System	100%	Lead: Regional & Strategic Planning (2020) Part of core services – work is ongoing to plan for and deliver an effective, long-term regional multi-modal transportation system. More information about regional transportation priorities is provided below in initiative 2a-1.2.
2a-1.1	Transportation Data Collection and Modelling	25%	Lead: Regional & Strategic Planning (2022) Progressing – Origin & Destination Household Travel Survey (O&D Survey) was initiated in Q1 2022. A contractor was retained to administer the survey in Q2 2022 and the survey will be launched in late Q3 / early Q4 2022. Pre-planning work is underway to scope an update to the regional transportation model and to identify options for year-on-year reporting.
2a-1.2	Transportation Priorities Implementation	50%	Lead: Regional & Strategic Planning (2022) Progressing – a new planning assistant position has been created to support transportation priorities implementation. Priorities where the CRD can take action – Transportation Demand Management, safety policy and implementation of a connected and consistent regional trail network – are being addressed through the Regional Transportation Working Group.
2a-2	E&N Corridor	100%	Lead: Regional & Strategic Planning (2020; 2022) Operationalized – staff and the Board Chair are implementing Board direction from the 2022 Board strategic priorities check-in to heighten advocacy regarding the protection of the Island Rail Corridor. Actions are guided by a Board-approved advocacy approach and include sending letters and seeking meetings with federal and provincial ministers of transportation, southern Vancouver Island elected officials and regional district chairs along the corridor.
2b-1	Partner Collaboration for Multi-modal Transportation	100%	Lead: Regional & Strategic Planning (2020) Part of core services – ongoing support to provide technical expertise to partner-led working group.

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
2b-2	School Transportation Planning	100%	Lead: Regional & Strategic Planning (2020) (program now known as Active School Transportation Planning) Part of core services – initiative delivered to five schools annually. Starts in spring and ends the following summer. 2022/23 school cohort will only include two schools due to ongoing pressures on school administrators and parents related to the COVID-19 pandemic. A sustainable commute pilot and lessons learned review will also be competed.
2c-1	Regional Transportation Data	100%	Lead: Regional & Strategic Planning (2020) Part of core services – • Bike counter program • Automated bike count website • Traffic counts program
2d-1	Traffic Safety Education	100%	Lead: Regional & Strategic Planning (2020) Part of core services
2e-4	Assess safety and quality of dock infrastructure	50%	Lead: Integrated Water Services (2020) Progressing - infrastructure upgrades to be completed by end of 2022.

Community Need

2023 Summary

Making a difference...together

Affordable Housing

Strategy

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

Strategic Context

Strategies

- Regional Housing Affordability Strategy
- Regional Growth Strategy
- Southern Gulf Island Housing Strategy
- Future Housing Priorities and Partnerships White Paper
- National Housing Strategy
- Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia

Trends, risks and issues

- Changing rental housing market dynamics related to the continued negative economic impacts of COVID (e.g. higher vacancy rates, rent increase freeze), supply chain pressures, and inflation.
- Significant increases in the costs of acquiring property for affordable housing projects.
- Increased project administration and oversight.
- Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Increase in competition for available funds in support of development.
- More units coming online impact on future staffing requirements.
- Increased complexity and number of funding applications required to support increased development costs.
- Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Difficulty in staff recruitment and retention.
- This service area is also heavily impacted by the availability and nature of provincial and federal programs as senior-level governments play a key role in funding and shaping the non-profit housing sector (e.g., National Housing Strategy, Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia).

Community Need

2023 Summary

Making a difference...together

Services

Core Services Levels	
Service	**Levels**
Housing Planning, Policy & Programs (HP3) Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the CMHC Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.	• Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy. ➥ Service level adjusted, see initiative 1a-11 • Supports efforts to advance the Future Housing Priorities and Partnership work. • Review and process required Letters of Intent and proposals for the RHFP and RHTF. • Administer the RHI as required. • Support applications to the Innovation Fund where and when required. • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) and Aboriginal Coalition to End Homelessness Service Agreements. • Administer Housing Agreements. • Issuing quarterly Request for Proposals to non-profit and private developers for the RHFP. • Acquiring, developing and building housing in accordance with the RHFP Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations. • Manage and administer the RHP – Designated Funding Stream to support efforts to respond to homelessness in the region. • Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS). ➥ Service level adjusted, see initiative 1a-10
Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,831 units of housing across 50 properties and has three projects in varying stages of development.	• Operational management of units, adjusting service delivery needs as required. ➥ Service level adjusted, see initiative 1a-2 • Property management of 114 units for third party owners. • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing.

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
In addition, the CRHC manages 114 units in four buildings on behalf of third parties.	• Decommissioning of 18 units at Caledonia.
Planning & Development and Capital Construction Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.	• Fulfill the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal. • Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. • Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. • Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. • Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region. • Supporting the ongoing delivery of 522 units under construction and 462 units in pre-construction and planning.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2023 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts[1]	
1a-2	Housing Planning & CRHC Operations	Increase staffing complement in Regional Housing in response to increase in operational units and the shift from three operating portfolios to four. Includes the opening and rent up of 97 units at Michigan and 58 units at 2782 Spencer	2023 – ongoing	+6.0 FTE Ongoing +1.5 FTE Term	$177K[2] Allocation / Other
1a-4	Housing continuation through RHFP	Development of a housing supply program for consideration by the Board as follow-up to RHFP	2023	-	$122K Allocation / Other
1a-10	Reaching Home	Creation of term positions to support effective delivery and administration of increasing program funds	2023 – 2024	+0.2 FTE Auxiliary to term	$22.7K Allocation / Other
1a-11	Southern Gulf Islands Housing Strategy	Implementation of the strategy and coordination of program	2023	-	$16K Allocation / Other
Board-directed initiatives					
1a-7	Funding for Aboriginal Coalition to End Homelessness	Include funding in the 2023 budget for one year to the Aboriginal Coalition to End Homelessness	2023	-	$150K Requisition

[1] Budget impacts reflect full program costs, including cost of staffing.

[2] This information reflects the amendment to the Capital Regional District budget; changes to the CRHC budget will be reflected through its own, separate budgeting process.

Community Need

2023 Summary

Making a difference...together

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division.	1,831	1,871	2,019
Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division.	229	352	373
Metric 3: Invest $11M from 2020-2024 to improving existing CRHC housing stock under Umbrella Operating Agreement (UOA) Total cumulative investment ($M) 2020-2024; data from CRHC Routine Capital Budget for the UOA properties.	2.9	6.2	8.8
Metric 4: Ensure turnover of CRHC units is no greater than 30 days Average number of days to turnover a unit after is has been vacated; data from CRHC Operations.	44	38	30
Metric 5: Decrease chronic homelessness TBC Point-in-Time (PiT) metric; data from PiT Count & Homeless Individuals and Families Information System (under development).	Under Development	Under Development	Under Development

Community Need

2023 Summary

Making a difference...together

Discussion

Link to Target Outcome

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

Discussion

- Metric 1: At the end of 2021, the CRHC owned and operated a total of 1,831 units of affordable rental housing. It is expected that an additional 58 will be opening up through 2782 Spencer in November 2022 and the demolition of 18 units at Caledonia will see the CRHC operate a total of 1,871 units at end of 2022. 2023 is expected to see the addition of 97 units in Michigan and 51 units in Prosser bringing the total to 2,019 at end of 2023.
- Metric 2: A total of 229 units of shelter-rate housing had been approved through the RHFP at end of 2021. It is anticipated that the CRD will close out 2022 with an additional 123 units approved for a total of 352 shelter-rate units. This will see the full allocation of the CRD and CMHC's portion of RHFP funds. Additional projects approved in 2023 through BC Housing's remaining commitment is expected to increase the unit totals to approximately 373 shelter-rate units.
- Metric 3: The CRHC saw a significant underspending of approximately $1.5M in 2021. In response, it has budgeted a total of $3.8M for 2022 bringing the total 2020-2022 to $6.2M. It is expected than an additional $2.6M in 2023 will bring the total cumulative funds spent in 2020-2023 to $8.8M.
- Metric 4: Unit turnover times suffered in 2021 due to a range of issues associated with COVID-19. Impacts continued into 2022 but staff are working on returning to the 30 day target in 2023.
- Metric 5: No updated data is available as the last PiT was undertaken in 2020. It is expected there will be another PiT in 2023. In addition, the CRD continues to work closely with the Government of Canada and the Province of British Columbia to implement a Homelessness Management Information System (HMIS) that will better determine community-level trends and occurrences of homelessness. This is expected to be available in late 2023 or early 2024.

Community Need

Initiative Progress Report

Making a difference...together

Affordable Housing

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
1a-1	Affordable Housing per RGS	Ongoing	Lead: Regional Housing (2020) Progressing – This is being actioned though IBC 1a-2 and IBC 1a-10.
1a-2	Housing Investment through RHFP	95%	Lead: Regional Housing (2020, 2021 & 2022) Progressing – It is anticipated that 352 units will be approved by the end of 2022.
1a-3	Housing Investment through CRHC	Ongoing	Lead: Regional Housing (2020 & 2022) Progressing – 522 new units under construction and an additional 462 units in predevelopment.
1a-4	Housing Continuation beyond RHFP	100%	Lead: Regional Housing (2020) Complete - White Paper endorsed by the CRD Board on Future Housing Priorities and Partnerships and the endorsement of the Southern Gulf Island Housing Strategy.
1a-5	Housing Affordability Measurement	100%	Lead: Regional Housing (2020) Complete – Housing Needs Reports Project for 11 jurisdictions including 10 municipalities and one electoral area.
1a-6	Housing Assets	100%	Lead: Regional Housing (2020) Progressing - Part of core services. Annual budget of $3.8M (capital) for improvements.
1a-7	Greater Victoria Coalition to End Homelessness Support	100%	Lead: Regional Housing (2020) Progressing - Part of core services. Support extension to Aboriginal Coalition to End Homelessness.
1a-8	Municipal Housing Support	Ongoing	Lead: Regional Housing (2020) Progressing – Part of core services. Administration of new and existing agreements ongoing.
1a-9	Housing System Improvement	100%	Lead: Regional Housing (2020) Part of core services. Includes participation and engagement on a range of committees and working groups to support knowledge dissemination and collaboration.

Community Need

Making a difference...together

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
1a-10	Reaching Home	80%	Lead: Regional Housing (2019 - 2024) Progressing – Continuing to work with the Government of Canada and local service organizations to administer program.

Community Needs

Capital Plan Update

Affordable Housing

Service Overview

Regional Housing provides strategic planning and administrative oversight for two core service functions including 'Housing Planning, Policy and Programs' and the 'Capital Region Housing Corporation'. CRD Service 1.310 Land Banking and Housing empowers the CRD to undertake land assembly for the purposes of either public or private housing and to undertake the development and operation of public housing. Service 1.311 Regional Housing Trust Fund enables the CRD to provide capital funding in support of a range of activities related to affordable housing.

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under the Land Banking and Housing Service. As planned, as borrowing is undertaken for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from 1.311 Regional Housing Trust Fund to 1.310 Land Banking and Housing to fund RHFP debt costs. Also in 2016, the service establishment bylaw for the Land Banking and Housing was amended to remove the maximum borrowing limit of $25 million (M) while the maximum requisition was left unchanged. The maximum requisition capacity based on 2022 BC Assessment Data is approx. $5M annually.

With the existing investments, maximum requisition is almost entirely committed until debt obligations on the 22 properties retires in 2025.

Background

The 2019 – 2022 CRD Board Corporate Plan included Initiative 1a-4 "Determine continuation of housing supply program beyond RHFP implementation". At the July 2022 meeting of the CRD Board, a white paper on Future Housing Priorities and Partnerships was endorsed. Related to this endorsement, the CRD Board passed the following motion: "That funding for the establishment, and seed investment for a scaled up regional housing program be included in the 2023 preliminary budget."

Staff have been directed to identify available funding to support the establishment of, and seed investment for, a scaled-up regional housing program in the 2023 CRD Budget.

Capacity to Partner

Staying within the current overall borrowing capacity, the CRD has approximately $10M as "seed investment" that will become available once the existing debt obligations retire starting in 2025. Should the Board wish for additional borrowing capacity, an amendment to the Service Establishment Bylaws would be required. This seed investment can be used to leverage potential partnerships in support of collaborative efforts to increase

Community Needs

Making a difference...together

Capital Plan Update

the availability of affordable housing in the region and in-line with the Board's upcoming priorities for the 2022-2026 term, as identified though the strategic planning process in late 2022 and early 2023.

The 2023 CRD Provisional Budget includes $122,000 (K) in funds to undertake financial modelling, demographic analysis, community planning and the development of a housing supply program for consideration and implementation in 2023/24. This program would stand as a follow-up to the RHFP and would engage the CRD in contributing to additional affordable housing supply.

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

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 Garden

Community Need

Making a difference...together

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

Making a difference...together

2023 Summary

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

Making a difference...together

2023 Summary

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

Making a difference...together

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.

Community Need

Initiative Progress Report

Making a difference...together

Recreation

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
13a-1.1	Recreational Programming and rates - Panorama	100%	Lead: Panorama Recreation (2020) Part of core services
13a-1.1	SEAPARC Aquatic Team Leader	0%	Lead: SEAPARC (2021) Position has not yet been posted/filled due to reduced service during COVID.
13a-1.2	Recreational Programming and Rates – Regional Parks	100%	Lead: Regional Parks (2020) Part of core services
13a-1.3a	Recreational Programming and Rates - SEAPARC	100%	Lead: SEAPARC (2020) Part of core services
13a-1.6	Preschool Program – ongoing	100%	Lead: Panorama Recreation (2022) Part of core services
13a-2	Sooke Sun River Sport Box	95%	Lead: SEAPARC (2022) Progressing – Sport Box construction is complete. Work completed on the washrooms and score board installation to be completed by end of September 2022.

Community Need

2023 Summary

Making a difference...together

Climate Action & Adaptation

Strategy

Target Outcome

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

Strategic Context

Strategies

- Climate Action Strategy
- Regional Growth Strategy
- Regional Water Supply Strategic Plan
- Regional Parks Strategic Plan 2022-2032
- Special Task Force on First Nations Relations
- Statement of Reconciliation
- Solid Waste Management Plan

Trends, risks and issues

- Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings, infrastructure and energy systems, tourism and recreation, and food and agriculture.
- Climate action is a shared responsibility and the regional government has a limited role focused on research, education and outreach, facilitation, regional program delivery, and managing emissions and adaptation within its own service delivery.
- The Board declared a Climate Emergency in February 2019 and approved a renewed Climate Action Strategy in late 2021. This aligns corporate and regional actions with senior levels of government and local government coordination to meet climate action targets over the next five years.
- CRD Climate Action service levels were increased in 2022 to focus in key areas (EV charging, residential retrofit) along with corporate energy management.
- There was a 9.8% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2020 (equivalent to 24% reduction per capita), and 5.2% reduction between 2018 and 2020 in part due to COVID-19 pandemic response. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.
- There was a 28% increase in corporate GHG emissions between 2007 and 2021. With increases in service levels and associated infrastructure, the CRD will need to sustain efforts and investment in GHG reduction initiatives to achieve future targets. The Green Fleet policy adopted in 2021 targets the purchase of zero emission vehicles corporately, and other pending policy initiatives target low carbon building systems and capital expenditures more generally are examples of the sustained effort.

Community Need

2023 Summary

Making a difference...together

Services

Core Services Levels	
Service	**Levels**
Community Climate Action To support and align regional climate action efforts with local governments related to strategies, policies and programs, and liaising and coordinating information and efforts with senior levels of government. Provide climate data and indicators, public education and execute community programs.	• Advance regional and climate mitigation and adaptation goals. • Lead regional-scale community initiatives and research activities. Pursue grants for regional programs and infrastructure. • Facilitate regional coordination, knowledge sharing, capacity building, policy development and advocacy. • Service levels increased in 2022 with focus on electric vehicle charging and residential retrofit.
Corporate Climate Action CRD services will embed climate action within their own service delivery with support from Climate Action program staff. The program will support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.	• Develop and monitor corporate climate action activities, policies and strategies. • Facilitate internal coordination, knowledge sharing, capacity building and project identification and execution. Pursue grants for corporate projects. • Complete annual reporting.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives
No new initiatives proposed for 2023.

Community Need

2023 Summary

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions and grants

Reporting Structure

- Environmental Services Committee

Performance

Definition and Source	2021 Actual	2022 Forecast	2023 Target
Metric 1: Community Greenhouse Gas (GHG) Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038. Tonnes of CO_2 emissions generated by community activities; data from Regional GHG Inventory Study (Stantec, 2021)	1.8m t CO_2 e	TBC (fall 2023)	n/a
Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 45% from 2007 levels by 2030 and net-zero by 2050. Tonnes of CO_2 emissions generated by CRD operations; data from CRD 2021 Climate Action Annual Report	3,834 t CO_2 e	3,834 t CO_2 e	3,674 t CO_2 e

Community Need

2023 Summary

Making a difference...together

Discussion

Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

Discussion

- Metric 1: Includes emissions sources such as stationary energy, transportation, waste, industrial process and product use, agriculture, forestry and other land use. Inventories completed every 2 years. Next inventory due late 2023 for year 2022.
- Metric 2: Does not include waste processing emissions from Hartland Landfill nor Capital Region Housing Corporation. The 2023 drop in emissions is expected thanks to the Green Fleet policy which enabled the purchase of EVs when they have demonstrated a lower total cost of ownership.

Community Need

Initiative Progress Report

Making a difference...together

Climate Action & Adaptation

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
5a-1	Climate Emergency Response	100%	Lead: Climate Action Program (2020 & 2021) Completed – renewed CRD Climate Action Strategy approved by CRD Board.
5a-1.2	Community Energy Specialist	100%	Lead: Climate Action Program (2022) Completed – position has been filled.
5a-1.3	Regional Building Energy Retrofit Program	50%	Lead: Climate Action Program (2022) Progressing – contracting with third party delivery agent in progress with program launch anticipated fall 2022.
5a-1.4	Public EV Coordinator	100%	Lead: Climate Action Program (2022) Progressing – position has been filled.
5a-1.5	Corporate Climate Action Reserve Fund Increase	100%	Lead: Climate Action Program (2022) Completed
5a-1.6	Corporate Energy Key Project Manager	100%	Lead: Climate Action Program (2022) Completed – position has been filled.
5a-2	Collaborate with local governments	100%	Lead: Climate Action Program (2020) Part of core services – work ongoing on inter-municipal working groups and projects.
5a-3	Model Bylaws	100%	Lead: Climate Action Program (2020) Part of core services – Provide policy guidance and regional coordination support.
5a-4	Facilitate networks	100%	Lead: Climate Action Program (2020) Part of core services – Administering Climate Action Inter-Municipal Task Force and Working Group. Participating in BC Hydro Community Energy Manager's Network (as per two year staff support grant).
5a-5	Create partnerships	100%	Lead: Climate Action Program (2020) Part of core services.
5b-1	Reduce Corporate Emissions	100%	Lead: Climate Action Program (2020) Completed – Developed new corporate green fleet policy and green buildings policy.

Community Need

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
5b-2	Landfill Gas Usage	25%	Lead: Environmental Resource Management (2020) Progressing – the CRD has issued a Request for Proposals for the construction and operation of a new Renewable Natural Gas processing facility. Decision will come for Board approval in fall 2022.
5b-4	GHG Reduction through Alternative Fuel	N/A	Lead: Climate Action Program (2020) Cancelled – Fortis (RNG) alternate fuel not available.
5c-1	Regional Sea Level Rise	100%	Lead: Climate Action Program (2020) Completed
5c-2	Regional Climate Action Strategy	100%	Lead: Climate Action Program (2020) Completed – in support of with 5a-1.

Community Need

2023 Summary

Making a difference...together

Landfill & Recycling

Strategy

Target Outcome
We envision minimizing waste disposal and maximizing waste diversion.

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

Making a difference...together

2023 Summary

Services

Core Services Levels	
Service	**Levels**
Diversion Services Responsible for solid waste management planning in the Capital Region, including policy and program development to increase waste reduction or recycling.	• Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw ↪ Service level maintained, see initiative 9b-0.3 • Delivery of the recycling programs, which include curbside collection from 132,232 households and packaging, printed paper and glass collection from six electoral area depots. Today, the Hartland recycling facility collects over 80 items from 28 product categories
Landfilling Services Ensure regional landfill capacity with the operation of the CRD's Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with BC Ministry of Environment landfill regulations, including leachate and landfill gas management infrastructure.	• Administration of five contracts and agreements • Residential service at bin area (9am-5pm weekdays, 9am-2pm Saturdays) • Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays)
Resource Recovery Services Installation and operation of landfill collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.	• Electricity generation using landfill gas generates enough electricity to power 1,600 homes ↪ Service level adjustments: the existing landfill gas powered electricity generation facility will be decommissioned in 2023. The Hartland power plant will be replaced by a Renewable Natural Gas facility that will upgrade landfill gas into pipeline quality Renewable Natural Gas for distribution on the Fortis BC gas system.
Hartland Environmental Programs Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill.	• Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2023 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts [1]	
9b-0.3	Food Waste Attendant	Extension of term position to facilitate the consolidation and trucking of materials brought to the Hartland kitchen scraps transfer station by commercial waste haulers	2023 – 2025	1.0 FTE Term extension	($3.7K) Sale of service

Business Model

Funding

Who contributes

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

Funding Sources

- Landfill tipping fees as well as Extended Producer Responsibility and recycling program revenues

Reporting Structure

- Environmental Services Committee

[1] Budget impacts reflect full program costs, including cost of staffing.

Community Need

Making a difference...together

2023 Summary

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Solid waste disposal target rate of 350 kg/person per year by 2030 Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology	400kg/capita	410kg/capita	375kg/capita
Metric 2: Capture 75% of landfill gas at Hartland landfill Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation	70.6%	73%	75%
Metric 3: Waste compaction rate at Hartland Landfill of 850 kg/m³ Kilos per cubic metre; data from CRD staff measurement	No compaction tests completed	921 kg/m3 (average of 2022 tests)	850 kg/m3

Discussion

Link to Target Outcome

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

Discussion

- Metric 1 – per capita disposal rates have been on the rise due to a very active real estate market but rates are expected to decline as market conditions cool.
- Metric 2 – landfill gas capture continues to improve with additional capital investment and enhanced landfill gas collection techniques.
- Metric 3 – recent waste volume increases have resulted in challenges associated with waste compaction effectiveness. Hartland engineering is working with our heavy equipment contractor to improve compaction.

Community Need

Initiative Progress Report

Making a difference...together

Landfill & Recycling

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
9a-1	Resource Recovery and Waste Reduction	Ongoing	Lead: Environmental Resource Management (2020) Ongoing – new opportunities continue to be evaluated and, where feasible, have been incorporated into the final draft of the new CRD Solid Waste Management Plan.
9a-1.1	Senior Project Coordinator, Resource Recovery	100%	Lead: Environmental Resource Management (2021) Completed – included in the 2021 and subsequent Environmental Resource Management budgets.
9a-1.2	Solid Waste Initiatives Coordinator	100%	Lead: Environmental Resource Management (2022) Completed – position has been filled.
9a-2	Infoline Support	100%	Lead: Environmental Protection (2020) Part of core services.
9b-0.1	Hartland Waste Technician	100%	Lead: Environmental Resource Management (2021) Completed – position has been filled.
9b-0.2	Hartland Landfill Attendant	100%	Lead: Environmental Resource Management (2021) Completed – position has been filled.
9b-0.3	Food Waste Attendant	100%	Lead: Environmental Resource Management (2021) Completed – position has been filled.
9b-1	Public Awareness of Extended Producer Responsibility	100%	Lead: Environmental Resource Management (2020) Part of core services.
9b-2	Solid Waste Management Plan Update	100%	Lead: Environmental Resource Management (2020) Completed – the Solid Waste Management Plan and next steps were approved by the CRD Board on May 12, 2021. Final plan was submitted to the province in June 2021.
9b-2.1	Communications Assistant (ERM SWMP support)	100%	Lead: Environmental Resource Management (2022) Completed – position has been filled.
9b-3	Controlled Waste Permits	100%	Lead: Environmental Protection (2020) Part of core services.

Community Need

Making a difference...together

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% com-plete**	**Progress to date**
9b-4	Electronic Stewardship Attendant	100%	Lead: Environmental Resource Management (2020) Completed
9c-1	Changing Recycling Markets	Ongoing	Lead: Environmental Resource Management (2020) Ongoing – periodic updates provide to Environmental Services Committee.
9d-1	Hartland Landfill Longevity	100%	Lead: Environmental Resource Management (2020) Completed – in concurrence with 9b-2 the final draft of the Solid Waste Management Plan includes a goal of extending Hartland landfill life until at least 2100.
9d-1	Landfill Maintenance Worker	100%	Lead: Environmental Resource Management (2022) Completed – position has been filled.
9e-1	Organic Waste Processing Procurement	100%	Lead: Environmental Resource Management (2020) Completed – May 2021, Board directed staff to continue with the status quo of hauling and processing of organics at private out-of-region facilities.

Community Needs

Making a difference...together

Business Plan Update

Landfill & Recycling

Planning for 2023 and beyond

The CRD became responsible for solid waste disposal for the region in 1973 when, at the request of the CRD Board, the Province of B.C. established solid waste disposal as a regional function of the CRD. In 1975, the CRD acquired Hartland Landfill and subsequently assumed direct operation of the site in 1985.

Environmental Resource Management is focused on implementing the regional solid waste management plan (waste disposal of 250kg/capita) by trying to extend the life of Hartland landfill, by increasing waste diversion, and by implementing solid waste policies (bans and tip fees) and programs (beneficial use of segregated waste). Waste volumes could also be significantly impacted by local economic conditions.

With the goal of increasing waste diversion volumes, there is a downward landfill revenue trend that will necessitate a need for a comprehensive long-term financial strategy to sustainably fund long-term Hartland operations and capital.

Background

In 2023, two significant Hartland capital investments have been prioritized and accelerated representing over $50 million in capital that will be invested in this valuable regional asset:

- Installation of a liner at the north end of the Hartland site to better ensure the environmental integrity at the Hartland site
- Investment in a Renewable Natural Gas facility at Hartland landfill, bringing financial and environmental benefits to the region; this requires significant capital funding

In addition, decreased Hartland tipping fee revenues from when CRD waste diversion targets (250 kg/capita) are achieved, will result in a revenue shortfall. Over time, if waste diversion targets are fully achieved, it is very likely that tax requisitions will ultimately be required to support the CRD Solid Waste service. Tax requisitions will need to be built into future five year budgets to support the CRD Solid Waste service.

Increased waste diversion is reflected in the 2023 five year budget and results in the depletion of Environmental Resource Management reserves over the 2023- 2027 forecast period. The forecasted reserve depletion will need to be offset by a corresponding increase in requisition to support the CRD Solid Waste service.

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Community Need

2023 Summary

Making a difference...together

Parks & Natural Resource Protection

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- **Changes to Regional Development** – The region is experiencing growth in multi-family developments, development sites and intensity of development. This is leading to more pressure for recreational space on nearby regional parks.
- **Changes to Recreational Use Patterns** – There is increased pressure for a diversity of recreational uses and greater advocacy from stakeholder groups. Overcrowding in key areas, such as fresh water swimming locations, results in limited resources diverted to high-use areas for increased services, compliance and enforcement. Increased use in the backcountry, including unauthorized uses, such as off-trail hiking and mountain biking, is creating a need for more education, communication, monitoring, compliance, and decommissioning of unauthorized trails. Although this use may decrease slightly post pandemic, it signals what increased use will look like in the regional parks system as the population and pressures grow.
- **Sustainable Service Delivery** – Major infrastructure in regional parks is nearing the end of its lifespan and needs improvements to support demands they were not built for. In recent years, the increased cost of materials and the complexity of projects has led to high costs for these major capital projects. Anticipate increased costs associated with the need for improved and safer active transportation infrastructure.
- **First Nation Reconciliation** – Projects, management plans and initiatives are increasingly complex, as it is important to provide for meaningful engagement, plan for land altering works, celebrate indigenous perspective through education and communication, and protect cultural values in regional parks.
- **Demographic Changes** – The population is aging overall but is also trending to a high proportion of young people in some parts of the region. The ethnic composition of the population is becoming more

diverse. This trend is anticipated to continue and will create demands for different forms of recreation and new ways of using open space. It also raises the need to help new migrants to learn about the regional parks and trails, to fully enjoy the park experiences, and to understand and respect the environment of the regional parks and trails system. These demographic changes will give rise to different recreation demands for people with differing needs and abilities.

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

Community Need

2023 Summary

Making a difference...together

Services

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

Community Need

2023 Summary

Making a difference...together

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

Community Need

2023 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts [1]	
6h-1	Goose Management Service Establishment	Regional coordination of Canada Goose population through a new service	2023 – 2026	+0.5 FTE Term	$237K Requisition

Initiatives highlighted in blue are contingent on further electoral approval.

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions, grants, donations and non-tax revenue

Reporting Structure

- Regional Parks Committee

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: 100% of critical infrastructure in the Regional Parks and Trails system in good or better condition Percentage of critical infrastructure in the Regional Parks and Trails system that is in good or very good condition; data from asset management sustainable report cards.	80%	85%	100%
Metric 2: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails Percentage of visitors that described their overall experience with Regional Parks and Trails as 'quite satisfactory' or 'very satisfactory'; data from CRD Regional Parks Resident Survey 2017 (collected every 5 years).	85%	85%	85%
Metric 3: A 25% contribution of land acquisition funding from community partners Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates.	26%	25%	25%
Metric 4: Maintain a volunteer base of greater than 500 people Number of active volunteers in Regional Parks and Trails; data from volunteer registry.	320	500	500

Discussion

Link to Target Outcome

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

Community Need

2023 Summary

Discussion

- Metric 1: Asset Management Sustainable Report Cards to be updated in 2023 and an asset management plan completed. Criticality defined as 4 or 5
- Metric 2: Resident Survey to be completed in 2023
- Metric 3: CRD continues to seek partnerships for land acquisition
- Metric 4: Lower volunteer numbers during COVID-19 pandemic but numbers are creeping back up to pre-pandemic levels

Community Need

Initiative Progress Report

Making a difference...together

Parks & Natural Resource Protection

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
6a-1	Regional Parks Strategy Update	100%	Lead: Regional Parks (2022) Completed – Regional Parks and Trails Strategic Plan Board approved on an interim basis for 1 year.
6a-8	Dams, Bridges and Trestles Capital Reserve	100%	Lead: Regional Parks (2020) Completed
6b-1	Invasive Species Management	100%	Lead: Regional Parks (2020) Part of core services.
6b-2	Environmental Stewardship Programs	100%	Lead: Regional Parks (2020) Part of core services.
6b-3	Environmental Stewardship Volunteers	100%	Lead: Regional Parks (2020) Part of core services – program continues to evolve.
6b-4	Park Operations	100%	Lead: Regional Parks (2020) Completed
6b-5	Mountain Bike Policy	100%	Lead: Regional Parks (2020) Completed – CRD Mountain Biking Guidelines approved by CRD Board on May 12, 2021.
6d-1	Engage with First Nations	100%	Lead: Regional Parks (2020) Completed – vacancy repurposed for First Nations Cultural Interpreter.
6e-1	Land Acquisition Fund Renewal	100%	Lead: Regional Parks (2020) Completed
6f-1	Dog Management Policy Framework	100%	Lead: Regional Parks (2020) Completed
6g-1	Regional Parks Service	100%	Lead: Regional Parks (2022) Completed – 26 new FTE's approved in 2022 budget (10 for 2023).

Community Need

Capital Plan Update

Making a difference...together

Parks & Natural Resource Protection

Planning for 2023 and beyond

The Capital Regional District (CRD) is responsible for 33 regional parks and four regional trails , comprising over 13,300 hectares of land, 300km of park trails and 100km of paved and gravel regional trails. Since 2012, visits to regional parks have increased by 64% and usage of regional trails has increased by 42%.

Over the last four years, staff have taken steps to address operational and maintenance pressures and challenges. Despite these steps, a significant number of critical park assets are nearing end-of-life and staff continue to see an increasing need to improve regional trails, which are primarily off-street greenway corridors, to support recreation and active transportation. There is also a growing demand to renew and enhance the assets within regional parks and to protect natural and cultural values

With the goal of increasing regional trails as active transportation corridors there is a need for a comprehensive long term financial plan to sustainably fund regional trails operations and capital.

Background

The CRD's 2019 Regional Parks Sustainable Service Delivery Plan Report Card provides a summary of the condition of assets in regional parks and trails. There were an estimated 273 major engineered assets in regional parks and trails at that time (43.5% are regional trails assets). A number of these assets, such as dams, bridges, and buildings have high replacement costs, need to meet public safety standards and are critical for continued public use of the system.

The total 2019 replacement value (as identified in the Report Cards) for all built infrastructure over the current lifespan was estimated at $105 million. Regional trails infrastructure costs make up approximately 40% of the asset replacement value (around $40 million). These estimates were based on an estimated condition assessment and valuation of existing assets as of 2019. It did not include enhanced or expanded assets. Taking into consideration inflation, cost and availability of materials, the estimated 2022 built assets replacement value is $140 million. Staff will be updating the Sustainable Report Cards and completing an asset management plan for regional parks and trails. More information is available in the Regional Parks Strategic Plan 2022-2032.

At the April 20th Transportation Committee staff were directed to develop a funding strategy for regional trails to support the Regional Parks and Trails Strategic Plan, which also includes the widening and lighting plan. Further direction was provided to prepare a funding strategy that does not rely on grants.

Community Need

Capital Plan Update

Five Year Capital Plan

The Regional Parks Five Year Capital Plan lays out the overall funding strategy for the capital investment priorities over the next five years. Currently, the Regional Parks Five Year Capital Plan only considers replacement/removal of existing assets.

Regional trails lighting and widening grants are considered in the capital plan and if all, or some, of the grant money is not obtained for the project, the funding of that project from capital reserves will reduce the availability of funds for other critical park projects and the widening and lighting project could be stretched out over a decade or more in order to manage the impact that funding that project will have on the overall park system.

The regional parks Five Year Capital Budget is fully subscribed on asset renewals to address critical infrastructure, public safety and to meet regulatory requirements around dams.

Next steps

Pending the outcome of the grant approval process a revised Five Year Capital Plan may be required.

Community Need

2023 Summary

Making a difference...together

First Nations Relations

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Increasing requests from First Nations for direct government-to-government meetings with CRD decision-makers, and to have a say in all decisions that impact their traditional territories.
- First Nations are requesting the development of Memorandums of Understanding, partnership agreements, and communications frameworks to guide how we work together. Funding requests are anticipated, to support this engagement.
- Increasing interest from CRD divisions to involve First Nations in collaborative process on plans and projects, yet without a corporate strategic engagement framework to guide culturally safe and respectful mechanisms, timelines and capacity funding for engagement. There is a risk of harming relationships where there is an abundance of requests without adequate timelines or mechanisms to incorporate First Nations input.
- High priority from the province to quickly finalize treaty negotiations in the region, with items that intersect with CRD services/interests still to be negotiated. Added request for the CRD to also participate in Recognition of Indigenous Rights and Self-Determination negotiations between First Nations and the provincial and federal government.
- As corporate and region-wide efforts to support reconciliation with First Nations continue, and as the number of requests from First Nations increase, additional capacity within the CRD and within First Nations will likely be required to support continued efforts.

Community Need

2023 Summary

Making a difference...together

- For projects requiring provincial or federal approvals, there is an increasing requirement for formal consultation of First Nations, involving detailed tracking.
- Increased interest from non-Indigenous community members in restoration of Indigenous place names, signage and other symbols of reconciliation. This needs to be approached carefully in areas of shared territory amongst multiple Nations, so that the CRD is not arbitrating territorial boundaries.
- Minimal response to First Nations' participation in standing committees at this time is understood to be due to capacity limitations, preference of some Nations that staff engage instead of elected representatives, preference that their leadership engage at the Board level, greater interest in direct government-to-government relationships that support Indigenous self-determination on their terms instead of engaging in existing CRD processes, and concerns around remuneration.
- Many CRD staff are open to cultural competency trainings and to adapting their workflow to accommodate new ways of collaborating with First Nations, however require support from First Nations Relations to do so.
- First Nations continue to identify self-determination, economic opportunities and taking care of land and water as areas of interest. Increasing interest from the Nations regarding CRD land acquisition.
- Ongoing risks related to undertaking land-altering works in the context of heightened scrutiny from First Nations regarding heritage site protection. The new Manager, Archaeology is reaching out to local Nations to build collaborative relationships in order to reduce financial, legal and reputational risk. First Nations are increasingly requesting that cultural monitors be employed during land altering works.
- Implementation of the *Declaration on the Rights of Indigenous Peoples Act* Action Plan is anticipated to impact the delivery of regional, sub-regional and local services by the CRD, with details still to be determined.
- Heightened scrutiny on how CRD Board and staff are translating reconciliation commitments into meaningful action, in the context of societal shifts towards increasing diversity, equity and inclusion.
- Increasing expectation of cultural safety for Indigenous employees and contractors, for approaches to First Nations' relations, and for Indigenous peoples interacting with CRD staff and services, pose reputational and relationship risks. For example around the resurgence of Indigenous cultural use and traditional practices in parks.

Services

Core Services Levels	
Service	**Levels**
Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.	• Advance inclusive governance across CRD ➥ Service levels adjusted, see IBC 3a-1.1 • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
	➥ Service levels adjusted (absorbed): advance cultural safety through cultural competency training opportunities
Internal Departmental Support Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.	• Provide training and support to CRD divisions to implement the Protection and Conservation of Heritage Sites Policy • Provide support to CRD divisions looking to engage First Nations on activities and initiatives • Implement and update the First Nations Relations Communications framework as a guide to clear, concise intergovernmental communication • Deliver an ongoing Cultural Competency training program • Develop and implement next steps to enhance Indigenous employment at the CRD, such as an Indigenous Internship Leadership Program • Facilitate First Nations liaison meetings • Participate in and/or negotiate various agreements with First Nations • Collaborate with CRD divisions to develop and implement a Reconciliation Action Plan ➥ Service levels adjusted (absorbed): develop an Elders Guidance document to support CRD staff in building respectful relationships
Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.	• Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty processes ➥ Service levels adjusted (absorbed): participate in Reconciliation Agreement processes • Liaise with provincial and/or federal staff to discuss items and areas of opportunity ➥ Anticipated emergent issues for 2023 include water rates, Water Supply Master Plan, Regional Parks Strategic Plan, Land Acquisition Strategy, EA Community Parks Naming Policy, Liquid Waste Management Plans, archaeology in the context of development and building permits, developing a strategic engagement framework, supporting implementation of the Procurement Policy to procure from Indigenous businesses, and implementation of the Solid Waste Management Plan • Develop a First Nations Initiative Endorsement Policy

Community Need

2023 Summary

Making a difference...together

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

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**2023 impacts [1]**	
Board-directed initiatives					
3a-1.1	Government to Government Relationships Building	Support First Nations to co-develop a framework for ongoing communication, collaboration and government-to-government relationship building with the CRD.	2023-2024	-	$250K Requisition

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Making a difference...together

Business Model

Funding

Who contributes

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

Funding Sources

- Requisition

Reporting Structure

- First Nations Relations Committee

Performance

Definition and Source	2021 Actual	2022 Forecast	2023 Target
Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes. And number of government-to-government tables where CRD Directors meet with First Nations elected leadership.	3	5	6
Metric 2: Shared Prosperity – increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information Total number of active agreements/partnerships with First Nations; data from partnership index.	14	15	16
Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land Total number of active agreements/partnerships with First Nations; data from partnership index.	6	9	10

Community Need

2023 Summary

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Discussion

Link to Target Outcome

First Nations have not immediately elected to participate in CRD Committees, however one Nation recently nominated a representative and alternate. Other mechanisms to engage at the leadership level in support of reconciliation, and support Indigenous self-determination through government-to-government relationship building, are being explored. Economic reconciliation has been identified as a critical interest of First Nations and an area of opportunity within CRD services. These relationships are often detailed through various services agreements and measuring progress using signed agreements helps to track specific steps forward in this area. Metrics around procurement from Indigenous businesses could be considered in future. Finally, First Nations have asserted a deep and reciprocal relationship to the land and water lasting since time immemorial and by looking to collaborations that involve this area the CRD can ensure that corporate activities are undertaken in a way that seeks to include Indigenous knowledge and are done collaboratively with First Nations.

Discussion

- Metric 1: Given First Nations' requests to meet with CRD decision-makers in government-to-government leadership level meetings, these have been added to the metric.
- Metric 3: Forecasting exceeding targets through the efforts of the new Manager, Archaeology to form collaborative working relationships with First Nations related to heritage site conservation.

Community Need

Initiative Progress Report

Making a difference...together

First Nations Relations

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% com-plete**	**Progress to date**
3a-1	First Nations Regional Planning	100% ongoing	Lead: First Nations Relations (2020) Part of core services – Ongoing collaboration with First Nations to further government-to-government relationships, planning and decision-making.
3a-2	First Nations Economic Goals	100% ongoing	Lead: First Nations Relations (2020) Part of core services – Ongoing collaboration with First Nations to identify opportunities to support economic goals.
3a-2.1	Indigenous Intern Leadership Program	50%	Lead: First Nations Relations (2021) Progressing – A consultant has been retained and outreach is underway to First Nations, urban Indigenous organizations, CRD divisions, subject matter experts and the union, to learn about the employment goals of local Indigenous communities, compile a wise practices report on how to support cultural safety in the workplace, and recommend next steps for supporting Indigenous employment at the CRD.
3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement	70%	Lead: First Nations Relations (2021) Progressing – The Procurement Policy has been amended to allow for targeted procurement from Indigenous businesses to support economic opportunities and regional capacity building. The website is being updated to include new content on "Doing Business with the CRD" in order to make CRD procurement opportunities and processes more easily accessible. Staff are collaborating with partner organizations to develop a database of Indigenous businesses in the region, which will provide a useful resource for enabling procurement from Indigenous businesses.

Community Need

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Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
3a-3	First Nations Collaboration	100% ongoing	Lead: First Nations Relations (2020 & 2022) Part of core services – Ongoing engagement with First Nations on archaeological site protection, parks planning & management, incorporating Indigenous names and perspectives into signage, developing Indigenous cultural programming for regional parks, water and wastewater servicing agreements, and land use planning. The new Manager, Archaeology is providing training & support to CRD staff and commissioners to enable greater collaboration with First Nations on the protection of heritage sites.
3a-5	First Nations Reconciliation Action Plan	5%	Lead: First Nations Relations (2022) On hold – division is prioritizing other approved initiatives, however has begun scoping possible approaches.
3a-5	Cultural Confidence Program Development & Implementation	90%	Lead: First Nations Relations (2021) Progressing – In partnership with Indigenous Perspectives Society, in spring 2022 15 Cultural Competency 101 trainings were delivered to 529 staff, and 8 Building Local Relationships trainings were delivered to 134 staff. Five additional Cultural Competency 101 trainings and two Building Local Relationships trainings are scheduled for fall 2022.
3a-6	First Nations Service Plan and Budget	100%	Lead: First Nations Relations (2020) Completed

Community Need

2023 Summary

Making a difference...together

Accountability

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

People

- **Human Resources (HR)**: changing workplace and society demographics have significant impact on the nature of HR programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, the COVID-19 health pandemic and public health guidelines pertaining to workplace absence requirements, exceptionally low unemployment and inflated costs of living, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the CRD.
- **Internal Communications**: internal communications informs decision-making and influences employee behaviour in ways that benefit government, the public, and employees themselves. Visual communication has emerged as a significant trend. Research shows that visual content gets far more engagement and improves information retention drastically. Since the pandemic and restrictions on face-to-face interactions the shift to digital communications was key to internal communications.
- **Labour market, workforce planning and staff development**: many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services. We continue to see increased pressures on the recruitment and retention of technical, professional and senior level staff especially, and most recently on more junior staff particular to the pandemic. Increased efforts ongoing to evaluate ongoing staffing needs, train and develop staff, and conduct succession planning.

Community Need

2023 Summary

Making a difference...together

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- **Information Management**: technology use has exceeded the CRD's recordkeeping capabilities, resulting in an accumulation and spread of electronic records which cannot be effectively managed in accordance with legal & regulatory requirements, policies or business needs. As modernizing our information management program framework is complex and requires significant effort and investment, the CRD is using a phased approach.
- **Freedom of Information (FOI)**: The number and complexity of FOI requests continues to increase year-over-year (239 requests in 2021, up 39% from 2020). Recent FIPPA amendments (November 2021) are anticipated to drive even more demand for privacy and information services support; new legislative privacy measures include mandating public bodies to develop a privacy management program, conducting mandatory privacy breach notifications, and new ministerial directions to complete privacy impact assessments. In 2021, Information Services administered over 50 Privacy Impact Assessments and expects to exceed this in 2022.
- **Commissions and committees**: The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
    - A 40% increase in the number of board and standing meetings since 2017
    - Increase in number of elector approval processes requested by divisions, from a typical 1-2 alternative approval processes per year to 7 in 2021 plus one referendum
- A comprehensive review of governance, mandate and adherence to policy and processes is planned to ensure consistency and improve service efficiency.
- **Buildings**: The CRD continues to focus efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.
- **Legal counsel**: Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

Digital Communications

- More Canadians than ever are using the Internet to connect with government; digital communications remains the fastest growing area for Corporate Communications. As in-person interactions have slowly resumed, the CRD is assessing the best mix of online and in-person engagement opportunities.
- The CRD has been building internal capacity, implementing a digital engagement platform, and upgrading its social media management toolkit.
- Three foundational elements for effective digital communications were deferred and are now proposed for implementation in 2023/2024:
    1. **Digital asset management system:** digital assets are files stored and accessed digitally to provide value. The CRD creates, shares and uses digital assets on a daily basis and publishes them across multiple channels, including the website, social media and advertising outlets. A system will improve efficiency and capacity to present a unified message, and oversight to reduce risks

Community Need

2023 Summary

Making a difference...together

related to records and related copyright, permissions and licensing requirements.

2. **SharePoint Analytics:** will enable the CRD to measure how the corporate intranet landing page is used and identify opportunities to better communicate internally in support of corporate goals.
3. **CRD website**: remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The design and navigation systems has been in place since 2014 and need significant investment to provide a modern, simplified and accessible virtual front counter that reflects the dynamic nature of our interactions with residents.

- **Accessibility regulations:** coming into force Fall 2022 require us to create an accessibility plan and provide a public feedback mechanism. It is incumbent on the CRD to review standard website accessibility practices and prepare to implement them as part of its style guides, website design and communication materials.
- **Social media:** The CRD has been coordinating social media since 2015, increasing its followers at a rate of 15% per year to 14,000 today. The CRD is increasing the sophistication of its approaches through data-based insights and by developing more media-rich content. Following the principle of going where the audiences are, the CRD is currently piloting content on Pinterest (significant user base of homeowners) and TikTok (fastest growing social network in Canada).

Financial Services

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

  Corporate Accounting and Standard Compliance: Corporate compliance activities increasing trending since 2020 with still additional new measures to come in the future. The increased demand generated primarily through higher levels of statutory payroll and corporate filing changes, more statistical reporting requirements and a greater number of changing accounting and auditing standards. Increased compliance placing pressure on existing compliance activity levels and the internal control work underway as part of a financial risk management program.
- **Corporate Asset Management Strategy (CAMS):** In 2022, Financial Services progressed the CAMS, advancing long-term planning activities and building requirements for a corporate asset management system. Highlights include completion of Sustainable Service Delivery Plans (SSDPs) for approximately 50% (31 services) and prototyping an enterprise asset management system. Effort to achieve the targets in the CAMS will increase heading into 2022.
- **Investments & Debt Management**: Also in 2021 and trending into 2022, EAs continue to drive higher levels of activity in service establishment, infrastructure replacement planning and debt administration through 2021. Corporate Treasury, through 2022, expanded activity levels in response to greater demand for business case analysis, investments and debt management activities advancing for example the revised investment policy and introducing reserve guidelines.
- **Grant funding**: Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.
- **Payroll**: The organization also experienced an increased number of externally driven changes to labour

and payroll systems and administration. This is an area where resourcing is already stretched by organizational growth and the division anticipates continued changes.

Information Technology & GIS (IT&GIS)

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

Services

Core Services Levels	
Service	**Levels**
Executive Services Department	
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services.	• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board

Community Need

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Making a difference...together

Core Services Levels	
Service	**Levels**
Corporate Communications Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information. ➥ Service level adjusted, see initiative 15f-1.15	• Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates) • Oversee survey creation and public participation initiatives, including planning and implementation of projects on the CRD engagement platform • Media strategy and relations • Coordinate advertising buys and social media strategy • Manage the internal communications framework and implementation; maintain CRD Central intranet landing page • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice • Provide creative direction for print, online, video and event communications • Provide training for designated website and survey authors across the organization
Human Resources & Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.	• Employment relations, incl. 400+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below rising industry norms

Community Need

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Making a difference...together

Core Services Levels	
Service	**Levels**
Finance & Technology Department	
Asset Management Provides professional advice and expertise to services on asset management best practices. The team leads corporate initiatives that advance asset management maturity for the organization.	• Develop and advise on corporate asset management strategies, plans, standards and procedures for $2.5bn in CRD assets • Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities • Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions • Provide advice/expert guidance for developing SSDPs • Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance
Financial Services Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government. • Financial Planning • Financial Accounting and Reporting • Internal Controls over Financial Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support	• Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4) • Daily transaction processing and monthly reports delivered with combined operating and capital budget of $646M (2022 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. $300M • Daily cash management review and investments ($400M in net working capital and $150M on reserve) • Manage semi-annual long term financing bylaws & debt issues (debt of $600M and principal and interest

Community Need

2023 Summary

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Core Services Levels	
Service	**Levels**
• Long Term Financial Planning • Treasury and Banking • Financial Systems • Grants Management Corporate-wide administrative services, such as printing and internal interoffice mail	payments $60M) • Biweekly payroll processing, reporting for 1,250 employees totaling $92M in four employee groups under both the CRD and CRHC • Weekly cheque and EFT runs produce 15,000 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 27,800 water billing customers • Develop banking services for CRD (transactions flow through 36 bank accounts a year); monthly reconciliation of all bank accounts for approximately 24,000 banking transactions and integration of over 150,000 transactions a year • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices • Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment • Provide overarching corporate support and coordination for more than 200 CRD services to maximize grant funding support projects in long-term capital plans and service area initiatives • Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks • Manage internal grant programs for the Electoral Areas, including Community Works Fund, Grants-in-Aid Fund and special programs such as COVID Safe Restart Grant • Responsible for corporate reporting to the Board, including a Bi-monthly Grant Updates Staff Report and Dashboard, as well as Annual Reports for numerous internal and external grant programs, and special reports as required • Manage the organization's external grants portfolio by

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
	notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board • Received over $574M in grant funding from senior levels of government since 2014
Information Technology and GIS Services (IT&GIS) Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board. • Provision and support of our corporate integrated Financial, Payroll, and HR Systems • Corporate Cyber Security • Corporate-wide voice, data and radio communications systems • Corporate Website and Digital Engagement • Board and Committee meeting management • Asset and Maintenance Management • Equipment purchasing, deployment, and maintenance • Project Management • Geographic Information Systems • Orthophotography and Lidar data acquisition and deployment • Reporting and data analytics • Application development • Utility billing (water and sewer)	• Manage SAP our Enterprise Resource Planning system including financial, payroll, purchasing, assets, capital projects, water utility billing and maintenance systems for CRD, CRHD and CRHD ↪ Service level adjusted, see initiative 15f-1.9 • Manage the technology infrastructure connecting 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,200 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system • Annual hardware and software procurement and deployment • Procurement of GIS orthophotography and Lidar data for 23 Capital Region municipal and federal partners • Support the creation and processing of 200,000 water utility bills annually, generating approximately $22M of revenue • Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating $16M of revenue annually • Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M of revenue annually • Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately $14.5M annually • Produce and process approximately 30,000 maintenance work orders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management • Management and support of the corporate Project

Community Need

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Making a difference...together

Core Services Levels	
Service	**Levels**
	System, processing $400M annually in capital projects ➥ Service level adjusted, see initiative 15f-1.23 • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization • In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance • In partnership with Financial Services provide Asset Management support for the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for $2B in CRD assets • In partnership with Human Resources & Corporate Safety, develop and implement new SAP modules in support of HR business process improvements related to managing employee information and employee Onboarding and Recruitment practices
Corporate Services Department	
Privacy and Information Services Provides professional advice and expertise to guide and support the organization to protect privacy, provide information access and effectively manage and use its valued information resources. Leads and administers the corporate privacy and information management programs, information access requests, privacy impact assessments (PIAs) and other legal matters under FOIPPA.	• Administer 200+ FOI requests annually • Administer 50+ PIAs annually; review and support documenting initiatives, write collection notices, conduct risk assessments and legal research, advise/make recommendations, coordinate across stakeholders • Develop and administer the corporate privacy and information management programs to support regulatory compliance and effective practices • Hold mandatory privacy training sessions regularly to onboard new employees within 6 months of hiring; offer specialized training periodically • Respond to complaints or matters involving the Office of the Privacy Commissioner (OIPC) under FOIPPA • Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
	disposition (destroy or retain permanently) to ensure timely and effective management of information resources • Partner with IT & GIS to ensure appropriate systems, controls and practices are in place to manage information and protect privacy for regulatory compliance and effective information use • Report quarterly and annually on FOI and privacy trends
Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	• Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice ➥ Service level adjusted (absorbed): supervise operations procurement in Integrated Water Services
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.	• Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions • Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards, nine standing committees and select committees • Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings

Community Need

2023 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
	• Conduct elections and assent processes • Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate 200+ appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute 1000+ pieces of correspondence addressed to the CRD Board
Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for $650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning assistance for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations
Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.	• Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services • Coordinate the internal review and response to third--party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Coordinate, complete and manage leases, licenses, permits, and land-use applications

Community Need

2023 Summary

Making a difference...together

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

Community Need

2023 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2023 impacts[1]	
15f-1.9	SAP Lifecycle Replacement	Upgrade and migration of end-of-life software to current version	2023 – 2025	+5.0 FTE Term	$951K Allocation/ Other
15f-1.15	Digital Communications Governance + Support	Improvements to website, digital asset management and SharePoint analytics	2023 – 2024	+1.0 FTE Ongoing +1.0 FTE Term	$448K Allocation/ Other
15f-1.23	Enterprise Project Document Management System	Implementation of a corporate project management system	2023 – ongoing	-	$635K Allocation/ Other
15f-1.24	Financial Services Staffing Adjustments	Staffing adjustment to existing position in Financial Services to meet operational demand	2023 – ongoing	+0.25 FTE	$20K Allocation/ Other

Business Model

Funding

Who contributes

- Varies per services

Funding Sources

- Allocations, Requisitions & Grants

Reporting Structure

- Governance Committee
- Finance Committee

[1] Budget impacts reflect full program costs, including cost of staffing.

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Organizational Transparency Total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics.	2,002,055	2,100,000	2,200,000
Metric 2: Communication Reach Percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/ social); data from CRD Corporate Communications.	87%	87%	89%
Metric 3: Workforce Engagement (A) **Employee Turnover**: Total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system. (B) **Unplanned Absenteeism**: Percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system.	(A) 8.9% (B) 3.9%	(A) 9.0% (B) 5.2%	(A) 7-9% (B) 4-5%
Metric 4: Board decision-making Total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services.	252	180	230
Metric 5: Elector Approval Process Total number of Alternative Approval Processes, Elector Assent Voting (Referendum) and Petitions for Electoral Areas services; data from CRD Legislative Services	6	7	5
Metric 6: FOI and Privacy Program Compliance Percentage of FOI requests which were answered within the legislated timeframe; data from Executive Information Services division	239	230-250	230-250

Community Need

2023 Summary

Making a difference...together

Discussion

Link to Target Outcome

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

Community Need

Initiative Progress Report

Making a difference...together

Accountability

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
4b-1	Grants Dashboard for EAs	100%	Lead: Financial Services (2020) Completed – creation of an Electoral Areas grant subsite which includes guides, application forms, reporting of projects & recipients. Annual grants reporting to committee and Board for GIA & CWF in addition to regular grant call distribution to EA administrators and directors.
5b-5	CAMS Life-Cycle Costing	75%	Lead: Asset Management (2021) Progressing – After development and approval of capital reserve guidelines as reported through Finance Committee and Board continued review work to align funding long term asset management plans with capital reserve guidelines supporting sustainability. Life cycle costing guide and tool standardizing approach to decision costing and revenue capacity analysis. Under development and near completion (launch planned 2023).
15a-1	Commission Review	--	Lead: Legislative Services (2021) On hold – A comprehensive review has not been initiated. Amendments to streamline appointments to SGI and JDF Local Service Committee/Commissions was adopted by the Board in May 2022. Assent Voting on proposed bylaw to establish a SSI Local Community Commission to occur October 15, 2022.
15b-1	Triple-Bottom-Line (TBL) Budgeting	75%	Lead: Financial Services (2020) Progressing – Various reports through committees and Board to advance sustainable budgeting including the Corporate Asset Management Strategy and Policy, Debt Term Guidelines, Capital Reserve Guidelines, etc. Updated Board policy on investments to guide revenue diversification as well. Life-cycle costing guide and tool incorporating climate and social decision criteria under development and near completion (launch planned 2023).
15b-1	Financial Services Treasury Position	100%	Lead: Financial Services (2021) Completed – recruitment completed and now part of core services.

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15b-2	Asset Management and Risk Analysis	50%	Lead: Asset Management (2020) Progressing – enhanced data model prototyped with new Core Area Wastewater infrastructure and progression towards developing and implementing guiding documents for sustainable service delivery plans (SSDPs) including the completion of approximately 50% of SSDPs (31 services).
15b-2	Financial Services Financial Analysis Position for Local Services	100%	Lead: Financial Services (2021) Completed – recruitment and role conversion completed and now part of core services.
15b-2.1	Asset Management	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15b-2.2	Grant Support	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15c-1.2	FMW2 (formalize 1.0 FTE)	100%	Lead: Facilities Management & Engineering Services (2021) Completed
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	50%	Lead: Human Resources & Corporate Safety (2021) Progressing – base surveying completed with continued work through Organizational Development Plan to achieve end state.
15c-1.4	Human Resource Information System (HRIS)	20%	Lead: Human Resources & Corporate Safety (2022) Progressing – RFP initiated and closed, with vendor selection commencing; commencing cleanup of current data in anticipation of project initiation in 2023.
15c-1.5	Safety Management System	30%	Lead: Human Resources & Corporate Safety (2022) Progressing – RFP closed and vendor selected. Project underway for completion in by year end 2022.
15d-1	Service Planning and KPIs	100%	Lead: Regional & Strategic Planning (2020) Part of core services.
15d-1	Board Orientation & Strategic Plan 2023-2026	40%	Leads: Regional & Strategic Planning, Legislative Services (2022)

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
			Progressing – event planning is well underway, facilitator contract awarded in the summer.
15d-1.2	Graphic Standards Update	100%	Lead: Corporate Communications (2021) Completed – Brand assets and standards update with enhancements for digital brand application, expanded colour palette and additional font for indigenous language usage.
15d-2	Electoral Area Elections	50%	Lead: Legislative Services (2022) Progressing – Election Voting Day is on October 15, 2022.
15e-1	Partnership Directory	100%	Lead: Corporate Communications (2020) Completed – Partnerships guidelines developed formal partnerships captured in new directory. The directory is updated quarterly to capture new partnerships and provide a status update on existing partnerships.
15f-1.0	Systems + Policies – Bylaw Management System (BMS)	100%	Lead: Legislative Services (2020) Completed – BMS is the internal tool for accessing electronic copies of adopted bylaws.
15f-1.1	Systems + Policies – Contract Database + E-Approvals	70%	Lead: Legal Services (2020) Progressing – Contract Database and E-approvals in development. Testing phase completed, and system has been soft-launched with various groups to different measures of adoption, use, and success. Issues with business process and software solution identified. Staff are identifying internal stakeholders and subject matter expects and intend to revisit initial requirements in Q4 2022.
15f-1.3	Systems + Policies – Electronic Documents and Records Management System (EDRMS)	5%	Lead: Privacy & Information Services (2020, 2021 & 2022) Progressing – this is a large, multi-year and multi-phased project. EDRMS planning initiated in 2019 with budget approved for 1 FTE Manager for FOI and privacy in 2020 (recruited). In 2021, consultant retained and EDRMS strategy and implementation plan received. Retention schedule work started in late 2021 and continues. Budget approved in 2022 to support implementation of next project phases. One EDRMS FTE position created and recruited in July 2022, recruitment process continues for remaining 2 FTE EDRMS positions.

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% complete	Progress to date
15f-1.3	FM Centralization Strategy - Project Coordinator	100%	Lead: Facilities Management & Engineering Services (2021) Completed - position has been created and filled as of February 2021.
15f-1.4	Systems + Policies – HR + Corporate Safety Systems	100%	Lead: Human Resources & Corporate Safety (2020) Part of core services.
15f-1.4	IT Support for Hartland Scales and PerfectMind Applications	100%	Lead: Information Technology & GIS (2021) Recruitment completed and now part of core services.
15f-1.5	Systems + Policies – Rise + Report Tracking System	100%	Lead: Legislative Services (2020) Part of core services – Rise and Reports are posted to the public website.
15f-1.5	Mobile Maintenance Work order Platform Support	100%	Lead: Information Technology & GIS (2021) Recruitment completed and now part of core services.
15f-1.6	Systems + Policies – Signage	100%	Lead: Corporate Communications (2020) Completed – Comprehensive sign strategy developed and finalized. This strategy is managed by Corporate Communications and applies to all departments that fall under the CRD, CRHC and CRHD brand.
15f-1.6	E-Signature Software	--	Lead: Real Estate & Southern Gulf Islands Administration (2021) On hold – A technical solution has been identified. On hold while assessing options for integration with current electronic contract approval system (see 15f-1.1).
15f-1.7	Systems + Policies – Toolkits	100%	Lead: Legislative Services (2020) Part of core services – New resources are added when available.
15f-1.7	Microsoft Office 365 Data Backup	100 %	Lead: Information Technology & GIS (2021) Complete, now part of core services.

Community Need

Making a difference...together

Initiative Progress Report

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
15f-1.8	Systems + Policies – Website	100%	Lead: Corporate Communications (2020) Completed – remainder of work programme will be delivered through 15f-1.14 Digital Communications Governance & Support Services.
15f-1.9	IWS Infrastructure Resilience - IT	100%	Lead: Information Technology & GIS (2021) Part of core services – Recruitment completed and now part of core services.
15f-1.9	Systems + Policies – SAP Development	100%	Lead: Information Technology & GIS (2020) Part of core services – Recruitment completed and now part of core services.
15f-1.10	Systems + Policies – Mobile GIS	--	Lead: Regional Parks (2020) Deferred
15f-1.11	Systems + Policies – Information Security Program	100%	Lead: Information Technology & GIS (2020) Part of core services – Cybersecurity systems, including corporate training are in place and part of core services.
15f-1.11	Corporate Security – Monitoring and Incident Response	100%	Lead: Information Technology & GIS (2022) Part of core services – 24 X 7 Cybersecurity monitoring service is now in place as part of core services.
15f-1.14	Digital Communications Governance and Support Services	100%	Lead: Information Technology & GIS (2022) Completed – new position has been filled, digital engagement and social media tools in place.
15f-1.15	FOI & Privacy Role Conversion	100%	Lead: Privacy & Information Services (2022) Completed
15f-1.16	Corporate Safety Resourcing	100%	Lead: Human Resources & Corporate Safety (2022) Completed – recruitment completed.
15f-1.17	Corporate Accounting Standard Compliance	100%	Lead: Financial Services (2022) Completed – recruitment completed and now part of core services.
15f-1.18	Regional Orthophotography Data Acquisition Program	100%	Lead: Information Technology & GIS (2022) Part of core services – activities completed.

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	Initiative	% com-plete	Progress to date
15f-1.21	Associate Legal Counsel	50%	Lead: Legal Services (2022) Progressing – recruitment ongoing.
15f-1.23	Legislative Services Support	100%	Lead: Legislative Services (2022) Completed – recruitment completed and now part of core services.
15f-1.24	Executive Services Departmental Support	100%	Lead: Executive Administration (2022) Completed – recruitment completed and now part of core services.

Community Need

2023 Summary

Electoral Areas

Strategy

Overview

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

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

Strategic Context

Strategies

- SSI Parks Strategic Plan: provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.
- JdF Community Parks & Recreation Strategic Plan: currently under development. Expected in Q4 2022.
- Economic strategic development:
  - Strengthen sustainable economic development in the SGI and SSI EAs: Support community economic diversity and social needs, business recovery, broaden shoulder season tourism, transportation, food security and agriculture, housing, demographic and economic diversity, business efficiency, improve island business cores, and build economic support through coordination, communication, and advocacy.
  - A Shared Business Services (SSI) entity as a single point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; negotiate favourable rates for services. Between 45 and 50 businesses were serviced through the initiative.
- Optimize allocation of resources, support long-term financial plans to fund infrastructure renewal/replacement as required to ensure water and sewer systems meet acceptable levels of service, regulatory requirements, and recommendations from asset management plans.

Community Need

2023 Summary

- Connecting SGI: Connectivity Planning for the Southern Gulf Islands (2020) documents community perceptions/experiences with internet connectivity and demonstrates how greater connectivity can advance common goals of sustainable economic development, and community health and resilience.
- CRD SGI Regional Broadband Strategy (2021) provides a vision for the future of connectivity in the SGI along with current levels of connectivity.
- SGI Housing Strategy (2022) recognizes the need to approach housing solutions in rural and remote communities, and especially within the Islands Trust area, with different assumptions than those used for conventional housing interventions in growing urban regions. The strategy suggests a whole government approach and development of a CRD Rural Housing program.
- SGI Transportation Integration Plan (SGI TIP) presents a business case for a new CRD transportation service for the SGI EA. The SGI Active Transportation Plan presents opportunities for alternate transportation paths on the SGI that would improve the environment of the islands and would also be beneficial in improving the health of the residents, improve accessibility and reduce GHG emissions.
- Each major island within the SGI EA has a community parks and recreation service, guided by strategic planning and Master Plans. For example, see the Galiano Island Parks and Recreation Commission Master Plan and the Mayne Island Parks and Recreation Commission Master Plan (2021 -2025).

Trends, risks and issues

- **Recreation:** programs and services can be impacted by COVID-19 restrictions. Program cancellations, reduced admissions and market restrictions have affected service budgets and may continue to do so. However, with the easing of restrictions staff have worked towards expanding service offering and programs for registered and drop-in activities, facility and park use bookings.
- **Volunteer service delivery models:** many EA services depend on volunteers to advise on or deliver services to communities on behalf of the CRD Board. Challenges include succession planning and integration of volunteers with staff and CRD policy requirements.
- **Housing:** Demographic shifts and increased housing costs impact labour markets and generational transitions. Workforce housing, rental housing, and attainable ownership housing is in very short supply.
- **Economic development:** support the community through economic challenges by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- **Rural island culture**: protect and sustain demographic diversity through housing strategies, volunteer recruitment for effective service delivery and supporting sustainable year-round tourism destination management practices.
- **Transportation**: support transportation alternatives and integrated transportation opportunities by coordinating with local transportation providers, BC Ferries and others, and advance service establishment in the SGI EA.
- **High-speed internet (SGI)**: stimulate sustainable economies and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- **Water & wastewater**: prioritized capital project improvements to water and sewer systems in the EAs.

Community Need

2023 Summary

- **Fire Protection**: volunteer-based governance model for Fire Commission and Fire Societies in the EAs presents increasing risk to the CRD, staff, firefighters, and commission members due to limited capacity of volunteers to meet minimum regulatory and administrative requirements.
- **Volunteer Emergency Programs**: The current process of using contractors to manage the volunteer emergency programs in the EAs on behalf of the CRD is a model that needs review and potential revision due to inequity between positions, potential liabilities, and associated sustainability challenges.
- Aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA fire departments and emergency programs, such as Emergency Support Services. This is creating challenges in maintaining volunteer-based EA emergency programs, such as Emergency Support Services and within volunteer fire services.

Services

Core Services Levels	
Service	**Levels**
	SGI Administration
SGI Community Parks & Recreation New park development, maintenance, planning, and archaeology for Saturna Island, Pender Islands, Galiano Island and Mayne Island.	• Commissions have administrative powers and deliver parks service and recreation programing through an incredible volunteer effort. Staff oversee contract management, procurement and fiscal accountability, and regulatory compliance. • Programme of work for 2023 continues particular focus on implementation of the CRD Archaeological Policy and relationship building with WSÁNEĆ Leadership Council.
SGI Economic Sustainability Preserving and strengthening existing business, attracting new business and coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.	• Staff support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI. • Programme of work for 2023 prioritizes affordable housing, with a focus on implementation of the SGI Community Affordable Housing Strategy and development of a rural housing program. Continued work also includes supporting Connected Coast and last mile fibre to the home as part of the SGI Connectivity Project, and advising on service establishment for an integrated transportation service (pending voter approval). ➥ Service level adjusted, see initiative 2e-3 • The Commission continues its focus on food and agriculture in partnership with community groups, resourced by a combination of grants and in-kind

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
	resources.
General Government Legislative and general government administration, including management of internal and external grants-in-aid for SGI.	• The SGI EA Director supports the disbursement of grant funding to SGI community groups every year. Staff ensure the money is distributed equitably to each island. • In 2021 and 2022, Community Works Funds in the amount of $716,331 were distributed to support SGI infrastructure projects. • There has also been $154,283 in Grants in Aid and $113,000 in COVID-19 Safe Restart grants disbursed to the community.
Accountability Community engagement, inter-agency and regional coordination, political support.	• SGI Liaison program – local team of islanders to support the SGI work program and facilitate community engagement with the CRD more generally.
Other SGI-wide and local services	• SGI Regional Library service • Harbours & Docks (11 docks and harbours) • Local health contribution services (Pender Community Health, Galiano Community Health & Saturna Medical Clinic) • Hospital District (construction of health facility and debt service of capital project and equipment) • Local utilities (small water and sewer utilities including: systems operations and maintenance, emergency response/system failure, infrastructure planning, capital project delivery & works, engineering services; for more detail refer to the Water Community Need Summary)
SSI Administration	
SSI Administration *Responsible* for the administration and management of the SSI Commissions and services.	• Planning, organizing, and delivering services for SSI and support to the EA Director through various service Commissions and Committees. ➥ Service level adjusted, see initiative 15a-1 & 15a-1.1 • Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages.
SSI Parks & Recreation	• Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
Acquire, develop, operate and maintain community parks, and to provide recreational programs within the EA.	centre, child care centre, and SSI Saturday Market. • SSI Aquatic Centre is open 49 weeks a year, 7 days/week offering a service level of 71 hours/week.
SSI Transportation & Docks Local transit service, pathways and Fernwood Dock	• Develop active & passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation & Infrastructure, Islands Trust, BC Ferries, BC Transit). • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
SSI Water and Sewer Service Water, septage & environmental monitoring	• Manage eight local water and sewer service areas, and liquid waste management in collaboration with other CRD divisions. • Capital infrastructure renewal and upgrade project delivery for eight services: Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support • Infrastructure planning for eight services: strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans. • Manage stormwater quality and provide for a monitoring service.
SSI Library & Arts Community	• Facility maintenance of the Salt Spring Island Library • Support contribution services and use agreements for ArtSpring and SSI Library services.
General Government and other SSI-wide and local services Regional and local government administration, local engineering service, grants-in-aid and economic development	• Hospital District (Construction of health facility and debt serving of capital project and equipment) • Solid waste disposal and recycling

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
	JdF
JdF Community Planning Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.	• Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications. • Review all building permit applications for compliance with land use regulations. • Provide land use information in response to inquiries from the public, developers, realtors, and consultants. • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation. • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection. • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions.
JdF Community Parks & Recreation The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. The division provides 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 Other: • SEAPARC Recreation Centre and pool (for more detail see Recreation Community Need Summary) • Sooke Regional Museum

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
General Government and other JdF-wide and local services	• Water, sewer and solid waste services (for more detail see Water, Wastewater and Landfill & Recycling Community Need Summaries) • Environment (Millstream Remediation and Climate Actions and Adaptation) • Hospital (construction of health facility and debt serving of capital project and equipment)
Combined Services	
Building Inspection Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	• Provide information on the building permit process, BC Building Code requirements and approved construction practices • Provide building permit and file information and respond to Freedom of Information requests • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed
EA Fire Protection Support to fire commissions with delegated authority and oversight of fire society contracts.	• Operational management of fire dispatch for the three EAs. • Oversight and support of and to Fire and Rescue Commissions and services.
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	• Oversee and coordinate emergency planning and response by the EA Emergency Programs.
EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	• Program oversight for the JdF SAR service • Financial support to the SSI SAR Society to cover overhead (non-operational) costs

Community Need

2023 Summary

Core Services Levels	
Service	**Levels**
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**2023 impacts[1]**	
1a-11	SGI Housing Strategy	Partnership with Regional Housing. Support implementation of SGI Housing Strategy inc. development of a SGI Housing Program business case & contract for part-time SGI Housing Coordinator	2023	-	$16K Allocation/ other
2e-3	SGI Transportation Service Establishment	Establish a transportation service and Commission (if approved by referendum in October 2022)	2023 – ongoing	+1.0 FTE ongoing	$475K Requisition
15a-1.1*	SSI Admin support	Additional 0.2 FTE for admin support	2023 – ongoing	+0.2 FTE ongoing	$2.9K Allocation/ other
15a-1*	SSI Local Community Commission	Creation of an elected local community commission with authority over parks and recreation, transit, transportation, liquid waste and economic development	2023 – ongoing	+1.0 FTE ongoing	$173K Requisition, allocation/ other

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

Initiatives highlighted in blue are contingent on further electoral approval

[1] Budget impacts reflect full program costs, including cost of staffing

Community Need

2023 Summary

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

Electoral Area Committee

Various Local Service Areas Commissions including:

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

Community Need

2023 Summary

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Metric 1: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database.	849	900	850[2]
Metric 2: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database.	78	75	75
SGI			
Metric 3: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community Total number of new ISP projects connecting the SGI community to high-speed internet; data from SGI Administration division.	1	1	1
Metric 4: SGI Transportation Service Establishment Total value of transportation funding provided to transportation service providers in SGI (pending successful service establishment in 2022).	N/A	N/A	$250k
SSI			
Metric 5: SSI Transit Build ridership revenue to pre-pandemic $226K.	$142K	$160K	$200K

Discussion

Discussion

- Metric 3: In 2021, the Galiano Association for Internet Access was established as a cooperative to deliver last mile wireless internet service on Galiano Island. In Q4 2022, the Connected Coast project will begin infrastructure installation in the SGI. 2023 should see completion of landing site installs and last mile fibre to the home on Galiano and Saturna Islands, possibly others, pending announcements of federal funding decisions.
- Metric 4: If service establishment is successful, development and implementation of an integrated transportation strategy will inform future metrics.

[2] Indicators of development/construction activity; we have therefore provided expected volumes rather than targets.

Community Need

Initiative Progress Report

Making a difference...together

Economic Development

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
Affordable Housing			
1a-11	SGI Housing Strategy	100%	Lead: SGI Administration (2021) Completed
Transportation			
2e-1	SSI Transit Services	100%	Lead: SSI Administration (2020) Completed
2e-2	SSI Cycling & Pedestrian Infrastructure	100%	Lead: SSI Administration (2020) Completed
2e-3	SGI Public Transportation	100%	Lead: SGI Administration (2020) Completed
2e-2	SGI Transportation Service Establishment	75%	Lead: SGI Administration (2022) Progressing – SGI Transportation Service Establishment Bylaw 4484 received three readings by the CRD Board and statutory approval by the Inspector of Municipalities. Voter assent to be confirmed by referendum October 15 2022.
Economic Development			
4a-1	SGI Connect - Internet Service Establishment	75%	Lead: Real Estate & SGI Administration (2020 & 2022) Progressing – Connectivity Infrastructure Design plan complete, Connected Coast landing sites on track for 2022 installation, last mile and additional landing site connections subject to federal grant approval and confirmed community contribution by CRD SGI EA.
4b-2	Economic Development & Plans through Commissions - SSI	100%	Lead: SSI Administration (2020) Completed – Program developed to assist business with digital marketing, social media strategy and campaign,

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% complete**	**Progress to date**
			website and e-commerce solutions; and digital advertising and search engine optimization.
4b-2	Economic Development & Plans through Commissions - SGI	100%	Lead: SGI Administration (2020) Part of core services – SGI Community Economic Sustainability Commission's priorities advanced in 2019-2022 through separate IBCs for Connectivity, affordable housing and transportation.
Parks & Natural Resource Management			
6c-1.2	EA Community Parks - SGI	100%	Lead: SGI Administration (2020) Part of core services
6c-1.3	EA Community Parks – SSI	100%	Lead: SSI Administration (2020) Part of core services
6c-1.3	Crime Prevention in Community Parks	100%	Lead: SSI Administration (2022) Progressing – Grant funding was secured in 2021/2022 to provide additional Bylaw support in SSI Community Parks. Additional funding has been budgeted in 2023 to support this initiative.
Protective Services			
7a-12	SSI Community Safety	100%	Lead: SSI Administration (2020) Completed
Planning & Development			
11b-2	Fallow Deer on SGI	100%	Lead: SGI Administration (2020) Completed
11c-1	Building Inspection on Electoral Areas	100%	Lead: Building Inspection (2020) Completed – recommendation to maintain the three EAs as a single service under a single budget adopted by the CRD Board on April 14, 2021.
11c-2	Building Inspection Information Services	100%	Lead: Building Inspection (2022) Completed – position has been adjusted.

Community Need

Initiative Progress Report

Making a difference...together

Initiatives approved in 2020, 2021 & 2022			
Ref	**Initiative**	**% com-plete**	**Progress to date**
11d-1	New Development Application Review JdF Planning	100%	Lead: Juan de Fuca Local Area Services (2020) Completed – through adoption of a new Development Applications Fees and Procedures bylaw at beginning of 2019.
		Arts & Culture	
12c-2	SSI Art Spring/SSI Art Council Operating & Maintenance	100%	Lead: SSI Administration (2020) Completed
		Recreation	
13a-1.4	Recreational Programming and Rates - SGIA	100%	Lead: SGI Administration (2020) Part of core services.
13a-1.5	Recreational Programming and Rates - SSIA	100%	Lead: SSI Administration (2020) Part of core services.
13a-1.5	SSI Community Centre	100%	Lead: SSI Administration (2022) Completed – The CRD assumed the operation and management of the SSI Middle School on July 2, 2022.
		Accountability	
15a-1	EA Strategy and Operations	100%	Lead: SSI Administration (2020) Completed – Establishment of Local Community Commission subject to fall 2022 referendum.
15c-2	SGI-CRD Liaisons *	100%	Lead: SGI Administration (2020) Part of core services.

Making a difference...together

REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **Capital Regional District 2023 Financial Plan Provisional Approval**

ISSUE SUMMARY

This report presents the Capital Regional District (CRD) 2023 Financial Plan for review and provisional approval.

BACKGROUND

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

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

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

Planning and Approval Process

The 2023 service planning process marked the final year of the corporate plan. The planning cycle is designed to ensure alignment and implementation of strategic objectives identified and prioritized during the election term. A new corporate plan will be prepared to incorporate new and revised priorities following local government elections this fall. Any changes to service levels and financial plans to be brought forward in the annual planning cycle.

As in prior years, the Service and Financial Planning Guidelines were presented through committee and approved by the Board in May. The guidelines support financial management strategies related to revenue, reserves and debt management. The guidelines for 2023 directed staff to focus on retraction of activities where possible, absorbing cost pressures, while still balancing essential services and initiatives. Refer to Appendix A for the Service and Financial Planning Guidelines report and 2023 planning timeline with milestones and activities.

As part of the planning process, the Executive Leadership Team (ELT) has met multiple times to review individual service plans, initiative business cases (IBCs), and financial implications in alignment with the corporate plan and Board-approved financial planning guidelines. ELT has prioritized initiatives in consideration of fiscal constraints, organizational capacity, and workforce pressures.

Through a systematic decision-making process, a number of initiatives have been deferred, phased, mitigated and scaled down as much as possible while still maintaining services and meeting corporate plan objectives. The identified resource implications for prioritized initiatives and changes to service levels have been consolidated for the Committee of the Whole to review on September 21, 2022.

Review and recommendation for approval of all regional and sub-regional budgets are made by the Committee of the Whole. Approval of all electoral-area-exclusive, and local service commission budgets, are made by the Electoral Areas Committee (EAC). The EAC recommended approval of electoral area budgets on September 21, 2022. Appendix I includes the EAC budget Review Package.

2023 Financial Plan Overview

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

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

Service level drivers are a product of community needs, Board priorities, and regulatory requirements. The prioritized initiatives to support these demands are highlighted in the service plan report and resulting financial plan.

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

Regional Trends and Observations

National and regional indicators including unemployment and inflation have seen dramatic changes in the past 12 months. The rebound from COVID-19 has resulted in low unemployment (near pre-pandemic levels) paired with 30-year high inflation rates. In July 2022, the greater Victoria consumer price index (CPI) reached 8.2%, up from 2.5% in July 2021[1]. In BC, the cost of food and groceries were up 9.1%, while the cost of shelter also increased for both homeowners

[1] At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpidata.pdf

(+8.1%) and renters (+6.1%) year over year. The cost of electricity increased 1.0%, while both piped gas and fuel, and oil rose sharply at 28.9% and 53.8% respectively[2].

Population growth continues to drive the regional economy as well as the need for investments in infrastructure and an increase in service delivery. Since 2011, the population of the CRD has increased 17.5% through 2021, or 1.4% last year.[3] The population growth in the region continues to outpace Metro Vancouver and the Province as a whole.

As of June 2022 the unemployment rate in greater Victoria was 4.1%, significantly lower than pandemic highs of 10.3%, and lower compared with the provincial and national rates of 4.8% and 4.9%. Victoria continues to have one of the lowest unemployment rates in the province, second only to Kelowna at 4.0%, but ahead of Abbotsford-Mission at 4.5% and Vancouver 5.0%[4]. Labour shortages continue to impact all sectors across the region and present significant resourcing challenges.

The building construction sector continues to be a key driver of the local economy. The quantity of dwellings in building permits have increased 13% year over year while the value through the first six months of 2022 are approximately $1.0 billion or 6% higher over the same period in 2021[5]. A lagging indicator to permits, housing starts are higher through the first seven months by 7.2% than the same period last year. Assuming this trend continues through year end, the total starts are estimated to be 5,157 versus 4,809 in 2021[6].

The Bank of Canada (BoC) raised the overnight rate in September 2022 by 0.75%, moving from 2.5% to 3.25%. Since March 2022, the BoC has raised the key policy rate 300 basis points (3%), the quickest rise in rate since the mid-1990s, in an attempt to bring inflation back to its annual target of 2%. The Canadian economy continues to experience excess demand and tight labour markets, contributing to high core inflation fueling long-term inflation speculation. The BoC wrote in their press release, given the outlook for inflation the overnight policy rate will need to rise further[7].

Housing affordability continues to be a challenge in the region with the benchmark value of a single family home increasing from $1,082,000 to $1,433,800, or 32.5%, in July 2022 versus July 2021. Prices are expected to fall with the impact of rising interest rates and a 70.2% increase in the number of active listings compared to a year ago (2,162 versus 1,270 in July 2021)[8]. As a result, assessment value increases in recent years could taper as home sale prices moderate through the remainder of 2022.

[2] At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf
[3] At: https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates
[4] At: https://www.saanichnews.com/news/unemployment-rate-in-greater-victoria-rises-to-4-1-per-cent/
[5] CRD Regional Planning Statistics
[6] At: https://www03.cmhc-schl.gc.ca/hmip-pimh/#Profile/2440/3/Victoria
[7] https://www.bankofcanada.ca/2022/09/fad-press-release-2022-09-07/
[8] At: https://www.vreb.org/current-statistics#gsc.tab=0

ALTERNATIVES

Alternative 1
The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2023 Financial Plan be given provisional approval as presented;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved for expenditure;
4. That the 2023 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix M be approved.

Alternative 2
The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2023 Financial Plan be given provisional approval with specific directions on amendments;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required, with specific directions on amendments;
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved with specific directions on amendments;
4. That the 2023 Community Need Summaries be approved with specific directions on amendments; and
5. That the Staff Establishment Chart as attached in Appendix M be approved with specific directions on amendments.

IMPLICATIONS

Financial Implications

Budget Overview
On a consolidated basis, the combined 2023 financial plans of the CRD, CRHD, and CRHC total $680 million; $391 million in operating, and $289 million in capital, as summarized below.

Table 1 - Consolidated Financials (in $ millions)

Entities	2023 Operating Budget $	2023 Capital Budget $	Total $
Capital Regional District (CRD)	329.0	210.6	539.6
Capital Regional Hospital District (CRHD)	32.8	30.2	63.0
Capital Region Housing Corporation (CRHC)*	29.0	48.6	77.6
Total	**$390.8**	**$289.4**	**$680.2**

**Preliminary estimate ahead of CRHC budget approval in December 2022*

The 2023 CRD financial plan includes operating revenues and expenditures of $329.0 million, an increase of $15.6 million or 5.0% compared to the 2022 plan, as summarized below.

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

Expenditure Type	2023 Financial Plan $	2022 Financial Plan $[1]	$ Change	% Change
Operations	237.8	225.2	12.6	5.6%
Debt Servicing	41.3	40.9	0.4	1.0%
Capital Funding	26.1	23.3	2.8	12.0%
Transfers to Reserves	23.8	24.0	-0.2	-0.8%
Total	**$329.0**	**$313.4**	**$15.6**	**5.0%**

[1] Based on amended Financial Plan (Bylaw No. 4498)

The total increase of $15.6 million is due primarily to increases in operating expenditures and capital funding which are partially offset by reduced transfers to reserves. The detailed budgets by service are included in Appendix G and changes in service budgets are highlighted in Appendix K. The following table explains the year over year changes to the operating budget by cost driver:

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

Cost Driver	Total $	% of Total Change
Corporate Plan Priorities (Initiative Business Cases)	$3.7	1.2%
Community Needs (Regulatory and Policy)	$2.9	0.9%
Annualization of 2022 Initiatives	$2.5	0.8%
Inflation & Core Service Delivery	$6.5	2.1%
Total Change	**15.6**	**5.0%**
Board Directed Initiatives	*+$0.4*	*+0.1%*
Board Endorsed Initiatives (subject to successful service establishment)	*+$0.9*	*+0.3%*

The main drivers of the $15.6 million or 5.0% change to the operating budget are Initiative Business Cases supporting Corporate Plan Priorities ($3.7 million or 1.2%), Regulatory and Policy changes supporting Community Needs ($2.9 million or 0.9%), Annualization of prior year initiatives ($2.5 million or 0.8%), and the net impact of Inflation with Core Service Delivery optimization ($6.5 million or 2.1%). To mitigate inflationary and core service adjustments, staff have reviewed and rebalanced ongoing service delivery including adjustments to annual capital and reserve funding through alignment with approved capital reserve guidelines. As a result, inflation and core service delivery results are below the Board approved financial planning guidelines which set the benchmark CPI inflation rate at 3.0%. A detailed listing of initiatives is included in Appendix L.

Additionally, Board Directed Initiatives are items approved at provisional for inclusion in the final budget. These initiatives were directed outside of the planning process and total $0.4 million or 0.1% incremental to the operating budget. This includes $0.25 million one-time funding for government-to-government relationship building with First Nations, and a one-year renewal (to the recently expired $0.45 million, 3 year funding) of $0.15 million to the Aboriginal Coalition to End Homelessness.

Finally, Board Endorsed Initiatives are items approved at provisional for inclusion in the final budget subject to successful services establishment. These initiatives were part of the planning process but excluded from the current budget based on authority. There are three initiatives totaling $0.9 million or 0.3% including the establishment of a regional geese management service, a transportation service for the Southern Gulf Islands, and a local community commission for Salt Spring Island.

With the approval of the corporate plan, the annual service planning process identifies initiatives to deliver each objective with resourcing implications. Each initiative is evaluated and integrated into existing operations with an aim to optimize and minimize impacts. Appendix L summarizes prioritized initiatives.

Additionally, the proposed 2023 Staff Establishment chart is included as Appendix M. The following table captures resourcing impacts to deliver these initiatives grouped by community need.

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

Community Need (target outcome)	FTE	Term	Total
Accountability *(being leaders in organizational performance, transparency and service delivery)*	0.45	6.00	6.45
Affordable Housing *(that residents have access to affordable housing that enhances community well-being)*	6.00	0.70	6.70
Water *(ensuring a sustainable and resilient water supply)*	2.61	-	2.61
Wastewater *(efficient and effective management of the region's wastewater)*	3.00	-	3.00
Arts & Culture (*strategic investment to maximize the artistic, social and economic contributions that arts and culture make to the quality of life in the region*)	0.20	-	0.20
Total	**12.3**	**6.7**	**19.0**
Board Directed Initiatives	*+0.0*	*+0.0*	*+0.0*
Board Endorsed Initiatives (subject to successful service establishment)	*+2.0*	*+0.5*	*+2.5*

Operating Revenue

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

Table 5 – Operating Budget Funding (in $ millions)

Sources of Revenue	2023 Financial Plan $	2022 Financial Plan $[1]	$ Change	% Change
Sale of services	154.1	146.3	7.8	5.3%
Requisitions	79.9	78.1	1.8	2.3%
Allocation to other services	53.8	47.6	6.2	13.0%
Municipal Debt	16.5	15.4	1.1	7.1%
Rentals and other revenue	8.9	7.4	1.5	20.3%
Surplus	6.3	8.0	(1.7)	-21.3%
Grants	5.4	5.1	0.3	5.9%
Transfer from reserve	4.1	5.5	(1.4)	-25.5%
Total	**$329.0**	**$313.4**	**$15.6**	**5.0%**

[1] Based on amended Financial Plan (Bylaw No. 4498)

Of the total $15.6 million increase in 2023 revenue, half or $7.8 million is raised through incremental sales of services. This is primarily driven by:

- $3.5 million in Landfill and Composting revenue driven by forecasted volume growth.
- $2.2 million in Regional Water Supply, due to a combination of increased water consumption and water rate adjustments.
- $1.3 million in Juan de Fuca Water Distribution, due to a combination of adjusted water consumption and water rate adjustments.

Allocations to other services increased by $6.2 million driven by:

- $4.5 million in recoveries to Legislative and General Administration largely due to prioritized 2023 initiative business cases, and annualization of 2022 initiatives in support of the corporate plan.
- $1.1 million in water and wastewater support provided to multiple services in the electoral areas and core area wastewater treatment.

Rentals and other revenue increased by $1.5 million primarily as a result of a one-time return of debt reserve funds of $1.1 million on the expiring debt for the Leech land acquisition in Regional Water Supply.

Surplus decreased by $1.7 million largely driven by a $1.8 million change for Regional Housing Trust Fund, resulting from a larger carryforward in the prior year for unallocated grants.

Transfer from reserve decreased by $1.4 million driven by the removal of one-time 2022 transfers related to:

- $0.7 million in Regional Planning program development
- $0.2 million in Core Area Wastewater to reflect revised cyclical maintenance requirements
- net decrease of $0.2 million in Legislative and General Administration projects

Requisition

Revenue raised through requisition totals an estimated $79.9 million (excluding municipal debt), an increase of 2.3% from 2022. Electoral area requisition accounts for $15.9 million or 20% of the $79.9 million CRD total. The impact to each municipality and electoral area will vary depending

on the sub-regional and local services they participate in, in addition to changes in cost apportionment, inclusive of assessment and population growth. Table 6 summarizes the change in requisition from 2022 categorized by regional, sub-regional, and electoral areas.

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

Description	2023 Requisition	2022 Requisition	$ Change	% Change	% of Total Change
Regional	34.3	33.3	1.0	2.9%	1.2%
Sub-Regional	29.7	29.5	0.2	0.8%	0.3%
Electoral Areas	15.9	15.3	0.6	3.9%	0.8%
Total	**$79.9**	**$78.1**	**$1.8**	**2.3%**	**2.3%**

The primary drivers for the increase in regional requisition are funding for initiatives to meet remaining corporate plan priorities.

- Regional: Largely attributable to inflationary increases across all regional services of $0.6 million. $0.3 million relates to the annualization of initiatives in the updated Climate Action strategy, and $0.1 million relates to the annualization of funding initiatives within Legislative and General Administration supporting several organization-wide initiatives.
- Sub Regional: Inflationary increases of $0.2 million largely relates to SEAPARC, Panorama Rec, and Arts Grants and Development.
- Electoral Areas (EA): for additional details see appendices I-1 through I-5. The EAC recommended approval of their respective budgets on September 21, 2022.

Table 7 – Requisition Drivers (in $ millions)

Requisition Drivers	$ Total	% of Total Change
Incremental Impact of Board Strategic Priorities (IBCs)	0.0	0.0%
Annualization of 2022 Initiatives	0.4	0.6%
Core Service Delivery & Inflation	1.4	1.7%
Total Change	**1.8**	**2.3%**
Board Directed Initiatives	*+$0.4*	*+0.5%*
Board Endorsed Initiatives (subject to successful service establishment)	*+$0.9*	*+1.1%*

Of the total $1.8 million or 2.3% increase in requisition, the main driver is related to inflation and core service adjustments, netting to $1.4 million or 1.7%. Annualization of 2022 initiatives account for the balance of the change of $0.4 million or 0.6%.

Requisition would increase a further $0.4 million or 0.5% with the inclusion of the Board directed initiatives and a further $0.9 million or 1.1% for those initiatives contingent on service establishment or referendum approval. If approved, the impacts will be incorporated in the final budget approval in March.

Appendix D (the Financial Plan and Municipal/EA Summaries) shows a high level summary of the overall 2023 budget, including gross expenditures and revenue sources, in addition to the 2022 budget for comparison. The preliminary impact to member municipalities and electoral areas is estimated in the schedules attached to Appendix D and are based on current BC Assessment information. Updated assessment data will not be available until the new year.

Capital Budget

The 2023 Capital Plan overview is shown in Appendix C and the list of projects over $500,000 in Appendix E. Detailed capital plans by service are included in Appendix G. Capital budgets are developed through the service planning and budget processes and consider:

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

The proposed 2023 capital plan is $210.6 million, an increase of $21.8 million or 11.5% from 2022. The change in investment is primarily the result of the Regional Housing First Program (RHFP) planned purchase of $15.4 million for the Prosser building, and $7.2 million for the Cell 4 Liner at the Hartland Landfill. Table 7 summarizes the capital plan by department.

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

Department	2023 Capital Plan $	2022 Capital Plan $[1]	$ Change	% Change
Wastewater	46.3	47.1	-0.8	-1.8%
Drinking Water	73.5	72.5	1.0	1.4%
Planning & Development[2]	17.4	0.9	16.5	1849.8%
Protective Services	1.9	2.4	-0.5	-21.7%
Regional Parks	15.8	14.0	1.8	12.7%
Solid Waste	34.6	27.7	6.9	24.8%
Recreation & Culture	12.8	16.0	-3.2	-19.9%
General Gov & Other	8.3	8.2	0.1	1.4%
Total	**$210.6**	**$188.8**	**$21.8**	**11.5%**

[1] Based on amended Capital Plan (Bylaw No. 4498)

[2] Includes the Land, Banking and Housing Service

Capital plan highlights include:

- Within Wastewater, $34.2 million planned for the Core Area Wastewater service including various pump station renewal projects, Marigold electrical and building upgrades, the Bowker sewer rehabilitation project, various meter, gravity sewer and manhole renewal projects, and closeout of remaining capital obligations for CAWTP. There is an additional $6.1 million planned pump station and treatment plant upgrades for the Magic Lake Sewer System and $2.0 million in treatment plant upgrades for Maliview Estates Sewer System

- Within Drinking Water, infrastructure projects totalling $38.5 million in the Regional Water Supply service focus on remediation, replacement, and upgrades to vulnerable sections of Supply Main 4, replacement of the UV System, and vehicle and equipment replacement. Additionally, there is $27.9 million for the Juan de Fuca Water Distribution service with significant projects targeted at replacement of aged pipe sections, extending Seagirt watermain, and updates at Rocky Point. There is an additional $5.1 million in the Saanich Peninsula Water Supply service for system upgrades and expansion, and Keating Cross Road water main.

- Within Planning & Development, $15.4 million is allocated to the Prosser building acquisition for RHFP to create new affordable housing units throughout the region.
- Within Solid Waste, investments total $34.6 million for projects including Landfill Gas Utilization, Cell 4 Liner Installation, and aggregate production.
- Within Recreation & Culture, there is $2.5 million planned for the Heat Recovery Plant project at Panorama Recreation. The Royal Theatre and McPherson Playhouse services combine for $2.9 million in various capital replacements.
- Parks infrastructure investments of $15.8 million include widening the Selkirk Trestle, development of the Mayne Island Regional Trail, and potential land acquisitions.

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

Capital Funding

The funding profile in 2023 has seen a rise in proportion of debt, increasing from 19% to 26%. 2023 planned grant revenue and donations and third party contributions account for nearly one fifth of all capital funding. The remainder of the capital plan is funded from operating and WIP (24%) and Reserves (32%). The funding profile for 2023 continues to show a more diversified and sustainable funding model for capital investment. Staff continue to be proactive in leveraging senior government funding, internal capacity to deliver projects and programs, and enabling business transformation by continuously improving operations through prioritized capital investment. See Appendix C for the capital budget overview.

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

Funding Sources	2023 Capital Plan $	% of Total Funding	2022 Capital Plan $[1]	% of Total Funding
Operating & WIP	51.0	24%	49.5	26%
Grants	21.6	10%	23.5	12%
Debenture Debt	54.5	26%	35.5	19%
Reserve Funding	67.0	32%	69.5	37%
Donations & 3rd Party	16.5	8%	10.8	6%
Total	**$210.6**	**100%**	**$188.8**	**100%**

[1] Based on amended Capital Plan (Bylaw No. 4498)

Reserves

Consolidated summaries of operating and capital reserve activity can be found in Appendix N.

Reserves are a mechanism for leveraging annual revenue in support of sustainable service delivery. A review of capital reserve health for the CRD was completed in 2021 and resulted in Board approved guidelines. The guidelines define the relationship between leverage and savings and are now incorporated into financial planning across all CRD services.

Detailed reserve schedules are included in Appendix G by service where applicable. Reserve schedules provide detailed information on the proposed activity for the next five years, in alignment with operating budgets and capital expenditures. The schedules assist in evaluating transfers to reserves from the current operating budget, and the impact of prior year surpluses and deficits.

Advance Approvals

Advance approval is requested in specific situations where the commencement of work before March 2023 is considered necessary to address operational needs for meeting service plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders have to be issued and where a delay in commencement of work can have a negative impact on service delivery timing. Items identified as necessary activities to begin in advance of the March 31 final approval are listed in Appendix H.

Summary

The attached 2023 budget package in Appendix G, which includes operating and capital, is provided for preliminary approval. Appendix H contains items that, as a result of business requirements, need to be implemented as early as January 1 in advance of the March 31 approval.

The provisional budget is subject to change as a result of final 2022 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors and the Board prior to final approval of the Financial Plan bylaw by March 31, as outlined in the *Local Government Act.*

The Electoral Areas Committee (EAC) reviewed and provided preliminary approval of the 2023 Electoral Area-only budgets on September 21, 2022. The regional and sub regional budgets, once approved by the Committee of the Whole, together with the EAC budgets, will be presented to the CRD Board for preliminary approval.

CONCLUSION

The Capital Regional District 2023 Financial Plan has been prepared and presented for preliminary approval. The Financial Plan will be subject to change as a result of the final 2022 surplus/deficits, revised assessment information and any directed amendments prior to final approval by the Board as part of the Financial Plan bylaw by March 31, 2023.

RECOMMENDATION

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

1. That the Capital Regional District 2023 Financial Plan be given provisional approval as presented;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2023, implementation be approved for expenditure;
4. That the 2023 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix M be approved.

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

ATTACHMENT(S)

Presentation: 2023 Capital Regional District Provisional Budget
Appendix A: CRD Budget Planning Process and Financial Planning Guidelines Report
Appendix B: CRD 2023 Operating Budget Overview
Appendix C: CRD 2023 Capital Budget Overview
Appendix D: CRD 2023 Preliminary Financial Plan Summary
Appendix E: CRD 2023 Major Capital Projects
Appendix F: CRD 2023 Financial Indicators
Appendix G: Budget Review Package (Parts A, B and C)
Appendix H: January Approvals
Appendix I: Electoral Areas Committee Budget Packages (Parts 1 thru 5)
Appendix J: CRD 2023 Operating Cost Summary by Service
Appendix K: Service Budget Highlights
Appendix L: Initiative Business Cases – 2023 Budget Impact
Appendix M: CRD Staff Establishment
Appendix N: Operating and Capital Reserve Forecasts



Capital Regional District › 2023 Provisional Budget

Presentation to Committee of the Whole
Wednesday September 21, 2022

Agenda

1

CRD 2019-2022 & Planning Parameters for 2023

Robert Lapham, MCIP, RPP
Chief Administrative Officer

2

Process and timelines

Kevin Lorette, P.Eng, MBA
GM, Planning & Protective Services



3

2023 Provisional Budget

Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer

4

The Executive Leadership Team is available to lead a review of Community Needs

inclusive of key trends and assumptions, performance metrics, service level adjustments, initiative progress, and operational budget drivers

Robert Lapham, MCIP, RPP
Chief Administrative Officer
Nelson Chan, MBA, FCPA, FCMA
Chief Financial Officer
Larisa Hutcheson, P.Eng
GM, Parks & Environmental Services
Kevin Lorette, P.Eng, MBA
GM, Planning & Protective Services
Kristen Morley, JD
GM, Corporate Services & Corporate Officer
Ted Robbins, BSc, Ctech
GM, Integrated Water Services

Speaker: CAO



Service Planning 2023 › Overview

Presentation to Committee of the Whole
Wednesday September 21, 2022

CRD Board 2019-2022

During its term the CRD Board:

- Approved **new regional & sub-regional strategic plans**, setting the course for CRD services and the future of the region
  - *Includes Interim Regional Parks Strategic Plan 2022-2032, Regional Transportation Priority Areas, Climate Action Strategy, CRD Solid Waste Management Plan, Core Area Liquid Waste Management Plan, Southern Gulf Islands Housing Strategy, 2022 Regional Water Supply Master Plan and the Arts & Culture Support Service Strategic Plan 2020-2023*

- Initiated **over 200 initiatives**
  - *Almost all of the initiatives started during this Board term have been implemented and absorbed as part of a core service adjustment or completed as a one-time initiative*
  - *Remaining initiatives will continue to progress over the coming year; a small number of initiatives have been paused due to external factors but will continue progressing as soon as circumstances allow*

- Oversaw the completion of **large-scale capital investments**
  - *Includes the operationalization of the Core Area Wastewater Treatment Plant project, as well as investments through the Capital Region Housing Corporation and the Capital Regional Hospital District*

- Kept the organization on track with delivery of around **200 core services at a regional, sub-regional and local level** despite global pandemic declaration in March 2020 and associated uncertainty and disruption

Planning Parameters for 2023

Direction for the service planning process and Provisional Budget 2023 was set through:

The CRD Board through the Annual Strategic Check-in (May 2022) – directed staff to maintain existing direction on Board Strategic Priorities

The Finance Committee & CRD Board through the Financial Guidelines report (May 2022) – constrained budget to 3% lift in 2023 in consideration of existing/ongoing obligations

➲ Plans for 2023 are status quo, focusing on the transition to a new Board and on maintaining continuity of service

What has happened since May 2022

- Inflation has remained above historical highs; no change to direction was sought/received so staff have done the necessary service and financial planning to deliver within the agreed constraint
- CRD Board directed staff to advance two additional initiatives that are over and above the agreed-upon status quo and have been isolated as operating budget drivers

Speaker: PPS GM



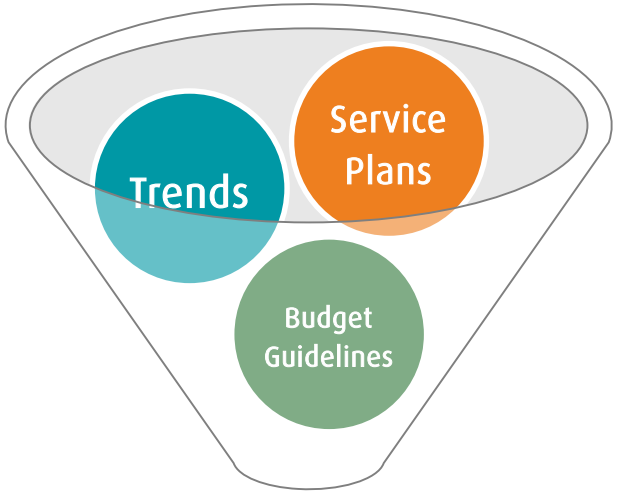
Planning Process & Timeline ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

Planning Framework



Budget Process



2023 Provisional Budget

Service Planning Process

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

Trends and Assumptions

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

Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

- Board approved Financial Planning Guidelines (Spring 2022)
- Select Committees & Commissions (Fall)
- Electoral Area Committee (Fall)

Provisional Budget

- Committee of the Whole review (September 2022)
- Requests authority to expend January through March 2023

Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Incorporates
- BC Assessment info
- Approved by end of March 2023

Speaker: CFO



2023 Provisional Budget › Overview

Presentation to Committee of the Whole
Wednesday September 21, 2022

Provisional Budget Executive Summary

1. Consolidation (CRD, CRHD, CRHC)
2. Regional Context
3. Capital Budget
4. Operating Budget
5. Community Needs
6. Impact on Requisition



Managing Capital Investments

capital investment is 3.9x depreciation while 10% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan



Adapting to Regional Challenges

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



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

Consolidated Financial Budget

OPERATING

Capital Regional District
$329M

Capital Regional Hospital District
$33M

Capital Region Housing Corporation
$29M

Total
$391M

CAPITAL

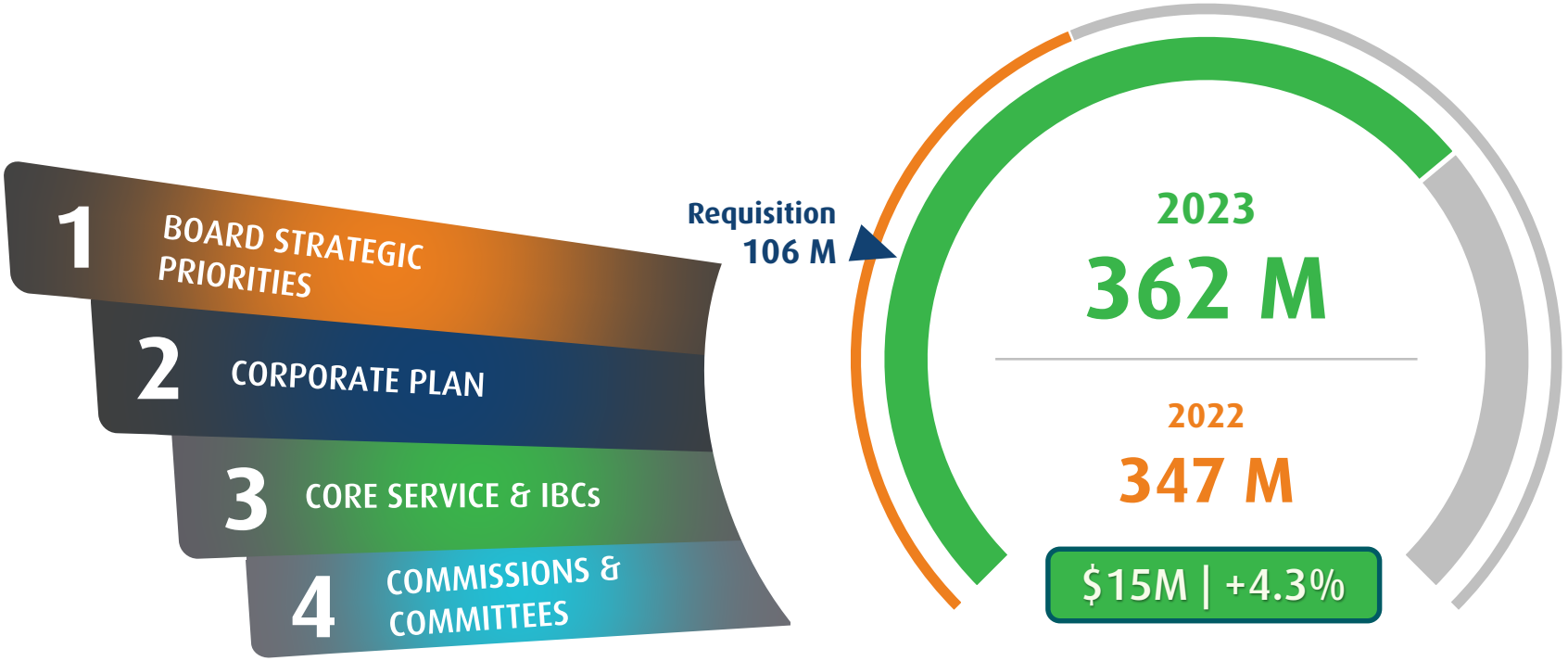
Capital Regional District
$211M

Capital Regional Hospital District
$30M

Capital Region Housing Corporation
$49M

Total
$290M

Consolidated Operating Budgets



REQUISITION FUNDING

$80M | +2.3%	+	$26M | 0.0%	→	$106M | +1.8%
CRD		CRHD		TOTAL*

** Excludes $16.5M in municipal debt which is required to flow through the CRD*



Regional Context ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

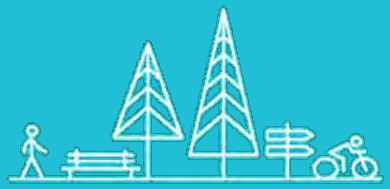
External & Growth Indicators



2.0B
BUILDING PERMITS FORECASTED IN 2022

5157
HOUSING STARTS FORECASED IN 2022

18.9%
POPULATION GROWTH SINCE 2011
FORECASTED INCREASE OF 1.4% IN 2022



VISITATIONS TO REGIONAL PARKS INCREASED
2.8x
SINCE 2008

5.2%
GREATER VICTORIA CPI
AS OF JULY 2022

4.1%
UNEMPLOYMENT RATE
GREATER VICTORIA AS OF JULY 2022

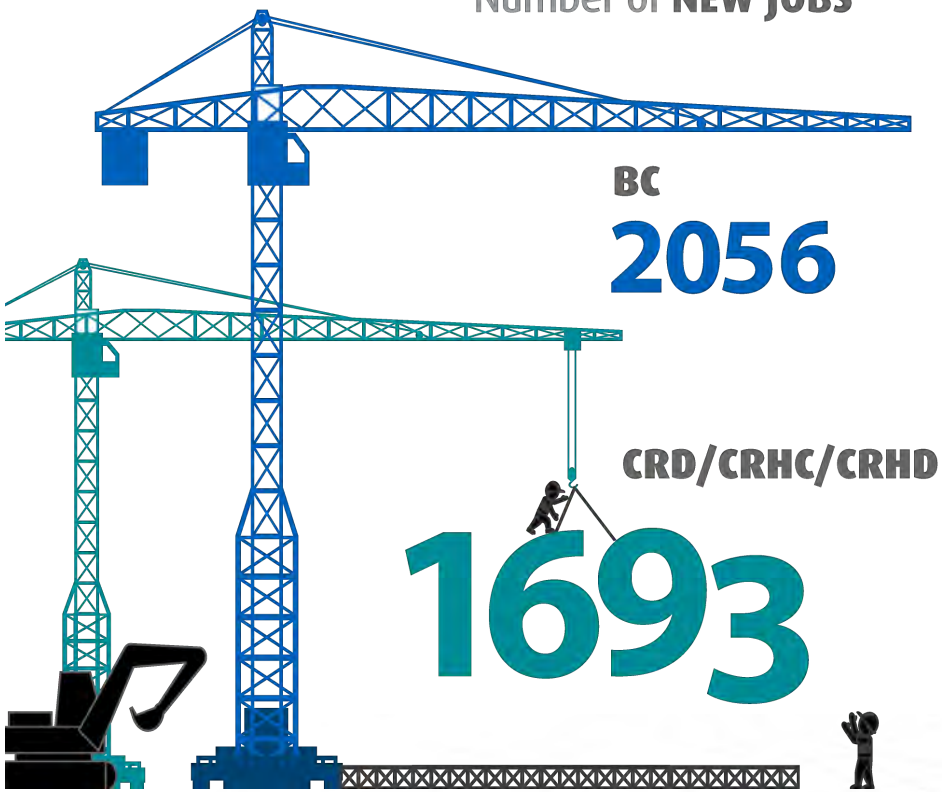
33%
SINGLE FAMILY DWELLING
PURCHASE PRICE $1.4 MILLION

New Housing in the Capital Region

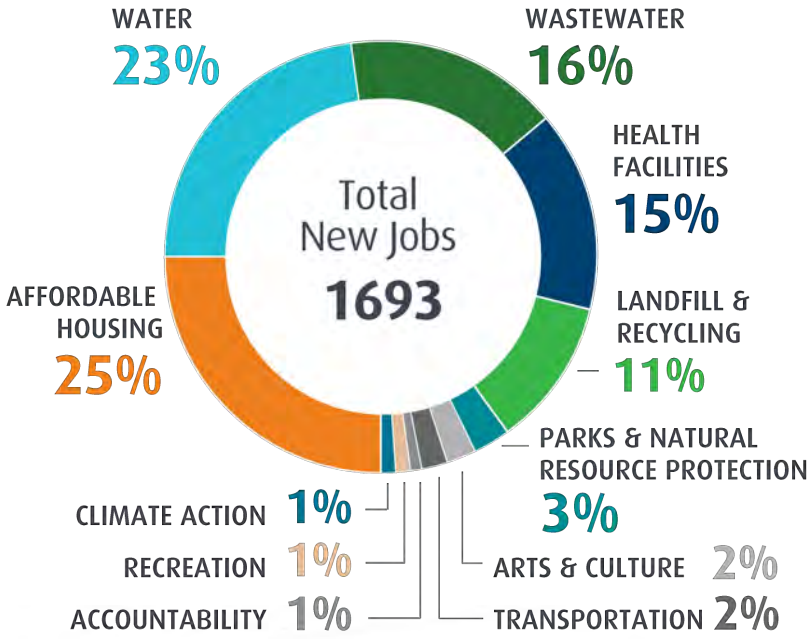
Since 2019 the CRD has added more than **750 new** dwellings. In the next 4 years, we are forecasting **adding another 800** new dwellings for a combined portfolio of **more than 2700 units** operated by the CRD by 2025.



Number of **NEW JOBS**



JOB CREATION By Community Need



The consolidated capital plan combined investment of $290M, generates an estimated 1,693 new jobs in the region through the flow of goods and services among various industries.



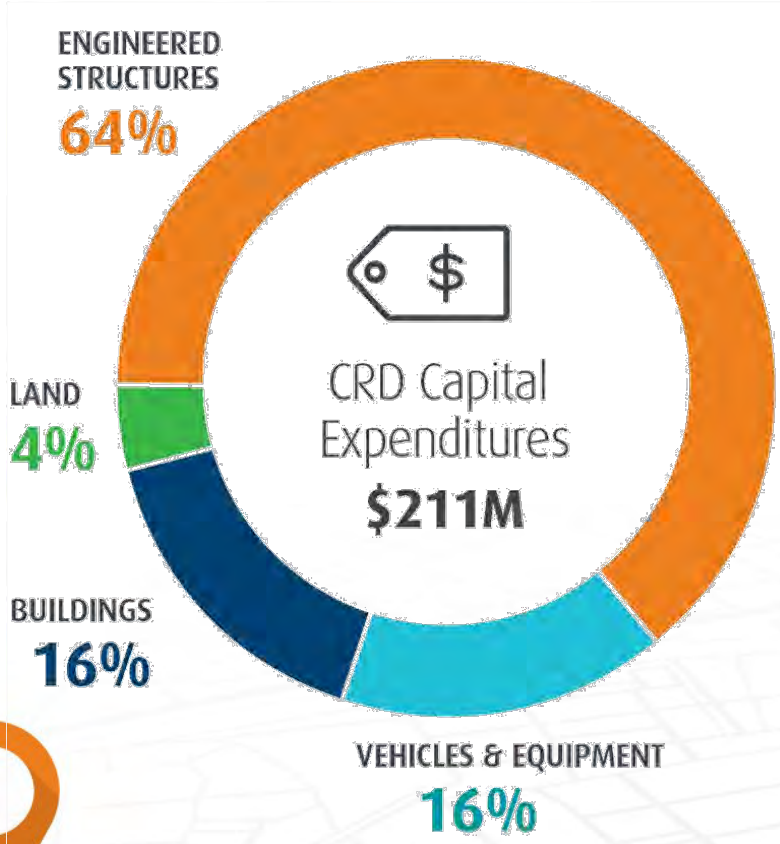
CRD Capital Budget ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

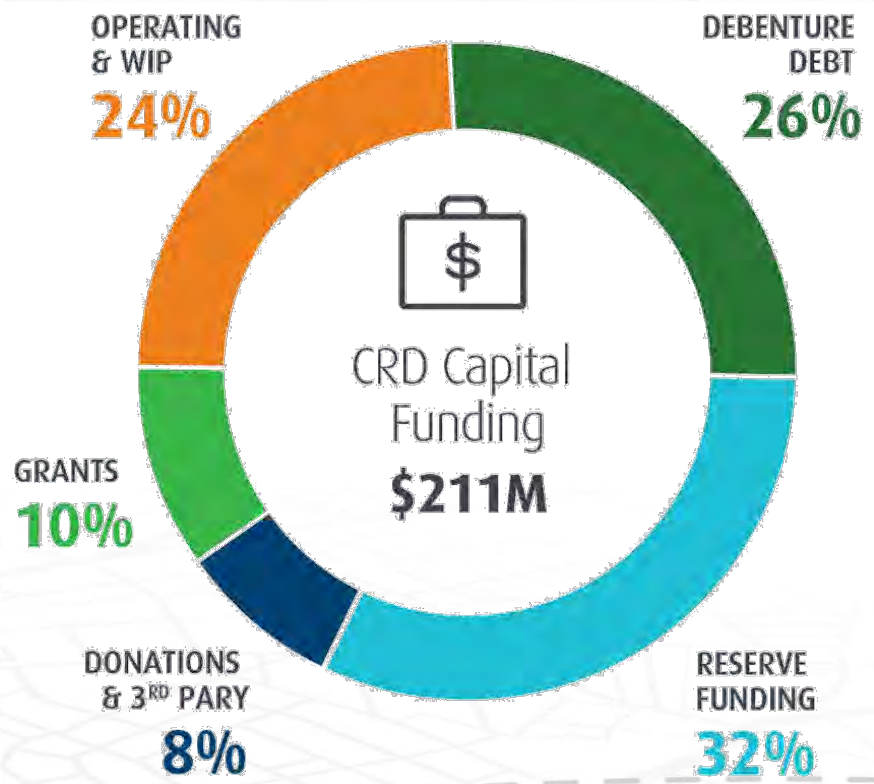
Capital Budget

2022 | $189M → 2023 | $211M △ +22M | 11.5%

WHERE THE MONEY GOES

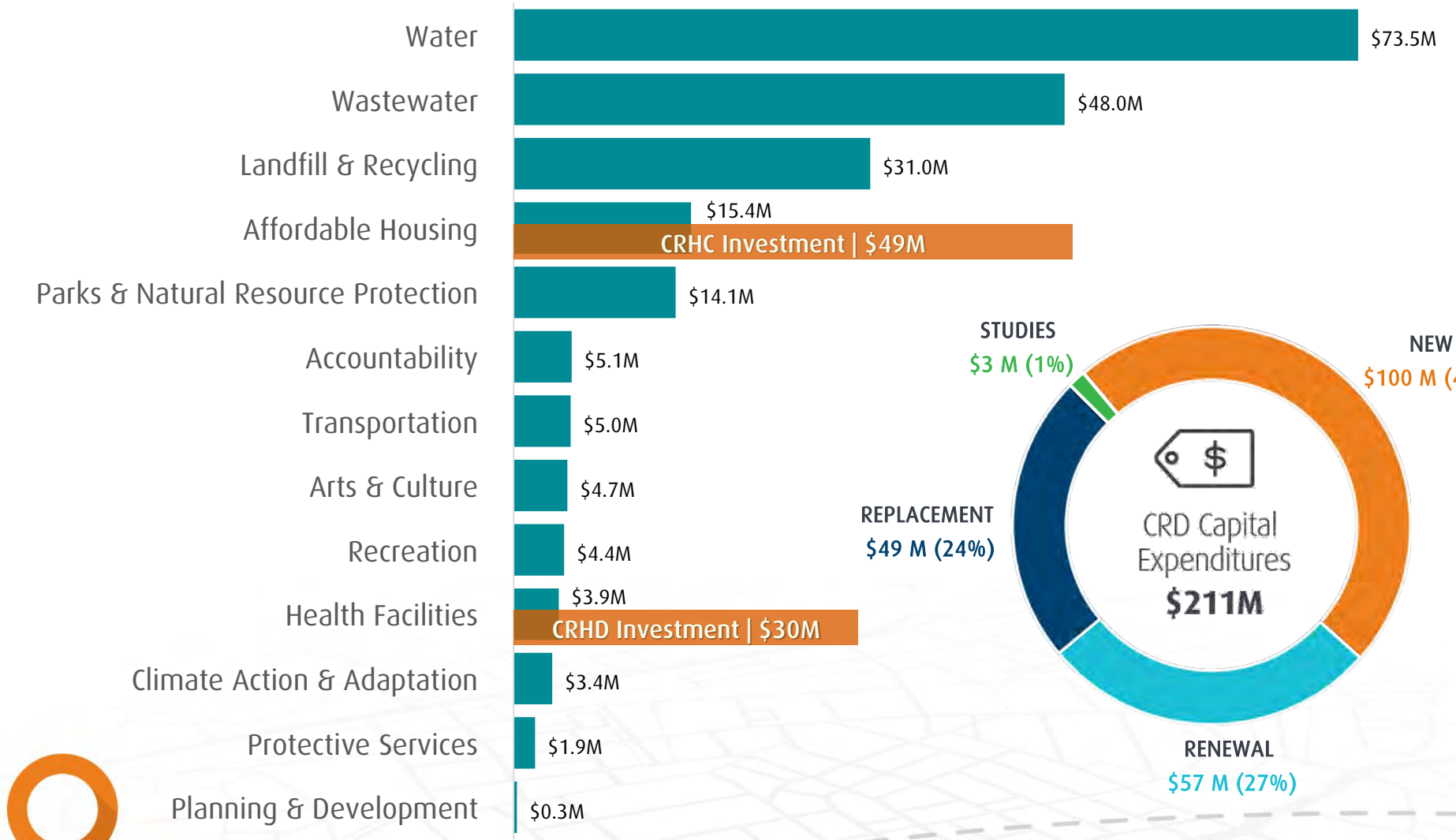


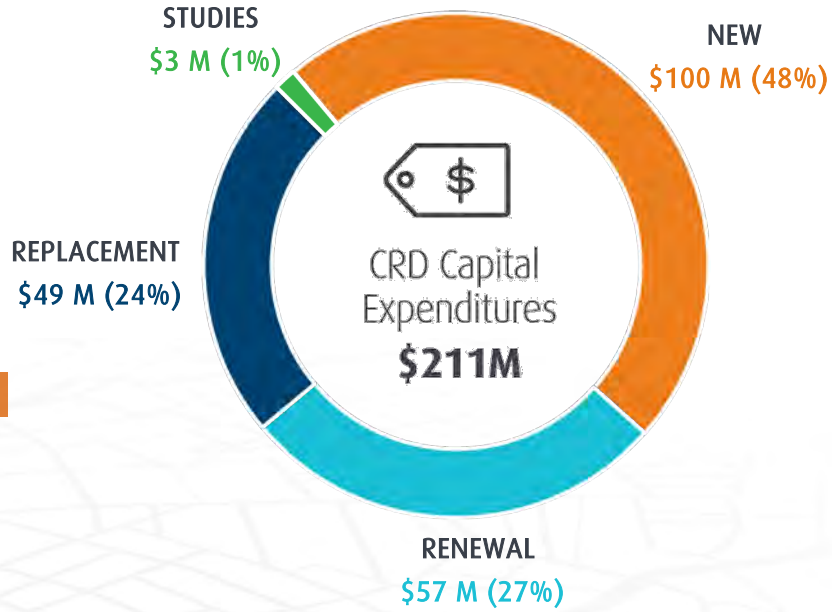
WHERE THE MONEY COMES FROM



Capital Budget Alignment to Corporate Plan

Community Needs







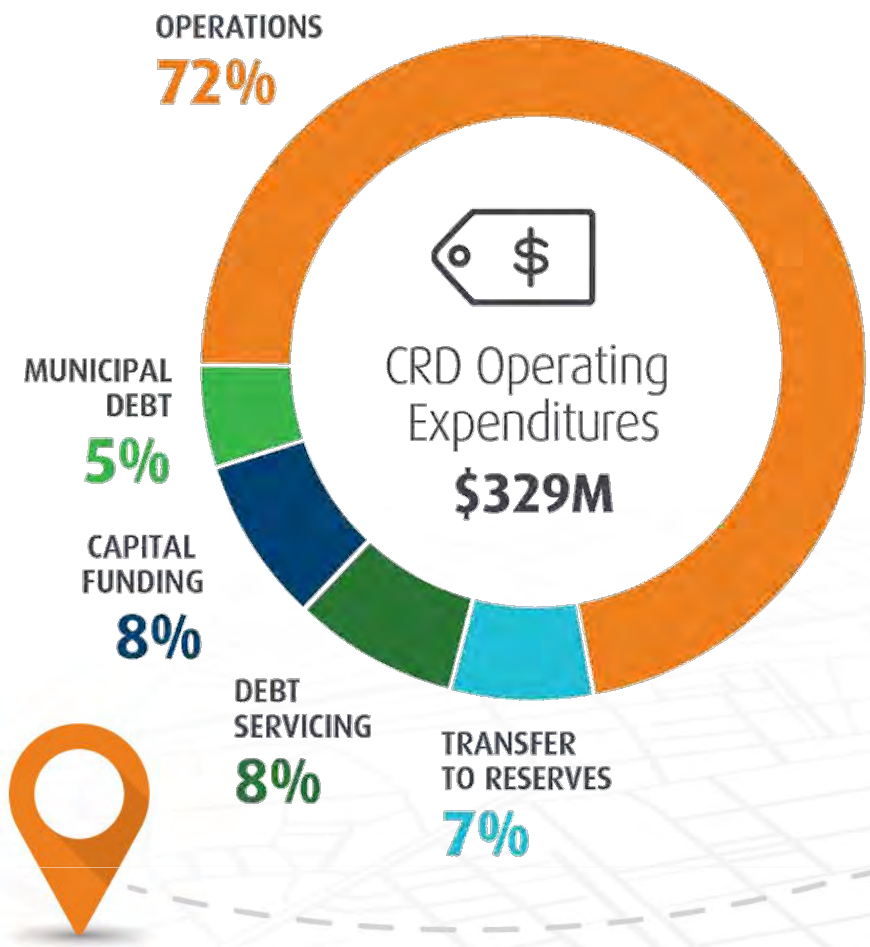
CRD Operating Budget ⟩

Presentation to Committee of the Whole
Wednesday September 21, 2022

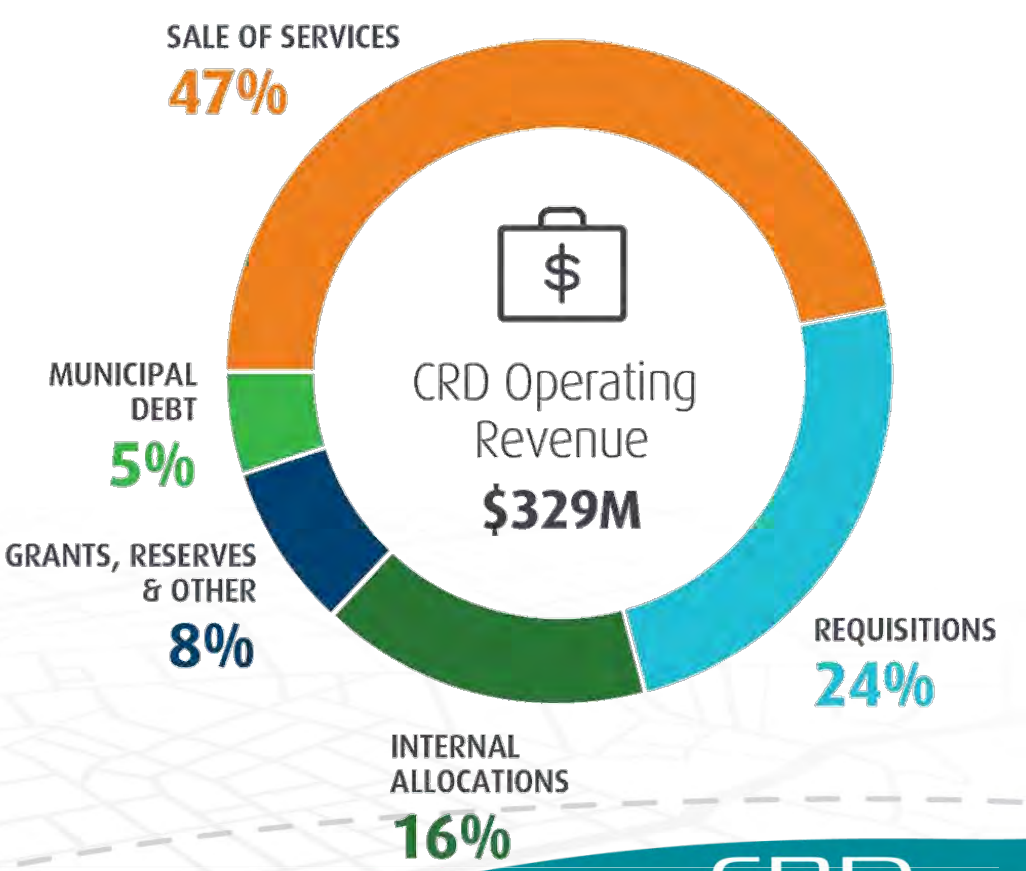
Operating Budget

2022 | $313M → 2023 | $329M △ $16M | 5.0%

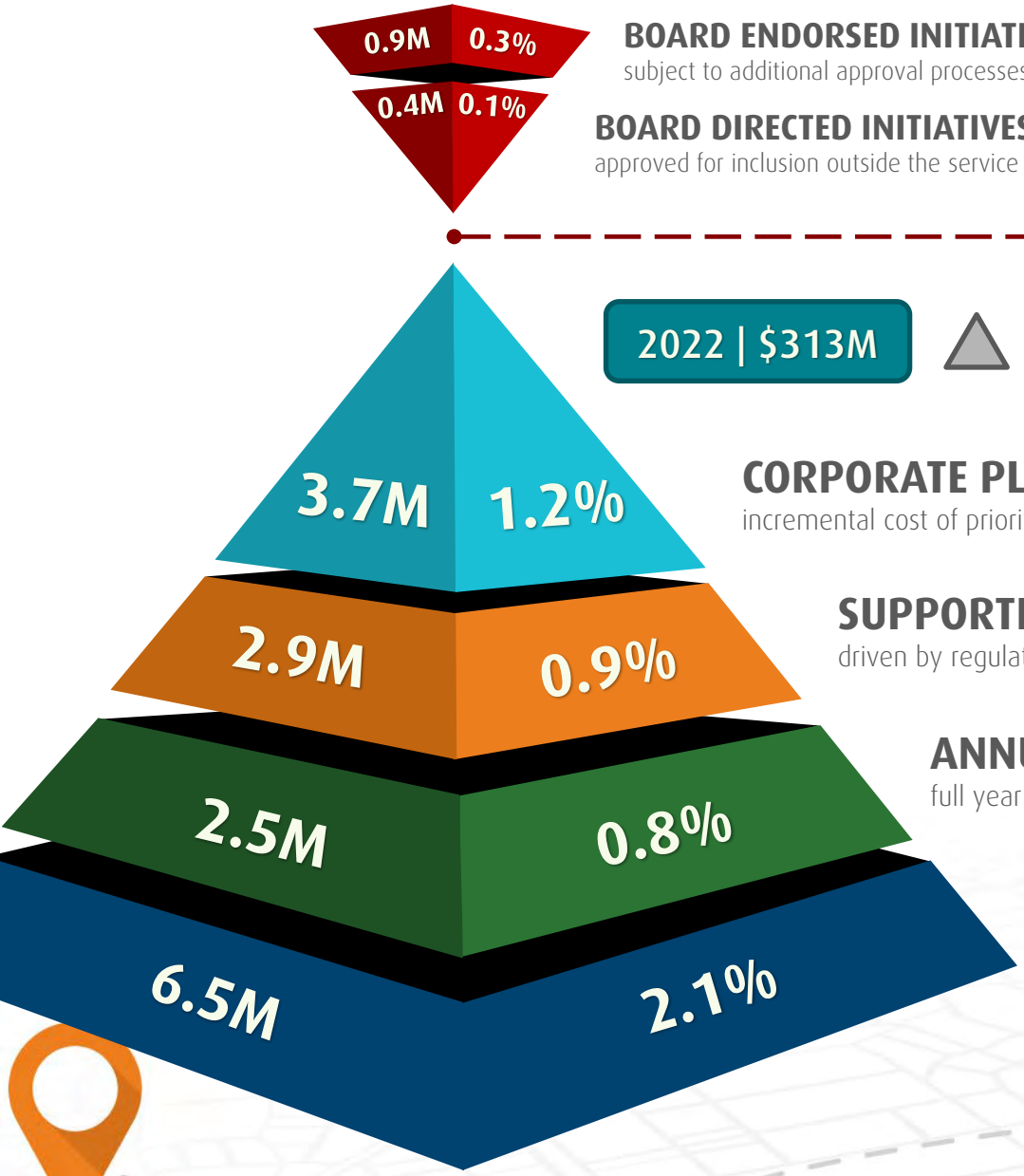
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



Operating Budget Drivers



BOARD ENDORSED INITIATIVES
subject to additional approval processes (referendum, services establishment)

BOARD DIRECTED INITIATIVES
approved for inclusion outside the service planning process

2022 | $313M △ $16M | 5.0% ✚ $1.3M | 0.4%

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

SUPPORTING COMMUNITY NEEDS
driven by regulatory and master planning policy changes

ANNUALIZATION OF 2022 INITIATIVES
full year cost impact of initiatives introduced in the prior year

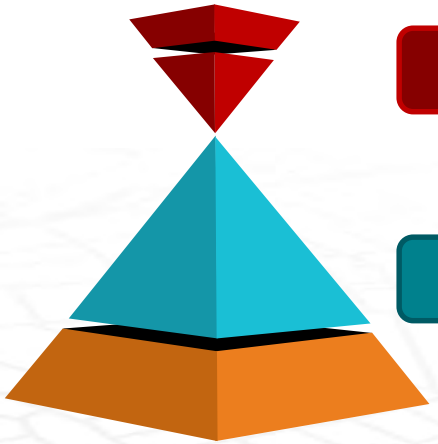
INFLATION & CORE SERVICE DELIVERY
execution of existing service mandates, impact of inflation on cost of goods & services, contracts & agreements, salaries & benefits, net of mitigation

Operating Budget Driver Summary

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

	Community Need	Drivers	$M
1	Affordable Housing	5	0.5
2	Transportation	1	0.5
3	First Nations Relations	1	0.3
4	Economic Development	-	-
5	Climate Action & Adaptation	-	-
6	Parks & Natural Resource Protection	1	0.2
7	Protective Services	-	-
8	Wastewater	3	0.4
9	Landfill & Recycling	2	2.0
10	Water	4	1.6
11	Planning & Development	1	0.1

	Community Need	Drivers	$M
12	Arts & Culture	1	0.0
13	Recreation	-	-
14	Health Facilities	1	0.0
15	Accountability	6	2.2



$1.3M | 0.4%

+

$6.6M | 2.1%

Speaker: General Managers



Community Needs ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

Arts & Culture

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

Key trends, risks and issues

- Strong industry labour and programming rebound in 2022; early audience numbers show pent-up demand for arts experiences
- Arts & Culture Support Service has expanded from two to five granting programs and is implementing an Equity, Diversity and Inclusion (EDI) framework in multiple phases through 2023
- Applications received for granting programs have doubled since 2017

Performance

➔ All metrics trending as expected, reflecting support of a growing sector:
- In 2021, CRD arts grants supported the execution of over 4,000 arts events
- In 2022, CRD funding supported 95 organizations, the most ever in its 21 year service history

In December 2021, CRD hosted our bi-annual Arts Champions Summit that convened more than 100 local leaders

Core services adjustments

1. Adjustment to core operating to maintain existing customer-facing service levels (see initiative on next slide)
2. Additional support provided by existing staff to grant applicants through EDI framework (absorbed)

Arts & Culture

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

CRD Initiatives		$000's		
		$9		
		Req	Fees	A/O
12d-1	0.2 Full Time Equivalent (FTE) incremental staffing adjustment to an existing position to meet operational demands			100%

Operating cost drivers

1.297 Arts Grants and Development

- Expansion of operating and project grants programs, including doubling the budget for the Equity Grant program
- EDI support for application and adjudication processes, reducing barriers for applicants to access funding
- Increase of 0.2 FTE in support resourcing
- Constrained 2023 budget to align with Board directed guidelines of 3% upper limit

Speaker: IWS GM



Community Needs ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

Water

We envision a sustainable and resilient water supply.

Key trends, risks and issues

- Climate and environmental change impacts remain most significant risk to water supply with impacts on watershed, water demand, water quality
- Increasing water demand due to population growth and increasing operational & maintenance needs as infrastructure ages are driving asset management planning efforts and development of long term capital plans to support infrastructure investment to maintain service levels
- New service delivery model for First Nations water servicing will be implemented beginning in 2023 – Regional Water Supply Service will become service provider for participating First Nations Governments

Performance

↗ Increase to annual operating cost per megaliter of water due to operating cost increases (such as disinfection chemicals) and continued capital investments

➔ All other metrics trending as expected

Core services adjustments

1. Adjustments to core service levels to maintain existing performance levels (see initiatives on next slide)

Water

We envision a sustainable and resilient water supply.

CRD Initiatives		$000's		
10a-7	Salt Spring Island (SSI) operations staffing adjustment for the operation of three utilities (Beddis, Fulford and Cedar Lane Water services on Salt Spring Island) previously operated by contractor (1.61 FTE)	$456		
		Req	Fees	A/O
				100%
10a-8	Implementing dedicated Operations Manager position for SSI and SGI (South Gulph Island) utility operations (based on SSI) to ensure compliance with Environmental Operators Certification Program facility classification and operational oversight requirements (1 FTE)	$273		
		Req	Fees	A/O
				100%
10d-3	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	$0		
		Req	Fees	A/O
Policy Change	Migration of First Nations to bulk water rate resulting in fees to cover conveyance costs between RWS trunks and First Nations water service meters.	$870		
		Req	Fees	A/O
			100%	

Water

We envision a sustainable and resilient water supply.

Cost drivers

2.670 Regional Water Supply

- Increase in operating materials and supply costs and agriculture water rate subsidy increase
- Budget adjustment to implement First Nations water service provider changes - conveyance fee payments for CRD/Municipal distribution system operations
- Increase in capital investments (reserve contributions ad debt servicing costs partially offset by interest saving from debt retirement)

2.680 Juan de Fuca Water Distribution & 2.610 Saanich Peninsula Water Supply

- Increase transfers to Equipment Replacement Fund (vehicle replacement) and to Capital Fund to support increase in capital
- Increase in bulk water rate cost and revenue adjustment due to First Nations water servicing changes
- Increase in operating materials and supply costs

1.578 & 1.579 Environmental Protection

- Increase in transfers to Operating Reserve Fund and to Equipment Replacement Fund
- Increase in standard allocations to support services

Water

We envision a sustainable and resilient water supply.

Capital plan update

The CRD will allocate over $31 million in 2023 on capital projects across the region that advance the Water Community Need. Projects include:

- Replacement of the Goldstream Avenue asbestos cement water main in the City of Langford and completion of a new pump station, reservoir and piping in the Rocky Point zone of the Juan de Fuca Water Distribution System
- Beginning the construction of a new Field Operations Centre building to support Regional Water Supply Watershed Operations staff and operations functions, replacing the temporary trailers currently in use
- Replacement of the Ultra Violet water disinfection equipment at the Goldstream Water Treatment Plant, beginning the Transmission Main No.4 and Transmission Main No. 3 replacement projects, and further study regarding filtration
- Capital upgrades across several of the local water services including dam repairs, distribution pipe and pump station replacements, and treatment system improvements
- Replacement of operations vehicles and equipment used for day-to-day operations and maintenance of water systems; Several electric vehicles have been procured to replace internal combustion engine vehicles

Wastewater

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

Key trends, risks and issues

- Ongoing commissioning and optimization of new Core Area wastewater infrastructure including the Residuals Treatment Facility
- Operating and maintenance of other systems in region ongoing; several renewal investments planned to ensure regulatory compliance
- Biosolids: the Long Term Biosolids Beneficial Use Strategy is expected be presented to the Committee by the fourth quarter of 2023, with the finalized biosolids strategy to be submitted for provincial approval no later than June 18, 2024

Performance

↗ Increase to annual operating cost per megaliter of wastewater due to additional labour costs, corporate overhead costs and operating cost increases (materials, supplies and contracted services), as well as increasing capital investment (debt servicing)

➔ All other metrics trending as expected

Core services adjustments

1. Continued operationalization and optimization of large-scale capital investment made in Core Area wastewater (see initiatives on next slide)

Wastewater

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

CRD Initiatives		$000's		
8a-1.5	Support for lab services during evaluation of longer-term Core Area Wastewater Treatment Plant (CAWTP) requirements (1 FTE)	$2		
		Req	Fees	A/O
				100%
8a-1.7	New resources to support CAWTP operations (2 FTE – Wastewater Treatment Operators)	$267		
		Req	Fees	A/O
				100%
8a-1.8	New resource to support Core Area Wastewater Conveyance Operations (Manager, Conveyance)	$168		
		Req	Fees	A/O
				100%

Wastewater

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

Cost drivers

3.717 Core Area Wastewater Operations & 3.798C Core Area Wastewater Capital

- Increase in operating materials and supply costs and contracted services costs
- Corporate allocation increases including standard overhead and facilities services costs
- Labour cost increases associated with new positions necessary to support operations
- CAWTP debt servicing and new capital investments in conveyance system

1.577 Environmental Operations

- Purchase of new and replacement operations vehicles, including budget adjustments for electric vehicles

3.718 Saanich Peninsula Wastewater

- Increase in operating materials and supply costs and contracted services costs

Wastewater

We envision a sustainable and resilient water supply.

Capital plan update

The CRD will allocate over $11 million in 2023 on capital projects across the region that advance the Wastewater Community Need. Projects include:

- Continuation of the upgrades of the Magic Lake Wastewater Treatment Plant and conveyance system.
- Continuation of the rehabilitation of the Bowker Trunk and upgrades to the building and electrical system at the Marigold Pumpstation in the Core Area.
- Assessment of the SCADA and radio communication systems.
- Upgrades to the odour control system at the Saanich Peninsula Wastewater Treatment Plant.
- Ongoing minor capital work related to the optimization of odour control and treatment process systems at the McLoughlin Point Wastewater Treatment Plant.

Speaker: PPS GM



Community Needs ›

Presentation to Committee of the Whole
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Protective Services

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

Key trends, risks and issues

- Increased frequency of emergencies impacting region (wildfires, droughts, atmospheric rivers, etc.) and public expectation for swift government communications and assistance
- COVID-19 pandemic remains capable of requiring rapid response and action by the CRD
- Shifting regulatory framework for contracted fire services and increase in regulatory standards

Performance

↘ Fewer opportunities for training due to pandemic; supplementing in-person training with virtual options (metric 2)

→ All other metrics trending as expected

Core services adjustments

1. Annualization of new Saanich animal care service agreement

Protective Services

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

CRD Initiatives	$000's
No new initiatives	

Operating cost drivers

1.313 Animal Care Services

- Salary changes and realignment of budget expenditure to implement new Saanich service agreement
- Reduction in salary and legal expenditure

Planning & Development

We envision keeping approved plans current and monitoring for effectiveness.

Key trends, risks and issues

- CRD continues to support planning and development matters of regional interest including feasibility assessment for new services, data analysis (demographic, planning, development and growth management) and specialized data modelling
- Building permit revenue has rebounded from a COVID-19 pandemic drop; development application fees in the Juan de Fuca Electoral Area have similarly shown a recovery and are exceeding budget expectations for 2022
- Requests for building permit and file information continue to increase year-on-year
- BC Province grant funding to assist with COVID-19 recovery expect to come to an end in 2022; CRD supported distribution

Performance

➔ All metrics trending as expected

Core services adjustments

1. Advance development of a Regional Foodlands Access service (see initiative on next slide); associated staff impacts absorbed

Planning & Development

We envision keeping approved plans current and monitoring for effectiveness.

CRD Initiatives		$000's		
		$100		
11b-1	Establishment of a regional Foodlands access service in support of the Food & Agriculture Strategy (contract funding to support identification of operational requirements, service participants and funding strategy)	Req	Fees	A/O
				100%

Operating cost drivers

1.330 Regional Growth Strategy

- Increase in contract funding for 2023 initiative
- Reduction in one-time costs: Foodlands Access Interim Business Case now completed

Health Facilities

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

Key trends, risks and issues

- Investment ongoing to upgrade, replace and/or expand health facilities and medical equipment throughout the region
- Key projects underway including Oak Bay Lodge community engagement, demolition and planning for redevelopment and acquisition of land for future designated health facility in Royal Bay
- CRD planning for future needs and responding to emerging opportunities to meet future regional demand for health facilities

Performance

➔ All metrics trending as expected

Core services adjustments

1. Adjustment to core service levels to maintain existing performance levels (see initiative on next slide); the position has so far remained unfilled until project(s) confirmed

Health Facilities

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

CRD Initiatives		$000's		
		$5		
		Req	Fees	A/O
14a-1	Term position to support development and planning for new capital projects for the Capital Regional Hospital District (CRHD)			100%

Operating cost drivers

All budgets meet requirements from Financial Guidelines 2023

Transportation

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

Key trends, risks and issues

- Enhanced collaboration among regional stakeholders remains key to securing more infrastructure dollars and prioritizing regional goals and long-term, sustainable growth
- CRD Board-endorsed regional transportation priorities are now directing much of staff's work
- 2022 release of census data will kick-off the development of the origin and destination household travel survey and regional transportation survey; results will be published in 2023

Performance

↘ Active school travel planning projected to be lower in 2023 due to capacity impacts in schools from COVID-19 pandemic

➔ All other metrics trending as expected

Core services adjustments

1. Initiating work to explore options for in-year transportation data reporting (absorbed)
2. Pilot a Sustainable Commute Planning initiative with the Department of National Defense and other local stakeholders (absorbed; redeploying resources from active school travel planning initiative)

Transportation

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

CRD Initiatives		$000's		
		$475		
		Req	Fees	A/O
2e-3	Establish a transportation service and Commission for the Southern Gulf Islands (if approved by referendum in October 2022)	100%		

Board Endorsed Initiative

Operating cost drivers

All budgets meet requirements from Financial Guidelines 2023

Affordable Housing

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

Key trends, risks and issues

- The service is experiencing a number of competing forces:
  - varying availability and nature of provincial and federal programs for the non-profit housing sector, and increasing competition for the funds
  - an increase in funding streams available coupled with more complex application requirements, higher levels of oversight/reporting
  - a changing external environment including housing market demographics, supply chain and inflation pressures, and increasing property acquisition costs
- The combination of factors are generating a complex environment and the CRD is adjusting its approaches to meet these changes

Performance

➔ All metrics trending as expected

Core services adjustments

1. Continued operationalization of large-scale capital investments made in housing (see initiatives on next slide)

Affordable Housing

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

CRD Initiatives		$000's		
1a-2	Housing Planning & Capital Region Housing Corporation (CRHC) Operations: invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program and operate housing projects through the CRHC	$177		
		Req	Fees	A/O
				100%
1a-4	Development of a housing supply program for consideration by the Board as follow-up to Regional Housing First Program	$122		
		Req	Fees	A/O
				100%
1a-10	Creation of term positions to support effective delivery and administration of increasing Reaching Home program funds	$23		
		Req	Fees	A/O
				100%
1a-11	Implementation of the Southern Gulf Island Housing Strategy and coordination of program	$16		
		Req	Fees	A/O
				100%

Affordable Housing

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

Board-Directed Initiatives		$000's		
		$150		
1a-7	Funding for the Aboriginal Coalition to End Homelessness	Req	Fees	A/O
		100%		

Board Directed Initiative

Affordable Housing

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

Operating cost drivers

1.310 Land Banking & Housing (Regional Housing)

- Increase in staffing complement and one-time costs resulting from 2023 initiatives
- Reduction in one-time costs: Southern Gulf Islands Housing Strategy completed & end of Term position
- Deferral of debt servicing to 2024

Capital Plan

- Staff have been directed to identify available funding for a scaled-up regional housing program in the 2023 budget
- 2023 Provisional Budget includes $122,000 to undertake analysis and development of a housing supply program for implementation in 2023-24
- Within the current borrowing capacity, CRD has ~$10M as "seed investment" once debt obligations retire in 2025
- Should the Board wish for additional borrowing capacity, an amendment to service establishment bylaws would be required

Speaker: PES GM



Community Needs ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

Recreation

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

Key trends, risks and issues

- Despite loosening of restrictions and a strong rebound for some registered programs, COVID-19 continues to impact the public's willingness to participate in non-registered recreational activities
- Recruitment for recreation staff is currently highly competitive putting pressure on program delivery
- Panorama's Strategic Plan 2022-2026 has set priorities for future infrastructure investments
- SEAPARC's infrastructure is aging and asset management plans to support renewal and replacement is being developed

Performance

➔ SEAPARC: all metrics trending as expected or better
- ↳ In 2021, SEAPARC metrics exceeded targets (fitness/weights admissions, user funding ratio & community recreation program revenue)
- ↳ In 2022, resumption of regular operations (post-COVID) at SEAPARC continues positive trend (further increases in fitness/weights admissions, membership sales, user funding ratio and community recreation program revenue anticipated)

➔ Panorama: all metrics trending as expected
- ↳ In 2022, registered programs returning to pre-COVID levels; admissions & membership slow recovery to pre-COVID level (attendance to June 2022 65% of same period in 2019)

Recreation

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

Core services adjustments

1. Responsibility for two services (Juan de Fuca Recreation Programs and Port Renfrew Community Centre) have been transferred from Regional Parks to Juan de Fuca Local Area Services to better alignment (absorbed)
2. Peninsula Recreation service took on operation of a new multi-sport court (absorbed)

CRD Initiatives	$000's
No new initiatives	

Recreation

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

Operating cost drivers

1.40X SEAPARC

- Increase transfers to Operating Reserve Fund (reduce capital deficit) and Equipment Replacement Fund
- Increase in standard allocations to support services

1.44X PANORAMA RECREATION

- Increase transfers to Capital Reserve Fund and Equipment Replacement Fund to pre-COVID level
- Increase in standard allocations to support services

All other budgets meet requirements from Financial Guidelines 2023

Climate Action & Adaptation

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

Key trends, risks and issues

- Climate action is a shared responsibility; CRD's role is focused on data and research, education/outreach, coordination among local governments, regional program delivery, and managing emissions and adaptation within its own service delivery
- CRD Board declared a Climate Emergency in February 2019 and approved a renewed Climate Action Strategy in late 2021
- While there was an increase in corporate greenhouse gas emissions (GHGe) between 2007 & 2021, CRD has started to adopt policies to sustain efforts to achieve future targets; implementation costs of such policies will be considered as investment decisions come up for approval
- CRD Climate Action service levels increased in 2022 to focus on regional electric vehicle charging, residential energy retrofits and corporate energy management measures

Performance

➔ Regional GHGe: approximately 1.8m tCO2e in 2020
  ↳ 9.8% reduction between 2007 and 2020, 5.2% between 2018 and 2020

➔ Corporate GHGe: 3,834 tCO2e in 2021
  ↳ 28% increase between 2007 and 2021 due to increases in service levels and associated infrastructure

Climate Action & Adaptation

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

Core services adjustments

None

CRD Initiatives	$000's
No new initiatives*	

**A number of ongoing projects and initiatives are being implemented*

Operating cost drivers

1.309 Climate Action & Adaptation

- Annualization of initiatives implemented in 2022
- Increase in transfers to Capital Fund and Operating Reserve Fund to leverage grant-supported initiatives implemented in 2023-2026
- Increase to climate action project funds from new BC Local Government Climate Action Program

Landfill & Recycling

We envision minimizing waste disposal and maximizing waste diversion.

Key trends, risks and issues

- Volumes of public waste drop-off at Hartland landfill continues to increase due to active real estate market
- While the new Solid Waste Management Plan sets the direction for future waste reduction targets the CRD Board has expressed an interest in achieving more ambitious targets
- To ensure continuity of service for diversion and processing, kitchen scraps transfer station has been relocated and staffing level extended

Performance

↗ Per capita waste disposal rates increased
  ↳ In 2022, forecasted to be 410 kg/capita (target = 380 kg/capita)

➔ All other metrics trending as expected, reflecting strong technical and environmental performance at Hartland:
  ↳ In 2021, landfill gas capture of over 70% (target = 75%)
  ↳ In 2022, waste compaction test to date averaging 920 kg/m^3 (target = 850 kg/m^3)

Core services adjustments

1. Adjustments to core service levels to maintain existing performance levels (see initiative on next slide)

Landfill & Recycling

We envision minimizing waste disposal and maximizing waste diversion.

CRD Initiatives		$000's		
		($4)		
9b-0.3	Extension of term position to facilitate the consolidation and trucking of materials brought to the Hartland kitchen scraps transfer station by commercial waste haulers	Req	Fees	A/O
			100%	
		$2,038		
Master Plan Impacts	Core service adjustments to waste management including household hazardous waste disposal, disaster debris management, and construction & demolition as a result of implementing various initiatives in the solid waste master plan.	Req	Fees	A/O
			100%	

Operating cost drivers

1.521 & 1.525 Environmental Resource Management

- Expansion of waste diversion programs/funding to enhance implementation of Solid Waste Management Plan
- Increased funding for Hartland operations to manage increased waste volumes and accelerated capital projects
- Debt servicing increase resulting from borrowing required to fund 2023 capital plan
- Increased corporate overhead allocation
- Increased costs fully offset by tipping fees and thirds party revenues

Landfill & Recycling

We envision minimizing waste disposal and maximizing waste diversion.

Capital plan update

- In 2023, two significant Hartland capital investments have been prioritized and accelerated representing over $50 million in capital that will be invested in this valuable regional asset:
  - Hartland North liner to improve environmental integrity at the north end of the Hartland site
  - Development of the Renewable Natural Gas facility at Hartland, bringing financial and environmental benefits to the region

Parks & Natural Resource Protection

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

Key trends, risks and issues

- First Nation Reconciliation – important to provide for culturally safe, meaningful engagement, plan for land altering works, celebrate indigenous perspective through education and communication, and protect cultural values in regional parks
- Rapid growth in development sites and density, as well as changing demographics, leading to further increases to already high volumes of visitors to regional parks
- Some critical infrastructure in regional parks is nearing the end of its lifespan and needs improvements to support demands they were not built for; increasing cost of materials and complexity of projects has led to high costs for these major capital projects
- Increased costs associated with regional trails and their role in active transportation, as cost of living is driving more people to alternative modes of transportation
- Ongoing monitoring and research required to evaluate success of conservation programs, the impact of activities on parks and to determine where additional efforts may be required

Performance

➔ %age of critical infrastructure in the Regional Parks and Trails system in “good” or “very good” condition is dependent on receiving grant application funding

➔ In 2022, number of volunteers close to pre-COVID of 500 active volunteers

➔ +26 FTEs approved in 2022 budget (10 for 2023)

➔ Regional Parks and Trails Strategic Plan 2022-2032 approved on interim basis for one year

Parks & Natural Resource Protection

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

Core services adjustments

1. Continued implementation of changes to Regional Parks operations started in 2022

CRD Initiatives		$000's		
		$237		
6h-1	Regional coordination of Canada Goose population through a new service	Req	Fees	A/O
		100%		

Board Endorsed Initiative

Parks & Natural Resource Protection

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

Operating cost drivers

1.280 Regional Parks

- Annualization of new FTEs
- Increase in standard allocation for support services
- Inflation of goods and services

Capital Plan

- Regional Parks' Five Year Capital Plan lays out the overall funding strategy for capital investment priorities
- Grants are considered in the capital plan; $14 million in grant requests are included in the plan for priorities 1, 2 and 3 of the regional trail widening and lighting project. If all, or some, of the grant funding is not obtained for the widening and lighting project, the funding of that project will reduce the availability of capital funds for other park projects and the widening and lighting project will be stretched out over a decade or more
- Regional Parks' Five Year Capital Budget is fully subscribed on asset renewals to address critical infrastructure, public safety and meet regulatory requirements around dams
- Should the CRD fail to secure the grants, a revised Five Year Capital Plan and options will be brought forward

Speaker: CO



Community Needs ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

First Nations Relations

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

Key trends, risks and issues

- Increasing requests from First Nations for direct government-to-government meetings and for say in all decisions that impact their traditional territories; expectation that agreements and communications frameworks will guide work with CRD
- Increasing interest by CRD divisions and Regional Board to involve First Nations in collaborative processes; capacity to participate in such processes in a meaningful way is finite for all parties involved
- Ongoing treaty negotiations in the region are in the final stages

Performance

➔ All metrics trending as expected

Core services adjustments

1. Advancing cultural safety through further cultural competency training opportunities (absorbed)
2. Participation in Reconciliation Agreement processes (absorbed)
3. Increasing levels of emergent issues and opportunities monitoring resulting in increasing workloads (absorbed)

First Nations Relations

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

Board-Directed Initiatives		$000's		
		$250		
3a-1.1	Government to Government Relationship Building	Req	Fees	A/O
		100%		

Board Directed Initiative

Operating cost drivers

Budget meets requirements from Financial Guidelines 2023

Speaker: CAO



Community Needs ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

Accountability

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

Key trends, risks and issues

- Competition in labour markets is extremely high; divisions are working on strategies to redefine operations to ensure an appropriate pools of candidates can be attracted for every vacancy
- Modernizing efforts continue to improve information management, records management, financial systems and corporate communications through a range of technology-based systems and tools
- Demand for support services (financial services, Information Technology (IT) & Geographic Information System (GIS), human resources and corporate safety, etc.) remains at an all-time high

Performance

➔ All metrics trending as expected

Core services adjustments

1. Responsibility for supervising operations procurement in Integrated Water Services has been transferred to the Legal Services division to better alignment (absorbed)

Accountability

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

CRD Initiatives		$000's		
15a-1	Creation of elected Local Community Commission for Salt Spring Island with delegated authority to oversee island-wide services	$173		
		Req	Fees	A/O
		97%		3%

Board Endorsed Initiative

15a-1.1	Staffing adjustment to Salt Spring Island Administration existing position to meet operational demand	$3		
		Req	Fees	A/O
				100%
15f-1.15	Digital Communications Governance & Support Services: transitioning to digital tools to meet changing needs and expectations of employees and the public. Enhancing capacity to deliver digital marketing focusing on campaigns, a data-driven strategy and social media presence	$448		
		Req	Fees	A/O
				100%

Accountability

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

CRD Initiatives (continued)		$000's		
15f-1.9	Upgrade and migration of end-of-life Enterprise Resource Management software to current version	$951		
		Req	Fees	A/O
				100%
15f-1.23	Implementation of a corporate project management system	$635		
		Req	Fees	A/O
				100%
15f-1.24	Staffing adjustment to existing position in Financial Services to meet operational demand	$20		
		Req	Fees	A/O
				100%

Accountability

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

Operating cost drivers

A number of support services budgets sit under the Accountability umbrella. The key drivers impacting the budgets are:

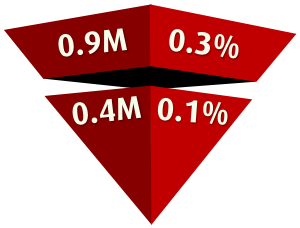
- Annualization of initiatives implemented in 2022
- Increase in expenditure to fund 2023 initiatives
- Increase in inflationary costs, including contract for services, maintenance and lease management fee costs
- Ongoing transformation to Fisgard Headquarter to densify building occupation and accommodate new staff



CRD Operating Budget Funding

Presentation to Committee of the Whole
Wednesday September 21, 2022

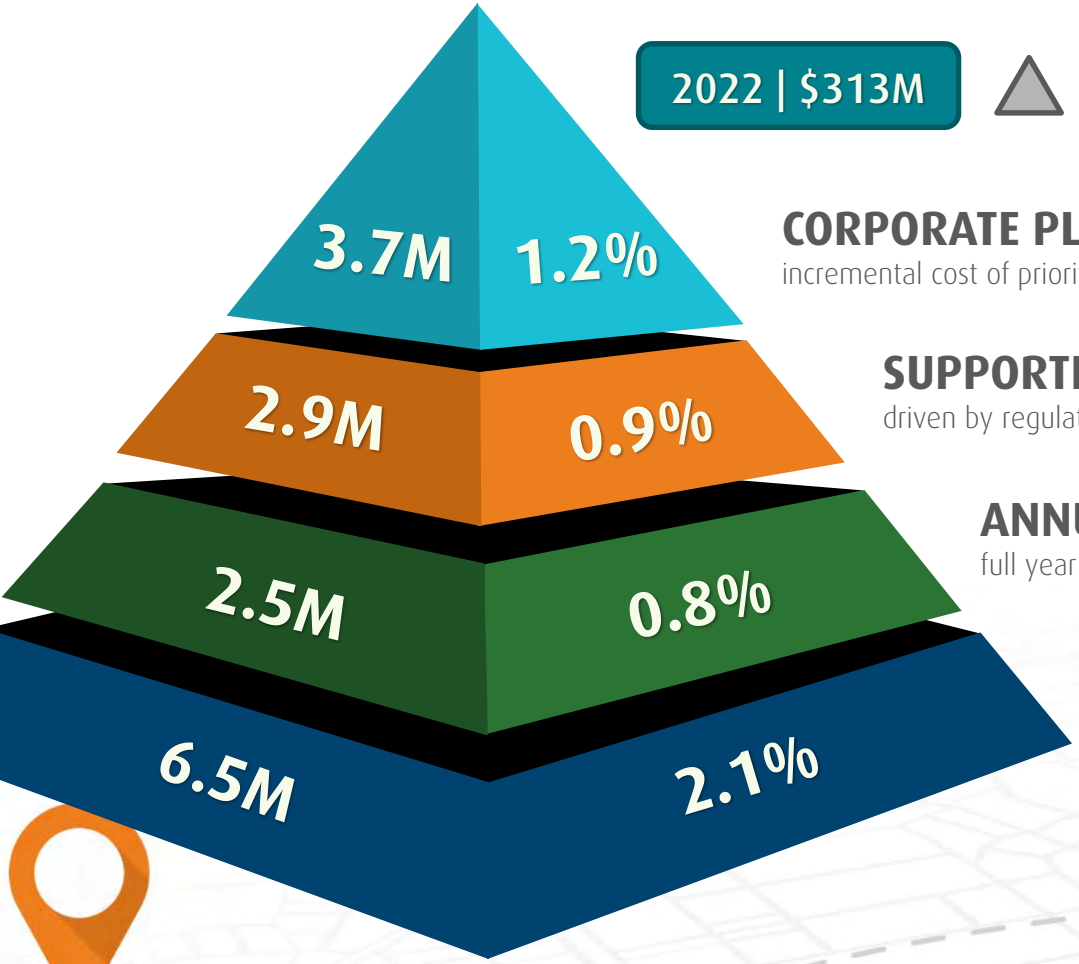
Operating Budget Drivers



BOARD ENDORSED INITIATIVES
subject to additional approval processes (referendum, services establishment)

BOARD DIRECTED INITIATIVES
approved for inclusion outside the service planning process

2022 | $313M △ $16M | 5.0% ✚ $1.3M | 0.4%



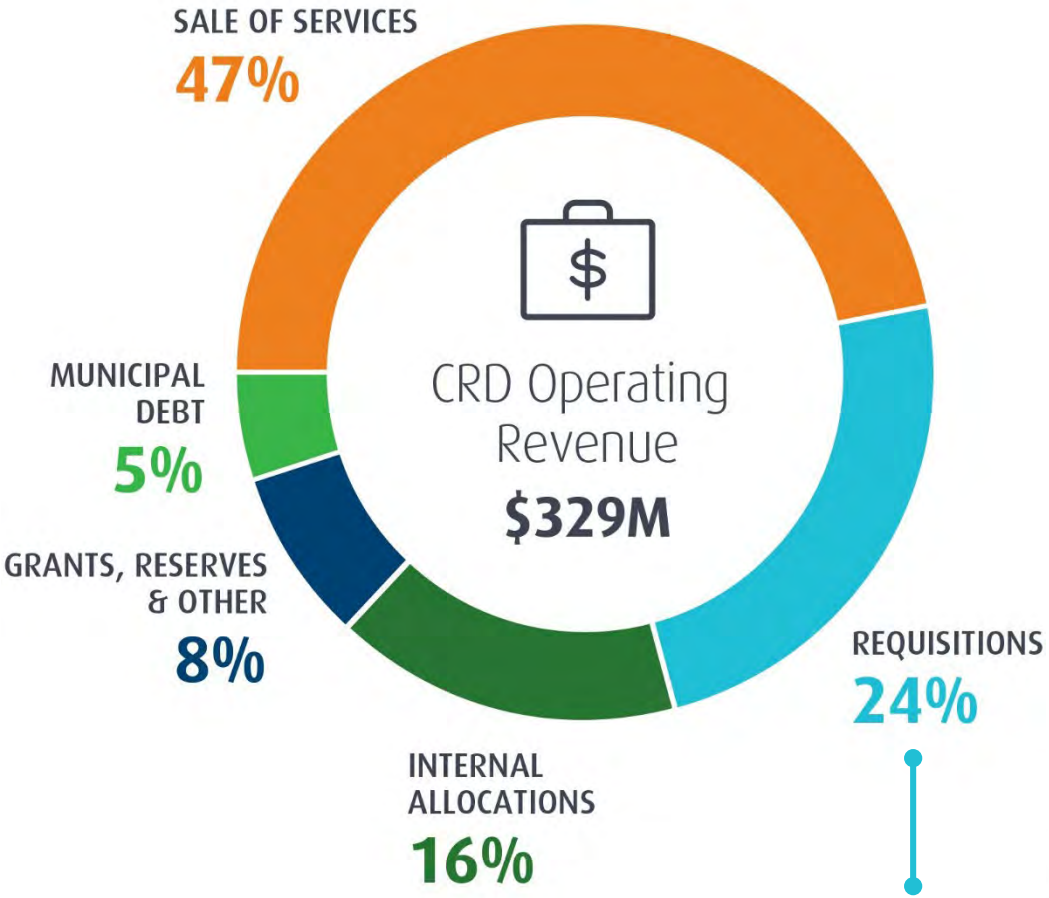
CORPORATE PLAN INITIATIVES
incremental cost of prioritized initiatives to support the Board and corporate priorities

SUPPORTING COMMUNITY NEEDS
driven by regulatory and master planning policy changes

ANNUALIZATION OF 2022 INITIATIVES
full year cost impact of initiatives introduced in the prior year

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

Operating Budget Funding Sources



Sale of Services	154
Requisitions	80
Internal Allocations	54
Grants, Reserves & Other	25
Municipal Debt	16
Total	$329M

2023 Provisional	2022 Final	Δ $	Δ %
$79.9M	$78.1M	$1.8M	2.3%

BOARD DIRECTED & ENDORSED INITIATIVES +$1.3M +1.6%

Requisition by Participant

Municipalities & EAs	Impact of Cost Apportionment	CRD Provisional	Cost per HH CRD & CRHD excl. Muni Debt
Central Saanich	-	2.6%	2.2%
Colwood	-	0.5%	0.4%
Esquimalt	-	2.0%	1.6%
Highlands	-	(0.7%)	(0.4%)
Langford	-	1.4%	1.1%
Metchosin	-	2.2%	1.4%
North Saanich	-	1.7%	1.3%
Oak Bay	-	(0.5%)	(0.3%)
Saanich	-	2.5%	1.6%
Sidney	-	1.2%	0.9%
Sooke	-	2.7%	2.2%
Victoria	-	2.4%	1.5%
View Royal	-	2.8%	1.8%
Juan de Fuca	-	3.4%	2.8%
Salt Spring Island	-	4.0%	3.5%
Southern Gulf Islands	-	2.5%	2.0%
Total	**-**	**2.3%**	**1.8%**
BOARD DIRECTED & ENDORSED INITIATIVES		**+1.6%**	**+1.2%**

Provisional Budget Key Takeways



Managing Capital Investments

capital investment is 3.9x depreciation while 10% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan



Adapting to Regional Challenges

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



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies



Questions ›

Presentation to Committee of the Whole
Wednesday September 21, 2022

CRD 2023 Consolidated Budget Overview

BUDGET PLANNING PROCESS



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

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

Making a difference...together

REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 04, 2022

SUBJECT **2023 Service and Financial Planning Guidelines**

ISSUE SUMMARY

This report outlines the service and financial planning process for 2023 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2023 service and financial planning processes have begun. Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. Appendix A highlights the overall corporate planning process while Appendix B details the timeline specific to the planning cycle.

As in prior years, staff will report progress and seek feedback on strategic priorities at the Committee of the Whole meeting scheduled for May 11. The 2023 planning cycle marks the final year of the CRD Board term and ensures organizational continuity through the development of the next Corporate Plan. Given the transition year, staff aim to limit Initiative Business Cases (IBCs) to supporting approved initiatives and critical prioritized programs.

Impacts for initiatives will be summarized and presented with the 2023 service plans and provisional budget at the Committee of the Whole meeting scheduled for September 21, 2022. As in prior years, to proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization.

ALTERNATIVES

Alternative 1
The Finance Committee recommends to the Capital Regional District Board:
That the service and planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

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

IMPLICATIONS

The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. Additionally, the guidelines inform decision making in consideration of the macro-economic environment and financial health of the organization.

Governance Implications

Board Input

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Upon completion of the annual Board strategic check-in, any new direction will be incorporated into the planning process. The 2023 financial planning process will also reflect feedback from various Commissions. As the final year of the corporate plan, staff will prioritize critical programs and initiatives only.

As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through committee, commission, and CRD Board meetings.

Financial Implications

Financial Planning Guidelines

The financial planning guidelines advise the organization on internal and external drivers to influence management practices with respect to surpluses, reserves, debt, and cost containment measures. This will enable the organization to optimize revenue requirements and minimize requisition increases. Analysis of the following areas influence the guidelines:

1) Economic Conditions
2) Core Service Levels and Infrastructure Investment
3) Financial Management Strategies

1) Economic Conditions

Economic drivers and assumptions form the basis of the financial plan. Staff continuously analyze and monitor the impact of various drivers on service delivery and financial performance. Effective management limited cash flow and service impacts through the COVID-19 pandemic, where service delivery and operations are returning to pre-pandemic levels.

Various indicators through 2021 and into early 2022 signal regional economic activity has, in many ways, surpassed pre-pandemic measures. The Bank of Canada is forecasting domestic growth at 4.25% in 2022, 3.25% in 2023 and 2.25% in 2024[1]. In BC, strong labour market conditions continued through March 2022 where provincial employment has increased 3.5%, outpacing all other provinces[2].

The Consumer Price Index (CPI), provincially, as of February 2022, was +4.7% higher year over year where the cost of food increased +5.8%, cost of homeownership increased +8.2%, while rent prices rose +5.1%. The price of gasoline climbed +25.2%, while public transportation rates increased +1.8%. The 12-month annual average is 3.0% in Victoria, 3.4% in BC and 4.1%

[1] Global Growth & CPI data sourced from Bank of Canada April 13, 2022 Press Release: https://www.bankofcanada.ca/2022/04/fad-press-release-2022-04-13/

[2] BC labour market data sourced from Central 1 B.C. Economic Briefing, Volume 28, Issue 14: https://www.central1.com/wp-content/uploads/2022/04/ECON_WEB_BC_20220408.pdf

nationally[3]. The benchmark home value in March 2022 increased by 27.4 % to $1,233,700, up from $1,196,300 in February 2022[4], increasing demand for higher labour market wage rates.

To address inflation, the Bank of Canada has increased the overnight interest rate by 0.75% since January 2022 with further rate hikes expected throughout the year to achieve a target inflation rate of 2%. There are many possible direct and indirect impacts including cost of borrowing, cost of living, construction and overall economic activity in the region.

Pricing and labour pressures will also impact service delivery and infrastructure investment. While population growth and high levels of local economic activity drive higher volume and utilization of CRD services, staff continually monitor cost of delivery to optimize levels of service. In response to a higher degree of uncertainty, more conservative planning assumptions are recommended.

2) Core Service Levels and Infrastructure Funding

The CRD Board's 2019–2022 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates.

The most significant costs of service delivery are costs of capital and operating expenses such as salaries and benefits, debt servicing, materials and equipment. Changes in these expenditures will be influenced to a greater degree by uncontrollable economic conditions such as unemployment rates, supply and demand, surcharges, and contractual agreements.

The organization has experienced growth in many core services within the past five years driven by community need and guided by the corporate plan. Service delivery review is an effective tool to evaluate efficacy of existing service delivery while priorities continue to evolve. The organization's approach has been and will continue to include annual Board reviews to prioritize existing services and advance essential initiatives directly identified in the Corporate Plan.

Prioritization will focus on retraction of activities where possible while still balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary adjustment will be kept to 3% in the planning process. Retraction of auxiliary, delayed staffing, and optional levels of resourcing can aid the organization in absorbing cost pressures.

Also supporting the response to growth, more informed infrastructure investment planning has proceeded through the Board approved corporate asset management policy and strategy. Operationalized initiatives including reserve fund policies, maintenance intervention, and a risk-based approach to asset renewal, have contributed to operating and capital cost reductions.

Additional asset-management-financial based initiatives include development and completion of:

- Sustainable Service Delivery plans to maintain and replace existing assets in short, medium, and long term horizons,

[3] BC CPI data sourced from BC Stats Consumer Price Index report released March 16, 2002: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf
[4] At: VREBNewsReleaseFull.pdf – March Report

- Life-Cycle Costing Framework integrating quantitative, qualitative, social, environmental, and economic measures such as climate action and risk management, and
- Library of Financial Guidelines aimed at optimizing financial position, reserves and borrowing capacity while lowering current costs and current revenue.

3) Financial Management Strategies

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

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

Board approved financial policies and guidelines such as the asset management policy, capital reserve guideline and debt term guideline inform financial planning in a standard way at a service level whereas the strategies given above provide general corporate direction. Additional service level guidelines are under development including operating reserve guidelines and utility rate model guidelines.

CONCLUSION

Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2023–2027 five-year financial plan. To proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization. The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. In response to a high degree of economic uncertainty, more conservative planning assumptions are recommended. Prioritization will focus on balancing cost pressures with ensuring essential service delivery.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

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

ATTACHMENT(S)

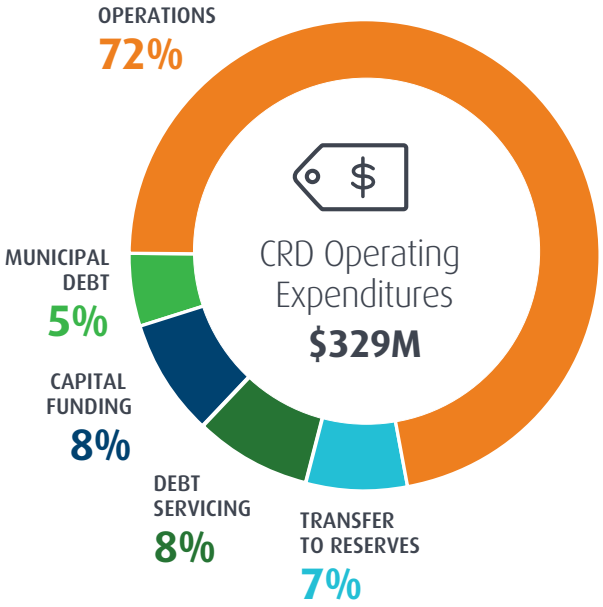
Appendix A: CRD Corporate Planning Framework
Appendix B: 2023 CRD Financial Planning Timetable

CRD Timetable for 2023-2027 Financial Plan

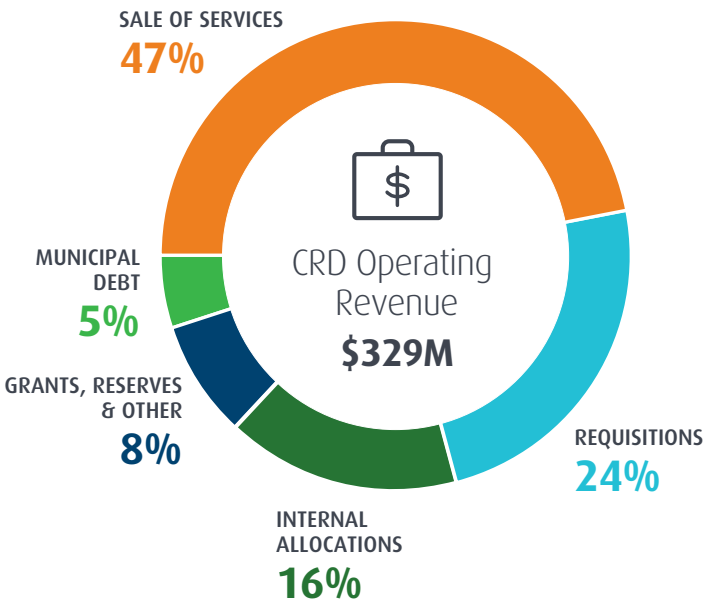
Month	Description
May	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
May - July	Staff - Service Planning and Budget Preparation
August	Executive Leadership Team - Review of Budgets, including Initiative Business Cases
September	Electoral Area Committee - Budgets and Initiative Business Cases (Sept 19) Committee of the Whole - Financial Plan and Initiative Business Cases (Sept 21) Board - Approval Provisional Financial Plan (Sept 21)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

CRD 2023 Operating Budget Overview

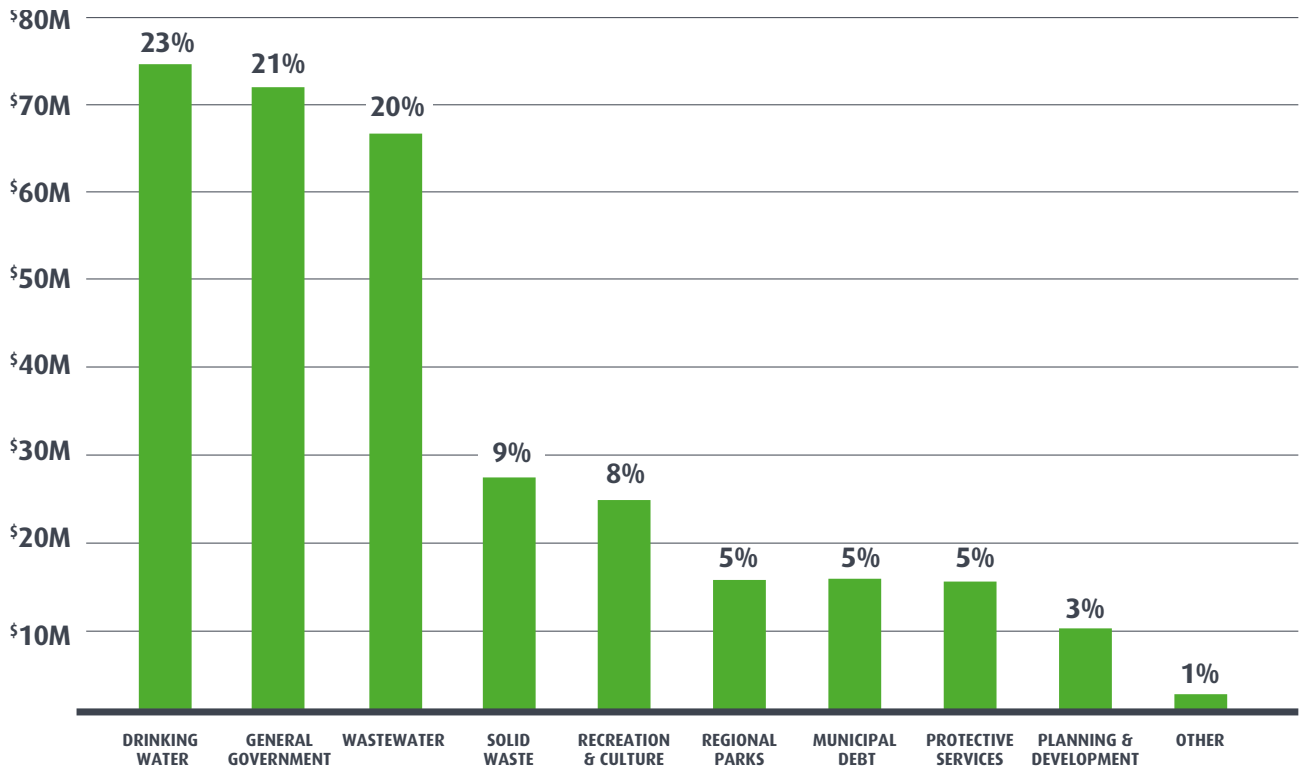
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM

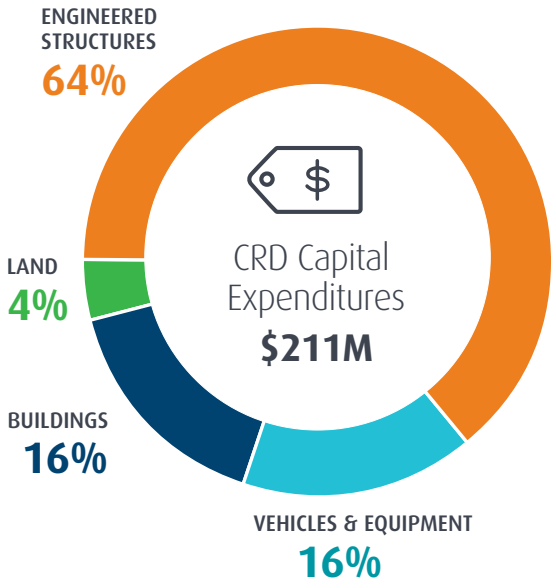


HOW THE MONEY IS SPENT

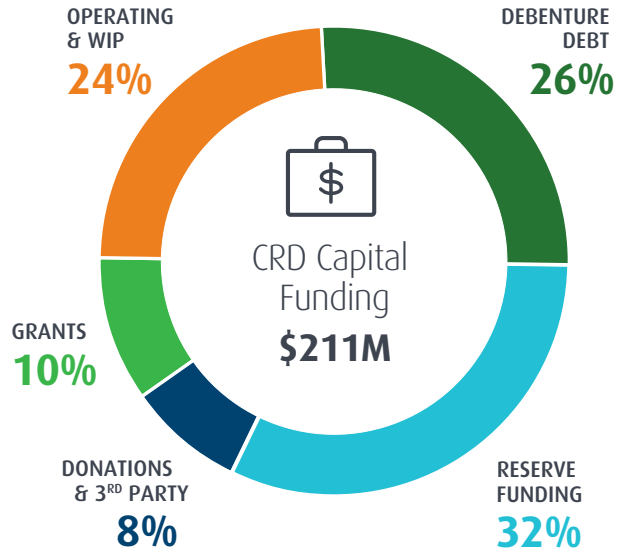


CRD 2023 Capital Budget Overview

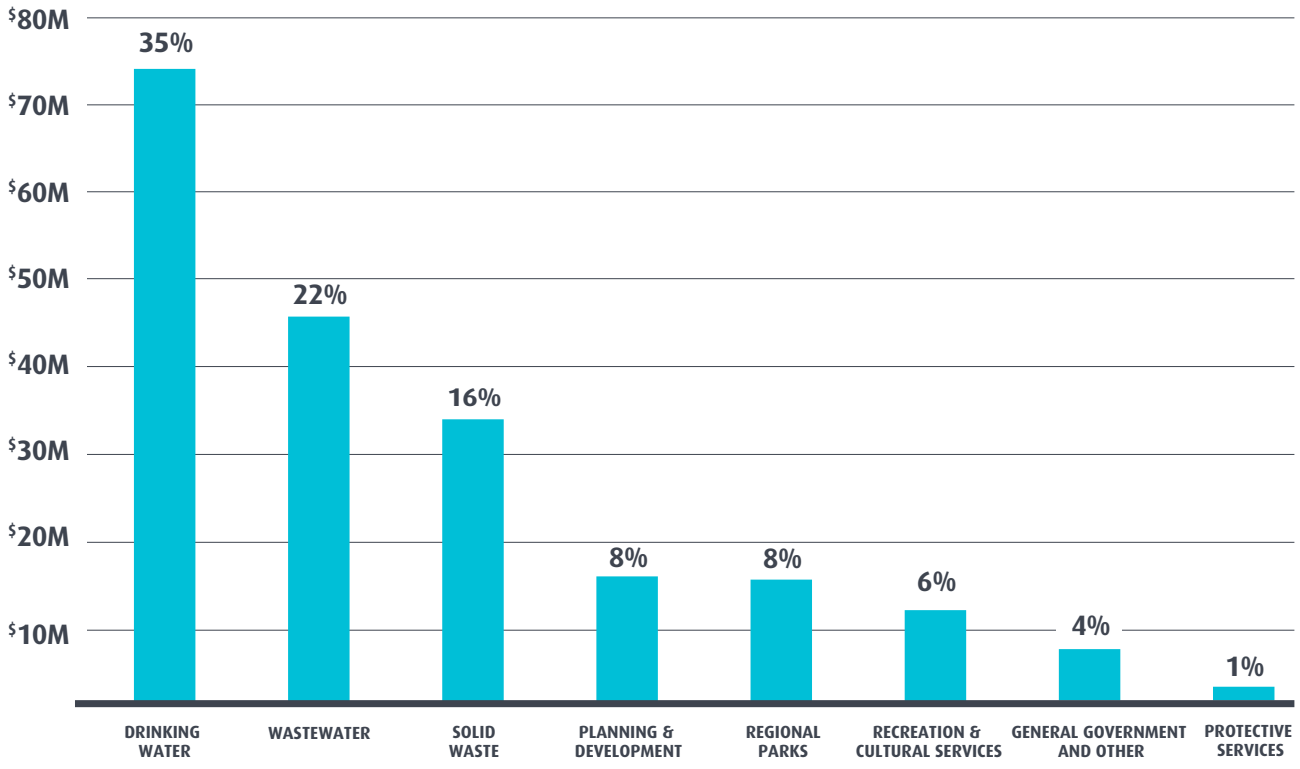
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Appendix D

CAPITAL REGIONAL DISTRICT

2023 Financial Plan Summary

(Cost Apportionment based on Prior year assessment data. Subject to change with the final 2023 Assessment values).

Prepared by CRD
Financial Services
September 21, 2022

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CAPITAL REGIONAL DISTRICT - YEAR 2023 FINANCIAL PLAN

Regional	Service	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.010	Legislative & General Government	29,930,014	34,569,657	1,254,548	18,843,255	3,834,934	10,636,920	10,382,007	2.46%
1.10X	Facilities Management	4,049,422	4,155,037	-	3,948,311	42,050	164,676	159,907	2.98%
1.101	G.I.S.	617,943	631,018	-	504,310	3,368	123,340	120,153	2.65%
1.112	Regional Grant in Aid	1,477,358	1,512,358	1,477,358	-	20,000	15,000	-	100.00%
1.224	Community Health	816,201	662,796	-	-	192,087	470,709	608,494	-22.64%
1.226	Health Facilities - VIHA	1,658,419	1,720,718	-	-	1,720,718	-	-	0.00%
1.280	Regional Parks	16,825,271	17,343,270	-	78,559	1,347,103	15,917,608	15,452,807	3.01%
1.280A	Regional Parks - Land Acquisition	80,000	-	-	-	-	-	80,000	-100.00%
1.309	Climate Action and Adaptation	1,480,455	2,003,081	-	-	286,694	1,716,387	1,404,427	22.21%
1.310	Land Banking & Housing	3,026,344	3,084,875	36,157	823,077	746,006	1,479,635	1,444,461	2.44%
1.323	By-Law Enforcement	539,235	564,334	-	535,594	28,740	-	-	0.00%
1.324	Regional Planning Services	2,193,512	1,533,559	-	86,650	219,065	1,227,844	1,193,642	2.87%
1.335	Geo-Spatial Referencing System	174,545	177,779	-	-	17,078	160,701	157,707	1.90%
1.374	Regional Emergency Program Support	195,609	149,970	-	-	14,130	135,840	131,886	3.00%
1.375	Hazardous Material Incident Response	352,038	396,055	-	-	63,265	332,790	323,093	3.00%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,126,320	28,447,847	-	-	28,447,847	-	-	0.00%
1.525	Solid Waste Disposal - Debt	151,279	536,066	-	-	536,066	-	-	0.00%
1.57X	Environmental Services	23,750,929	25,599,400	415,000	25,035,000	149,400	-	-	0.00%
1.911	911 Systems	2,532,090	2,488,294	-	-	2,306,784	181,510	176,223	3.00%
1.921	Regional CREST Contribution	1,764,110	1,816,850	1,500	-	105,740	1,709,610	1,659,818	3.00%
2.670	Regional Water Supply	36,539,270	39,915,804	-	-	39,915,804	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	140,241	137,751	137,751	-	-	-	-	0.00%
Total Regional		**153,420,606**	**167,446,519**	**3,322,314**	**49,854,756**	**79,996,879**	**34,272,570**	**33,294,625**	**2.94%**

Sub-Regional	Service	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.121	Sooke Regional Museum	215,882	222,378	100	-	480	221,798	215,341	3.00%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	16,035	44,999	29,121	-	878	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	300,551	305,099	-	-	15,358	289,741	285,193	1.59%
1.230	Traffic Safety Commission	118,428	132,197	56,035	-	3,650	72,512	72,512	0.00%
1.290	Royal Theatre	580,000	580,000	-	-	-	580,000	580,000	0.00%
1.295	McPherson Theatre	786,233	786,233	-	-	36,233	750,000	750,000	0.00%
1.297	Arts Grants	3,006,402	3,117,780	-	13,893	238,956	2,864,931	2,781,832	2.99%
1.311	Regional Housing Trust Fund	5,302,666	3,601,483	2,491,312	-	110,171	1,000,000	954,506	4.77%
1.313	Animal Care Services	1,479,358	1,645,152	-	-	1,184,730	460,422	447,012	3.00%
1.330	Regional Growth Strategy	328,309	421,820	-	-	117,344	304,476	295,611	3.00%
1.40X	SEAPARC	4,328,565	4,515,838	-	-	1,303,150	3,212,688	3,125,316	2.80%
1.44X	Panorama Rec. Center.	9,869,066	10,142,569	-	-	4,864,801	5,277,768	5,190,486	1.68%
1.531	Stormwater Quality Management - Sooke	38,281	39,427	-	-	81	39,346	38,200	3.00%
1.536	LWMP-Stormwater Quality Management-Core	732,400	746,936	-	-	90,668	656,268	637,153	3.00%
1.537	Stormwater Quality Management - Peninsula	118,107	121,529	-	-	4,051	117,478	114,056	3.00%
1.538	Source - Stormwater Quality - Peninsula	55,856	58,540	-	-	2,704	55,836	54,210	3.00%
1.912B	911 Call Answer - Municipalities	63,910	7,370	-	696,074	(51,230)	(637,474)	(589,803)	-8.08%
1.913	913 Fire Dispatch	298,412	307,116	-	-	14,710	292,406	284,101	2.92%
2.610	Saanich Peninsula Water Supply	7,517,025	7,407,397	-	-	7,407,397	-	-	0.00%
2.680	Juan de Fuca Water Distribution	22,560,391	23,970,506	-	-	23,970,506	-	-	0.00%
2.681	Florence Lake Water System Debt	8,738	14,988	1,388	-	-	13,600	8,738	55.64%
3.700	Septage Disposal - Municipal	221,804	158,089	-	-	158,089	-	49,655	-100.00%
3.701	Millstream Remediation Service	236,372	122,662	-	-	67,194	55,468	112,333	-50.62%
3.707	On Site System Management Program - LWMP	189,038	177,649	-	-	47,499	130,150	178,482	-27.08%
3.718	Peninsula Wastewater TP	4,681,095	4,582,515	-	134,320	2,437,678	2,010,517	1,974,762	1.81%
3.720	LWMP (Peninsula) - Implementation	119,907	54,907	-	-	980	53,927	118,927	-54.66%
3.750	LWMP	366,136	373,013	-	-	155,416	217,597	213,360	1.99%
3.752	Harbours Program	348,604	356,041	-	-	23,461	332,580	325,143	2.29%
3.755	Regional Source Control	1,647,875	1,641,038	-	55,000	196,052	1,389,986	1,349,501	3.00%
3.756	Harbours Environmental Action	68,622	70,613	-	-	2,026	68,587	66,596	2.99%
3.71X	Core Area Wastewater - Operations	30,657,623	30,668,217	193,410	1,516,081	25,026,178	3,932,548	3,810,259	3.21%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	23,353,991	22,927,754	6,081	-	16,999,818	5,921,855	5,991,391	-1.16%
Total Sub-Regional		**119,765,042**	**119,471,215**	**2,777,447**	**2,415,368**	**84,578,389**	**29,700,012**	**29,449,873**	**0.85%**
Total CRD - Regional & Sub-Regional		**273,185,648**	**286,917,734**	**6,099,761**	**52,270,124**	**164,575,268**	**63,972,582**	**62,744,498**	**1.96%**
Total Electoral Areas Only		**24,785,123**	**25,525,309**	**182,971**	**1,530,178**	**7,909,383**	**15,902,777**	**15,311,511**	**3.86%**
Total CRD excluding Municipal Debt		**297,970,771**	**312,443,043**	**6,282,732**	**53,800,302**	**172,484,651**	**79,875,359**	**78,056,009**	**2.33%**
1.15X	Municipalities' Own Debt - M.F.A.	15,430,601	16,535,425	-	-	52,200	16,483,225	15,369,501	7.25%
Total CRD		**313,401,372**	**328,978,468**	**6,282,732**	**53,800,302**	**172,536,851**	**96,358,584**	**93,425,510**	**3.14%**
CRHD	**Capital Regional Hospital District**	**33,950,390**	**32,833,765**	**39,730**	**-**	**6,325,335**	**26,468,700**	**26,460,836**	**0.03%**
Total CRD, CRHD & Municipal Debt		**347,351,762**	**361,812,233**	**6,322,462**	**53,800,302**	**178,862,186**	**122,827,284**	**119,886,346**	**2.45%**

CAPITAL REGIONAL DISTRICT - YEAR 2023 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
	Joint Electoral Area Services								
1.103	Elections	262,932	65,580	-	-	90	65,490	65,491	0.00%
1.104	U.B.C.M.	12,945	13,002	848	-	80	12,074	11,722	3.00%
1.318	Building Inspection	1,792,001	1,873,135	-	30,980	1,374,775	467,380	453,768	3.00%
1.320	Noise Control	40,021	41,228	-	-	310	40,918	39,711	3.04%
1.322	Nuisances & Unsightly Premises	53,375	54,986	-	-	313	54,673	53,062	3.04%
1.372	Electoral Area Emergency Program	630,264	660,360	-	492,300	15,810	152,250	147,813	3.00%
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000	10,000	-	-	-	-	0
	TOTAL JOINT ELECTORAL AREA SERVICES	**2,801,538**	**2,718,291**	**10,848**	**523,280**	**1,391,378**	**792,785**	**771,567**	**2.75%**
	Juan de Fuca Electoral Area								
1.109	Electoral Area Admin Exp - JDF	63,837	67,801	4,530	-	148	63,123	60,129	4.98%
1.114	Grant-in-Aid - Juan de Fuca	54,425	29,956	29,666	-	290	-	-	0
1.317	JDF Building Numbering	13,099	13,475	140	-	40	13,295	12,902	3.05%
1.319	Soil Deposit Removal	5,722	5,899	-	-	40	5,859	5,682	3.12%
1.325	Electoral Area Services - Planning	807,042	848,371	-	32,060	97,671	718,640	697,706	3.00%
1.340	JDF Livestock Injury Compensation	3,150	3,158	-	-	-	3,158	3,150	0.25%
1.370	Juan de Fuca Emergency Program	88,813	89,959	-	-	240	89,719	88,578	1.29%
1.377	JDF Search and Rescue	91,042	91,042	-	-	21,090	69,952	69,952	0.00%
1.405	JDF EA - Community Parks	196,546	199,951	-	-	900	199,051	193,274	2.99%
1.924	Emergency Comm - CREST - J.D.F.	125,402	144,884	-	-	240	144,644	125,143	15.58%
	Total JDF Regional	**1,449,078**	**1,494,496**	**34,336**	**32,060**	**120,659**	**1,307,441**	**1,256,516**	**4.05%**
1.119	Vancouver Island Regional Library	322,818	332,516	161	-	595	331,760	322,102	3.00%
1.129	Vancouver Island Regional Library - Debt	180,600	339,466	-	-	339,466	-	-	0
1.133	Langford E.A. - Greater Victoria Public Library	32,102	32,542	17	-	90	32,435	31,491	3.00%
1.232	Port Renfrew Street Lighting	8,984	9,079	1,390	-	4,100	3,589	3,485	2.98%
1.350	Willis Point Fire Protect & Recreation	177,868	184,999	10,178	-	36,770	138,051	134,099	2.95%
1.353	Otter Point Fire Protection	516,158	531,083	-	-	330	530,753	515,838	2.89%
1.354	Malahat Fire Protection	65,601	67,560	-	-	-	67,560	65,597	2.99%
1.355	Durrance Road Fire Protection	3,020	3,016	-	-	-	3,016	3,020	-0.13%
1.357	East Sooke Fire Protection	553,329	565,229	19,050	-	77,600	468,579	454,931	3.00%
1.358	Port Renfrew Fire Protection	154,657	158,476	-	-	64,116	94,360	91,871	2.71%
1.360	Shirley Fire Protection	158,639	193,332	-	-	210	193,122	158,439	21.89%
1.369	Electoral Area Fire Services - JDF	141,568	97,529	-	-	28,655	68,874	68,874	0.00%
1.408	JDF EA - Community Recreation	90,128	92,830	-	-	21,230	71,600	69,508	3.01%
1.523	Port Renfrew Refuse Disposal	89,497	93,420	-	17,860	40,690	34,870	33,852	3.01%
2.650	Port Renfrew Water	143,106	133,600	-	-	67,357	66,243	64,508	2.69%
2.691	Wilderness Mountain Water Service	163,247	168,761	-	-	102,060	66,701	61,900	7.76%
3.700	Septage Disposal - JDF Service Area	464	-	-	-	-	-	464	-100.00%
3.850	Port Renfrew Sewer	126,360	130,994	-	-	66,244	64,750	62,294	3.94%
	Total JDF Local/Specified/Defined Services	**2,928,145**	**3,134,432**	**30,796**	**17,860**	**849,513**	**2,236,263**	**2,142,273**	**4.39%**
	TOTAL JUAN DE FUCA ELECTORAL AREA	**4,377,223**	**4,628,928**	**65,132**	**49,920**	**970,172**	**3,543,704**	**3,398,789**	**4.26%**

CAPITAL REGIONAL DISTRICT - YEAR 2023 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
	Salt Spring Island Electoral Area								
1.111	Electoral Area Admin Exp - SSI	988,945	1,016,417	9,820	469,450	700	536,447	517,490	3.66%
1.116	Grant-in-Aid - Salt Spring Island	106,961	75,935	39,127	-	250	36,558	50,056	-26.97%
1.124	SSI Economic Development Commission	100,822	142,331	-	-	20,610	121,721	98,237	23.91%
1.236	Salt Spring Island Fernwood Dock	25,847	26,058	-	-	170	25,888	25,679	0.81%
1.141	Salt Spring Island Public Library	665,268	687,239	-	-	1,556	685,683	663,620	3.32%
1.238A	Community Transit (S.S.I.)	507,996	566,223	-	-	342,623	223,600	194,711	14.84%
1.238B	Community Transportation (S.S.I.)	172,206	163,986	-	-	1,160	162,826	171,045	-4.81%
1.299	Salt Spring Island Arts	121,762	122,604	-	-	85	122,519	121,677	0.69%
1.316	SSI Building Numbering	9,606	9,869	-	-	20	9,849	9,586	2.74%
1.342	SSI Livestock Injury Compensation	3,150	3,158	-	-	-	3,158	3,150	0.25%
1.371	S.S.I. Emergency Program	130,103	134,922	-	-	8,177	126,745	127,913	-0.91%
1.378	S.S.I. Search and Rescue	32,780	33,004	7,200	-	100	25,704	24,955	3.00%
1.455	Salt Spring Island - Community Parks	1,009,096	985,872	-	390,890	46,120	548,862	458,072	19.82%
1.458	Salt Spring Is.- Community Rec	264,803	282,719	-	-	222,389	60,330	54,582	10.53%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	2,110,175	-	85,438	450,640	1,574,097	1,548,095	1.68%
1.535	Stormwater Quality Management - S.S.I.	47,970	33,275	-	-	9,497	23,778	27,940	-14.90%
1.925	Emergency Comm - CREST - S.S.I.	143,386	146,683	-	-	150	146,533	142,827	2.59%
3.705	S.S.I. Liquid Waste Disposal	991,525	1,038,365	-	-	651,390	386,975	375,768	2.98%
	Total S.S.I. Regional	**7,310,866**	**7,578,835**	**56,147**	**945,778**	**1,755,637**	**4,821,273**	**4,615,403**	**4.46%**
1.234	S.S.I. Street Lighting	26,704	27,508	-	-	40	27,468	26,668	3.00%
2.620	SSI Highland Water System	30,971	30,891	-	-	90	30,801	30,832	-0.10%
2.621	Highland / Fernwood Water - SSI	542,341	546,435	-	-	471,435	75,000	75,000	0.00%
2.622	Cedars of Tuam	50,063	52,678	-	-	52,678	-	-	0
2.624	Beddis Water	270,499	317,178	-	-	226,860	90,318	74,960	20.49%
2.626	Fulford Water	228,329	215,352	-	-	166,427	48,925	47,500	3.00%
2.628	Cedar Lane Water (S.S.I.)	81,457	83,180	-	-	66,980	16,200	15,000	8.00%
2.660	Fernwood Water	14,477	14,411	-	-	40	14,371	14,413	-0.29%
3.810	Ganges Sewer	1,085,199	1,187,263	-	-	1,127,372	59,891	58,147	3.00%
3.820	Maliview Estates Sewer System	219,580	225,911	-	-	221,011	4,900	4,760	2.94%
	Total S.S.I. Local/Specified/Defined Services	**2,549,620**	**2,700,807**	**0**	**-**	**2,332,933**	**367,874**	**347,280**	**5.93%**
	TOTAL S.S.I. ELECTORAL AREA	**9,860,486**	**10,279,642**	**56,147**	**945,778**	**4,088,570**	**5,189,147**	**4,962,683**	**4.56%**
	Southern Gulf Islands Electoral Area								
1.110	Electoral Area Admin Exp - SGI	466,325	466,173	-	-	66,087	400,086	388,379	3.01%
1.117	Grant-in-Aid - Southern Gulf Islands	108,488	106,224	-	-	1,220	105,004	104,585	0.40%
1.125	SGI Economic Development Commission	123,156	125,418	1,430	-	1,370	122,618	119,047	3.00%
1.138	Southern Gulf Islands Regional Library	232,808	239,696	1,280	-	2,470	235,946	229,073	3.00%
1.235	S. G. I. Small Craft Harbour Facilities	449,320	454,723	-	-	145,190	309,533	301,288	2.74%
1.314	SGI House Numbering	9,485	9,764	-	-	110	9,654	9,335	3.42%
1.341	SGI Livestock Injury Compensation	3,150	3,158	-	-	-	3,158	3,150	0.25%
1.373	S.G.I. Emergency Program	250,048	250,128	-	-	2,750	247,378	247,378	0.00%
1.533	Stormwater Quality Management - Outer Gulf Is.	39,100	40,221	-	-	410	39,811	38,699	2.87%
1.923	Emergency Comm - CREST - S.G.I.	180,704	184,128	-	-	2,040	182,088	177,612	2.52%
	Total Southern Gulf Islands Regional	**1,862,584**	**1,879,633**	**2,710**	**-**	**221,647**	**1,655,276**	**1,618,546**	**2.27%**
1.137	Galiano Island Community Use Building	63,202	68,066	3,042	-	254	64,770	62,929	2.93%
1.170	Gossip Island Electric Power Supply	56,998	56,924	-	-	240	56,684	56,585	0.17%
1.227	Saturna Island Medical Clinic	33,541	34,551	-	-	2,220	32,331	31,389	3.00%
1.228	Galiano Health Service	135,812	139,886	130	-	90	139,666	135,596	3.00%
1.229	Pender Islands Health Care Centre	225,987	217,840	-	-	-	217,840	225,987	-3.61%
1.352	South Galiano Fire Protection	472,448	559,541	-	-	1,120	558,421	471,748	18.37%
1.356	Pender Fire Protection	1,165,220	1,195,406	-	-	122,906	1,072,500	1,042,606	2.87%
1.359	N. Galiano Fire Protection	220,715	219,954	16,680	-	900	202,374	197,322	2.56%
1.363	Saturna Island Fire	188,365	194,000	-	-	10,870	183,130	177,796	3.00%
1.369	Electoral Area Fire Services - SGI	161,115	110,937	-	-	32,498	78,439	78,439	0.00%
1.465	Saturna Island Comm. Parks	24,899	25,445	-	-	1,620	23,825	23,323	2.15%
1.468	Saturna Island - Community Rec.	21,167	14,728	3,822	-	910	9,996	9,891	1.06%
1.475	Mayne Is. Com. Parks & Rec	93,173	95,872	-	-	2,860	93,012	90,403	2.89%
1.476	Mayne Is. Comm. Parks (reserve)	22,701	18,960	12,110	-	6,850	-	-	0
1.478	Mayne Is. Community Rec.	48,684	48,150	12,350	-	60	35,740	34,890	2.44%
1.485	North & South Pender Com. Parks	165,474	169,234	-	-	1,880	167,354	163,654	2.26%
1.488	North & South Pender Com. Rec	69,107	68,090	-	-	850	67,240	65,283	3.00%
1.495	Galiano Parks	94,823	97,681	-	-	120	97,561	94,724	3.00%
1.498	Galiano Community Recreation	38,133	38,347	-	-	30	38,317	37,427	2.38%
2.630	Magic Lakes Estate Water System	962,930	999,851	-	-	419,851	580,000	579,148	0.15%
2.640	Saturna Island Water System (Lyall Harbour)	254,331	268,864	-	-	135,834	133,030	131,060	1.50%
2.642	Skana Water (Mayne)	75,615	77,870	-	-	53,390	24,480	24,000	2.00%
2.665	Sticks Allison Water (Galiano)	73,504	75,539	-	-	70,439	5,100	5,000	2.00%
2.667	Surfside Park Estates (Mayne)	118,007	123,835	-	-	100,045	23,790	23,100	2.99%
3.830	Magic Lake Estates Sewer System	884,810	867,989	-	11,200	270,779	586,010	586,010	0.00%
3.830D	Magic Lake Estates Sewer Debt	212,530	231,255	-	-	1,000	230,255	211,616	8.81%
	Total S.G.I. Local/Specified/Defined Services	**5,883,291**	**6,018,815**	**48,134**	**11,200**	**1,237,616**	**4,721,865**	**4,559,926**	**3.55%**
	TOTAL S.G.I. ELECTORAL AREA	**7,745,875**	**7,898,448**	**50,844**	**11,200**	**1,459,263**	**6,377,141**	**6,178,472**	**3.22%**
	TOTAL FOR ELECTORAL AREAS ONLY	**24,785,123**	**25,525,309**	**182,971**	**1,530,178**	**7,909,383**	**15,902,777**	**15,311,511**	**3.86%**

CAPITAL REGIONAL DISTRICT - YEAR 2023 FINANCIAL PLAN

REQUISITION DETAIL

1.010	Legislative & General Government	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.011	Board Expenditures	1,302,979	1,207,662	-	-	2,500	1,205,162	1,174,979	2.57%
1.012	Other Legislative	214,598	199,934	-	-	-	199,934	214,598	-6.83%
1.014	CAO & Executive Office	825,181	861,336	-	-	-	861,336	825,181	4.38%
1.014B	Corporate Services	2,540,368	2,656,427	-	538,037	199,000	1,919,390	1,732,008	10.82%
1.015	Real Estate	519,355	517,650	-	414,120	-	103,530	100,671	2.84%
1.016	Human Resources	3,113,708	3,081,498	-	2,331,550	109,500	640,448	543,678	17.80%
1.017	Finance	7,313,165	8,016,377	-	4,120,000	808,712	3,087,665	3,052,228	1.16%
1.018	Health Planning	651,844	697,012	-	697,012	-	-	-	0.00%
1.022	Information Systems	9,710,077	11,943,946	-	8,016,000	1,521,946	2,406,000	2,337,832	2.92%
1.024	Planning & Protective Services	554,650	576,528	-	276,233	-	300,295	293,257	2.40%
1.025	Corporate Emergency	627,637	386,942	54,548	103,261	-	229,133	215,996	6.08%
1.027	First Nations Negotiations	970,024	812,974	-	-	70,000	742,974	693,124	7.19%
1.028	Environmental Services	465,683	492,394	-	97	-	492,297	465,589	5.74%
1.118	Corporate Communications	1,120,745	1,422,032	-	650,000	175,210	596,822	580,932	2.74%
	Other revenue - cc 100001	-	1,696,945	1,200,000	1,696,945	948,066	(2,148,066)	(1,848,066)	16.23%
Total Legislative & General Government		**29,930,014**	**34,569,657**	**1,254,548**	**18,843,255**	**3,834,934**	**10,636,920**	**10,382,007**	**2.46%**

1.10X	Facilities Management	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.105	Facility Management	2,002,250	1,939,441	-	1,766,059	8,706	164,676	159,907	2.98%
1.106	CRD HQ Building	1,815,620	1,977,438	-	1,944,094	33,344	-	-	0.00%
1.107	Corporate Satellite Offices	231,552	238,158	-	238,158	-	-	-	0.00%
Total Facilities Management		**4,049,422**	**4,155,037**	**-**	**3,948,311**	**42,050**	**164,676**	**159,907**	**2.98%**

1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.151	Debt - Victoria	5,661,024	5,305,228	-	-	21,450	5,283,778	5,634,264	-6.22%
1.152	Debt - C. Saanich	613,438	613,048	-	-	2,160	610,888	610,888	0.00%
1.153	Debt - Esquimalt	869,647	2,391,214	-	-	4,620	2,386,594	865,087	175.88%
1.154	Debt - Saanich	5,051,856	5,124,535	-	-	11,980	5,112,555	5,037,396	1.49%
1.155	Debt - Oak Bay	278,642	278,382	-	-	1,410	276,972	276,972	0.00%
1.156	Debt - N. Saanich	501,238	500,808	-	-	2,260	498,548	498,548	0.00%
1.157	Debt - Sidney	547,224	542,249	-	-	2,350	539,899	544,794	-0.90%
1.160	Debt - V. Royal	534,667	534,357	-	-	1,630	532,727	532,727	0.00%
1.162	Debt - Highland	87,968	87,908	-	-	250	87,658	87,658	0.00%
1.163	Debt - Colwood	819,940	690,469	-	-	1,630	688,839	816,400	-15.62%
1.164	Debt - Sooke	464,957	467,227	-	-	2,460	464,767	464,767	0.00%
Total Municipalities' Own Debt - M.F.A.		**15,430,601**	**16,535,425**	**-**	**-**	**52,200**	**16,483,225**	**15,369,501**	**7.25%**

1.57X	Environmental Services	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
1.575	Env. Ser. - Administration	194,327	199,950	-	199,950	-	-	-	0.00%
1.576	Env. Engineering Services	2,665,202	2,566,295	-	2,566,295	-	-	-	0.00%
1.577	Env. Ser. - Operations	12,251,889	13,871,280	415,000	13,306,880	149,400	-	-	0.00%
1.578	Env. Protection and Water Quality	8,639,511	8,961,875	-	8,961,875	-	-	-	0.00%
Total Environmental Services		**23,750,929**	**25,599,400**	**415,000**	**25,035,000**	**149,400**	**-**	**-**	**0.00%**

3.750	LWMP	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
3.750	LWMP	366,136	373,013	-	-	19,885	353,128	346,251	1.99%
	Invoice by Agreement					135,531	(135,531)	(132,891)	
Total LWMP		**366,136**	**373,013**	**-**	**-**	**155,416**	**217,597**	**213,360**	**1.99%**

3.71X	Core Area Wastewater - Operations	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
3.709	I & I Enhanced Program	506,912	408,001	-	408,001	-	-	-	0.00%
3.714	C. Saanich Own System - Odour Management	-	-	-	-	-	-	(64,441)	-100.00%
3.717	Core Area Wastewater Operations	30,150,711	30,260,216	*193,410*	1,108,080	1,023,129	27,935,597	27,588,995	1.26%
	Core Area Wastewater - Operations Total	**30,657,623**	**30,668,217**	**193,410**	**1,516,081**	**1,023,129**	**27,935,597**	**27,524,554**	**1.49%**
	Invoice by Agreement					24,003,049	(24,003,049)	(23,714,295)	
Total Sewer Operating		**30,657,623**	**30,668,217**	**193,410**	**1,516,081**	**25,026,178**	**3,932,548**	**3,810,259**	**3.21%**

3.7XX	Core Area & Legacy Trunk Sewer - Debt	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
3.768	Debt - NWT Vortex/Siphon Upgrades	-	-	-	-	-	-	(1,384)	-100.00%
3.769	Debt - Macaulay Pt. - Genset	12,102	-	6,081	-	-	(6,081)	13,279	-145.79%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	-	-	-	-	(55,858)	-100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	782,988	118,870	-	-	25,282	93,588	628,748	-85.12%
3.772	Debt - NW Trunk Upgrade Phase I	-	-	-	-	-	-	(126)	-100.00%
3.792	Debt - Craigflower PS	6,275	5,165	-	-	1,993	3,172	(2,352)	-234.86%
3.798	Debt - Core Sewage Integrated Treatment Facilities	792,261	791,811	-	-	35,293	756,518	755,529	0.13%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	808,126	807,616	-	-	10,621	796,995	791,318	0.72%
3.798C	Debt - Core Area Wastewater Treatment Program	20,924,562	21,204,292	-	-	886,588	20,317,704	20,181,392	0.68%
3.799	Debt - Oak Bay	27,677	-	-	-	-	-	20,701	-100.00%
	Core Area & Legacy Trunk - Debt - Total	**23,353,991**	**22,927,754**	**6,081**	**-**	**959,777**	**21,961,896**	**22,331,247**	**-1.65%**
	Invoice by Agreement					16,040,041	(16,040,041)	(16,339,856)	
Total Sewer Debt		**23,353,991**	**22,927,754**	**6,081**	**-**	**16,999,818**	**5,921,855**	**5,991,391**	**-1.16%**

SCHEDULE B

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

	EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2023	2024	2025	2026	2027	TOTAL
	EXPENDITURE						
B	Buildings	33,304,800	16,989,000	20,855,000	10,166,000	3,191,500	84,506,300
E	Equipment	24,665,319	10,796,462	8,594,317	8,821,394	3,264,182	56,141,674
L	Land	8,618,000	6,465,000	6,075,000	5,340,000	5,220,000	31,718,000
S	Engineered Structures	135,410,699	114,860,462	90,556,634	92,134,894	61,503,000	494,465,689
V	Vehicles	8,604,500	3,597,000	3,076,000	2,744,000	3,064,100	21,085,600
		210,603,318	**152,707,924**	**129,156,951**	**119,206,288**	**76,242,782**	**687,917,263**
	SOURCE OF FUNDS						
C	Capital Funds on Hand	52,694,339	23,268,908	27,422,345	29,274,845	26,675,339	159,335,776
D	Debenture Debt (New Debt Only)	52,824,000	80,219,568	75,278,000	65,710,000	25,742,000	299,773,568
E	ERF	11,766,367	8,084,800	5,375,729	5,174,806	4,740,777	35,142,479
G	Grants (Federal, Provincial)	21,608,348	15,214,883	7,135,153	10,675,633	11,787,166	66,421,183
R	Reserve Fund	55,242,464	23,661,569	11,230,724	8,171,004	7,297,500	105,603,261
O	Other	16,467,800	2,258,196	2,715,000	200,000	-	21,640,996
		210,603,318	**152,707,924**	**129,156,951**	**119,206,288**	**76,242,782**	**687,917,263**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	**Service Name**	**Equipment**	**Vehicles**	**Buildings**	**Engineered Structures**	**Land**	**TOTAL**	**Capital Funds on Hand**	**Debenture Debt**	**Equipment Repl Fund**	**Grants**	**Capital Reserves**	**Other**	**TOTAL**
Sum of 2023		Asset Class						Funding Source						
Service Number	Service Description	E	V	B	S	L	TOTAL	Cap	Debt	ERF	Grant	Res	Other	TOTAL
1.011	Board Expenditures	282,500					282,500			282,500				282,500
1.014	Chief Administrative Officer	10,852					10,852			10,852				10,852
1.015	Real Estate	-					-			-				-
1.016	Human Resources	378,833					378,833	374,000		4,833				378,833
1.017	Finance	227,110					227,110	200,000		27,110				227,110
1.018	Health & Capital Planning Strategies	2,180					2,180			2,180				2,180
1.022	Information Technology	1,724,042	100,000				1,824,042	1,670,000		154,042				1,824,042
1.024	GM - Planning & Protective Services	2,701					2,701			2,701				2,701
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	Aboriginal Initiatives	3,791					3,791			3,791				3,791
1.105	Facilities Management	25,000	165,000				190,000			190,000				190,000
1.106	Facilities and Risk			1,615,000	125,000		1,740,000					1,740,000		1,740,000
1.107	Corporate Satellite Facilities			25,000			25,000					25,000		25,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	4,000					4,000			4,000				4,000
1.111	SSI Admin. Expenditures	8,900	-				8,900			8,900				8,900
1.118	Corporate Communications	179,881					179,881			4,881		175,000		179,881
1.123	Family Court Building			1,265,000			1,265,000				700,000	565,000		1,265,000
1.137	Galiano Island Community Use Building			10,000			10,000					10,000		10,000
1.141	SSI Public Library			10,000			10,000					10,000		10,000
1.226	Health Facilities - VIHA	440,000		2,230,000	-		2,670,000					2,470,000	200,000	2,670,000
1.235	SGI Small Craft Harbour Facilities				415,000		415,000	240,000				175,000		415,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				53,000		53,000				-	53,000		53,000
1.238A	Community Transit (SSI)				50,000		50,000				-	50,000		50,000
1.238B	Community Transportation (SSI)	45,000			370,000		415,000				212,500	202,500		415,000
1.280	Regional Parks	270,300	1,155,000	96,000	9,229,060	5,000,000	15,750,360	32,000	-	659,300	4,517,682	10,541,378		15,750,360
1.290	Royal Theatre	228,000		1,600,000			1,828,000	90,000			-	913,000	825,000	1,828,000
1.295	McPherson Theatre	187,000		2,628,000			2,815,000	88,000				2,727,000		2,815,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	132,505					132,505	35,339			97,166			132,505
1.310	Land Banking and Housing	4,000		15,432,800			15,436,800		-	4,000	5,750,000		9,682,800	15,436,800
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	32,300	50,000				82,300			82,300				82,300
1.323	ByLaw Services	1,010	150,000				151,010			151,010				151,010
1.324	Regional Planning Services	43,000					43,000			43,000				43,000
1.325	Community Planning	37,700			200,000		237,700			37,700	200,000			237,700
1.335	Geo-Spatial Referencing	155,000					155,000			155,000				155,000
1.350	Willis Point Fire	87,030	650,000	18,000	10,000		765,030		275,000	447,000		43,030		765,030
1.352	South Galiano Fire	12,800	-				12,800			12,800				12,800
1.353	Otter Point Fire	28,300		40,000			68,300			28,300		40,000		68,300
1.356	Pender Island Fire	15,000	215,000	15,000			245,000			230,000		15,000		245,000
1.357	East Sooke Fire	31,795	300,000	10,000			341,795			316,295		25,500		341,795
1.358	Port Renfrew Fire	33,000					33,000			33,000				33,000
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.371	SSI Emergency Program	19,317					19,317					19,317		19,317
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	60,000					60,000					60,000		60,000
1.375	Hazardous Material Incident Response	30,000	-				30,000			30,000				30,000
1.405	JDF EA Community Parks & Recreation				490,000	50,000	540,000	5,000			535,000			540,000
1.40X	SEAPARC	349,000	20,000	122,000	240,000	-	731,000	5,000	-	133,000	-	593,000		731,000
1.44x	Panorama Recreation	994,872	92,000	3,859,000	135,000		5,080,872	475,000	1,753,000	616,872	840,000	1,396,000		5,080,872
1.455	SSI Community Parks	30,000	75,000		145,000		250,000		-	30,000	105,000	115,000		250,000
1.458	SSI Community Recreation	10,000			30,000		40,000			5,000	-	35,000	-	40,000
1.459	SSI Park Land & Rec Programs	362,500	40,000	240,000	390,000	45,000	1,077,500		-	52,500	565,000	460,000		1,077,500

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.465	Saturna Island Community Parks				50,000		50,000					50,000		50,000
1.475	Mayne Island Community Parks	7,000		19,000	10,000		36,000					36,000		36,000
1.485	Pender Island Community Parks				297,990		297,990					297,990		297,990
1.495	Galiano Community Parks				21,500		21,500					21,500		21,500
1.521	Environmental Resource Management	603,000		-	30,398,149		31,001,149	100,000	13,710,000	903,000		16,288,149		31,001,149
1.523	Port Renfrew Refuse Disposal				12,000		12,000					12,000		12,000
1.575	Environmental Administration Services	7,000					7,000			7,000				7,000
1.576	Environmental Engineering Services	40,000	195,000				235,000	55,000		180,000				235,000
1.577	IW - Environmental Operations	185,000	1,902,500				2,087,500			2,082,500	5,000			2,087,500
1.578	Environmental Protection	725,000	535,000				1,260,000			1,260,000				1,260,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	590,000			4,545,000		5,135,000		-	220,000		4,915,000		5,135,000
2.620	Highland Water (SSI)				70,000		70,000	70,000						70,000
2.621	Highland & Fernwood Water (SSI)	40,000			504,000		544,000	59,000	-		420,000	65,000		544,000
2.622	Cedars of Tuam Water (SSI)	-			270,000		270,000		92,000		178,000	-		270,000
2.624	Beddis Water (SSI)	39,000			135,000		174,000		-		102,000	72,000		174,000
2.626	Fulford Water (SSI)	66,100			270,000		336,100	70,000	-		260,000	6,100		336,100
2.628	Cedar Lane Water (SSI)	22,000		-	165,000		187,000		90,000		95,000	2,000		187,000
2.630	Magic Lake Estates Water (Pender)	7,500			25,000		32,500				2,500	30,000		32,500
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			15,000		81,000		58,000			23,000		81,000
2.642	Skana Water (Mayne)	75,000			55,000		130,000	40,000	75,000		-	15,000		130,000
2.650	Port Renfrew Water	10,000			100,000		110,000		-		100,000	10,000		110,000
2.665	Sticks Allison Water (Galiano)	-			5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000			-		25,000		-			25,000		25,000
2.670	Regional Water Supply	14,275,000	1,315,000	4,030,000	15,795,000	3,113,000	38,528,000	24,893,000	9,600,000	995,000	40,000		3,000,000	38,528,000
2.680	JDF Water Distribution	865,000	1,280,000	40,000	25,715,000		27,900,000	8,690,000	9,200,000	1,080,000		6,170,000	2,760,000	27,900,000
2.691	Wilderness Mountain Water Service				15,000		15,000		-			15,000		15,000
3.701	Millstream Site Remediation					410,000	410,000	250,000			160,000			410,000
3.705	SSI Septage / Composting				35,000		35,000				-	35,000	-	35,000
3.718	Saanich Peninsula Wastewater	200,000			2,570,000		2,770,000		-	430,000		2,340,000		2,770,000
3.798C	Debt - Core Area Wastewater Treatment Program	300,000	263,000		33,590,000		34,153,000	13,473,000	17,630,000	800,000	-	2,250,000		34,153,000
3.810	Ganges Sewer Utility (SSI)		77,000		235,000		312,000	50,000	-		182,000	80,000		312,000
3.820	Maliview Sewer Utility (SSI)				2,330,000		2,330,000		341,000		1,989,000	-		2,330,000
3.830	Magic Lake Sewer Utility (Pender)	7,500			6,230,000		6,237,500	1,730,000			4,502,500	5,000		6,237,500
3.850	Port Renfrew Sewer				65,000		65,000		-		50,000	15,000		65,000
TOTAL		24,665,319	8,604,500	33,304,800	135,410,699	8,618,000	210,603,318	52,694,339	52,824,000	11,766,367	21,608,348	55,242,464	16,467,800	210,603,318

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	37,000					37,000			37,000				37,000
1.014	Chief Administrative Officer	5,923					5,923			5,923				5,923
1.015	Real Estate	2,180					2,180			2,180				2,180
1.016	Human Resources	482,055					482,055	474,000		8,055				482,055
1.017	Finance	226,445					226,445	200,000		26,445				226,445
1.018	Health & Capital Planning Strategies	1,611					1,611			1,611				1,611
1.022	Information Technology	1,457,600	-				1,457,600	1,411,000		46,600				1,457,600
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	8,000					8,000			8,000				8,000
1.027	Aboriginal Initiatives	1,611					1,611			1,611				1,611
1.105	Facilities Management	10,000	50,000				60,000			60,000				60,000
1.106	Facilities and Risk			100,000	125,000		225,000					225,000		225,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	5,000					5,000			5,000				5,000
1.111	SSI Admin. Expenditures	7,400	-				7,400			7,400				7,400
1.118	Corporate Communications	228,222					228,222			3,222		225,000		228,222
1.123	Family Court Building			85,000			85,000				-	85,000		85,000
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-					-		-
1.226	Health Facilities - VIHA	-		925,000	-		925,000					550,000	375,000	925,000
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				50,000		50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				150,000		150,000				50,000	100,000		150,000
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)	-			220,000		220,000				200,000	20,000		220,000
1.280	Regional Parks	63,800	575,000	95,000	3,848,436	5,000,000	9,582,236	56,063	5,000,000	638,800	1,145,254	2,742,119		9,582,236
1.290	Royal Theatre	-		700,000			700,000	-			-	350,000	350,000	700,000
1.295	McPherson Theatre	-		300,000			300,000	-				300,000		300,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	1,015,542					1,015,542	270,845			744,697			1,015,542
1.310	Land Banking and Housing	10,000		11,000,000			11,010,000		11,000,000	10,000	-		-	11,010,000
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	5,500	-				5,500			5,500				5,500
1.323	ByLaw Services	1,030	-				1,030			1,030				1,030
1.324	Regional Planning Services	4,000					4,000			4,000				4,000
1.325	Community Planning	4,800			-		4,800			4,800	-			4,800
1.335	Geo-Spatial Referencing	40,000					40,000			40,000				40,000
1.350	Willis Point Fire	6,000	-	3,500	-		9,500		-	6,000		3,500		9,500
1.352	South Galiano Fire	4,400	585,000				589,400			589,400				589,400
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	28,000	-	-			28,000			28,000		-		28,000
1.357	East Sooke Fire	16,551	160,000	-			176,551			176,551		-		176,551
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.371	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
1.405	JDF EA Community Parks & Recreation				20,000	50,000	70,000	-			70,000			70,000
1.40X	SEAPARC	152,500	-	329,500	1,085,000	-	1,567,000	-	-	147,500	750,000	669,500		1,567,000
1.44x	Panorama Recreation	409,672	-	136,000	-		545,672	-	-	379,672	-	166,000		545,672
1.455	SSI Community Parks	20,000	-		305,000		325,000		-	20,000	275,000	30,000		325,000
1.458	SSI Community Recreation	5,000			800,000		805,000			5,000	200,000	100,000	500,000	805,000
1.459	SSI Park Land & Rec Programs	35,000	-	145,000	25,000	585,000	790,000		-	35,000	25,000	730,000		790,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks	-		-	10,000		10,000					10,000		10,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks				31,450		31,450					31,450		31,450
1.495	Galiano Community Parks				15,500		15,500					15,500		15,500
1.521	Environmental Resource Management	353,000		350,000	33,831,000		34,534,000	600,000	19,213,000	853,000		13,868,000		34,534,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	80,000				120,000	-		120,000				120,000
1.577	IW - Environmental Operations	125,000	369,000				494,000			494,000	-			494,000
1.578	Environmental Protection	127,000	55,000				182,000			182,000				182,000
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
2.610	Saanich Peninsula Water Supply	350,000			2,870,000		3,220,000		2,550,000	80,000		590,000		3,220,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			792,000		792,000	-	465,000		307,000	20,000		792,000
2.622	Cedars of Tuam Water (SSI)	10,000			1,494,000		1,504,000		508,000		996,000	-		1,504,000
2.624	Beddis Water (SSI)	231,000			33,000		264,000		-		210,000	54,000		264,000
2.626	Fulford Water (SSI)	113,000			-		113,000	-	-		102,000	11,000		113,000
2.628	Cedar Lane Water (SSI)	-		-	117,000		117,000		-		92,000	25,000		117,000
2.630	Magic Lake Estates Water (Pender)	-			640,000		640,000				-	640,000		640,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			690,000		690,000		690,000			-		690,000
2.642	Skana Water (Mayne)	694,120			35,000		729,120	-	147,262		546,858	35,000		729,120
2.650	Port Renfrew Water	10,000			1,638,918		1,648,918		541,306		1,082,612	25,000		1,648,918
2.665	Sticks Allison Water (Galiano)	20,000			-		20,000					20,000		20,000
2.667	Surfside Park Estates (Mayne)	20,000			15,000		35,000		-			35,000		35,000
2.670	Regional Water Supply	1,925,000	843,000	2,740,000	28,450,000	830,000	34,788,000	11,645,000	14,100,000	843,000	7,200,000		1,000,000	34,788,000
2.680	JDF Water Distribution	265,000	855,000	40,000	11,510,000		12,670,000	7,095,000	4,700,000	855,000		20,000	-	12,670,000
2.691	Wilderness Mountain Water Service				500,000		500,000		500,000			-		500,000
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				344,158		344,158				303,462	7,500	33,196	344,158
3.718	Saanich Peninsula Wastewater	1,120,000			1,225,000		2,345,000		1,450,000	170,000		725,000		2,345,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		21,325,000		21,325,000	-	19,205,000	1,120,000	-	1,000,000		21,325,000
3.810	Ganges Sewer Utility (SSI)		-		58,000		58,000	-	-		25,000	33,000		58,000
3.820	Maliview Sewer Utility (SSI)				41,000		41,000		-		32,000	9,000		41,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			2,370,000		2,430,000	1,517,000			853,000	60,000		2,430,000
3.850	Port Renfrew Sewer				150,000		150,000		150,000		-	-		150,000
TOTAL		10,796,462	3,597,000	16,989,000	114,860,462	6,465,000	152,707,924	23,268,908	80,219,568	8,084,800	15,214,883	23,661,569	2,258,196	152,707,924

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	96,500					96,500			96,500				96,500
1.014	Chief Administrative Officer	3,791					3,791			3,791				3,791
1.015	Real Estate	-					-			-				-
1.016	Human Resources	3,222					3,222	-		3,222				3,222
1.017	Finance	128,991					128,991	100,000		28,991				128,991
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	1,991,000	70,000				2,061,000	1,939,000		122,000				2,061,000
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	-					-			-				-
1.027	Aboriginal Initiatives	-					-			-				-
1.105	Facilities Management	10,000	50,000				60,000			60,000				60,000
1.106	Facilities and Risk			200,000	125,000		325,000					325,000		325,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	4,000	50,000				54,000			54,000				54,000
1.118	Corporate Communications	5,401					5,401			5,401		-		5,401
1.123	Family Court Building			10,000			10,000				-	10,000		10,000
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-					-		-
1.226	Health Facilities - VIHA	-		955,000	75,000		1,030,000					370,000	660,000	1,030,000
1.235	SGI Small Craft Harbour Facilities				125,000		125,000	-				125,000		125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)	-			112,500		112,500				75,000	37,500		112,500
1.280	Regional Parks	60,900	270,000	480,000	4,751,734	5,000,000	10,562,634	-	5,000,000	330,900	2,645,410	2,586,324		10,562,634
1.290	Royal Theatre	450,000		2,186,000			2,636,000	75,000			680,000	826,000	1,055,000	2,636,000
1.295	McPherson Theatre	-		300,000			300,000	-				300,000		300,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	640,588					640,588	170,845			469,743			640,588
1.310	Land Banking and Housing	4,000		14,500,000			14,504,000		14,500,000	4,000	-		-	14,504,000
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	4,500	-				4,500			4,500				4,500
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	4,000					4,000			4,000				4,000
1.325	Community Planning	3,250			-		3,250			3,250	-			3,250
1.335	Geo-Spatial Referencing	70,000					70,000			70,000				70,000
1.350	Willis Point Fire	56,000	-	-	-		56,000		-	56,000		-		56,000
1.352	South Galiano Fire	4,500	85,000				89,500			89,500				89,500
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	105,000	-	-			105,000			105,000		-		105,000
1.357	East Sooke Fire	19,512	-	-			19,512			19,512		-		19,512
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.371	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
1.405	JDF EA Community Parks & Recreation				-	-	-	-			-			-
1.40X	SEAPARC	155,500	-	409,000	200,000	500,000	1,264,500	-	500,000	125,500	-	639,000		1,264,500
1.44x	Panorama Recreation	541,662	-	250,000	-		791,662	-	-	406,662	-	385,000		791,662
1.455	SSI Community Parks	20,000	130,000		70,000		220,000		-	60,000	105,000	55,000		220,000
1.458	SSI Community Recreation	10,000			-		10,000			5,000	-	5,000	-	10,000
1.459	SSI Park Land & Rec Programs	50,000	-	95,000	-	50,000	195,000		-	30,000	35,000	130,000		195,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks	-		-	15,000		15,000					15,000		15,000

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				-		-					-		-
1.495	Galiano Community Parks				4,900		4,900					4,900		4,900
1.521	Environmental Resource Management	355,000		-	5,475,000		5,830,000	225,000	2,650,000	355,000		2,600,000		5,830,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000	-		85,000				85,000
1.577	IW - Environmental Operations	125,000	676,000				801,000			801,000	-			801,000
1.578	Environmental Protection	81,000	140,000				221,000			221,000				221,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	300,000			6,474,000		6,774,000		5,550,000	80,000		1,144,000		6,774,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			372,000		372,000	-	-		300,000	72,000		372,000
2.622	Cedars of Tuam Water (SSI)	-			25,000		25,000		-		20,000	5,000		25,000
2.624	Beddis Water (SSI)	-			2,443,000		2,443,000		2,180,000		150,000	113,000		2,443,000
2.626	Fulford Water (SSI)	165,000			25,000		190,000	-	-		150,000	40,000		190,000
2.628	Cedar Lane Water (SSI)	-		-	128,000		128,000		68,000		60,000	-		128,000
2.630	Magic Lake Estates Water (Pender)	-			22,000		22,000				-	22,000		22,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-			-		-
2.642	Skana Water (Mayne)	-			-		-	-	-		-	-		-
2.650	Port Renfrew Water	260,000			200,000		460,000		450,000		-	10,000		460,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			500,000		500,000		500,000			-		500,000
2.670	Regional Water Supply	1,525,000	630,000	1,390,000	37,975,000	525,000	42,045,000	16,915,000	21,200,000	630,000	2,300,000		1,000,000	42,045,000
2.680	JDF Water Distribution	165,000	905,000	40,000	8,355,000		9,465,000	7,940,000	600,000	905,000		20,000	-	9,465,000
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				-		-				-	-	-	-
3.718	Saanich Peninsula Wastewater	1,100,000			900,000		2,000,000		1,750,000	150,000		100,000		2,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		19,050,000		19,050,000	-	17,650,000	400,000	-	1,000,000		19,050,000
3.810	Ganges Sewer Utility (SSI)		-		1,737,500		1,737,500	57,500	1,330,000		140,000	210,000		1,737,500
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		8,594,317	3,076,000	20,855,000	90,556,634	6,075,000	129,156,951	27,422,345	75,278,000	5,375,729	7,135,153	11,230,724	2,715,000	129,156,951

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	215,000					215,000			215,000				215,000
1.014	Chief Administrative Officer	5,402					5,402			5,402				5,402
1.015	Real Estate	1,090					1,090			1,090				1,090
1.016	Human Resources	3,222					3,222	-		3,222				3,222
1.017	Finance	126,312					126,312	100,000		26,312				126,312
1.018	Health & Capital Planning Strategies	3,222					3,222			3,222				3,222
1.022	Information Technology	2,120,650	-				2,120,650	2,059,000		61,650				2,120,650
1.024	GM - Planning & Protective Services	2,088					2,088			2,088				2,088
1.025	Corporate Emergency	-					-			-				-
1.027	Aboriginal Initiatives	1,611					1,611			1,611				1,611
1.105	Facilities Management	10,000	-				10,000			10,000				10,000
1.106	Facilities and Risk			135,000	-		135,000					135,000		135,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.110	SGI Admin. Expenditures	4,000					4,000			4,000				4,000
1.111	SSI Admin. Expenditures	9,400	-				9,400			9,400				9,400
1.118	Corporate Communications	2,701					2,701			2,701		-		2,701
1.123	Family Court Building			-			-				-	-		-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-					-		-
1.226	Health Facilities - VIHA	-		937,500	-		937,500					737,500	200,000	937,500
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				50,000		50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)	-			96,000		96,000				60,000	36,000		96,000
1.280	Regional Parks	71,600	305,000	-	7,801,894	5,000,000	13,178,494	260,000	5,000,000	376,600	5,165,890	2,376,004		13,178,494
1.290	Royal Theatre	-		93,000			93,000	-			-	93,000	-	93,000
1.295	McPherson Theatre	-		238,000			238,000	-				238,000		238,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	640,588					640,588	170,845			469,743			640,588
1.310	Land Banking and Housing	4,000		-			4,000		-	4,000	-		-	4,000
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	6,000	50,000				56,000			56,000				56,000
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	8,000					8,000			8,000				8,000
1.325	Community Planning	-			-		-			-	-			-
1.335	Geo-Spatial Referencing	45,000					45,000			45,000				45,000
1.350	Willis Point Fire	-	-	-	-		-		-	-		-		-
1.352	South Galiano Fire	11,800	85,000				96,800			96,800				96,800
1.353	Otter Point Fire	20,000		40,000			60,000			20,000		40,000		60,000
1.356	Pender Island Fire	18,000	-	-			18,000			18,000		-		18,000
1.357	East Sooke Fire	41,578	-	-			41,578			41,578		-		41,578
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.371	SSI Emergency Program	-					-					-		-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	-	-				-			-				-
1.405	JDF EA Community Parks & Recreation				-	-	-	-			-			-
1.40X	SEAPARC	1,597,500	-	227,500	28,000	-	1,853,000	-	-	92,500	1,250,000	510,500		1,853,000
1.44x	Panorama Recreation	436,630	-	310,000	-		746,630	-	-	436,630	-	310,000		746,630
1.455	SSI Community Parks	15,000	-		5,095,000		5,110,000		5,000,000	15,000	50,000	45,000		5,110,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000	-	5,000	-	10,000
1.459	SSI Park Land & Rec Programs	40,000	-	8,070,000	-	50,000	8,160,000		8,000,000	40,000	25,000	95,000		8,160,000
1.465	Saturna Island Community Parks				-		-					-		-
1.475	Mayne Island Community Parks	-		-	-		-					-		-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks				-		-					-		-
1.495	Galiano Community Parks				24,000		24,000					24,000		24,000
1.521	Environmental Resource Management	385,000		-	1,950,000		2,335,000	200,000	300,000	385,000		1,450,000		2,335,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000	-		85,000				85,000
1.577	IW - Environmental Operations	125,000	630,000				755,000			755,000	-			755,000
1.578	Environmental Protection	77,000	55,000				132,000			132,000				132,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	300,000			4,810,000		5,110,000		4,500,000	80,000		530,000		5,110,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			2,215,000		2,215,000	-	2,215,000		-	-		2,215,000
2.622	Cedars of Tuam Water (SSI)	-			435,000		435,000		415,000		-	20,000		435,000
2.624	Beddis Water (SSI)	11,000			2,090,000		2,101,000		2,000,000		10,000	91,000		2,101,000
2.626	Fulford Water (SSI)	-			1,450,000		1,450,000	-	1,450,000		-	-		1,450,000
2.628	Cedar Lane Water (SSI)	-		35,000	320,000		355,000		290,000		-	65,000		355,000
2.630	Magic Lake Estates Water (Pender)	-			145,000		145,000				-	145,000		145,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-			-		-
2.642	Skana Water (Mayne)	-			-		-	-	-		-	-		-
2.650	Port Renfrew Water	10,000			-		10,000		-		-	10,000		10,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			1,500,000		1,500,000		1,500,000			-		1,500,000
2.670	Regional Water Supply	1,880,000	775,000	40,000	47,375,000	290,000	50,360,000	18,595,000	27,390,000	775,000	3,600,000		-	50,360,000
2.680	JDF Water Distribution	165,000	774,000	40,000	7,705,000		8,684,000	7,890,000	-	774,000		20,000	-	8,684,000
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				50,000		50,000				40,000	10,000	-	50,000
3.718	Saanich Peninsula Wastewater	350,000			150,000		500,000		250,000	150,000		100,000		500,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		8,400,000		8,400,000	-	7,000,000	400,000	-	1,000,000		8,400,000
3.810	Ganges Sewer Utility (SSI)		-		-		-	-	-		-	-		-
3.820	Maliview Sewer Utility (SSI)				-		-		-		-	-		-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-			-	-		-
3.850	Port Renfrew Sewer				400,000		400,000		400,000		-	-		400,000
TOTAL		8,821,394	2,744,000	10,166,000	92,134,894	5,340,000	119,206,288	29,274,845	65,710,000	5,174,806	10,675,633	8,171,004	200,000	119,206,288

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2027

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	-					-			-				-
1.014	Chief Administrative Officer	10,852					10,852			10,852				10,852
1.015	Real Estate	-					-			-				-
1.016	Human Resources	4,833					4,833	-		4,833				4,833
1.017	Finance	52,110					52,110	25,000		27,110				52,110
1.018	Health & Capital Planning Strategies	2,180					2,180			2,180				2,180
1.022	Information Technology	295,000	-				295,000	245,000		50,000				295,000
1.024	GM - Planning & Protective Services	1,090					1,090			1,090				1,090
1.025	Corporate Emergency	-					-			-				-
1.027	Aboriginal Initiatives	4,881					4,881			4,881				4,881
1.105	Facilities Management	10,000	-				10,000			10,000				10,000
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	2,000					2,000			2,000				2,000
1.111	SSI Admin. Expenditures	-	-				-			-				-
1.118	Corporate Communications	4,881					4,881			4,881		-		4,881
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				-		-	-				-		-
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)	-			106,000		106,000				60,000	46,000		106,000
1.280	Regional Parks	54,300	120,000	45,000	6,095,000	5,000,000	11,314,300	-	5,000,000	174,300	3,070,000	3,070,000		11,314,300
1.290	Royal Theatre	-		-			-	-			-	-	-	-
1.295	McPherson Theatre	-		-			-	-				-		-
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	132,505					132,505	35,339			97,166			132,505
1.310	Land Banking and Housing	4,000		-			4,000		-	4,000	-		-	4,000
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	6,000	-				6,000			6,000				6,000
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	3,000					3,000			3,000				3,000
1.325	Community Planning	2,700			-		2,700			2,700	-			2,700
1.335	Geo-Spatial Referencing	40,000					40,000			40,000				40,000
1.350	Willis Point Fire	-	-	-	-		-		-	-		-		-
1.352	South Galiano Fire	6,500	-				6,500			6,500				6,500
1.353	Otter Point Fire	-		-			-			-		-		-
1.356	Pender Island Fire	23,000	-	-			23,000			23,000		-		23,000
1.357	East Sooke Fire	18,850	-	-			18,850			18,850		-		18,850
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.371	SSI Emergency Program	-					-					-		-
1.372	Emergency Planning Coordination	-	70,000				70,000			70,000				70,000
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	20,000	300,000				320,000			320,000				320,000
1.405	JDF EA Community Parks & Recreation				-	-	-	-			-			-
1.40X	SEAPARC	58,500	-	336,500	-	-	395,000	-	-	58,500	-	336,500		395,000
1.44x	Panorama Recreation	-	349,100	-	335,000		684,100	-	-	349,100	-	335,000		684,100
1.455	SSI Community Parks	15,000	20,000		40,000		75,000		-	15,000	30,000	30,000		75,000
1.458	SSI Community Recreation	10,000			-		10,000			5,000	-	5,000	-	10,000
1.459	SSI Park Land & Rec Programs	40,000	-	2,630,000	-	-	2,670,000		-	40,000	2,525,000	105,000		2,670,000
1.465	Saturna Island Community Parks				-		-					-		-
1.475	Mayne Island Community Parks	-		-	-		-					-		-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2027

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				-		-					-		-
1.495	Galiano Community Parks				-		-					-		-
1.521	Environmental Resource Management	385,000		-	1,500,000		1,885,000	-	-	385,000		1,500,000		1,885,000
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	125,000	615,000				740,000			740,000	-			740,000
1.578	Environmental Protection	97,000	-				97,000			97,000				97,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	100,000			610,000		710,000		300,000	80,000		330,000		710,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			2,215,000		2,215,000	-	2,215,000		-	-		2,215,000
2.622	Cedars of Tuam Water (SSI)	-			415,000		415,000		415,000		-	-		415,000
2.624	Beddis Water (SSI)	-			2,422,000		2,422,000		2,422,000		-	-		2,422,000
2.626	Fulford Water (SSI)	-			1,450,000		1,450,000	-	1,450,000		-	-		1,450,000
2.628	Cedar Lane Water (SSI)	-		-	290,000		290,000		290,000		-	-		290,000
2.630	Magic Lake Estates Water (Pender)	-			75,000		75,000				-	75,000		75,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-			-		-
2.642	Skana Water (Mayne)	-			-		-	-	-		-	-		-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-	10,000		210,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			-		-		-			-		-
2.670	Regional Water Supply	1,260,000	855,000	40,000	34,305,000	220,000	36,680,000	19,825,000	10,000,000	855,000	6,000,000		-	36,680,000
2.680	JDF Water Distribution	170,000	710,000	40,000	6,355,000		7,275,000	6,545,000	-	710,000		20,000	-	7,275,000
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				-		-				-	-	-	-
3.718	Saanich Peninsula Wastewater	250,000			1,450,000		1,700,000		1,250,000	150,000		300,000		1,700,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		3,600,000		3,600,000	-	2,200,000	400,000	-	1,000,000		3,600,000
3.810	Ganges Sewer Utility (SSI)		-		-		-	-	-		-	-		-
3.820	Maliview Sewer Utility (SSI)				-		-		-		-	-		-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-			-	-		-
3.850	Port Renfrew Sewer				-		-		-		-	-		-
TOTAL		3,264,182	3,064,100	3,191,500	61,503,000	5,220,000	76,242,782	26,675,339	25,742,000	4,740,777	11,787,166	7,297,500	-	76,242,782

	CENTRAL SAANICH	2023 CENTRAL SAANICH	Cost per Avg. Residential Assessment	2022 CENTRAL SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	470,844	57.27	459,540	55.89	11,303	1.37	2.46%
1.101	G.I.S.	5,382	0.65	5,243	0.64	139	0.02	2.65%
1.112	Regional Grants in Aid	655	0.08	-	-	655	0.08	0%
1.224	Community Health	20,541	2.50	26,553	3.23	(6,013)	(0.73)	-22.64%
1.280	Regional Parks	694,612	84.49	674,329	82.02	20,283	2.47	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	3,491	0.42	(3,491)	(0.42)	-100.00%
1.309	Climate Action and Adaptation	74,434	9.05	60,905	7.41	13,529	1.65	22.21%
1.310	Land Banking & Housing	64,568	7.85	63,033	7.67	1,535	0.19	2.44%
1.324	Regional Planning Services	53,581	6.52	52,088	6.34	1,493	0.18	2.87%
1.335	Geo-Spatial Referencing System	7,041	0.86	6,909	0.84	131	0.02	1.90%
1.374	Regional Emergency Program Support	5,891	0.72	5,719	0.70	171	0.02	3.00%
1.375	Hazardous Material Incident response	14,432	1.76	14,011	1.70	421	0.05	3.00%
1.911	Call Answer	7,822	0.95	7,594	0.92	228	0.03	3.00%
1.921	Regional CREST Contribution	74,303	9.04	72,139	8.77	2,164	0.26	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0%
	Total Regional	**$1,494,105**	**$181.73**	**$1,451,558**	**$176.55**	**$42,547**	**$5.18**	**2.93%**
1.126	Victoria Family Court Committee	680	0.08	680	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	14,813	1.80	14,581	1.77	233	0.03	1.59%
1.230	Traffic Safety Commission	3,319	0.40	3,319	0.40	-	-	0.00%
1.311	Regional Housing Trust Fund	51,985	6.32	49,620	6.04	2,365	0.29	4.77%
1.330	Regional Growth Strategy	14,142	1.72	13,730	1.67	412	0.05	3.00%
1.44X	Panorama Recreation Center	2,039,324	248.04	2,005,599	243.94	33,726	4.10	1.68%
1.537	Stormwater Quality Management - Peninsula	32,524	3.96	31,576	3.84	947	0.12	3.00%
1.538	Source - Stormwater Quality - Peninsula	23,884	2.91	23,188	2.82	696	0.08	3.00%
1.912B	Call Answer - Municipalities	(42,820)	(5.21)	(39,618)	(4.82)	(3,202)	(0.39)	-8.08%
3.700	Septage Disposal	-	-	2,566	0.31	(2,566)	(0.31)	-100.00%
3.701	Millstream Remediation	2,724	0.33	5,517	0.67	(2,793)	(0.34)	-50.62%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	-	-	(64,441)	(7.84)	64,441	7.84	-100.00%
3.718	Peninsula Wastewater TP	1,863,568	226.67	1,830,426	222.64	33,142	4.03	1.81%
3.720	L.W.M.P. (Peninsula) - Implementation	23,561	2.87	51,959	6.32	(28,399)	(3.45)	-54.66%
3.755	Regional Source Control Program	52,603	6.40	51,071	6.21	1,532	0.19	3.00%
3.756	Harbours Environmental Action	29,338	3.57	28,486	3.46	852	0.10	2.99%
	Total Sub Regional	**$4,109,646**	**$499.86**	**$4,008,261**	**$487.53**	**$101,385**	**$12.33**	**2.53%**
	Total Capital Regional District	**$5,603,751**	**$681.59**	**$5,459,819**	**$664.08**	**$143,932**	**$17.51**	**2.64%**
	% Change					**2.64%**		
	Cost/average residential property	$681.59		$664.08		$17.51		
1.15X	Debt Service - M.F.A.	610,888	74.30	610,888	74.30	-	-	0.00%
CRHD	Capital Regional Hospital District	1,155,040	140.49	1,154,697	140.45	343	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7,369,680**	**$896.38**	**$7,225,404**	**$878.83**	**$144,276**	**$17.55**	**2.00%**
	% Change					**2.00%**		
	Average residential assessment - 2022			**998,725**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.37	0.16%
Regional Parks	2.47	0.28%
Regional Parks - Land Acquisition	(0.42)	-0.05%
Climate Action and Adaptation	1.65	0.19%
Panorama Recreation Center	4.10	0.47%
W.W. (Trk Swrs & Swge Disp) - Operating	7.84	0.89%
Peninsula Wastewater TP	4.03	0.46%
L.W.M.P. (Peninsula) - Implementation	(3.45)	-0.39%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.04	0.00%
Various	(0.07)	-0.01%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$17.55**	**2.00%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.37	0.21%
Regional Parks	2.47	0.37%
Regional Parks - Land Acquisition	(0.42)	-0.06%
Climate Action and Adaptation	1.65	0.25%
Panorama Recreation Center	4.10	0.62%
W.W. (Trk Swrs & Swge Disp) - Op	7.84	1.18%
Peninsula Wastewater TP	4.03	0.61%
L.W.M.P. (Peninsula) - Implement	(3.45)	-0.52%
Various	(0.07)	-0.01%
TOTAL CRD	**$17.51**	**2.64%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total C. Saanich	Municipality's Share Share of Budget
3.714	C. Saanich - Odour Management System	(64,441)	-	64,441	-	0%
3.718	Peninsula Wastewater	4,334,420	4,412,900	78,480	1,863,568	42%
	Sewer Operating	4,269,979	4,412,900		1,863,568	

	COLWOOD	2023 COLWOOD	Cost per Avg. Residential Assessment	2022 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	387,855	50.78	378,544	49.56	9,311	1.22	2.46%
1.101	G.I.S.	4,434	0.58	4,319	0.57	115	0.02	2.65%
1.112	Regional Grants in Aid	539	0.07	-	-	539	0.07	0.00%
1.224	Community Health	16,920	2.22	21,873	2.86	(4,953)	(0.65)	-22.64%
1.280	Regional Parks	572,183	74.92	555,475	72.73	16,708	2.19	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,876	0.38	(2,876)	(0.38)	-100.00%
1.309	Climate Action and Adaptation	70,171	9.19	57,417	7.52	12,754	1.67	22.21%
1.310	Land Banking & Housing	53,188	6.96	51,923	6.80	1,264	0.17	2.44%
1.324	Regional Planning Services	44,137	5.78	42,907	5.62	1,229	0.16	2.87%
1.335	Geo-Spatial Referencing System	5,800	0.76	5,692	0.75	108	0.01	1.90%
1.374	Regional Emergency Program Support	5,554	0.73	5,392	0.71	162	0.02	3.00%
1.375	Hazardous Material Incident response	13,606	1.78	13,209	1.73	396	0.05	3.00%
1.911	Call Answer	8,317	1.09	8,074	1.06	242	0.03	3.00%
1.921	Regional CREST Contribution	79,001	10.34	76,700	10.04	2,301	0.30	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$1,261,704**	**$165.20**	**$1,224,402**	**$160.32**	**$37,301**	**$4.88**	**3.05%**
1.126	Victoria Family Court Committee	628	0.08	628	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	12,202	1.60	12,011	1.57	192	0.03	1.59%
1.330	Regional Growth Strategy	11,649	1.53	11,310	1.48	339	0.04	3.00%
1.536	Stormwater Quality Management - Core Area	27,256	3.57	26,462	3.46	794	0.10	3.00%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	865,462	113.32	861,136	112.75	4,326	0.57	0.50%
3.700	Septage Disposal	-	-	2,722	0.36	(2,722)	(0.36)	-100.00%
3.701	Millstream Remediation	8,647	1.13	17,512	2.29	(8,865)	(1.16)	-50.62%
3.707	On Site System Management Program	56,383	7.38	77,322	10.12	(20,938)	(2.74)	-27.08%
3.750	LWMP	11,936	1.56	11,703	1.53	232	0.03	1.99%
3.752	Stage 3 Harbour Studies	20,639	2.70	20,178	2.64	462	0.06	2.29%
3.755	Regional Source Control Program	42,443	5.56	41,207	5.40	1,236	0.16	3.00%
	Total Sub Regional	**$1,057,246**	**$138.43**	**$1,082,190**	**$141.70**	**($24,944)**	**($3.27)**	**-2.30%**
	Total Capital Regional District	**$2,318,950**	**$303.63**	**$2,306,592**	**$302.02**	**$12,357**	**$1.62**	**0.54%**
	% Change					**0.54%**		
	Cost/average residential property	$303.63		$302.02		$1.62		
1.15X	Debt Service - M.F.A.	688,839	90.19	816,400	106.90	(127,561)	(16.70)	-15.62%
CRHD	Capital Regional Hospital District	951,458	124.58	951,176	124.54	283	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$3,959,247**	**$518.41**	**$4,074,168**	**$533.45**	**($114,921)**	**($15.05)**	**-2.82%**
	% Change					**-2.82%**		

Average residential assessment - 2022 **885,632**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.22	0.23%
Regional Parks	2.19	0.41%
Regional Parks - Land Acquisition	(0.38)	-0.07%
Climate Action and Adaptation	1.67	0.31%
Millstream Remediation	(1.16)	-0.22%
On Site System Management Program	(2.74)	-0.51%
Debt Service - M.F.A.	(16.70)	-3.13%
Capital Regional Hospital District	0.04	0.01%
Various	0.82	0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($15.05)**	**-2.82%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.22	0.40%
Regional Parks	2.19	0.72%
Regional Parks - Land Acquisition	(0.38)	-0.12%
Climate Action and Adaptation	1.67	0.55%
Millstream Remediation	(1.16)	-0.38%
On Site System Management Prograı	(2.74)	-0.91%
Various	0.82	0.27%
TOTAL CRD	**1.62**	**0.54%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Colwood	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	973,836	3%
(invoice)	Sewer Operating	27,588,995	27,935,597		973,836	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Colwood	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769	Macaulay - Genset	13,279	(6,081)	(19,360)	(1,252)	21%
3.772	NWT Upgrade	(126)	-	126	-	0%
3.792	Craigflower PS	(2,352)	3,172	5,524	670	21%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	38,729	5%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	30,764	4%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	796,551	4%
	Sewer Debt	21,737,656	21,868,308		865,462	

	ESQUIMALT	2023 ESQUIMALT	Cost per Avg. Residential Assessment	2022 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	339,510	54.21	331,359	52.91	8,151	1.30	2.46%
1.101	G.I.S.	3,881	0.62	3,781	0.60	100	0.02	2.65%
1.112	Regional Grants in Aid	472	0.08	-	-	472	0.08	0.00%
1.224	Community Health	14,811	2.36	19,147	3.06	(4,336)	(0.69)	-22.64%
1.280	Regional Parks	500,862	79.98	486,236	77.64	14,625	2.34	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,517	0.40	(2,517)	(0.40)	-100.00%
1.309	Climate Action and Adaptation	64,471	10.29	52,753	8.42	11,718	1.87	22.21%
1.310	Land Banking & Housing	46,558	7.43	45,451	7.26	1,107	0.18	2.44%
1.324	Regional Planning Services	38,635	6.17	37,559	6.00	1,076	0.17	2.87%
1.335	Geo-Spatial Referencing System	5,077	0.81	4,982	0.80	95	0.02	1.90%
1.374	Regional Emergency Program Support	5,102	0.81	4,954	0.79	149	0.02	3.00%
1.375	Hazardous Material Incident response	12,500	2.00	12,136	1.94	364	0.06	3.00%
1.911	Call Answer	7,924	1.27	7,694	1.23	231	0.04	3.00%
1.921	Regional CREST Contribution	75,274	12.02	73,082	11.67	2,192	0.35	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$1,115,078**	**$178.05**	**$1,081,651**	**$172.71**	**$33,427**	**$5.34**	**3.09%**
1.126	Victoria Family Court Committee	587	0.09	587	0.09	-	-	0.00%
1.128	Greater Victoria Police Victim Services	10,681	1.71	10,514	1.68	168	0.03	1.59%
1.230	Traffic Safety Commission	2,394	0.38	2,394	0.38	-	-	0.00%
1.297	Arts Grants	167,109	26.68	162,262	25.91	4,847	0.77	2.99%
1.311	Regional Housing Trust Fund	45,137	7.21	43,083	6.88	2,053	0.33	4.77%
1.330	Regional Growth Strategy	10,197	1.63	9,900	1.58	297	0.05	3.00%
1.536	Stormwater Quality Management - Core Area	58,047	9.27	56,356	9.00	1,691	0.27	3.00%
1.912B	Call Answer - Municipalities	(43,379)	(6.93)	(40,135)	(6.41)	(3,244)	(0.52)	-8.08%
3.700	Septage Disposal	-	-	636	0.10	(636)	(0.10)	-100.00%
3.701	Millstream Remediation	1,468	0.23	2,972	0.47	(1,505)	(0.24)	-50.62%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	1,078,883	172.27	1,055,487	168.54	23,396	3.74	2.22%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	836,476	133.56	834,655	133.27	1,821	0.29	0.22%
3.750	LWMP	25,001	3.99	24,515	3.91	487	0.08	1.99%
3.752	Stage 3 Harbour Studies	19,666	3.14	19,226	3.07	440	0.07	2.29%
3.755	Regional Source Control Program	84,822	13.54	82,351	13.15	2,471	0.39	3.00%
	Total Sub Regional	**$2,297,087**	**$366.79**	**$2,264,803**	**$361.63**	**$32,284**	**$5.15**	**1.43%**
	Total Capital Regional District	**$3,412,165**	**$544.84**	**$3,346,454**	**$534.35**	**$65,711**	**$10.49**	**1.96%**
	% Change					**1.96%**		
	Cost/average residential property	$544.84		$534.35		$10.49		
1.15X	Debt Service - M.F.A.	2,386,594	381.08	865,087	138.13	1,521,507	242.95	175.88%
	2022 Municipal Debt (Amendment)			1,732,476	276.64	(1,732,476)	(276.64)	-184.00%
CRHD	Capital Regional Hospital District	832,861	132.99	832,614	132.95	247	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6,631,620**	**$1,058.91**	**$6,776,631**	**$1,082.07**	**($145,011)**	**($23.16)**	**-2.14%**
	% Change					**-2.14%**		

Average residential assessment - 2022 **945,402**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.30	0.12%
Regional Parks	2.34	0.22%
Regional Parks - Land Acquisition	(0.40)	-0.04%
Climate Action and Adaptation	1.87	0.17%
W.W. (Trk Swrs & Swge Disp) - Operating	3.74	0.35%
Debt Service - M.F.A.	242.95	22.45%
2022 Municipal Debt (Amendment)	(276.64)	-25.57%
Capital Regional Hospital District	0.04	0.00%
Various	1.65	0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($23.16)**	**-2.14%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.30	0.24%
Regional Parks	2.34	0.44%
Regional Parks - Land Acquisition	(0.40)	-0.08%
Climate Action and Adaptation	1.87	0.35%
W.W. (Trk Swrs & Swge Disp) - Op	3.74	0.70%
Various	1.65	0.31%
TOTAL CRD	**$10.49**	**1.96%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Esquimalt	Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	1,078,883	4%
	Sewer Operating	27,588,995	27,935,597		1,078,883	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Esquimalt	Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769	Macaulay - Genset	13,279	(6,081)	(19,360)	(2,771)	46%
3.772	NWT Upgrade	(126)	-	126	-	0%
3.792	Craigflower PS	(2,352)	3,172	5,524	31	1%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	14,093	2%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	51,266	6%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	773,857	4%
	Sewer Debt	21,737,656	21,868,308		836,476	

	HIGHLANDS	2023 HIGHLANDS	Cost per Avg. Residential Assessment	2022 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	68,997	67.09	67,341	65.48	1,656	1.61	2.46%
1.101	G.I.S.	789	0.77	768	0.75	20	0.02	2.65%
1.112	Regional Grants in Aid	96	0.09	-	-	96	0.09	0.00%
1.224	Community Health	3,010	2.93	3,891	3.78	(881)	(0.86)	-22.64%
1.280	Regional Parks	101,788	98.98	98,816	96.09	2,972	2.89	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	512	0.50	(512)	(0.50)	-100.00%
1.309	Climate Action and Adaptation	10,644	10.35	8,709	8.47	1,934	1.88	22.21%
1.374	Regional Emergency Program Support	842	0.82	818	0.80	25	0.02	3.00%
1.375	Hazardous Material Incident response	2,064	2.01	2,004	1.95	60	0.06	3.00%
1.911	Call Answer	1,090	1.06	1,059	1.03	32	0.03	3.00%
1.310	Land Banking & Housing	9,462	9.20	9,237	8.98	225	0.22	2.44%
1.324	Regional Planning Services	7,852	7.64	7,633	7.42	219	0.21	2.87%
1.335	Geo-Spatial Referencing System	1,032	1.00	1,013	0.98	19	0.02	1.90%
1.921	Regional CREST Contribution	10,358	10.07	10,056	9.78	302	0.29	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$218,023**	**$212.01**	**$211,855**	**$206.01**	**$6,168**	**$6.00**	**2.91%**
3.700	Septage Disposal	-	-	9,306	9.05	(9,306)	(9.05)	-100.00%
1.128	Greater Victoria Police Victim Services	2,171	2.11	2,137	2.08	34	0.03	1.59%
1.297	Arts Grants	8,284	8.06	8,043	7.82	240	0.23	2.99%
1.311	Regional Housing Trust Fund	7,431	7.23	7,093	6.90	338	0.33	4.77%
1.126	Victoria Family Court Committee	95	0.09	95	0.09	-	-	0.00%
1.313	Animal Care Services	23,970	23.31	23,272	22.63	698	0.68	3.00%
1.913	Fire Dispatch	16,202	15.75	15,741	15.31	460	0.45	2.92%
1.330	Regional Growth Strategy	2,072	2.02	2,012	1.96	60	0.06	3.00%
1.230	Traffic Safety Commission	486	0.47	486	0.47	-	-	0.00%
3.701	Millstream Remediation	533	0.52	1,079	1.05	(546)	(0.53)	-50.62%
	Total Sub Regional	**$61,244**	**$59.55**	**$69,265**	**$67.35**	**($8,022)**	**($7.80)**	**-11.58%**
	Total Capital Regional District	**$279,267**	**$271.56**	**$281,121**	**$273.36**	**($1,854)**	**($1.80)**	**-0.66%**
	% Change					**-0.66%**		
	Cost/average residential property	$271.56		$273.36		($1.80)		
1.15X	Debt Service - M.F.A.	87,658	85.24	87,658	85.24	-	-	0.00%
CRHD	Capital Regional Hospital District	169,259	164.59	169,209	164.54	50	0.05	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$536,184**	**$521.39**	**$537,987**	**$523.14**	**($1,804)**	**($1.75)**	**-0.34%**
	% Change					**-0.34%**		

Average residential assessment - 2022 **1,170,050**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.61	0.31%
Regional Parks	2.89	0.55%
Regional Parks - Land Acquisition	(0.50)	-0.10%
Climate Action and Adaptation	1.88	0.36%
Septage Disposal	(9.05)	-1.73%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.05	0.01%
Various	1.36	0.26%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($1.75)**	**-0.34%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.61	0.59%
Regional Parks	2.89	1.06%
Regional Parks - Land Acquisition	(0.50)	-0.18%
Climate Action and Adaptation	1.88	0.69%
Septage Disposal	(9.05)	-3.31%
Various	1.36	0.50%
TOTAL CRD	**($1.80)**	**-0.66%**

	LANGFORD	2023 LANGFORD	Cost per Avg. Residential Assessment	2022 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	1,036,714	48.69	1,011,825	47.52	24,888	1.17	2.46%
1.101	G.I.S.	11,851	0.56	11,545	0.54	306	0.01	2.65%
1.112	Regional Grants in Aid	1,441	0.07	-	-	1,441	0.07	0.00%
1.224	Community Health	45,227	2.12	58,466	2.75	(13,239)	(0.62)	-22.64%
1.280	Regional Parks	1,529,411	71.83	1,484,752	69.73	44,659	2.10	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	7,687	0.36	(7,687)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	176,930	8.31	144,773	6.80	32,158	1.51	22.21%
1.310	Land Banking & Housing	142,168	6.68	138,788	6.52	3,380	0.16	2.44%
1.324	Regional Planning Services	117,975	5.54	114,689	5.39	3,286	0.15	2.87%
1.335	Geo-Spatial Referencing System	15,502	0.73	15,213	0.71	289	0.01	1.90%
1.374	Regional Emergency Program Support	14,003	0.66	13,595	0.64	408	0.02	3.00%
1.375	Hazardous Material Incident response	34,305	1.61	33,305	1.56	1,000	0.05	3.00%
1.911	Call Answer	19,981	0.94	19,399	0.91	582	0.03	3.00%
1.921	Regional CREST Contribution	189,802	8.91	184,274	8.65	5,528	0.26	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$3,335,310**	**$156.65**	**$3,238,311**	**$152.09**	**$96,999**	**$4.56**	**3.00%**
1.126	Victoria Family Court Committee	1,624	0.08	1,624	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	32,616	1.53	32,104	1.51	512	0.02	1.59%
1.230	Traffic Safety Commission	7,309	0.34	7,309	0.34	-	-	0.00%
1.330	Regional Growth Strategy	31,138	1.46	30,232	1.42	907	0.04	3.00%
1.536	Stormwater Quality Management - Core Area	68,015	3.19	66,034	3.10	1,981	0.09	3.00%
3.700	Septage Disposal	-	-	5,578	0.26	(5,578)	(0.26)	-100.00%
3.701	Millstream Remediation	7,929	0.37	16,057	0.75	(8,128)	(0.38)	-50.62%
3.707	On Site System Management Program	34,080	1.60	46,736	2.20	(12,656)	(0.59)	-27.08%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,758,587	129.56	2,725,278	128.00	33,308	1.56	1.22%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	2,744,198	128.88	2,730,493	128.24	13,705	0.64	0.50%
3.750	LWMP	33,936	1.59	33,275	1.56	661	0.03	1.99%
3.752	Stage 3 Harbour Studies	49,586	2.33	48,477	2.28	1,109	0.05	2.29%
3.755	Regional Source Control Program	120,781	5.67	117,263	5.51	3,518	0.17	3.00%
	Total Sub Regional	**$5,889,798**	**$276.62**	**$5,860,460**	**$275.24**	**$29,337**	**$1.38**	**0.50%**
2.681	Florence Lake Water System Debt	13,600	0.64	8,738	0.41	4,862	0.23	55.64%
	Total Local	**$13,600**	**$0.64**	**$8,738**	**0.41**	**$4,862**	**$0.23**	**55.64%**
	Total Capital Regional District	**$9,238,708**	**$433.91**	**$9,107,509**	**$427.75**	**$131,199**	**$6.16**	**1.44%**
	% Change					**1.44%**		
	Cost/average residential property	$433.91		$427.75		$6.16		
CRHD	Capital Regional Hospital District	2,543,191	119.44	2,542,436	119.41	756	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$11,781,899**	**$553.35**	**$11,649,945**	**$547.15**	**$131,954**	**$6.20**	**1.13%**
	% Change					**1.13%**		
	Average residential assessment - 2022			**849,122**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.17	0.21%
Regional Parks	2.10	0.38%
Regional Parks - Land Acquisition	(0.36)	-0.07%
Climate Action and Adaptation	1.51	0.28%
W.W. (Trk Swrs & Swge Disp) - Operating	1.56	0.29%
Capital Regional Hospital District	0.04	0.01%
Various	0.18	0.03%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6.20**	**1.13%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.17	0.27%
Regional Parks	2.10	0.49%
Regional Parks - Land Acquisition	(0.36)	-0.08%
Climate Action and Adaptation	1.51	0.35%
W.W. (Trk Swrs & Swge Disp) - Op	1.56	0.37%
Various	0.18	0.04%
TOTAL CRD	**$6.16**	**1.44%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Langford	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	2,758,587	10%
	Sewer Operating	27,588,995	27,935,597		2,758,587	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Langford	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769	Macaulay - Genset	13,279	(6,081)	(19,360)	(1,893)	31%
3.772	NWT Upgrade	(126)	-	126	-	0%
3.792	Craigflower PS	(2,352)	3,172	5,524	1,426	45%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	42,136	6%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	56,107	7%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	2,646,421	13%
	Sewer Debt	21,737,656	21,868,308		2,744,198	

	METCHOSIN	2023 METCHOSIN	Cost per Avg. Residential Assessment	2022 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	116,654	67.83	113,853	66.20	2,800	1.63	2.46%
1.101	G.I.S.	1,333	0.78	1,299	0.76	34	0.02	2.65%
1.112	Regional Grants in Aid	162	0.09	-	-	162	0.09	0.00%
1.224	Community Health	5,089	2.96	6,579	3.83	(1,490)	(0.87)	-22.64%
1.280	Regional Parks	172,093	100.07	167,068	97.15	5,025	2.92	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	865	0.50	(865)	(0.50)	-100.00%
1.309	Climate Action and Adaptation	19,634	11.42	16,065	9.34	3,568	2.07	22.21%
1.310	Land Banking & Housing	15,997	9.30	15,617	9.08	380	0.22	2.44%
1.324	Regional Planning Services	13,275	7.72	12,905	7.50	370	0.22	2.87%
1.335	Geo-Spatial Referencing System	1,744	1.01	1,712	1.00	32	0.02	1.90%
1.374	Regional Emergency Program Support	1,554	0.90	1,509	0.88	45	0.03	3.00%
1.375	Hazardous Material Incident response	3,807	2.21	3,696	2.15	111	0.06	3.00%
1.911	Call Answer	2,190	1.27	2,126	1.24	64	0.04	3.00%
1.921	Regional CREST Contribution	20,804	12.10	20,198	11.74	606	0.35	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$374,337**	**$217.67**	**$363,492**	**$211.36**	**$10,845**	**$6.31**	**2.98%**
1.126	Victoria Family Court Committee	175	0.10	175	0.10	-	-	0.00%
1.128	Greater Victoria Police Victim Services	3,670	2.13	3,612	2.10	58	0.03	1.59%
1.297	Arts Grants	15,274	8.88	14,831	8.62	443	0.26	2.99%
1.311	Regional Housing Trust Fund	13,724	7.98	13,100	7.62	624	0.36	4.77%
1.313	Animal Care Services	40,526	23.57	39,346	22.88	1,180	0.69	3.00%
1.330	Regional Growth Strategy	3,504	2.04	3,402	1.98	102	0.06	3.00%
1.913	Fire Dispatch	32,541	18.92	31,617	18.38	924	0.54	2.92%
3.700	Septage Disposal	-	-	2,102	1.22	(2,102)	(1.22)	-100.00%
3.701	Millstream Remediation	1,764	1.03	3,572	2.08	(1,808)	(1.05)	-50.62%
	Total Sub Regional	**$111,179**	**$64.65**	**$111,757**	**$64.98**	**($578)**	**($0.34)**	**-0.52%**
	Total Capital Regional District	**$485,516**	**$282.32**	**$475,249**	**$276.35**	**$10,266**	**$5.97**	**2.16%**
	% Change					**2.16%**		
	Cost/average residential property	$282.32		$276.35		$5.97		
CRHD	Capital Regional Hospital District	286,167	166.40	286,082	166.35	85	0.05	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$771,682**	**$448.72**	**$761,331**	**$442.70**	**$10,351**	**$6.02**	**1.36%**
	% Change					**1.36%**		
	Average residential assessment - 2022			**1,182,928**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.63	0.37%
Regional Parks	2.92	0.66%
Regional Parks - Land Acquisition	(0.50)	-0.11%
Climate Action and Adaptation	2.07	0.47%
Septage Disposal	(1.22)	-0.28%
Millstream Remediation	(1.05)	-0.24%
Capital Regional Hospital District	0.05	0.01%
Various	2.12	0.48%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6.02**	**1.36%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.63	0.59%
Regional Parks	2.92	1.06%
Regional Parks - Land Acquisition	(0.50)	-0.18%
Climate Action and Adaptation	2.07	0.75%
Septage Disposal	(1.22)	-0.44%
Millstream Remediation	(1.05)	-0.38%
Various	2.12	0.77%
TOTAL CRD	**$5.97**	**2.16%**

	NORTH SAANICH	2023 N.SAANICH	Cost per Avg. Residential Assessment	2022 N.SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	467,153	81.43	455,938	79.47	11,215	1.95	2.46%
1.101	G.I.S.	5,340	0.93	5,202	0.91	138	0.02	2.65%
1.112	Regional Grants in Aid	649	0.11	-	-	649	0.11	0.00%
1.224	Community Health	20,380	3.55	26,345	4.59	(5,966)	(1.04)	-22.64%
1.280	Regional Parks	689,167	120.13	669,043	116.62	20,124	3.51	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	3,464	0.60	(3,464)	(0.60)	-100.00%
1.309	Climate Action and Adaptation	62,116	10.83	50,826	8.86	11,290	1.97	22.21%
1.310	Land Banking & Housing	64,062	11.17	62,539	10.90	1,523	0.27	2.44%
1.324	Regional Planning Services	53,161	9.27	51,680	9.01	1,481	0.26	2.87%
1.335	Geo-Spatial Referencing System	6,985	1.22	6,855	1.19	130	0.02	1.90%
1.374	Regional Emergency Program Support	4,916	0.86	4,773	0.83	143	0.02	3.00%
1.375	Hazardous Material Incident response	12,044	2.10	11,693	2.04	351	0.06	3.00%
1.911	Call Answer	5,279	0.92	5,125	0.89	154	0.03	3.00%
1.921	Regional CREST Contribution	50,145	8.74	48,685	8.49	1,460	0.25	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$1,441,398**	**$251.25**	**$1,402,169**	**$244.41**	**$39,229**	**$6.84**	**2.80%**
3.700	Septage Disposal	-	-	2,696	0.47	(2,696)	(0.47)	-100.00%
3.701	Millstream Remediation	2,704	0.47	5,476	0.95	(2,772)	(0.48)	-50.62%
1.330	Regional Growth Strategy	14,031	2.45	13,623	2.37	409	0.07	3.00%
1.126	Victoria Family Court Committee	557	0.10	557	0.10	-	-	0.00%
1.311	Regional Housing Trust Fund	43,263	7.54	41,295	7.20	1,968	0.34	4.77%
1.44X	Panorama Recreation Center	1,707,858	297.69	1,679,614	292.77	28,244	4.92	1.68%
1.537	Stormwater Quality Management - Peninsula	42,107	7.34	40,880	7.13	1,227	0.21	3.00%
1.538	Source - Stormwater Quality - Peninsula	16,119	2.81	15,649	2.73	469	0.08	3.00%
3.720	L.W.M.P. (Peninsula) - Implementation	8,585	1.50	18,933	3.30	(10,348)	(1.80)	-54.66%
1.230	Traffic Safety Commission	3,293	0.57	3,293	0.57	-	-	0.00%
3.755	Regional Source Control Program	19,168	3.34	18,610	3.24	558	0.10	3.00%
3.756	Harbours Environmental Action	19,799	3.45	19,225	3.35	575	0.10	2.99%
	Total Sub Regional	**1,877,485**	**327.26**	**1,859,852**	**324.19**	**17,633**	**3.07**	**0.95%**
	Total Capital Regional District	**$3,318,883**	**$578.51**	**$3,262,021**	**$568.59**	**$56,862**	**$9.91**	**1.74%**
	% Change					**1.74%**		
	Cost/average residential property	$578.51		$568.59		$9.91		
1.15X	Debt Service - M.F.A.	498,548	86.90	498,548	86.90	-	-	0.00%
CRHD	Capital Regional Hospital District	1,145,987	199.75	1,145,646	199.69	340	0.06	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,963,418**	**$865.16**	**$4,906,215**	**$855.19**	**$57,203**	**$9.97**	**1.17%**
	% Change					**1.17%**		
	Average residential assessment - 2022			**1,420,042**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.95	0.23%
Community Health	(1.04)	-0.12%
Regional Parks	3.51	0.41%
Regional Parks - Land Acquisition	(0.60)	-0.07%
Climate Action and Adaptation	1.97	0.23%
Panorama Recreation Center	4.92	0.58%
L.W.M.P. (Peninsula) - Implementation	(1.80)	-0.21%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.06	0.01%
Various	1.01	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$9.97**	**1.17%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.95	0.34%
Community Health	(1.04)	-0.18%
Regional Parks	3.51	0.62%
Regional Parks - Land Acquisition	(0.60)	-0.11%
Climate Action and Adaptation	1.97	0.35%
Panorama Recreation Center	4.92	0.87%
L.W.M.P. (Peninsula) - Impleme	(1.80)	-0.32%
Various	1.01	0.18%
TOTAL CRD	**$9.91**	**1.74%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total N. Saanich	Share of Budget
3.718	Peninsula Wastewater	4,334,420	4,412,900	78,480	679,145	15%
(invoice)	Sewer Operating	4,334,420	4,412,900		679,145	

	OAK BAY	2023 OAK BAY	Cost per Avg. Residential Assessment	2022 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	671,722	98.83	655,596	96.45	16,126	2.37	2.46%
1.101	G.I.S.	7,679	1.13	7,480	1.10	198	0.03	2.65%
1.112	Regional Grants in Aid	934	0.14	-	-	934	0.14	0.00%
1.224	Community Health	29,304	4.31	37,882	5.57	(8,578)	(1.26)	-22.64%
1.280	Regional Parks	990,958	145.80	962,021	141.54	28,936	4.26	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	4,980	0.73	(4,980)	(0.73)	-100.00%
1.309	Climate Action and Adaptation	91,226	13.42	74,645	10.98	16,581	2.44	22.21%
1.310	Land Banking & Housing	92,115	13.55	89,926	13.23	2,190	0.32	2.44%
1.324	Regional Planning Services	76,440	11.25	74,311	10.93	2,129	0.31	2.87%
1.335	Geo-Spatial Referencing System	10,044	1.48	9,857	1.45	187	0.03	1.90%
1.374	Regional Emergency Program Support	7,220	1.06	7,010	1.03	210	0.03	3.00%
1.375	Hazardous Material Incident response	17,688	2.60	17,172	2.53	515	0.08	3.00%
1.911	Call Answer	7,995	1.18	7,762	1.14	233	0.03	3.00%
1.921	Regional CREST Contribution	75,940	11.17	73,728	10.85	2,212	0.33	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$2,079,264**	**$305.91**	**$2,022,371**	**$297.54**	**$56,893**	**$8.37**	**2.81%**
1.126	Victoria Family Court Committee	843	0.12	843	0.12	-	-	0.00%
1.128	Greater Victoria Police Victim Services	21,133	3.11	20,801	3.06	332	0.05	1.59%
1.230	Traffic Safety Commission	4,736	0.70	4,736	0.70	-	-	0.00%
1.290	Royal Theatre	53,635	7.89	53,635	7.89	-	-	0.00%
1.297	Arts Grants	236,815	34.84	229,946	33.83	6,869	1.01	2.99%
1.311	Regional Housing Trust Fund	63,561	9.35	60,669	8.93	2,892	0.43	4.77%
1.330	Regional Growth Strategy	20,175	2.97	19,588	2.88	587	0.09	3.00%
1.536	Stormwater Quality Management - Core Area	65,566	9.65	63,656	9.37	1,910	0.28	3.00%
1.912B	Call Answer - Municipalities	(43,763)	(6.44)	(40,490)	(5.96)	(3,273)	(0.48)	-8.08%
3.700	Septage Disposal	-	-	90	0.01	(90)	(0.01)	-100.00%
3.701	Millstream Remediation	1,346	0.20	2,726	0.40	(1,380)	(0.20)	-50.62%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,475,885	217.14	1,564,694	230.21	(88,809)	(13.07)	-5.68%
3.750	LWMP	31,217	4.59	30,609	4.50	608	0.09	1.99%
3.755	Regional Source Control Program	110,889	16.31	107,659	15.84	3,230	0.48	3.00%
	Total Sub Regional	**$2,042,038**	**$300.44**	**$2,119,161**	**$311.78**	**($77,124)**	**($11.35)**	**-3.64%**
	Total Capital Regional District	**$4,121,302**	**$606.35**	**$4,141,532**	**$609.33**	**($20,231)**	**($2.98)**	**-0.49%**
	% Change					**-0.49%**		
	Cost/average residential property	$606.35		$609.33		($2.98)		
1.15X	Debt Service - M.F.A.	276,972	40.75	276,972	40.75	-	-	0.00%
CRHD	Capital Regional Hospital District	1,647,820	242.44	1,647,331	242.36	490	0.07	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6,046,094**	**$889.53**	**$6,065,835**	**$892.44**	**($19,741)**	**($2.90)**	**-0.33%**
	% Change					**-0.33%**		

Average residential assessment - 2022 **1,723,469**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	2.37	0.27%
Community Health	(1.26)	-0.14%
Regional Parks	4.26	0.48%
Regional Parks - Land Acquisition	(0.73)	-0.08%
Climate Action and Adaptation	2.44	0.27%
Arts Grants	1.01	0.11%
W.W. (Trk Swrs & Swge Disp) - Debt	(13.07)	-1.46%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.07	0.01%
Various	2.00	0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($2.90)**	**-0.33%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	2.37	0.39%
Community Health	(1.26)	-0.21%
Regional Parks	4.26	0.70%
Regional Parks - Land Acquisition	(0.73)	-0.12%
Climate Action and Adaptation	2.44	0.40%
Arts Grants	1.01	0.17%
W.W. (Trk Swrs & Swge Disp) - De	(13.07)	-2.14%
Various	2.00	0.33%
TOTAL CRD	**($2.98)**	**-0.49%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Oak Bay	Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	2,544,075	9%
(invoice)	Sewer Operating	27,588,995	27,935,597		2,544,075	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Oak Bay	Share of Budget
3.770	NET & ECI Upgrade	(55,858)	-	55,858	-	0%
3.770A	NET & ECI Upgrade	628,748	93,588	(535,160)	15,105	16%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	48,740	6%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	68,013	9%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	1,344,027	7%
3.799	Oak Bay - Humber / Rutland	20,701	-	(20,701)	-	0%
	Sewer Debt	22,321,830	21,964,805		1,475,885	

	SAANICH	2023 SAANICH	Cost per Avg. Residential Assessment	2022 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	2,801,240	61.29	2,733,991	59.82	67,249	1.47	2.46%
1.101	G.I.S.	32,022	0.70	31,194	0.68	827	0.02	2.65%
1.112	Regional Grants in Aid	3,894	0.09	-	-	3,894	0.09	0.00%
1.224	Community Health	122,205	2.67	157,977	3.46	(35,772)	(0.78)	-22.64%
1.280	Regional Parks	4,132,527	90.42	4,011,856	87.78	120,672	2.64	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	20,770	0.45	(20,770)	(0.45)	-100.00%
1.309	Climate Action and Adaptation	471,678	10.32	385,949	8.44	85,729	1.88	22.21%
1.310	Land Banking & Housing	384,143	8.41	375,011	8.21	9,132	0.20	2.44%
1.324	Regional Planning Services	318,773	6.97	309,893	6.78	8,880	0.19	2.87%
1.335	Geo-Spatial Referencing System	41,888	0.92	41,107	0.90	780	0.02	1.90%
1.374	Regional Emergency Program Support	37,330	0.82	36,243	0.79	1,087	0.02	3.00%
1.375	Hazardous Material Incident response	91,454	2.00	88,789	1.94	2,665	0.06	3.00%
1.911	Call Answer	52,637	1.15	51,104	1.12	1,533	0.03	3.00%
1.921	Regional CREST Contribution	500,005	10.94	485,442	10.62	14,563	0.32	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$8,989,795**	**$196.70**	**$8,729,327**	**$191.00**	**$260,469**	**$5.70**	**2.98%**
1.536	Stormwater Quality Management - Core Area	199,556	4.37	193,743	4.24	5,812	0.13	3.00%
3.700	Septage Disposal	-	-	4,510	0.10	(4,510)	(0.10)	-100.00%
1.128	Greater Victoria Police Victim Services	88,130	1.93	86,747	1.90	1,383	0.03	1.59%
3.701	Millstream Remediation	12,389	0.27	25,091	0.55	(12,701)	(0.28)	-50.62%
1.126	Victoria Family Court Committee	4,306	0.09	4,306	0.09	-	-	0.00%
1.290	Royal Theatre	279,816	6.12	279,816	6.12	-	-	0.00%
1.230	Traffic Safety Commission	19,749	0.43	19,749	0.43	-	-	0.00%
1.297	Arts Grants	1,223,182	26.76	1,187,703	25.99	35,479	0.78	2.99%
1.311	Regional Housing Trust Fund	329,717	7.21	314,717	6.89	15,000	0.33	4.77%
1.330	Regional Growth Strategy	84,137	1.84	81,687	1.79	2,450	0.05	3.00%
1.912B	Call Answer - Municipalities	(288,143)	(6.30)	(266,596)	(5.83)	(21,548)	(0.47)	-8.08%
3.707	On Site System Management Program	38,658	0.85	53,013	1.16	(14,356)	(0.31)	-27.08%
3.750	LWMP	104,420	2.28	102,386	2.24	2,034	0.04	1.99%
3.752	Stage 3 Harbour Studies	130,628	2.86	127,707	2.79	2,921	0.06	2.29%
3.755	Regional Source Control Program	371,513	8.13	360,692	7.89	10,821	0.24	3.00%
	Total Sub Regional	**$2,598,055**	**$56.85**	**$2,575,270**	**$56.35**	**$22,786**	**$0.50**	**0.88%**
	Total Capital Regional District	**$11,587,851**	**$253.55**	**$11,304,596**	**$247.35**	**$283,255**	**$6.20**	**2.51%**
	% Change					**2.51%**		
	Cost/average residential property	$253.55		$247.35		$6.20		
1.15X	Debt Service - M.F.A.	5,112,555	111.87	5,037,396	110.22	75,159	1.64	1.49%
CRHD	Capital Regional Hospital District	6,871,800	150.36	6,869,759	150.32	2,042	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$23,572,206**	**$515.78**	**$23,211,751**	**$507.89**	**$360,455**	**$7.89**	**1.55%**
	% Change					**1.55%**		

Average residential assessment - 2022 **1,068,904**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.47	0.29%
Regional Parks	2.64	0.52%
Regional Parks - Land Acquisition	(0.45)	-0.09%
Climate Action and Adaptation	1.88	0.37%
Debt Service - M.F.A.	1.64	0.32%
Capital Regional Hospital District	0.04	0.01%
Various	0.66	0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7.89**	**1.55%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.47	0.59%
Regional Parks	2.64	1.07%
Regional Parks - Land Acquisition	(0.45)	-0.18%
Climate Action and Adaptation	1.88	0.76%
Various	0.66	0.27%
TOTAL CRD	**$6.20**	**2.51%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Saanich	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	8,519,627	30%
(Invoice)	Sewer Operating	27,588,995	27,935,597		8,519,627	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Saanich	Municipality's Share Share of Budget
3.772	NWT Upgrade	(126)	-	126	-	0%
3.770	NET & ECI Upgrade	(55,858)	-	55,858	-	0%
3.770A	NET & ECI Upgrade	628,748	93,588	(535,160)	21,029	22%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	244,410	32%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	243,308	31%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	6,383,273	31%
(Invoice)	Sewer Debt	22,301,003	21,964,805		6,892,020	

	SIDNEY	2023 SIDNEY	Cost per Avg. Residential Assessment	2022 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	376,264	48.38	367,231	47.22	9,033	1.16	2.46%
1.101	G.I.S.	4,301	0.55	4,190	0.54	111	0.01	2.65%
1.112	Regional Grants in Aid	523	0.07	-	-	523	0.07	0.00%
1.224	Community Health	16,415	2.11	21,220	2.73	(4,805)	(0.62)	-22.64%
1.280	Regional Parks	555,083	71.37	538,874	69.29	16,209	2.08	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,790	0.36	(2,790)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	54,445	7.00	44,550	5.73	9,896	1.27	22.21%
1.310	Land Banking & Housing	51,598	6.63	50,372	6.48	1,227	0.16	2.44%
1.324	Regional Planning Services	42,818	5.51	41,625	5.35	1,193	0.15	2.87%
1.335	Geo-Spatial Referencing System	5,626	0.72	5,522	0.71	105	0.01	1.90%
1.374	Regional Emergency Program Support	4,309	0.55	4,184	0.54	125	0.02	3.00%
1.375	Hazardous Material Incident response	10,556	1.36	10,249	1.32	308	0.04	3.00%
1.911	Call Answer	5,186	0.67	5,035	0.65	151	0.02	3.00%
1.921	Regional CREST Contribution	49,259	6.33	47,824	6.15	1,435	0.18	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$1,176,383**	**$151.26**	**$1,143,664**	**$147.05**	**$32,720**	**$4.21**	**2.86%**
1.126	Victoria Family Court Committee	517	0.07	517	0.07	-	-	0.00%
1.128	Greater Victoria Police Victim Services	11,838	1.52	11,652	1.50	186	0.02	1.59%
1.230	Traffic Safety Commission	2,653	0.34	2,653	0.34	-	-	0.00%
1.311	Regional Housing Trust Fund	37,974	4.88	36,246	4.66	1,728	0.22	4.77%
1.330	Regional Growth Strategy	11,301	1.45	10,972	1.41	329	0.04	3.00%
1.44X	Panorama Recreation Center	1,530,586	196.80	1,505,273	193.54	25,312	3.25	1.68%
1.537	Stormwater Quality Management - Peninsula	32,169	4.14	31,231	4.02	937	0.12	3.00%
1.538	Source - Stormwater Quality - Peninsula	15,834	2.04	15,372	1.98	461	0.06	3.00%
3.700	Septage Disposal	-	-	893	0.11	(893)	(0.11)	-100.00%
3.701	Millstream Remediation	905	0.12	1,834	0.24	(928)	(0.12)	-50.62%
3.720	L.W.M.P. (Peninsula) - Implementation	21,781	2.80	48,035	6.18	(26,254)	(3.38)	-54.66%
3.755	Regional Source Control Program	48,628	6.25	47,212	6.07	1,416	0.18	3.00%
3.756	Harbours Environmental Action	19,449	2.50	18,885	2.43	565	0.07	2.99%
	Total Sub Regional	**$1,733,634**	**$222.90**	**$1,730,776**	**$222.54**	**$2,859**	**$0.37**	**0.17%**
	Total Capital Regional District	**$2,910,018**	**$374.16**	**$2,874,440**	**$369.58**	**$35,578**	**$4.57**	**1.24%**
	% Change					**1.24%**		
	Cost/average residential property	$374.16		$369.58		$4.57		
1.15X	Debt Service - M.F.A.	539,899	69.42	544,794	70.05	(4,895)	(0.63)	-0.90%
CRHD	Capital Regional Hospital District	923,024	118.68	922,749	118.64	274	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,372,940**	**$562.26**	**$4,341,983**	**$558.28**	**$30,957**	**$3.98**	**0.71%**
	% Change					**0.71%**		
	Average residential assessment - 2022			**843,683**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.16	0.21%
Regional Parks	2.08	0.37%
Regional Parks - Land Acquisition	(0.36)	-0.06%
Climate Action and Adaptation	1.27	0.23%
Panorama Recreation Center	3.25	0.58%
L.W.M.P. (Peninsula) - Implementation	(3.38)	-0.60%
Debt Service - M.F.A.	(0.63)	-0.11%
Capital Regional Hospital District	0.04	0.01%
Various	0.54	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$3.98**	**0.71%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.16	0.31%
Regional Parks	2.08	0.56%
Regional Parks - Land Acquisition	(0.36)	-0.10%
Climate Action and Adaptation	1.27	0.34%
Panorama Recreation Center	3.25	0.88%
L.W.M.P. (Peninsula) - Implement	(3.38)	-0.91%
Various	0.54	0.15%
TOTAL CRD	**$4.57**	**1.24%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Sidney	Share of Budget
3.718	Peninsula Wastewater	4,334,420	4,412,900	78,480	1,723,237	39%
(Invoice)	Sewer Operating	4,334,420	4,412,900		1,723,237	

	SOOKE	2023 SOOKE	Cost per Avg. Residential Assessment	2022 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	296,727	42.54	289,604	41.52	7,123	1.02	2.46%
1.101	G.I.S.	3,392	0.49	3,304	0.47	88	0.01	2.65%
1.112	Regional Grants in Aid	413	0.06	-	-	413	0.06	0.00%
1.224	Community Health	12,945	1.86	16,734	2.40	(3,789)	(0.54)	-22.64%
1.280	Regional Parks	437,747	62.76	424,964	60.93	12,782	1.83	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,200	0.32	(2,200)	(0.32)	-100.00%
1.309	Climate Action and Adaptation	54,629	7.83	44,700	6.41	9,929	1.42	22.21%
1.310	Land Banking & Housing	40,691	5.83	39,724	5.70	967	0.14	2.44%
1.324	Regional Planning Services	33,767	4.84	32,826	4.71	941	0.13	2.87%
1.335	Geo-Spatial Referencing System	4,437	0.64	4,354	0.62	83	0.01	1.90%
1.374	Regional Emergency Program Support	4,323	0.62	4,198	0.60	126	0.02	3.00%
1.375	Hazardous Material Incident response	10,592	1.52	10,283	1.47	309	0.04	3.00%
1.911	Call Answer	6,562	0.94	6,371	0.91	191	0.03	3.00%
1.921	Regional CREST Contribution	62,337	8.94	60,521	8.68	1,816	0.26	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$968,562**	**$138.86**	**$939,784**	**$134.74**	**$28,777**	**$4.13**	**3.06%**
1.126	Victoria Family Court Committee	483	0.07	483	0.07	-	-	0.00%
1.230	Traffic Safety Commission	2,092	0.30	2,092	0.30	-	-	0.00%
1.297	Arts Grant	42,484	6.09	41,252	5.91	1,232	0.18	2.99%
1.311	Regional Housing Trust Fund	38,231	5.48	36,492	5.23	1,739	0.25	4.77%
1.313	Animal Care Services	103,085	14.78	100,083	14.35	3,002	0.43	3.00%
1.330	Regional Growth Strategy	8,912	1.28	8,653	1.24	259	0.04	3.00%
1.40X	SEAPARC	2,440,575	349.90	2,374,201	340.39	66,374	9.52	2.80%
1.913	Fire Dispatch	97,504	13.98	94,735	13.58	2,769	0.40	2.92%
3.700	Septage Disposal	-	-	4,891	0.70	(4,891)	(0.70)	-100.00%
3.701	Millstream Remediation	3,834	0.55	7,764	1.11	(3,930)	(0.56)	-50.62%
	Total Sub Regional	**$2,737,201**	**$392.43**	**$2,670,646**	**$382.89**	**$66,555**	**$9.54**	**2.49%**
1.121	Sooke Regional Museum	143,147	20.52	138,980	19.93	4,167	0.60	3.00%
1.531	Stormwater Quality Management	39,346	5.64	38,200	5.48	1,146	0.16	3.00%
	Total Local	**$182,493**	**$26.16**	**$177,180**	**$25.40**	**$5,313**	**$0.76**	**3.00%**
	Total Capital Regional District	**$3,888,256**	**$557.45**	**$3,787,610**	**$543.02**	**$100,646**	**$14.43**	**2.66%**
	% Change					**2.66%**		
	Cost/average residential property	$557.45		$543.02		$14.43		
1.15X	Debt Service - M.F.A.	464,767	66.63	464,767	66.63	-	-	0.00%
CRHD	Capital Regional Hospital District	727,910	104.36	727,694	104.33	216	0.03	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,080,933**	**$728.45**	**$4,980,071**	**$713.99**	**$100,862**	**$14.46**	**2.03%**
	% Change					**2.03%**		

Average residential assessment - 2022 **741,887**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.02	0.14%
Regional Parks	1.83	0.26%
Regional Parks - Land Acquisition	(0.32)	-0.04%
Climate Action and Adaptation	1.42	0.20%
SEAPARC	9.52	1.33%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.03	0.00%
Various	0.95	0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$14.46**	**2.03%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.02	0.19%
Regional Parks	1.83	0.34%
Regional Parks - Land Acquisition	(0.32)	-0.06%
Climate Action and Adaptation	1.42	0.26%
Fire Dispatch	9.52	1.75%
Various	0.95	0.18%
TOTAL CRD	**$14.43**	**2.66%**

	VICTORIA	2023 VICTORIA	Cost per Avg. Residential Assessment	2022 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	2,616,283	56.04	2,553,474	54.70	62,808	1.35	2.46%
1.101	G.I.S.	29,907	0.64	29,134	0.62	773	0.02	2.65%
1.112	Regional Grants in Aid	3,637	0.08	-	-	3,637	0.08	0.00%
1.224	Community Health	114,137	2.44	147,546	3.16	(33,410)	(0.72)	-22.64%
1.280	Regional Parks	3,859,669	82.68	3,746,965	80.26	112,704	2.41	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	19,398	0.42	(19,398)	(0.42)	-100.00%
1.309	Climate Action and Adaptation	397,566	8.52	325,306	6.97	72,259	1.55	22.21%
1.310	Land Banking & Housing	358,779	7.69	350,250	7.50	8,529	0.18	2.44%
1.324	Regional Planning Services	297,725	6.38	289,432	6.20	8,293	0.18	2.87%
1.335	Geo-Spatial Referencing System	39,122	0.84	38,393	0.82	729	0.02	1.90%
1.374	Regional Emergency Program Support	31,465	0.67	30,549	0.65	916	0.02	3.00%
1.375	Hazardous Material Incident response	77,084	1.65	74,838	1.60	2,246	0.05	3.00%
1.911	Call Answer	40,074	0.86	38,907	0.83	1,167	0.03	3.00%
1.921	Regional CREST Contribution	380,663	8.15	369,576	7.92	11,087	0.24	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$8,246,109**	**$176.64**	**$8,013,769**	**$171.66**	**$232,340**	**$4.98**	**2.90%**
1.126	Victoria Family Court Committee	3,811	0.08	3,811	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	82,311	1.76	81,019	1.74	1,292	0.03	1.59%
1.230	Traffic Safety Commission	18,445	0.40	18,445	0.40	-	-	0.00%
1.290	Royal Theatre	246,549	5.28	246,549	5.28	-	-	0.00%
1.295	McPherson Theatre	750,000	16.07	750,000	16.07	-	-	0.00%
1.297	Arts Grants	1,031,466	22.09	1,001,548	21.45	29,918	0.64	2.99%
1.311	Regional Housing Trust Fund	277,501	5.94	264,876	5.67	12,625	0.27	4.77%
1.330	Regional Growth Strategy	78,581	1.68	76,293	1.63	2,288	0.05	3.00%
1.536	Stormwater Quality Management - Core Area	191,708	4.11	186,124	3.99	5,584	0.12	3.00%
1.912B	Call Answer - Municipalities	(219,369)	(4.70)	(202,964)	(4.35)	(16,405)	(0.35)	-8.08%
3.700	Septage Disposal	-	-	13,569	0.29	(13,569)	(0.29)	-100.00%
3.701	Millstream Remediation	7,350	0.16	14,885	0.32	(7,535)	(0.16)	-50.62%
3.752	Stage 3 Harbour Studies	99,449	2.13	97,225	2.08	2,224	0.05	2.29%
3.755	Regional Source Control Program	482,243	10.33	468,197	10.03	14,046	0.30	3.00%
	Total Sub Regional	**$3,050,045**	**$65.33**	**$3,019,577**	**$64.68**	**$30,468**	**$0.65**	**1.01%**
	Total Capital Regional District	**$11,296,155**	**$241.97**	**$11,033,346**	**$236.34**	**$262,808**	**$5.63**	**2.38%**
	% Change					**2.38%**		
	Cost/average residential property	$241.97		$236.34		$5.63		
1.15X	Debt Service - M.F.A.	5,283,778	113.18	5,634,264	120.69	(350,486)	(7.51)	-6.22%
CRHD	Capital Regional Hospital District	6,418,076	137.48	6,416,169	137.44	1,907	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$22,998,009**	**$492.64**	**$23,083,780**	**$494.47**	**($85,771)**	**($1.84)**	**-0.37%**
	% Change					**-0.37%**		

Average residential assessment - 2022 **977,345**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.35	0.27%
Regional Parks	2.41	0.49%
Regional Parks - Land Acquisition	(0.42)	-0.08%
Climate Action and Adaptation	1.55	0.31%
Debt Service - M.F.A.	(7.51)	-1.52%
Capital Regional Hospital District	0.04	0.01%
Various	0.74	0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($1.84)**	**-0.37%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.35	0.57%
Regional Parks	2.41	1.02%
Regional Parks - Land Acquisition	(0.42)	-0.18%
Climate Action and Adaptation	1.55	0.65%
Various	0.74	0.31%
TOTAL CRD	**$5.63**	**2.38%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Victoria	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	11,060,822	40%
	Total Sewer Operating	27,588,995	27,935,597	346,602	11,060,822	
(Invoice)	Sewer Operating	-	-		11,060,822	
	Net Sewer Operating	27,588,995	27,935,597		-	

L.W.M.P. - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Victoria	Municipality's Share Share of Budget
3.750	LWMP	346,251	353,128	6,877	135,531	38%
	Total L.W.M.P.	346,251	353,128	6,877	135,531	
(Invoice)	L.W.M.P.	-	-		135,531	
	Net L.W.M.P.	346,251	353,128		-	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total Victoria	Municipality's Share Share of Budget
3.772	NWT Upgrade	(126)	-	126	-	0%
3.770	NET & ECI Upgrade	(55,858)	-	55,858	-	0%
3.770A	NET & ECI Upgrade	628,748	93,588	(535,160)	57,454	61%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	329,934	44%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	326,313	41%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	7,563,569	37%
	Total Sewer Debt	22,301,003	21,964,805	(336,198)	8,277,269	
(Invoice)	Sewer Debt	-	-		8,277,269	
	Net Sewer Debt	22,301,003	21,964,805		-	

	VIEW ROYAL	2023 VIEW ROYAL	Cost per Avg. Residential Assessment	2022 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	254,026	53.84	247,928	52.55	6,098	1.29	2.46%
1.101	G.I.S.	2,904	0.62	2,829	0.60	75	0.02	2.65%
1.112	Regional Grants in Aid	353	0.07	-	-	353	0.07	0.00%
1.224	Community Health	11,082	2.35	14,326	3.04	(3,244)	(0.69)	-22.64%
1.280	Regional Parks	374,752	79.43	363,809	77.12	10,943	2.32	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	1,883	0.40	(1,883)	(0.40)	-100.00%
1.309	Climate Action and Adaptation	44,234	9.38	36,194	7.67	8,040	1.70	22.21%
1.310	Land Banking & Housing	34,835	7.38	34,007	7.21	828	0.18	2.44%
1.324	Regional Planning Services	28,907	6.13	28,102	5.96	805	0.17	2.87%
1.335	Geo-Spatial Referencing System	3,799	0.81	3,728	0.79	71	0.02	1.90%
1.374	Regional Emergency Program Support	3,501	0.74	3,399	0.72	102	0.02	3.00%
1.375	Hazardous Material Incident response	8,576	1.82	8,327	1.76	250	0.05	3.00%
1.911	Call Answer	5,082	1.08	4,934	1.05	148	0.03	3.00%
1.921	Regional CREST Contribution	48,276	10.23	46,870	9.93	1,406	0.30	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$820,327**	**$173.88**	**$796,336**	**$168.80**	**$23,992**	**$5.09**	**3.01%**
1.126	Victoria Family Court Committee	407	0.09	407	0.09	-	-	0.00%
1.128	Greater Victoria Police Victim Services	7,992	1.69	7,866	1.67	125	0.03	1.59%
1.230	Traffic Safety Commission	1,791	0.38	1,791	0.38	-	-	0.00%
1.297	Arts Grants	114,693	24.31	111,366	23.61	3,327	0.71	2.99%
1.311	Regional Housing Trust Fund	30,935	6.56	29,527	6.26	1,407	0.30	4.77%
1.330	Regional Growth Strategy	7,630	1.62	7,408	1.57	222	0.05	3.00%
1.536	Stormwater Quality Management - Core Area	39,563	8.39	38,410	8.14	1,152	0.24	3.00%
3.700	Septage Disposal	-	-	95	0.02	(95)	(0.02)	-100.00%
3.701	Millstream Remediation	1,596	0.34	3,232	0.69	(1,636)	(0.35)	-50.62%
3.707	On Site System Management Program	1,029	0.22	1,411	0.30	(382)	(0.08)	-27.08%
3.750	LWMP	8,334	1.77	8,172	1.73	162	0.03	1.99%
3.752	Stage 3 Harbour Studies	12,612	2.67	12,330	2.61	282	0.06	2.29%
3.755	Regional Source Control Program	29,642	6.28	28,779	6.10	863	0.18	3.00%
	Total Sub Regional	**$256,223**	**$54.31**	**$250,795**	**$53.16**	**$5,428**	**$1.15**	**2.16%**
	Total Capital Regional District	**$1,076,550**	**$228.19**	**$1,047,130**	**$221.96**	**$29,420**	**$6.24**	**2.81%**
	% Change					**2.81%**		
	Cost/average residential property	$228.19		$221.96		$6.24		
1.15X	Debt Service - M.F.A.	532,727	112.92	532,727	112.92	-	-	0.00%
CRHD	Capital Regional Hospital District	623,159	132.09	622,974	132.05	185	0.04	0.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2,232,436**	**$473.20**	**$2,202,831**	**$466.93**	**$29,605**	**$6.28**	**1.34%**
	% Change					**1.34%**		

Average residential assessment - 2022 **939,012**

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.29	0.28%
Regional Parks	2.32	0.50%
Regional Parks - Land Acquisition	(0.40)	-0.09%
Climate Action and Adaptation	1.70	0.36%
Debt Service - M.F.A.	-	0.00%
Capital Regional Hospital District	0.04	0.01%
Various	1.32	0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6.28**	**1.34%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.29	0.58%
Regional Parks	2.32	1.05%
Regional Parks - Land Acquisition	(0.40)	-0.18%
Climate Action and Adaptation	1.70	0.77%
Various	1.32	0.59%
TOTAL CRD	**$6.24**	**2.81%**

Capital Regional District
Sewers Operating - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total View Royal	Share of Budget
3.717	Core Area Wastewater Operations	27,588,995	27,935,597	346,602	679,957	2%
	Total Sewer Operating	27,588,995	27,935,597	346,602	679,957	
(Invoice)	Sewer Operating	-	-		679,957	
	Net Sewer Operating	27,588,995	27,935,597		-	

Sewers Debt - 2023

	Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share 2023 Total View Royal	Share of Budget
3.772	NWT Upgrade	(126)	-	126	-	0%
3.792	Craigflower PS	(2,352)	3,172	5,524	1,045	33%
3.798	Core - Sewage Integrated T.F.	755,529	756,518	989	38,476	5%
3.798B	Core - Sewage Integrated T.F.	791,318	796,995	5,677	21,224	3%
3.798C	Core - Wastewater Treatment Program	20,181,392	20,317,704	136,312	669,044	3%
	Total Sewer Debt	21,725,761	21,874,389	148,628	729,790	
(Invoice)	Sewer Debt	-	-		729,790	
	Net Sewer Debt	21,725,761	21,874,389		-	

	Electoral Area Juan de Fuca	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	190,364	48.74	185,794	47.57	4,570	1.17	2.46%
1.101	G.I.S.	2,176	0.56	2,120	0.54	56	0.01	2.65%
1.112	Regional Grant in Aid	265	0.07	-	-	265	0.07	0.00%
1.224	Community Health - Homeless Sec.	8,305	2.13	10,736	2.75	(2,431)	(0.62)	-22.64%
1.280	Regional Parks	280,834	71.90	272,633	69.80	8,200	2.10	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	1,411	0.36	(1,411)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	26,634	6.82	21,794	5.58	4,841	1.24	22.21%
1.310	Land Banking & Housing	26,105	6.68	25,485	6.52	621	0.16	2.44%
1.324	Regional Planning Service	21,663	5.55	21,059	5.39	603	0.15	2.87%
1.335	Geo-Spatial Referencing System	2,847	0.73	2,794	0.72	53	0.01	1.90%
1.374	Regional Emergency Program Support	2,108	0.54	2,047	0.52	61	0.02	3.00%
1.375	Hazardous Material Incident Response	5,164	1.32	5,014	1.28	150	0.04	3.00%
1.911	Call Answer	2,431	0.62	2,360	0.60	71	0.02	3.00%
1.921	Regional CREST Contribution	23,091	5.91	22,418	5.74	673	0.17	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$591,985**	**$151.56**	**$575,663**	**$147.38**	**$16,322**	**$4.18**	**2.84%**
1.126	Victoria Family Court Committee	237	0.06	237	0.06	-	-	0.00%
1.128	Greater Victoria Police Victim Services	835	1.73	822	1.70	13	0.03	1.59%
1.230	Traffic Safety Commission	1,342	0.34	1,342	0.34	-	-	0.00%
1.313	Animal Care Services	66,134	16.93	64,208	16.44	1,926	0.49	3.00%
1.330	Regional Growth Strategy	5,718	1.46	5,551	1.42	166	0.04	3.00%
1.913	Fire Dispatch	36,118	9.25	35,092	8.98	1,026	0.26	2.92%
3.701	Millstream Remediation	2,279	0.58	4,616	1.18	(2,337)	(0.60)	-50.62%
	Total Sub-Regional	**$112,663**	**$30.36**	**$111,869**	**$30.13**	**$795**	**$0.23**	**0.75%**
1.103	Elections	14,422	3.69	14,422	3.69	(0)	(0.00)	0.00%
1.104	U.B.C.M.	2,727	0.70	2,647	0.68	79	0.02	3.00%
1.318	Building Inspection	105,551	27.02	102,477	26.24	3,074	0.79	3.00%
1.320	Noise Control	9,241	2.37	8,968	2.30	273	0.07	3.04%
1.322	Nuisances & Unsightly Premises	12,347	3.16	11,983	3.07	364	0.09	3.04%
1.372	Electoral Area Emergency Program	34,384	8.80	33,381	8.55	1,002	0.26	3.00%
	Total Joint Electoral Area	**$178,671**	**$45.74**	**$173,879**	**$44.52**	**$4,792**	**$1.23**	**2.76%**
1.109	Electoral Area Admin Exp-JDF	63,123	16.16	60,129	15.39	2,994	0.77	4.98%
1.317	JDF Building Numbering	13,295	3.40	12,902	3.30	393	0.10	3.05%
1.319	Soil Deposit Removal	5,859	1.50	5,682	1.45	177	0.05	3.12%
1.325	Electoral Area Services - Planning	718,640	183.99	697,706	178.63	20,934	5.36	3.00%
1.340	JDF Livestock Injury Compensation	3,158	0.81	3,150	0.81	8	0.00	0.25%
1.370	Juan de Fuca Emergency Program	89,719	22.97	88,578	22.68	1,141	0.29	1.29%
1.377	JDF Search and Rescue	69,952	17.91	69,952	17.91	-	-	0.00%
1.405	JDF EA - Community Parks	199,051	50.96	193,274	49.48	5,777	1.48	2.99%
1.924	Emergency Comm - Crest - J.D.F.	144,644	37.03	125,143	32.04	19,501	4.99	15.58%
	Total JDF Electoral Area	**$1,307,441**	**$334.74**	**$1,256,516**	**$321.70**	**$50,925**	**$13.04**	**4.05%**
	Total Capital Regional District	**$2,190,761**	**$562.40**	**$2,117,927**	**$543.73**	**$72,834** **3.4%**	**$18.67**	**3.43%**
	Cost/average residential property	$562.40		$543.73		$18.67		
CRHD	Capital Regional Hospital District	466,986	119.56	466,847	119.52	139	0.04	0.03%
	Total CRD and CRHD	**$2,657,747**	**$681.96**	**$2,584,775**	**$663.26**	**$72,972** **2.8%**	**$18.71**	**2.82%**
	Average residential assessment - 2022			**$849,943**				

Major Impacts

Change in Cost per Average Household

	$ Change	**% of Total Increase**
REGIONAL		
Legislative & General Government	1.17	0.18%
Regional Parks	2.10	0.32%
Climate Action and Adaptation	1.24	0.19%
JDF EA		
Electoral Area Services - Planning	5.36	0.81%
JDF EA - Community Parks	1.48	0.22%
Emergency Comm - Crest - J.D.F.	4.99	0.75%
Capital Regional Hospital District	0.04	0.01%
Other	2.33	0.35%
Total	**$18.71**	**2.82%**

	Juan de Fuca Local/Specified/Defined Services	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.119	Vancouver Island Regional Library	331,760	97.07	322,102	94.25	9,658	2.83	3.00%
1.121	Sooke Regional Museum	78,651	23.01	76,361	22.34	2,290	0.67	3.00%
1.133	Langford E.A. - Greater Victoria Public Library	32,435	67.19	31,491	65.23	944	1.96	3.00%
1.232	Port Renfrew Street Lighting	3,589	40.91	3,485	39.72	104	1.19	2.98%
1.350	Willis Point Fire Protection	145,282	610.78	141,330	594.17	3,952	16.61	2.80%
1.353	Otter Point Fire Protection	554,473	507.84	539,558	494.18	14,915	13.66	2.76%
1.354	Malahat Fire Protection	67,560	726.62	65,597	705.51	1,963	21.11	2.99%
1.355	Durrance Road Fire Protection	3,016	349.20	3,020	349.66	(4)	(0.46)	-0.13%
1.357	East Sooke Fire Protection	492,703	556.01	479,055	540.61	13,648	15.40	2.85%
1.358	Port Renfrew Fire Protection	99,111	256.78	96,622	250.33	2,489	6.45	2.58%
1.360	Shirley Fire Protection	202,170	611.80	167,487	506.84	34,683	104.96	20.71%
1.40X	SEAPARC	772,113	252.16	751,115	245.31	20,998	6.86	2.80%
1.408	JDF EA - Community Recreation	71,600	20.95	69,508	20.34	2,092	0.61	3.01%
1.523	Port Renfrew Refuse Disposal	34,870	90.14	33,852	87.51	1,018	2.63	3.01%
2.650	Port Renfrew Water	66,243	329.14	64,508	320.52	1,735	8.62	2.69%
2.691	Wilderness Mountain	66,701	823.21	61,900	763.96	4,801	59.25	7.76%
3.700	Septage Disposal - JDF Service Area	-	-	464	0.13	(464)	(0.13)	-100.00%
3.755	Regional Source Control - Port Renfrew Sewer	726	8.06	705	7.82	21	0.23	3.00%
3.850	Port Renfrew Sewer	64,750	739.95	62,294	711.88	2,456	28.07	3.94%
	Total JdF Local/Specified/Defined Requisition	**$3,087,752**		**$2,970,453**		**$117,299**		

Average residential assessment - 2022 **$849,943**

	Electoral Area Salt Spring Island	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	371,322	56.03	362,408	54.69	8,914	1.35	2.46%
1.101	G.I.S.	4,245	0.64	4,135	0.62	110	0.02	2.65%
1.112	Regional Grant in Aid	516	0.08	-	-	516	0.08	0.00%
1.224	Community Health - Homeless Sec.	16,199	2.44	20,941	3.16	(4,742)	(0.72)	-22.64%
1.280	Regional Parks	547,792	82.66	531,796	80.25	15,996	2.41	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,753	0.42	(2,753)	(0.42)	-100.00%
1.309	Climate Action and Adaptation	54,046	8.16	44,223	6.67	9,823	1.48	22.21%
1.310	Land Banking & Housing	50,920	7.68	49,710	7.50	1,210	0.18	2.44%
1.324	Regional Planning Service	42,255	6.38	41,078	6.20	1,177	0.18	2.87%
1.335	Geo-Spatial Referencing System	5,552	0.84	5,449	0.82	103	0.02	1.90%
1.374	Regional Emergency Program Support	4,277	0.65	4,153	0.63	125	0.02	3.00%
1.375	Hazardous Material Incident Response	10,479	1.58	10,174	1.54	305	0.05	3.00%
1.911	Call Answer	5,184	0.78	5,033	0.76	151	0.02	3.00%
1.921	Regional CREST Contribution	49,247	7.43	47,812	7.22	1,434	0.22	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$1,162,036**	**$175.35**	**$1,129,666**	**$170.47**	**$32,370**	**$4.88**	**2.87%**
1.230	Traffic Safety Commission	2,618	0.40	2,618	0.40	-	-	0.00%
1.311	Regional Housing Trust Fund	37,699	5.69	35,984	5.43	1,715	0.26	4.77%
1.313	Animal Care Services	129,000	19.47	125,243	18.90	3,757	0.57	3.00%
1.913	Fire Dispatch	77,030	11.62	74,842	11.29	2,188	0.33	2.92%
	Total Sub-Regional	**$246,347**	**$37.17**	**$238,686**	**$36.02**	**$7,660**	**$1.16**	**3.21%**
1.103	Elections	28,131	4.25	28,132	4.25	(0)	(0.00)	0.00%
1.104	U.B.C.M.	5,319	0.80	5,164	0.78	155	0.02	3.00%
1.318	Building Inspection	205,887	31.07	199,891	30.16	5,996	0.90	3.00%
1.320	Noise Control	18,025	2.72	17,493	2.64	532	0.08	3.04%
1.322	Nuisances & Unsightly Premises	24,084	3.63	23,375	3.53	710	0.11	3.04%
1.372	Electoral Area Emergency Program	67,068	10.12	65,114	9.83	1,955	0.29	3.00%
	Total Joint Electoral Area	**$348,515**	**$52.59**	**$339,168**	**$51.18**	**$9,347**	**$1.41**	**2.76%**
1.111	Electoral Area Admin Exp-SSI	536,447	80.95	517,490	78.09	18,957	2.86	3.66%
1.116	Grants in Aid - Salt Spring Island	36,558	5.52	50,056	7.55	(13,498)	(2.04)	-26.97%
1.124	SSI Economic Development Commission	121,721	18.37	98,237	14.82	23,484	3.54	23.91%
1.141	Salt Spring Island Public Library	685,683	103.47	663,620	100.14	22,063	3.33	3.32%
1.236	Salt Spring Island Fernwood Dock	25,888	5.69	25,679	5.64	209	0.05	0.81%
1.238A	Community Transit (S.S.I.)	223,600	33.74	194,711	29.38	28,889	4.36	14.84%
1.238B	Community Transportation (S.S.I.)	162,826	24.57	171,045	25.81	(8,219)	(1.24)	-4.81%
1.299	Salt Spring Island Arts	122,519	18.49	121,677	18.36	842	0.13	0.69%
1.316	SSI House Numbering	9,849	1.49	9,586	1.45	263	0.04	2.74%
1.342	SSI Livestock Injury Compensation	3,158	0.48	3,150	0.48	8	0.00	0.25%
1.371	S.S.I. Emergency Program	126,745	19.13	127,913	19.30	(1,168)	(0.18)	-0.91%
1.378	SSI Search and Rescue	25,704	3.88	24,955	3.77	749	0.11	3.00%
1.455	Salt Spring Island Community Parks	548,862	82.82	458,072	69.12	90,790	13.70	19.82%
1.458	Salt Spring Island Community Rec	60,330	9.10	54,582	8.24	5,748	0.87	10.53%
1.459	Salt Spring Island Park, Land & Rec Prog	1,574,097	237.54	1,548,095	233.61	26,002	3.92	1.68%
1.535	Stormwater Quality Management - S.S.I.	23,778	3.59	27,940	4.22	(4,162)	(0.63)	-14.90%
1.925	Emergency Comm - Crest - S.S.I.	146,533	22.11	142,827	21.55	3,706	0.56	2.59%
3.705	S.S.I. Liquid Waste Disposal	386,975	66.42	375,768	64.50	11,207	1.92	2.98%
	Total SSI Electoral Area	**$4,821,273**	**$737.35**	**$4,615,403**	**$706.03**	**$205,870**	**$31.31**	**4.44%**
	Total Capital Regional District	**$6,578,170**	**$1,002.47**	**$6,322,923**	**$963.70**	**$255,247** **4.0%**	**$38.76**	**4.02%**
	Cost/average residential property	$1,002.47		$963.70		$38.76		
CRHD	Capital Regional Hospital District	910,900	137.46	910,629	$137.42	271	0.04	0.03%
	Total CRD and CRHD	**$7,489,070**	**$1,139.92**	**$7,233,552**	**$1,101.12**	**$255,518** **3.5%**	**$38.81**	**3.52%**

Average residential assessment - 2022 **$977,176**

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

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.35	0.12%
Regional Parks	2.41	0.22%
Climate Action and Adaptation	1.48	0.13%
SSI EA		
Electoral Area Admin Exp-SSI	2.86	0.26%
SSI Economic Development Commission	3.54	0.32%
Salt Spring Island Public Library	3.33	0.30%
Community Transit (S.S.I.)	4.36	0.40%
Salt Spring Island Community Parks	13.70	1.24%
Salt Spring Island Park, Land & Rec Prog	3.92	0.36%
S.S.I. Liquid Waste Disposal**	1.92	0.17%
Capital Regional Hospital District	0.04	0.00%
Other	(0.12)	-0.01%
Total	**$38.81**	**3.52%**

	Salt Spring Island Local/Specified/Defined Services	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.234	Salt Spring Island Street Lighting	27,468	4.25	26,668	4.13	800	0.12	3.00%
2.620	SSI Highland Water System	30,801	128.82	30,832	128.95	(31)	(0.13)	-0.10%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	-	0.00%
2.624	Beddis Water	90,318	680.07	74,960	564.43	15,358	115.64	20.49%
2.626	Fulford Water	48,925	398.58	47,500	386.97	1,425	11.61	3.00%
2.628	Cedar Lane Water	16,200	307.96	15,000	285.14	1,200	22.81	8.00%
2.660	Fernwood Water	14,371	179.24	14,413	179.76	(42)	(0.52)	-0.29%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,786	$16.54	6,588	$16.06	198	0.48	3.00%
3.810	Ganges Sewer	59,891	148.17	58,147	143.86	1,744	4.31	3.00%
3.820	Maliview Estates Sewer System	4,900	52.02	4,760	50.54	140	1.49	2.94%
	Total Local/Specified/Defined Services	**374,660**		**353,868**		**20,792**		
	Average residential assessment - 2022			**$977,176**				

	Electoral Area Southern Gulf Islands	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	281,244	40.93	274,492	39.95	6,752	0.98	2.46%
1.101	G.I.S.	3,215	0.47	3,132	0.46	83	0.01	2.65%
1.112	Regional Grant in Aid	391	0.06	-	-	391	0.06	0.00%
1.224	Community Health - Homeless Sec.	12,269	1.79	15,861	2.31	(3,591)	(0.52)	-22.64%
1.280	Regional Parks	414,904	60.39	402,789	58.62	12,115	1.76	3.01%
1.280A	Regional Parks - Land Acquisition	-	-	2,085	0.30	(2,085)	(0.30)	-100.00%
1.309	Climate Action and Adaptation	32,874	4.78	26,899	3.92	5,975	0.87	22.21%
1.310	Land Banking & Housing	38,568	5.61	37,651	5.48	917	0.13	2.44%
1.324	Regional Planning Service	32,005	4.66	31,113	4.53	892	0.13	2.87%
1.335	Geo-Spatial Referencing System	4,205	0.61	4,127	0.60	78	0.01	1.90%
1.374	Regional Emergency Program Support	2,602	0.38	2,526	0.37	76	0.01	3.00%
1.375	Hazardous Material Incident Response	6,374	0.93	6,188	0.90	186	0.03	3.00%
1.911	Call Answer	2,222	0.32	2,157	0.31	65	0.01	3.00%
1.921	Regional CREST Contribution	21,105	3.07	20,490	2.98	615	0.09	3.00%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
	Total Regional	**$851,979**	**$124.00**	**$829,512**	**$120.73**	**$22,467**	**$3.27**	**2.71%**
1.230	Traffic Safety Commission	1,983	0.29	1,983	0.29	-	-	0.00%
1.297	Arts Grants	25,624	3.73	24,881	3.62	743	0.11	2.99%
1.311	Regional Housing Trust Fund	22,842	3.32	21,803	3.17	1,039	0.15	4.77%
1.313	Animal Care Services	97,706	14.22	94,860	13.81	2,846	0.41	3.00%
1.913	Fire Dispatch	33,012	4.80	32,074	4.67	938	0.14	2.92%
	Total Sub-Regional	**$181,167**	**$26.37**	**$175,601**	**$25.56**	**$5,566**	**$0.81**	**3.17%**
1.103	Elections	21,307	3.10	21,307	3.10	(0)	(0.00)	0.00%
1.104	U.B.C.M.	4,028	0.59	3,911	0.57	117	0.02	3.00%
1.318	Building Inspection	155,942	22.70	151,400	22.04	4,542	0.66	3.00%
1.320	Noise Control	13,652	1.99	13,250	1.93	403	0.06	3.04%
1.322	Nuisances & Unsightly Premises	18,242	2.65	17,704	2.58	538	0.08	3.04%
1.372	Electoral Area Emergency Program	50,798	7.39	49,318	7.18	1,480	0.22	3.00%
	Total Joint Electoral Area	**$263,969**	**$38.42**	**$256,890**	**$37.39**	**$7,079**	**$1.03**	**2.76%**
1.110	Electoral Area Admin Exp-SGI	400,086	58.23	388,379	56.53	11,707	1.70	3.01%
1.117	Grants in Aid - Southern Gulf Islands	105,004	15.28	104,585	15.22	419	0.06	0.40%
1.125	SGI Economic Development Commission	122,618	17.85	119,047	17.33	3,571	0.52	3.00%
1.138	Southern Gulf Islands - Public Library	235,946	34.34	229,073	33.34	6,873	1.00	3.00%
1.235	SGI Small Craft Harbour Facilities**	309,533	51.03	301,288	49.67	8,245	1.36	2.74%
1.314	SGI House Numbering	9,654	1.41	9,335	1.36	319	0.05	3.42%
1.341	SGI Livestock Injury Compensation	3,158	0.46	3,150	0.46	8	0.00	0.25%
1.373	Southern Gulf Islands. Emergency Program	247,378	36.00	247,378	36.00	-	-	0.00%
1.533	Stormwater Quality Management - Southern Gulf Is.	39,811	5.79	38,699	5.63	1,112	0.16	2.87%
1.923	Emergency Comm - Crest - S.G.I.	182,088	26.50	177,612	25.85	4,476	0.65	2.52%
	Total SGI Electoral Area	**$1,655,276**	**$246.89**	**$1,618,546**	**$241.39**	**$36,730**	**$5.51**	**2.28%**
	Total Capital Regional District	**$2,952,391**	**$435.68**	**$2,880,548**	**$425.06**	**$71,842** **2.5%**	**$10.62**	**2.50%**
	Cost/average residential property	$435.68		$425.06		$10.62		
CRHD	Capital Regional Hospital District	689,927	100.41	689,722	100.38	205	0.03	0.03%
	Total CRD and CRHD	**$3,642,317**	**$536.09**	**$3,570,270**	**$525.45**	**$72,047** **2.0%**	**$10.65**	**2.03%**
	Average residential assessment - 2022			**$713,841**				

Major Impacts

Change in Cost per Average Household

REGIONAL	**$ Change**	**% of Total Increase**
Regional Parks	1.76	0.34%
SGI EA		
Electoral Area Admin Exp-SGI	1.70	0.32%
Southern Gulf Islands - Public Library	1.00	0.19%
SGI Small Craft Harbour Facilities**	1.36	0.26%
Capital Regional Hospital District	0.03	0.01%
Other	4.79	0.91%
Total	**$10.65**	**2.03%**

	Southern Gulf Islands Local/Specified/Defined Services	2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.137	Galiano Island Community Use Building	64,770	42.75	62,929	41.54	1,841	1.22	2.93%
1.170	Gossip Island Electric Power Supply	56,684	1,070.31	56,585	1,068.44	99	1.87	0.17%
1.227	Saturna Island Medical Clinic	32,331	49.88	31,389	48.43	942	1.45	3.00%
1.228	Galiano Health Service	139,666	92.19	135,596	89.50	4,070	2.69	3.00%
1.229	Pender Islands Health Care Centre	217,840	87.32	225,987	90.58	(8,147)	(3.27)	-3.61%
1.352	South Galiano Fire Protection	578,378	632.96	491,705	538.10	86,673	94.85	17.63%
1.356	Pender Fire Protection	1,121,867	452.01	1,091,973	439.97	29,894	12.04	2.74%
1.359	N. Galiano Fire Protection	211,489	525.84	206,437	513.28	5,052	12.56	2.45%
1.363	Saturna Is. Fire Protection	183,130	281.20	177,796	273.01	5,334	8.19	3.00%
1.465	Saturna Is Community Parks	23,825	36.58	23,323	35.81	502	0.77	2.15%
1.468	Saturna Is Community Recreation	9,996	15.35	9,891	15.19	105	0.16	1.06%
1.475	Mayne Is Community Parks	93,012	54.63	90,403	53.10	2,609	1.53	2.89%
1.478	Mayne Is Community Rec	35,740	20.99	34,890	20.49	850	0.50	2.44%
1.485	N & S Pender Community Parks	167,354	66.89	163,654	65.41	3,700	1.48	2.26%
1.488	N & S Pender Community Rec	67,240	26.88	65,283	26.09	1,957	0.78	3.00%
1.495	Galiano Parks	97,561	74.51	94,724	72.34	2,837	2.17	3.00%
1.498	Galiano Community Recreation	38,317	29.26	37,427	28.58	890	0.68	2.38%
2.630	Magic Lakes Estate Water System	580,000	498.12	579,148	497.39	852	0.73	0.15%
2.640	Lyall Harbour/Boot Cove Water	133,030	784.28	131,060	772.67	1,970	11.61	1.50%
2.642	Skana Water	24,480	336.55	24,000	329.95	480	6.60	2.00%
2.665	Sticks Allison Water	5,100	141.26	5,000	138.49	100	2.77	2.00%
2.667	Surfside Park Estates Water	23,790	227.11	23,100	220.52	690	6.59	2.99%
3.755	Regional Source Control - Magic Lake Estates	3,982	5.60	3,866	5.44	116	0.16	3.00%
3.830	Magic Lake Estates Sewer System	586,010	851.49	586,010	851.49	-	-	0.00%
3.830D	Magic Lake Estates Sewer Debt	230,255	134.30	211,616	123.43	18,639	10.87	8.81%
	Total Local/Specified/Defined Services	**$4,725,847**		**$4,563,792**		**$162,055**		
	Average residential assessment - 2022			**$713,841**				

CRD 2023 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE	COMMUNITY NEED
Parks & Recreation			
REGIONAL PARKS			
Potential Land Acquisition Transactions	5.0	Reserves	Parks & Natural Resource Protection
Construct Selkirk Trestle - Phase 1 & 2	3.8	Grant, Reserves	Parks & Natural Resource Protection
Mayne Island Regional Trail	3.0	Grant, Reserves	Transportation
Repair GGRT Bridges (5)	1.1	Reserves	Parks & Natural Resource Protection
Design & Construct GGRT 4km - Selkirk to McKenzie	1.0	Grant, Reserves	Transportation
Vehicle Replacement	0.6	ERF	Parks & Natural Resource Protection
Purchase of 5 vehicles for new staff	0.5	Reserves	Parks & Natural Resource Protection
PANORAMA RECREATION			
Heat Recovery Plant	2.5	Debt, Grants	Climate Action & Adaptation
Environmental Services			
ENVIRONMENTAL RESOURCE MANAGEMENT			
Landfill Gas Utilization	8.0	Reserves	Landfill & Recycling
Cell 4 Liner Installation	7.2	Debt	Landfill & Recycling
Aggregate Production for Internal Use	4.7	Reserves	Landfill & Recycling
Gas Flare, Candlestick & LFG Blowers	2.6	Debt	Landfill & Recycling
Hartland Amenity Project	2.0	Reserves	Landfill & Recycling
Contractor Workshop Relocation	1.3	Debt	Landfill & Recycling
Sedimentation Pond Relining	1.0	Debt	Landfill & Recycling
Cell 5&6 GRW	0.8	Debt	Landfill & Recycling
NE & NW Aggregate Stockpile cover	0.8	Debt	Landfill & Recycling
ENVIRONMENTAL PROTECTION			
Annual vehicle replacement	0.5	ERF	Climate Action & Adaptation
FACILITIES MANAGEMENT & ENGINEERING			
Mechanical Upgrades	1.1	Grant, Reserves	Health Facilities
Facilities			
CRD HEADQUARTERS			
SAP	1.0	Capital Funds on Hand, ERF	Accountability
Interior Renovations	1.5	Reserves	Accountability
McPherson Theatre			
Repair East Elevation Wall	2.1	Reserves	Arts & Culture
Royal Theatre			
Repair Building Envelope	0.8	Reserves, Other	Arts & Culture
Integrated Water Services			
SAANICH PENINSULA WATER SUPPLY			
SPW System Upgrade & Expansion	1.7	Reserves	Water
Hamsterly Pump Station Backup Power Generator	1.1	Reserves	Water
Keating Cross Road Water Main	0.9	Reserves	Water
REGIONAL WATER SUPPLY			
Replacement of UV System	8.3	Capital Funds on Hand	Water
Goldstream IWS Field Office1	4.0	Capital Funds on Hand, Other	Water
RWS Supply Main No. 4 Upgrade	3.0	Capital Funds on Hand	Water
Main No. 4 - Mt Newton to Highway 17	2.8	Capital Funds on Hand	Water
Purchase of land	1.5	Capital Funds on Hand	Water
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.0	ERF	Water
SCADA Masterplan & System Upgrades	0.8	Capital Funds on Hand	Water

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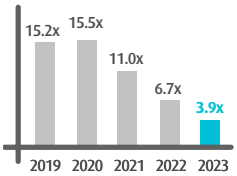
CRD 2023 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE	COMMUNITY NEED
REGIONAL WATER SUPPLY *CONTINUED*			
EV Charging Stations Electrical Infrastructure	0.7	Capital Funds on Hand	Water
Bulk Supply Meter Replacement Program	0.7	Capital Funds on Hand	Water
Integrate Dam Performance & Hydromet to SCADA	0.6	Capital Funds on Hand	Water
Deep Northern Intake & Sooke Lake Pump Station	0.6	Capital Funds on Hand	Water
Sooke Lake Dam - Instrumentation System Improvements	0.6	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION			
Goldstream AC Replacement	5.2	Capital Funds on Hand	Water
AC Pipe Replacement Program	3.0	Capital Funds on Hand	Water
Seagirt Watermain Extension	2.4	Other	Water
Rocky Point Upgrades	1.7	Capital Funds on Hand, Other	Water
Residential Service & Meter Replacement	1.3	Capital Funds on Hand	Water
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.1	ERF	Water
Comprehensive Pump Station Upgrades (10 year Program)	1.0	Capital Funds on Hand	Water
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves	Water
SCADA Master Plan Update & Upgrades	0.9	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION (DCC)			
Tank 4, McCallum Pump Station, Pump Station 7 & Supply Main to Skirt Mtn Reservoir	5.0	Reserves	Water
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION			
Voice Radio Upgrade	1.3	Capital Funds on Hand	Water
SAANICH PENINSULA TREATMENT PLANT			
Trunk Sewer Relining	1.0	Reserves	Wastewater
Odour Control Upgrade Construction	1.0	Reserves	Wastewater
CORE AREA WASTEWATER			
CAWTP	13.2	Capital Funds on Hand	Wastewater
Bowker Sewer Rehabilitation Ph1	7.6	Debt	Wastewater
Marigold Electrical & Building Upgrades	2.1	Debt	Wastewater
SCADA & Radio Assessment	1.3	Debt	Wastewater
Annual Provisional Emergency Repairs	1.0	Reserves	Wastewater
Process & Mechanical Upgrades	0.9	Debt	Wastewater
Safety & Security Upgrades	0.6	Debt	Wastewater
Land Banking and Housing			
RHFP - Prosser	15.4	Grant, Other	Affordable Housing
Juan de Fuca (JDF)			
FIRE PROTECTION			
Engine 2 Replacement	0.7	Debt, ERF	Protective Services
Salt Spring Island (SSI)			
MALIVIEW ESTATES SEWER SYSTEM			
Wastewater Treatment Plant Upgrade	2.0	Debt, Grant	Wastewater
Southern Gulf Island (SGI)			
MAGIC LAKE SEWER SYSTEM			
Wastewater Improvements - Pump Station & Treatment Plant Upgrades	6.1	Debt, Grant	Wastewater

Total Projects > $500K	158.0
Total Projects < $500K	52.6
Total 2023 Capital Projects	**$210.6**

CRD 2023 Financial Indicators

BUILDING INFRASTRUCTURE

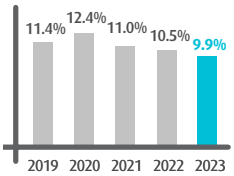


Investment in capital is **3.9x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2023, the investment in capital will be $210.6M compared to an amortization of $53.3M*.

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

MANAGING DEBT



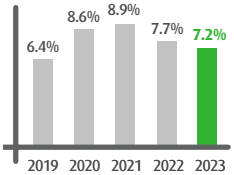
Debt servicing costs are **9.9%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2023, debt servicing costs will account for $24.9M* out of total revenue of $252.4M**.

**This excludes municipal borrowing*

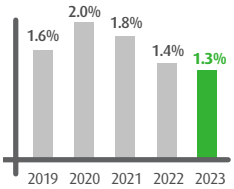
***This excludes municipal debt (16.5M), internal allocations (53.8M), and surplus carryforward (6.3M)*

SAVING FOR THE FUTURE



Reserve transfers make up **7.2%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2023, reserve transfers will total $23.8M while the operating budget will total $329.0M.



Reserve transfers make up **1.3%** of the depreciated value of assets

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2023, reserve transfers will total $23.8M while the net book value will total $1,877.6M*.

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

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
September 21, 2022
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part A

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

1. Introduction/Overview

1.0	Budget Report

2. Executive Services

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

3. Corporate Services

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

4. Finance and Technology

4.1 Financial Services
- 4.1.1 Finance

4.2 Technology and Initiatives
- 4.2.1 Information Technology
- 4.2.2 GIS Information Systems
- 4.2.3 Geo-Spatial Referencing

4.3 Arts and Other Finance Budgets
- 4.3.1 Royal Theatre
- 4.3.2 McPherson Theatre
- 4.3.3 Arts Grants and Development
- 4.3.4 Feasibility Study Reserve
- 4.3.5 Regional Grant in Aid

CAPITAL REGIONAL DISTRICT

2023 BUDGET

EXECUTIVE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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Click on the service area name below to access selected budgets

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2.3	1.118	Corporate Communications	**17 - 23**

CAPITAL REGIONAL DISTRICT

2023 BUDGET

CAO & Executive Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

Change in Budget 2022 to 2023 Service: 1.014 CAO & EXECUTIVE SERVICES	Total Expenditure	Comments
2022 Budget	**825,181**	
Change in Salaries:		
Base salary change	14,900	Inclusive of estimated collective agreement changes
Step increase / paygrade change	19,600	
Other Adjustments	98	
Total Change in Salaries	34,598	
Other Changes:		
Building Occupancy	1,884	
Other Costs	(327)	
Total Other Changes	1,557	
2023 Budget	**861,336**	

Summary of % Expense Increase	
2022 IBC Salary Annualization	0.0%
2023 IBC Expense	0.0%
Balance of increase	4.4%
% expense increase from 2022:	***4.4%***
% Requisition increase from 2022 (if applicable):	***4.6%***

Requisition funding is 100% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $66,200 (8.0%) due to temporary staff vacancies ($47,200); reduced use of travel and training budgets ($10,000).

CAO & Executive Services	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	749,182	702,000	783,780	-	-	783,780	823,915	865,448	884,083	903,115
Building Occupancy	18,873	18,873	20,757	-	-	20,757	22,754	23,879	25,065	26,312
Intergovernment Allocation	-	-	-	-	-	-	-	-	-	-
Legal Expenses	1,840	700	1,900	-	-	1,900	1,940	1,980	2,020	2,060
Software Licenses	5,100	3,000	5,250	-	-	5,250	5,360	5,470	5,580	5,690
Other Operating Expenses	48,976	33,186	48,399	-	-	48,399	49,521	50,663	51,825	53,008
TOTAL OPERATING COSTS	**823,971**	**757,759**	**860,086**	**-**	**-**	**860,086**	**903,490**	**947,440**	**968,573**	**990,185**
*Percentage Increase over prior year						4.4%	5.0%	4.9%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,210	1,210	1,250	-	-	1,250	1,280	1,310	1,340	1,370
TOTAL CAPITAL / RESERVES	1,210	1,210	1,250	-	-	1,250	1,280	1,310	1,340	1,370
TOTAL COSTS	**825,181**	**758,969**	**861,336**	**-**	**-**	**861,336**	**904,770**	**948,750**	**969,913**	**991,555**
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	**825,181**	**758,969**	**861,336**	**-**	**-**	**861,336**	**904,770**	**948,750**	**969,913**	**991,555**
*Percentage increase over prior year Net Costs			4.4%			4.4%	5.0%	4.9%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	5.0	5.0	5.0	-	-	5.0	5.0	5.0	5.0	5.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.014 CAO / Corporate Services		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$10,852	$5,923	$3,791	$5,402	$10,852	$27,452
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$10,852**	**$5,923**	**$3,791**	**$5,402**	**$10,852**	**$36,820**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$10,852	$5,923	$3,791	$5,402	$10,852	$36,820
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$10,852**	**$5,923**	**$3,791**	**$5,402**	**$10,852**	**$36,820**

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, 22-01 is a project planned to start in 2022.

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

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

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

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

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

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

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

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

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

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

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

Service #: **1.014**
Service Name: **CAO / Corporate Services**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	Replacement	Computer	Computer Replacement	$10,852	E	ERF	$0	$10,852	$0	$0	$0	$0	$10,852
24-01	Replacement	Computer	Computer Replacement	$5,923	E	ERF	$0	$0	$5,923	$0	$0	$0	$5,923
25-01	Replacement	Computer	Computer Replacement	$3,791	E	ERF	$0	$0	$0	$3,791	$0	$0	$3,791
26-01	Replacement	Computer	Computer Replacement	$5,402	E	ERF	$0	$0	$0	$0	$5,402	$0	$5,402
27-01	Replacement	Computer	Computer Replacement	$10,852	E	ERF	$0	$0	$0	$0	$0	$10,852	$10,852
			GRAND TOTAL	**$36,820**			**$0**	**$10,852**	**$5,923**	**$3,791**	**$5,402**	**$10,852**	**$36,820**

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366 ERF Group: CAO.ERF	**Estimate**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	75,074	76,232	70,830	70,467	72,356	72,754
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(4,132)	(10,852)	(5,923)	(3,791)	(5,402)	(10,852)
Transfer from Operating Budget	5,290	5,450	5,560	5,680	5,800	5,920
Interest Income	-	-	-	-	-	-
Ending Balance $	**76,232**	**70,830**	**70,467**	**72,356**	**72,754**	**67,822**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Human Resources

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2022 to 2023 Service: 1.016 Human Resources	Total Expenditure	Comments
2022 Budget	**3,113,708**	
Change in Salaries:		
Base salary change	41,100	Inclusive of estimated collective agreement changes
Step Increase/Paygrade change	91,656	
Auxiliary support	41,000	2023 IBC: 1a-2 CRHC Operations
Other Adjustments	1,910	
Total Change in Salaries	175,666	
Other Changes:		
Contract for Services	(187,000)	Reduction for 2022 Human Resources Information System consultancy costs, deferred to 2023 in capital budget
	(60,000)	Reduction for 2022 one-time costs for IT Service Review
	(60,000)	Reduction for 2022 one-time second offering of iLead
	50,000	Centralized Workercheck third party contract
Memberships & Professional Dues	37,000	Increased GVLRA annual membership dues
	(9,000)	Adjustment to budget for other membership dues
Other costs	21,124	
Total Other Changes	(207,876)	
2023 Budget	**3,081,498**	
Summary of % Expense Increase		
Additional GVLRA Fees & Workercheck costs	2.8%	
2023 IBC Expense	1.3%	
Reduction in one-time 2022 costs	-9.9%	
Balance of increase	4.7%	
% expense increase from 2022:	***-1.0%***	
% Requisition increase from 2022 (if applicable):	***17.8%***	*Requisition funding is 20.8% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of $503,000 (92.5%) due largely to temporary staff vacancies ($455,400) as well as reduced training and development spending ($25,000) compared to plan. Estimated deferral of spending on HRIS consulting expense ($187,000) is net offset by reduced transfer from reserve.

1.016 - Human Resources	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Salaries and Wages	2,125,419	1,670,000	2,235,585	-	65,500	2,301,085	2,350,375	2,376,725	2,428,677	2,480,833
Allocations	75,866	77,618	83,178	-	-	83,178	89,348	93,044	96,924	100,985
Legal Expenses	16,230	10,000	16,720	-	-	16,720	17,050	17,390	17,740	18,090
GVLRA Membership Dues and Staff Training	129,840	150,000	121,260	37,000	-	158,260	161,430	164,660	162,663	163,522
Contract for Services	564,393	350,000	212,055	110,000	-	322,055	332,669	337,082	343,815	350,687
Software Licenses	4,230	10,000	4,360	-	-	4,360	4,450	4,540	4,630	4,720
Other Operating Expenses	188,730	147,116	181,840	-	5,000	186,840	189,374	190,090	192,877	195,726
			-	-	-	-				
TOTAL OPERATING COSTS	**3,104,708**	**2,414,734**	**2,854,998**	**147,000**	**70,500**	**3,072,498**	**3,144,696**	**3,183,531**	**3,247,326**	**3,314,563**
*Percentage Increase over prior year						-1.0%	2.3%	1.2%	2.0%	2.1%
CAPITAL / RESERVE										
Equipment Purchases	-	-	-	-	-		-	-	-	-
Transfer to Equipment Replacement Fund	9,000	9,000	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	**9,000**	**9,000**	**9,000**	**-**	**-**	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**
TOTAL COSTS	**3,113,708**	**2,423,734**	**2,863,998**	**147,000**	**70,500**	**3,081,498**	**3,153,696**	**3,192,531**	**3,256,326**	**3,323,563**
						-1.0%	2.3%	1.2%	2.0%	2.1%
INTERNAL RECOVERIES										
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,713)	(5,713)	(5,884)	-	-	(5,884)	(6,000)	(6,120)	(6,247)	(6,374)
Transfer from Internal Reserve	(401,000)	(214,000)	-	(60,000)	(29,500)	(89,500)	(60,000)	(2,000)	(1,000)	-
Safety Officer Recovery	-	-	-	-	-	-	-	-	-	-
Human Resources	(2,143,317)	(2,143,317)	(2,197,666)	(87,000)	(41,000)	(2,325,666)	(2,402,179)	(2,480,222)	(2,529,827)	(2,580,423)
TOTAL INTERNAL RECOVERIES	**(2,570,030)**	**(2,383,030)**	**(2,223,550)**	**(147,000)**	**(70,500)**	**(2,441,050)**	**(2,488,179)**	**(2,508,342)**	**(2,557,074)**	**(2,606,797)**
NET COSTS	**543,678**	**40,704**	**640,448**	**-**	**-**	**640,448**	**665,517**	**684,189**	**699,252**	**716,765**
*Percentage increase over prior year Net Costs						17.8%	3.9%	2.8%	2.2%	2.5%
AUTHORIZED POSITIONS: Salaried	14.0	14.0	14.0	-	-	14.0	14.0	14.0	14.0	14.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2026

Service No.	1.016 Human Resources		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$378,833	$482,055	$3,222	$3,222	$4,833	$872,165
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$378,833**	**$482,055**	**$3,222**	**$3,222**	**$4,833**	**$872,165**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$374,000	$474,000	$0	$0	$0	$848,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$4,833	$8,055	$3,222	$3,222	$4,833	$24,165
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$378,833**	**$482,055**	**$3,222**	**$3,222**	**$4,833**	**$872,165**

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
E - Equipment

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.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age and 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 #: 1.016

Service Name: Human Resources

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
23-01	Replacement	Computer	Computer Replacement	$4,695	E	ERF	$0	$4,833	$0	$0	$0	$0	$4,833
24-01	Replacement	Computer	Computer Replacement	$6,260	E	ERF	$0	$0	$8,055	$0	$0	$0	$8,055
26-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF	$0	$0	$0	$3,222	$0	$0	$3,222
26-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF	$0	$0	$0	$0	$3,222	$0	$3,222
27-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF	$0	$0	$0	$0	$0	$4,833	$4,833
23-02	New	HRIS - Employee Central Module	Implementation costs for Employee Central, based on one SuccessFactors LMS expert	$374,000	E	Cap	$0	$374,000	$0	$0	$0	$0	$374,000
24-02	New	HRIS - Recruiting & Onboarding Module	Implementation costs for recruiting & onboarding module, based on two SuccessFactors experts: one for recruitment & one for Onboarding	$374,000	E	Cap	$0	$0	$374,000	$0	$0	$0	$374,000
24-03	New	HRIS - Automate Personal Action Form	Automation of the existing manual Personnel Action Form into the new Recruiting and Onboarding process, including notification workflow to IT, Payroll, Facilities, etc.	$100,000	E	Cap	$0	$0	$100,000	$0	$0	$0	$100,000
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$862,054**			**$0**	**$378,833**	**$482,055**	**$3,222**	**$3,222**	**$4,833**	**$872,165**

Reserve Schedule

Reserve Fund: 1.016 Human Resources

Reserve Cash Flow

Fund: 1022 Fund Center: 101419	**Estimate**	**Budget**				
ERF Group: HR.ERF	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	19,634	25,504	29,671	30,616	36,394	42,172
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(3,130)	(4,833)	(8,055)	(3,222)	(3,222)	(4,833)
Transfer from Operating Budget	9,000	9,000	9,000	9,000	9,000	9,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**25,504**	**29,671**	**30,616**	**36,394**	**42,172**	**46,339**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Corporate Communications

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2022 to 2023 Service: 1.118 - CORPORATE COMMUNICATIONS	Total Expenditure	Comments
2022 Budget	**1,120,745**	
Change in Salaries:		
Base salary change	18,508	Inclusive of estimated collective agreement changes
Step increase/paygrade change	23,489	
Annualization of 2022 position	46,364	Annualization of 2022 IBC 15f-1.14 Digital Communications Governance and Support
1.0 FTE Information Technician	64,058	2023 IBC 15f-1.14 Digital Communications Governance and Support (9 months)
Auxiliary wages	(32,850)	Ongoing savings in auxiliary wages due to 2023 IBC 15f-1.14
Other	60	
Total Change in Salaries	119,629	
Other Changes:		
Contract for services (one-time)	175,000	2023 IBC 15f-1.14 website consultancy costs
Contract for services (ongoing)	(8,400)	Ongoing savings due to increased efficiencies and falling off of 2022 one-time item.
Office costs	8,500	One-time and ongoing office costs associated with new FTE
Building Occupancy	2,594	
Human Resources Allocation	1,916	Increase in 2023 salary budget
Other	2,048	
Total Other Changes	181,658	
2023 Budget	**1,422,032**	

Summary of % Expense Increase		
2022 IBC Salary Annualization	5.7%	
2023 IBC Expense	19.2%	
Balance of increase	2.0%	
% expense increase from 2022:	***26.9%***	
% Requisition increase from 2022 (if applicable):	***2.7%***	*Requisition funding is 42% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of $108,381 (9.7%) due mainly to extenuating circumstances leading to several months vacancy of a regular position. This variance will be moved to Operating Reserve, and earmarked to fund 2023 and 2024 one-time costs associated with 2023 IBC 15f-1.14 Digital Communications Governance and Support in both Corporate Communications and Information Technology.

1.118 - CORPORATE COMMUNICATIONS	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	965,431	877,850	1,021,001	64,058	-	1,085,059	1,270,846	1,187,888	1,213,463	1,239,593
Allocations	53,844	53,844	58,363	-	-	58,363	62,227	64,823	67,163	69,605
Contract for Services	29,050	29,050	20,650	-	175,000	195,650	246,060	21,480	21,910	22,350
Printing & Copying	7,630	3,500	7,860	-	-	7,860	8,020	8,180	8,340	8,510
Other Operating Expenses	59,790	42,920	61,600	5,700	2,800	70,100	68,670	69,260	70,660	72,100
TOTAL OPERATING COSTS	**1,115,745**	**1,007,164**	**1,169,474**	**69,758**	**177,800**	**1,417,032**	**1,655,823**	**1,351,631**	**1,381,536**	**1,412,158**
*Percentage Increase over prior year			4.8%			27.0%	16.9%	-18.4%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to General Capital Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	**1,120,745**	**1,012,164**	**1,174,474**	**69,758**	**177,800**	**1,422,032**	**1,660,823**	**1,356,631**	**1,386,536**	**1,417,158**
*Percentage increase over prior year Total Costs			4.8%			26.9%	16.8%	-18.3%	2.2%	2.2%
Funding from Internal Reserves	(4,000)	(4,000)	-	-	(175,000)	(175,000)	(333,000)	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,116,745**	**1,008,164**	**1,174,474**	**69,758**	**2,800**	**1,247,032**	**1,327,823**	**1,356,631**	**1,386,536**	**1,417,158**
REVENUE										
Interest Income	(200)	-	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUES	**(200)**	**-**	**(210)**	**-**	**-**	**(210)**	**(210)**	**(210)**	**(210)**	**(210)**
NET COSTS	**1,116,545**	**1,008,164**	**1,174,264**	**69,758**	**2,800**	**1,246,822**	**1,327,613**	**1,356,421**	**1,386,326**	**1,416,948**
*Percentage increase over prior year Net Costs			5.2%			11.7%	6.5%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	7.0	7.0	7.0	1.0	-	8.0	8.0	8.0	8.0	8.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.118 Corporate Communications	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$179,881	$228,222	$5,401	$2,701	$4,881	$421,086
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$179,881**	**$228,222**	**$5,401**	**$2,701**	**$4,881**	**$421,086**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$4,881	$3,222	$5,401	$2,701	$4,881	$21,086
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$175,000	$225,000	$0	$0	$0	$400,000
		$0	**$179,881**	**$228,222**	**$5,401**	**$2,701**	**$4,881**	**$421,086**

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 #: **1.118**

Service Name: **Corporate Communications**

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
23-01	Replacement	Computer	Computer Replacement	$4,881	E	ERF		$4,881	$0	$0	$0	$0	$4,881
24-01	Replacement	Computer	Computer Replacement	$3,222	E	ERF		$0	$3,222	$0	$0	$0	$3,222
25-01	Replacement	Computer	Computer Replacement	$5,401	E	ERF		$0	$0	$5,401	$0	$0	$5,401
26-01	Replacement	Computer	Computer Replacement	$2,701	E	ERF		$0	$0	$0	$2,701	$0	$2,701
27-01	Replacement	Computer	Computer Replacement	$4,881	E	ERF		$0	$0	$0	$0	$4,881	$4,881
22-01	Replacement	CRD Public Website	CRD Public Website	$400,000	E	Res		$175,000	$225,000	$0	$0	$0	$400,000
													$0
													$0
													$0
			GRAND TOTAL	**$421,086**			**$0**	**$179,881**	**$228,222**	**$5,401**	**$2,701**	**$4,881**	**$421,086**

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101518 ERF Group: COMREL.ERF	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	4,439	3,210	3,329	5,107	4,706	7,005
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(6,229)	(4,881)	(3,222)	(5,401)	(2,701)	(4,881)
Transfer from Operating Budget	5,000	5,000	5,000	5,000	5,000	5,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**3,210**	**3,329**	**5,107**	**4,706**	**7,005**	**7,124**

Assumptions/Background:

2023 - 3 standard desktops & 1 standard laptop
2024 - 2 standard laptops
2025 - 2 advanced desktops & 1 standard laptop
2026 - 1 standard desktop & 1 standard laptop
2027 - 3 standard desktops & 1 standard laptop

CAPITAL REGIONAL DISTRICT

2023 BUDGET

CORPORATE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

Corporate Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2022 to 2023

Service: 1.014B CORPORATE SERVICES	**Total Expenditure**	**Comments**
2022 Budget	**2,540,368**	
Change in Salaries:		
Base salary change	38,991	Inclusive of estimated collective agreement changes
Step increase / paygrade change	73,793	
Annualization of 2022 position	89,065	Annualization of 2.0 2022 15f-1.3 EDRMS
	41,394	Annualization of 1.0 2022 15f-1.21 Associate Legal Counsel
	13,360	Annualization of 1.0 2022 15f-1.15 FOI & Privacy Role Conversion
Reduction in auxiliary wages	(39,000)	
Total Change in Salaries	217,602	
Other Changes:		
Contract for Services	(100,000)	Reduction for 2022 one-time costs for EDRMS: $199k carry forward into 2023, net of $100k estimated spend in 2022
Building Occupancy	5,295	
Other Costs	(6,838)	
Total Other Changes	(101,543)	
2023 Budget	**2,656,427**	

Summary of % Expense Increase		
2022 IBC Salary Annualization	5.7%	
Reduction in one-time 2022 costs	-3.9%	
Balance of increase	2.8%	
% expense increase from 2022:	***4.6%***	
% Requisition increase from 2022 (if applicable):	***10.8%***	*Requisition funding is approximately 70% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $362,500 (17.0%) due to temporary staff vacancies ($448,600); deferral of EDRMS contract for services expenses to 2023 ($199,000); reduced use of travel and training budgets and office supplies ($9,500).This is partially offset by reduced transfers from reserve for EDRMS of $300,000.

CORPORATE SERVICES	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	2,018,560	1,570,000	2,236,162	-	-	2,236,162	2,284,293	2,333,452	2,383,672	2,434,965
Building Occupancy	107,305	107,305	112,600	-	-	112,600	124,097	130,496	137,245	144,346
Legal Expenses	7,430	7,500	7,650	-	-	7,650	7,800	7,960	8,120	8,280
Contract for Services	299,000	100,000	-	-	199,000	199,000	-	-	-	-
Software Licenses	12,720	18,000	13,100	-	-	13,100	13,360	13,630	13,900	14,170
Other Operating Expenses	91,273	71,103	83,715	-	-	83,715	85,383	87,081	88,830	90,609
TOTAL OPERATING COSTS	**2,536,288**	**1,873,908**	**2,453,227**	**-**	**199,000**	**2,652,227**	**2,514,933**	**2,572,619**	**2,631,767**	**2,692,370**
*Percentage Increase over prior year						4.6%	-5.2%	2.3%	2.3%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	4,080	4,000	4,200	-	-	4,200	4,280	4,370	4,460	4,550
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**4,080**	**4,000**	**4,200**	**-**	**-**	**4,200**	**4,280**	**4,370**	**4,460**	**4,550**
TOTAL COSTS	**2,540,368**	**1,877,908**	**2,457,427**	**-**	**199,000**	**2,656,427**	**2,519,213**	**2,576,989**	**2,636,227**	**2,696,920**
*Percentage increase over prior year			-3.3%			4.6%	-5.2%	2.3%	2.3%	2.3%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(400,000)	(100,000)	-	-	(199,000)	(199,000)	-	-	-	-
TOTAL REVENUE	**(400,000)**	**(100,000)**	**-**	**-**	**(199,000)**	**(199,000)**	**-**	**-**	**-**	**-**
NET COSTS	**2,140,368**	**1,777,908**	**2,457,427**	**-**	**-**	**2,457,427**	**2,519,213**	**2,576,989**	**2,636,227**	**2,696,920**
*Percentage increase over prior year Net Costs						14.8%	2.5%	2.3%	2.3%	2.3%
AUTHORIZED POSITIONS:										
Salaried	15.6	15.6	15.6	-	-	15.6	15.6	15.6	15.6	15.6

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.014 CAO / Corporate Services		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$10,852	$5,923	$3,791	$5,402	$10,852	$27,452
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$10,852**	**$5,923**	**$3,791**	**$5,402**	**$10,852**	**$36,820**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$10,852	$5,923	$3,791	$5,402	$10,852	$36,820
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$10,852**	**$5,923**	**$3,791**	**$5,402**	**$10,852**	**$36,820**

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, 22-01 is a project planned to start in 2022.

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

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

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

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

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

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

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

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

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

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

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

Service #: **1.014**
Service Name: **CAO / Corporate Services**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	Replacement	Computer	Computer Replacement	$10,852	E	ERF	$0	$10,852	$0	$0	$0	$0	$10,852
24-01	Replacement	Computer	Computer Replacement	$5,923	E	ERF	$0	$0	$5,923	$0	$0	$0	$5,923
25-01	Replacement	Computer	Computer Replacement	$3,791	E	ERF	$0	$0	$0	$3,791	$0	$0	$3,791
26-01	Replacement	Computer	Computer Replacement	$5,402	E	ERF	$0	$0	$0	$0	$5,402	$0	$5,402
27-01	Replacement	Computer	Computer Replacement	$10,852	E	ERF	$0	$0	$0	$0	$0	$10,852	$10,852
			GRAND TOTAL	$36,820			$0	$10,852	$5,923	$3,791	$5,402	$10,852	$36,820

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366 ERF Group: CAO.ERF	**Estimate**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	75,074	76,232	70,830	70,467	72,356	72,754
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(4,132)	(10,852)	(5,923)	(3,791)	(5,402)	(10,852)
Transfer from Operating Budget	5,290	5,450	5,560	5,680	5,800	5,920
Interest Income	-	-	-	-	-	-
Ending Balance $	**76,232**	**70,830**	**70,467**	**72,356**	**72,754**	**67,822**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Board Expenditures

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

1.011 - Board Expenditures	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Directors' Remuneration	812,635	790,000	836,414	-	-	836,414	853,302	868,868	884,745	900,940
Standard Overhead Allocation	57,620	57,620	63,109	-	-	63,109	64,371	65,659	66,972	68,311
Building Occupancy	91,884	91,884	100,229	-	-	100,229	110,446	116,135	122,135	128,448
Legal Expenses	15,000	5,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Contract for Services	128,000	128,000	10,000	-	5,000	15,000	10,200	5,400	5,510	5,620
Software Licenses	52,560	50,000	54,140	-	-	54,140	55,220	56,320	57,450	58,600
Meetings & Printing	37,220	15,400	14,560	-	-	14,560	14,850	15,140	15,440	15,750
Scholarship Programs	15,700	18,200	18,200	-	-	18,200	18,510	18,830	19,150	19,480
Other Operating Expenses	51,560	27,520	36,010	-	-	36,010	36,830	37,670	38,530	39,420
TOTAL OPERATING COSTS	**1,262,179**	**1,183,624**	**1,147,662**	**-**	**5,000**	**1,152,662**	**1,179,029**	**1,199,632**	**1,225,852**	**1,252,809**
*Percentage Increase over prior year						-8.7%	2.3%	1.7%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	40,800	40,800	55,000	-	-	55,000	56,100	57,220	58,360	59,530
TOTAL CAPITAL / RESERVE	**40,800**	**40,800**	**55,000**	**-**	**-**	**55,000**	**56,100**	**57,220**	**58,360**	**59,530**
TOTAL COSTS	**1,302,979**	**1,224,424**	**1,202,662**	**-**	**5,000**	**1,207,662**	**1,235,129**	**1,256,852**	**1,284,212**	**1,312,339**
						-7.3%	2.3%	1.8%	2.2%	2.2%
INTERNAL RECOVERIES										
Transfer from Internal Reserve	(128,000)	(128,000)	-	-	-	-	-	-	-	-
Other	-	(2,500)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
NET COSTS	**1,174,979**	**1,093,924**	**1,200,162**	**-**	**5,000**	**1,205,162**	**1,232,629**	**1,254,352**	**1,281,712**	**1,309,839**
*Percentage increase over prior year Total Costs						2.6%	2.3%	1.8%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	24	24	24			24	24	24	24	24

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.011 Board Expenditures	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$100,000	$282,500	$37,000	$96,500	$215,000	$0	$631,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$100,000	**$282,500**	**$37,000**	**$96,500**	**$215,000**	**$0**	**$631,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$100,000	$282,500	$37,000	$96,500	$215,000	$0	$631,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$100,000	**$282,500**	**$37,000**	**$96,500**	**$215,000**	**$0**	**$631,000**

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 #: **1.011**

Service Name: **Board Expenditures**

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
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	$81,000	E	ERF	$0	$56,000	$15,000	$10,000	$0	$0	$81,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	$10,000	E	ERF	$0	$0	$0	$60,000	$0	$0	$60,000
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	$21,700	E	ERF	$0	$0	$10,000	$10,000	$0	$0	$20,000
20-02	Replacement	Boardroom Video Storage and Power Equipment	Replace video storage and power equipment	$3,000	E	ERF	$0	$1,500	$0	$1,500	$0	$0	$3,000
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment	$17,500	E	ERF	$0	$0	$12,000	$5,000	$0	$0	$17,000
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	$50,000	E	ERF	$0	$0	$0	$0	$50,000	$0	$50,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system	$100,000	E	ERF	$100,000	$100,000	$0	$0	$0	$0	$100,000
23-01	Replacement	Replace Video Display and Switching	Replace Video Display and Switching	$30,000	E	ERF	$0	$20,000	$0	$10,000	$0	$0	$30,000
23-02	Replacement	Replace/Expand Recording Secretary Table	Replace/Expand Recording Secretary Table	$25,000	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
23-03	Replacement	Multi-Camera System	Replace existing video Camera with a Mult-=Camera System	$80,000	E	ERF	$0	$80,000	$0	$0	$0	$0	$80,000
26-01	Replacement	Boardroom Table	Replace Boardroom Table	$150,000	E	ERF	$0	$0	$0	$0	$150,000	$0	$150,000
26-02	Replacement	Wiring	Replace eiring to accommodate new Board table	$15,000	E	ERF	$0	$0	$0	$0	$15,000	$0	$15,000
			GRAND TOTAL	**$634,400**			**$100,000**	**$282,500**	**$37,000**	**$96,500**	**$215,000**	**$0**	**$631,000**

Reserve Schedule

Reserve Fund: 1.011 Board

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101413	**Estimate**	**Budget**				
ERF Group: BOARD.ERF	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	229,655	300,455	72,955	92,055	202,775	46,135
Actual Purchases	-	-	-	-	-	
Planned Purchases (Based on Capital Plan)	(70,000)	(282,500)	(37,000)	(96,500)	(215,000)	-
Transfer from Operating Budget	40,800	55,000	56,100	57,220	58,360	59,530
Transfer from Operating Reserve	100,000	-	-	150,000	-	-
Interest Income	-	-	-	-	-	-
Ending Balance $	**300,455**	**72,955**	**92,055**	**202,775**	**46,135**	**105,665**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Real Estate

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	403,235	373,235	420,043	-	-	420,043	429,076	438,299	447,725	457,349
Allocations	61,210	61,210	63,357	-	-	63,357	66,753	69,078	71,344	73,702
Legal Expenses	21,940	20,000	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Software Licenses	9,340	7,000	9,620	-	-	9,620	9,810	10,010	10,210	10,410
Other Operating Expenses	22,630	15,030	23,130	-	-	23,130	23,580	24,061	24,543	25,035
TOTAL OPERATING COSTS	**518,355**	**476,475**	**517,650**	**-**	**-**	**517,650**	**530,749**	**543,008**	**555,412**	**568,116**
*Percentage increase/-decrease over prior year						-0.1%	2.5%	2.3%	2.3%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**1,000**	**1,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**519,355**	**477,475**	**517,650**	**-**	**-**	**517,650**	**530,749**	**543,008**	**555,412**	**568,116**
*Percentage increase/-decrease over prior year Total Costs						-0.3%	2.5%	2.3%	2.3%	2.3%
Internal Recoveries	(398,684)	(375,000)	(414,120)	-	-	(414,120)	(424,600)	(434,407)	(444,330)	(454,493)
Transfers from operating reserve	(20,000)	(20,000)	-	-	-	-	-	-	-	-
NET COSTS	**100,671**	**82,475**	**103,530**	**-**	**-**	**103,530**	**106,149**	**108,601**	**111,082**	**113,623**
*Percentage increase over prior year Net Costs						**2.8%**	2.5%	2.3%	2.3%	2.3%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.015 Real Estate	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$2,180	$0	$1,090	$0	$3,270
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$0**	**$2,180**	**$0**	**$1,090**	**$0**	**$3,270**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$2,180	$0	$1,090	$0	$3,270
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$0**	**$2,180**	**$0**	**$1,090**	**$0**	**$3,270**

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 #: 1.015
Service Name: Real Estate

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
24-01	Replacement	Computer	Computer Replacement	$2,180	E	ERF		$0	$2,180	$0	$0	$0	$2,180
26-01	Replacement	Computer	Computer Replacement	$1,090	E	ERF		$0	$0	$0	$1,090	$0	$1,090
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$3,270**			**$0**	**$0**	**$2,180**	**$0**	**$1,090**	**$0**	**$3,270**

Reserve Schedule

Reserve Fund: 1.015 Real Estate

Reserve Cash Flow

Fund: 1022 Fund Center: 101418	**Estimate**	**Budget**				
ERF Group: PRPSRV.ERF	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	23,100	24,099	24,099	21,919	21,919	20,829
Actual Purchases	-					
Planned Purchases (Based on Capital Plan)	-	-	(2,180)	-	(1,090)	-
Transfer from Operating Budget	1,000	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance $	**24,099**	**24,099**	**21,919**	**21,919**	**20,829**	**20,829**

Assumptions/Background:

2024 - 2 standard desktops

2026 - 1 standard desktop

CAPITAL REGIONAL DISTRICT

2023 BUDGET

First Nations Relations

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

1.027 - First Nations Relations	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	483,455	462,355	501,262	-	-	501,262	512,058	523,084	534,343	545,841
Allocations	44,919	44,919	62,582	-	-	62,582	64,016	65,480	66,790	68,125
Meetings, Programs & Special Events	67,410	30,110	43,680	-	35,000	78,680	44,550	45,440	46,350	47,280
Contract for Services	336,550	311,550	108,670	-	35,000	143,670	110,840	113,060	115,320	117,630
Legal Expenses	1,590	-	1,230	-	-	1,230	1,250	1,280	1,310	1,340
Other Operating Expenses	34,100	19,502	24,550	-	-	24,550	25,080	25,620	26,160	26,720
TOTAL OPERATING COSTS	**968,024**	**868,436**	**741,974**	**-**	**70,000**	**811,974**	**757,794**	**773,964**	**790,273**	**806,936**
*Percentage Increase over prior year			-23.4%			-16.1%	-6.7%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	2,000	5,000	1,000	-	-	1,000	1,020	1,040	1,060	1,080
TOTAL COSTS	**970,024**	**873,436**	**742,974**	**-**	**70,000**	**812,974**	**758,814**	**775,004**	**791,333**	**808,016**
*Percentage Increase over prior year Total Costs			-23.41%			-16.2%	-6.7%	2.1%	2.1%	2.1%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**970,024**	**873,436**	**742,974**	**-**	**70,000**	**812,974**	**758,814**	**775,004**	**791,333**	**808,016**
SOURCES OF FUNDING										
Transfer from Internal Reserve Account	(276,900)	(251,900)	-	-	(70,000)	(70,000)	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(276,900)**	**(251,900)**	**-**	**-**	**(70,000)**	**(70,000)**	**-**	**-**	**-**	**-**
NET COSTS	**693,124**	**621,536**	**742,974**	**-**	**-**	**742,974**	**758,814**	**775,004**	**791,333**	**808,016**
*Percentage Increase over prior year Net Costs			7.2%			7.2%	2.1%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	-	-	4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.027 Aboriginal Initiatives	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$3,791	$1,611	$0	$1,611	$4,881	$11,894
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$3,791**	**$1,611**	**$0**	**$1,611**	**$4,881**	**$11,894**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$3,791	$1,611	$0	$1,611	$4,881	$11,894
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$3,791**	**$1,611**	**$0**	**$1,611**	**$4,881**	**$11,894**

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 #: **1.027**

Service Name: **Aboriginal Initiatives**

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
23-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$3,791	E	ERF		$3,791	$0	$0	$0	$0	$3,791
24-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$1,611	E	ERF		$0	$1,611	$0	$0	$0	$1,611
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$1,611	E	ERF		$0	$0	$0	$1,611	$0	$1,611
27-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$4,881	E	ERF		$0	$0	$0	$0	$4,881	$4,881
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$11,894**			**$0**	**$3,791**	**$1,611**	**$0**	**$1,611**	**$4,881**	**$11,894**

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS

Reserve Cash Flow

Fund: 1022 Fund Center: 102157 ERF Group: INTGOV.ERF	**Estimate**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	4,353	8,320	5,529	4,938	5,978	5,427
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(1,033)	(3,791)	(1,611)	-	(1,611)	(4,881)
Transfer from Operating Budget	5,000	1,000	1,020	1,040	1,060	1,080
Interest Income	-	-	-	-	-	-
Ending Balance $	**8,320**	**5,529**	**4,938**	**5,978**	**5,427**	**1,626**

Assumptions/Background:

2023 - 2 standard desktops & 1 standard laptop
2024 - 1 standard laptop
2026 - 1 standard laptop
2027 - 2 standard desktops & 1 standard laptop

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Victoria Family Court Committee

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

To operate and fund the operation of the Victoria Family Court Committee, a family court committee under the *Provincial Court Act* ; as well as to direct funding to juvenile justice committees appointed by the Board (Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997).

SERVICE DESCRIPTION:

This service provides funding for the operation and funding of a *Provincial Court Act* family court committee, currently operating as the Victoria Family Court and Youth Justice Committee. Historically, such committees were mandatory. Now, they are optional. The mandate of the committee is:

- To monitor proceedings of the court and address issues pertaining to resources and legislation concerning families and youth;
- To promote and examine extra-legal options in the youth and family systems;
- To liaise with governmental and non-governmental bodies around youth justice;
- To meet at least four times a year and to provide an annual report to CRD, other local governments, and the Attorney General

The Victoria Family Court and Youth Justice committee has been a federal Youth Justice Committee under the *Youth Criminal Justice* Act since the 1980s.

PARTICIPATION:

Participants include all 13 municipalities in the CRD and the Juan de Fuca Electoral Area. The electoral areas of Salt Spring Island and Southern Gulf Islands are not participants in this service.

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

MAXIMUM LEVY:

$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997
Provincial Court Act
Youth Criminal Justice Act

COMMISSION:

FUNDING:

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

Member Municipality	ASSESSMENTS 2021 Converted		ASSESSMENTS 2021 Actual	ASSESSMENTS 2022 Converted		ASSESSMENTS 2022 Actual
City of Colwood	522,210,174	3.89%	4,768,669,615	676,387,481	4.21%	6,204,372,115
City of Victoria	4,028,366,938	29.98%	30,648,677,888	4,562,581,324	28.41%	35,387,278,281
District of Central Saanich	682,091,870	5.08%	5,678,630,043	821,112,902	5.11%	6,951,449,149
Township of Esquimalt	494,698,049	3.68%	4,348,601,306	592,077,215	3.69%	5,261,465,156
District of Langford	1,439,488,822	10.71%	11,871,422,812	1,807,943,089	11.26%	15,212,962,883
District of Saanich	4,032,489,613	30.01%	36,475,617,059	4,885,131,652	30.42%	44,689,586,842
District of Oak Bay	976,933,117	7.27%	9,480,747,659	1,171,428,027	7.29%	11,409,270,209
District of Metchosin	152,964,252	1.14%	1,496,710,894	203,434,625	1.27%	1,999,212,193
Town of Sidney	551,412,679	4.10%	4,630,400,405	656,173,316	4.09%	5,596,917,473
Town of View Royal	364,952,707	2.72%	3,193,922,057	443,000,748	2.76%	3,948,572,659
District of Highland	93,126,687	0.69%	827,588,306	120,325,439	0.75%	1,108,603,814
Subtotal	**13,338,734,908**	**99.28%**	**113,420,988,044**	**15,939,595,818**	**99.25%**	**137,769,690,774**
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,040,587	0.01%	3,445,300	605,052	0.00%	2,197,700
JDF - Langford - R(762) ESA # 36	14,752,301	0.11%	145,027,022	18,322,545	0.11%	181,528,240
JDF - Langford - R(763) ESA # 36	20,701,375	0.15%	206,328,500	27,372,350	0.17%	273,023,000
Subtotal	**36,494,263**	**0.27%**	**354,800,822**	**46,299,947**	**0.29%**	**456,748,940**
First Nations Taxation						
Songhees	29,701,753	0.22%	260,577,100	37,506,403	0.23%	336,309,800
Tsawout	30,014,150	0.22%	258,759,300	37,233,100	0.23%	345,904,400
Subtotal	**59,715,903**	**0.44%**	**519,336,400**	**74,739,503**	**0.47%**	**682,214,200**
TOTAL	**13,434,945,074**	**100.00%**	**114,295,125,266**	**16,060,635,268**	**100.00%**	**138,908,653,914**

1.126 Vic Family Court &Youth Justice Committee	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Internal Allocation	318	318	321	-	-	321	327	334	340	347
Meeting Costs	-	5,800	5,450	-	-	5,450	5,450	5,450	5,450	5,450
Third Party Payments	15,717	13,000	10,107	-	29,121	39,228	10,101	10,094	10,088	10,081
TOTAL OPERATING COSTS	**16,035**	**19,118**	**15,878**	**-**	**-**	**44,999**	**15,878**	**15,878**	**15,878**	**15,878**
*Percentage Increase		19.2%	-0.98%			180.63%	-64.7%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	29,121	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(157)	(32,361)	(29,121)	-	-	(29,121)	-	-	-	-
Grants in Lieu of Taxes	(878)	(878)	(878)	-	-	(878)	(878)	(878)	(878)	(878)
TOTAL REVENUE	(1,035)	(4,118)	(29,999)	-	-	(29,999)	(878)	(878)	(878)	(878)
REQUISITION	**(15,000)**	**(15,000)**	**14,121**	**-**	**-**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**
*Percentage Increase		0.0%	-194.14%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Greater Victoria Police Victims Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

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

Member Municipality	ASSESSMENTS 2021 Converted		ASSESSMENTS 2021 Actual	ASSESSMENTS 2022 Converted		ASSESSMENTS 2022 Actual
City of Colwood	522,210,174	3.89%	4,768,669,615	676,387,481	4.21%	6,204,372,115
City of Victoria	4,028,366,938	29.98%	30,648,677,888	4,562,581,324	28.41%	35,387,278,281
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District of Oak Bay	976,933,117	7.27%	9,480,747,659	1,171,428,027	7.29%	11,409,270,209
District of Metchosin	152,964,252	1.14%	1,496,710,894	203,434,625	1.27%	1,999,212,193
Town of Sidney	551,412,679	4.10%	4,630,400,405	656,173,316	4.09%	5,596,917,473
Town of View Royal	364,952,707	2.72%	3,193,922,057	443,000,748	2.76%	3,948,572,659
District of Highland	93,126,687	0.69%	827,588,306	120,325,439	0.75%	1,108,603,814
Subtotal	**13,338,734,908**	**99.28%**	**113,420,988,044**	**15,939,595,818**	**99.25%**	**137,769,690,774**
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,040,587	0.01%	3,445,300	605,052	0.00%	2,197,700
JDF - Langford - R(762) ESA # 36	14,752,301	0.11%	145,027,022	18,322,545	0.11%	181,528,240
JDF - Langford - R(763) ESA # 36	20,701,375	0.15%	206,328,500	27,372,350	0.17%	273,023,000
Subtotal	**36,494,263**	**0.27%**	**354,800,822**	**46,299,947**	**0.29%**	**456,748,940**
First Nations Taxation						
Songhees	29,701,753	0.22%	260,577,100	37,506,403	0.23%	336,309,800
Tsawout	30,014,150	0.22%	258,759,300	37,233,100	0.23%	345,904,400
Subtotal	**59,715,903**	**0.44%**	**519,336,400**	**74,739,503**	**0.47%**	**682,214,200**
TOTAL	**13,434,945,074**	**100.00%**	**114,295,125,266**	**16,060,635,268**	**100.00%**	**138,908,653,914**

1.128 Greater Victoria Police Victims Services	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Internal Allocation	5,850	5,850	5,999	-	-	5,999	6,119	6,241	6,366	6,493
Third Party Payments	292,500	292,500	298,350	-	-	298,350	304,317	310,403	316,611	322,943
Interest Charge	1,599	1,599	750	-	-	750	750	750	750	750
TOTAL OPERATING COSTS	**299,949**	**299,949**	**305,099**	**-**	**-**	**305,099**	**311,186**	**317,394**	**323,727**	**330,186**
*Percentage Increase		0.0%	1.72%			1.72%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from Current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	602	602	-	-	-	-	-	-	-	-
Grants in Lieu	(15,358)	(15,358)	(15,358)	-	-	(15,358)	(15,358)	(15,358)	(15,358)	(15,358)
Interest Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(14,756)	(14,756)	(15,358)	-	-	(15,358)	(15,358)	(15,358)	(15,358)	(15,358)
REQUISITION	**(285,193)**	**(285,193)**	**(289,741)**	**-**	**-**	**(289,741)**	**(295,828)**	**(302,036)**	**(308,369)**	**(314,828)**
*Percentage Increase		0.0%	1.59%			1.59%	2.1%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2023 BUDGET

FINANCE & TECHNOLOGY

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

Finance

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2022 to 2023 Service: 1.017 Finance	Total Expenditure	Comments
2022 Budget - Financial Services	**6,748,881**	
Change in Salaries:		
Base salary change	107,527	Inclusive of estimated collective agreement changes
Step increase/paygrade change	88,964	
Annualization of 2022 positions	214,074	Annualization of 2022 Financial Services Support IBCs (4.55 FTEs)
0.5 FTE Financial Analyst (Term)	54,982	2023 IBC Support: 1a-2 CRHC Operations Term 2023-2024
2.0 FTE Business Analyst (Term)	248,602	2023 IBC Support: 15f-1.9 SAP Lifecycle Replacement S4 Hana (4-year term)
0.25 FTE Financial Analyst	20,129	2023 IBC Support: 15f-1.24 Financial Services Support
(1.0) FTE Financial Analyist	(83,025)	2022 IBC Support: 15f-1.3 ERDMS position removed due to revised implementation
Other adjustments	6,390	
Total Change in Salaries	657,643	
Other Changes:		
Office & Equipment Costs	16,250	Office costs associated with new on-going and term FTEs
Building Occupancy	13,396	Facilities allocation
Staff training and development	(2,500)	Cost associated with new on-going and term FTEs net of savings due to KPMG contract efficiencies
Contract for Services	(50,000)	2022 one-time cost associated with the ICFR project
Other	4,384	
Total Other Changes	(18,470)	
2023 Budget: Financial Services Subtotal	**7,388,055**	
2022 Budget - Asset Management	**564,285**	
Change in Salaries:		
Base salary change	7,882	Inclusive of estimated collective agreement changes
Step increase/paygrade change	34,266	
Total Change in Salaries	42,148	
Other Changes:		
Contract for Services (one-time)	27,000	2020 IBC: 5b-2 Asset Management/CAMS Life-Cycle Costing initiative (change between phase 1 and phase 2)
Other	(5,110)	
Total Other Changes	21,890	
2023 Budget: Asset Management Subtotal	**628,323**	
2023 Budget Grand Total	**8,016,377**	

Summary of % Expense Increase		
2022 IBC Salary Annualization	3.3%	
2023 IBC Expense	4.6%	
Balance of increase	1.7%	
% expense increase from 2022:	***9.6%***	
% Requisition increase from 2022 (if applicable):	***1.2%***	*Requisition funding is 38% of service revenue*

Overall 2022 Budget Performance:
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of $251,000 (3.7%) primarily due to temporary staff vacancies, offset by one-time increases in contract for services. Of this variance, $110,000 will be carried forward to fund term labour costs associated with IBC 1a-2 CRHD Operations, $50,000 carried forward for asset management contract commitments and $91,000 will be transferred to the Legislative and General Operating Reserve.

1.017 - FINANCE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	5,985,605	5,665,418	6,361,683	323,713	-	6,685,396	6,829,087	6,918,477	7,067,145	6,948,266
Allocations	289,116	289,116	304,251	-	-	304,251	328,555	342,921	358,013	373,832
Auditing Expense	79,000	76,000	79,000	-	-	79,000	83,000	86,000	89,000	90,780
Contract for Services	269,180	453,400	194,680	-	50,000	244,680	213,130	75,610	77,120	78,660
Postage & Freight	239,360	237,069	246,540	-	-	246,540	251,470	256,490	261,620	266,860
Supplies	149,460	91,625	139,410	5,000	5,000	149,410	147,300	147,960	150,920	153,940
Other Operating Expenses	266,445	242,914	263,350	6,750	2,000	272,100	275,660	281,350	287,150	293,070
TOTAL OPERATING COSTS	**7,278,166**	**7,055,543**	**7,588,914**	**335,463**	**57,000**	**7,981,377**	**8,128,202**	**8,108,808**	**8,290,968**	**8,205,408**
*Percentage Increase over prior year			4.3%			9.7%	1.8%	-0.2%	2.2%	-1.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	35,000	35,000	35,000	-	-	35,000	40,000	40,000	40,000	40,000
TOTAL CAPITAL / RESERVES	**35,000**	**35,000**	**35,000**	**-**	**-**	**35,000**	**40,000**	**40,000**	**40,000**	**40,000**
TOTAL COSTS	**7,313,166**	**7,090,543**	**7,623,914**	**335,463**	**57,000**	**8,016,377**	**8,168,202**	**8,148,808**	**8,330,968**	**8,245,408**
			4.2%			9.6%	1.9%	-0.2%	2.2%	-1.0%
REVENUE										
US Bank Rebate	(58,140)	(50,000)	(59,880)	-	-	(59,880)	(61,080)	(62,300)	(63,550)	(64,820)
Provincial Grants	(60,000)	(110,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Sales of Services	(218,280)	(204,880)	(224,830)	-	-	(224,830)	(229,320)	(233,900)	(238,580)	(243,350)
Other	(85,023)	(85,023)	(86,911)	-	-	(86,911)	(88,776)	(90,679)	(92,620)	(94,609)
Allocation Recoveries	(102,000)	(102,000)	(104,040)	-	-	(104,040)	(106,120)	(108,240)	(110,400)	(112,610)
Transfer from Reserve	(90,000)	(90,000)	-	(303,602)	(50,000)	(353,602)	(308,958)	(259,429)	(265,017)	-
TOTAL REVENUES	**(613,443)**	**(641,903)**	**(535,661)**	**(303,602)**	**(50,000)**	**(889,263)**	**(854,255)**	**(814,548)**	**(830,167)**	**(575,389)**
NET COSTS	**6,699,723**	**6,448,640**	**7,088,253**	**31,861**	**7,000**	**7,127,114**	**7,313,948**	**7,334,260**	**7,500,802**	**7,670,019**
*Percentage increase over prior year Net Costs			5.8%			6.4%	2.6%	0.3%	2.3%	2.3%
AUTHORIZED POSITIONS:										
Salaried	49.75	49.75	48.75	0.25	-	49.00	49.00	49.00	49.00	49.00
Term	-	-	-	2.50	-	2.50	2.50	2.00	2.00	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.017 Finance	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$227,110	$226,445	$128,991	$126,312	$52,110	$760,968
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$227,110**	**$226,445**	**$128,991**	**$126,312**	**$52,110**	**$760,968**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$200,000	$200,000	$100,000	$100,000	$25,000	$625,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$27,110	$26,445	$28,991	$26,312	$27,110	$135,968
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$227,110**	**$226,445**	**$128,991**	**$126,312**	**$52,110**	**$760,968**

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 #: **1.017**

Service Name: **Finance**

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
23-01	Replacement	Computer	Computer and Office Equipment Replacement	$27,110	E	ERF		$27,110	$0	$0	$0		$27,110
24-01	Replacement	Computer	Computer and Office Equipment Replacement	$26,445	E	ERF		$0	$26,445	$0	$0		$26,445
25-01	Replacement	Computer	Computer and Office Equipment Replacement	$28,991	E	ERF		$0	$0	$28,991	$0		$28,991
26-01	Replacement	Computer	Computer and Office Equipment Replacement	$26,312	E	ERF		$0	$0	$0	$26,312		$26,312
27-01	Replacement	Computer	Computer and Office Equipment Replacement	$27,110	E	ERF		$0	$0	$0	$0	$27,110	$27,110
21-01	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	$625,000	E	Cap		$200,000	$200,000	$100,000	$100,000	$25,000	$625,000
			GRAND TOTAL	**$760,968**			**$0**	**$227,110**	**$226,445**	**$128,991**	**$126,312**	**$52,110**	**$760,968**

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420	**Estimate**	**Budget**				
ERF Group: FIN.ERF	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	133,138	152,581	160,471	174,026	185,035	198,723
Actual Purchases	-	-	-	-		
Planned Purchases (Based on Capital Plan)	(15,557)	(27,110)	(26,445)	(28,991)	(26,312)	(27,110)
Transfer from Operating Budget	35,000	35,000	40,000	40,000	40,000	40,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**152,581**	**160,471**	**174,026**	**185,035**	**198,723**	**211,613**

Assumptions/Background:

2023 - Replace 20 standard desktops, 2 standard laptops and 1 ultra-portable laptop
2024 - Replace 12 standard desktops, 7 standard laptops and 1 ultra-portable laptop
2025 - Replace 4 standard desktops, 2 standard laptops, I semi-ruggedized laptop and binding equipment for print shop
2026 - Replace 1 standard desktop, 2 standard laptops and postage meter for print shop
2027 - Replace 20 standard desktops, 2 standard laptops and 1 ultra-portable laptop

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Information Technology

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2022 to 2023 Service: 1.022 INFORMATION TECHNOLOGY	Total Expenditure	Comments
2022 Budget	**9,710,078**	
Change in Salaries:		
Base salary change	116,105	Inclusive of estimated collective agreement changes
Step increase/paygrade change	23,936	Inclusive of annualization and reclassification of 2022 IBC positions
Annualization of 2022 positions	438,192	Annualization of various 2022 IBCs (9.27 FTE)
3.0 TERM FTE SAP Functional Analyst	504,077	2023 IBC: 15f-1.9 SAP Lifecycle Replacement 2023-2026
1.0 TERM FTE Backfill Resourcing	117,069	2023 IBC: 15f-1.15 Digital Communications Governance (Website & Sharepoint Analytics 2023-2024)
Other	6,240	Inflationary increase auxiliary labour, overtime and standby pay
Total Change in Salaries	1,205,618	
Other Changes:		
Contract for Services (one-time)	306,000	2023 IBC initiatives: 15f-1.9 SAP, HRIS ($181k) and 15f-1.23 EPDMS ($125k to be recovered by capital projects)
Software Licenses & Computer Maintenance (ongoing)	254,055	2023 IBC initiatives: 15f-1.23 EPDMS ($150k to be recovered by capital projects and 15f-1.15 Digital Communications Governance ($64k)
Software Licenses & Computer Maintenance (one-time)	294,800	2023 IBC initiatives: 15f-1.23 EPDMS ($250k to be recovered by capital projects) and 15f-1.15 Digital Communications Governance ($45k)
Transfer to General Capital Fund	108,880	Contribution to general capital fund - SAP routine replacements
Human Resources Allocation	40,199	Increase in allocation due to increased salary budget
Building Occupancy	18,738	
Other	5,578	
Total Other Changes	1,028,250	
2023 Budget	**11,943,946**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	4.8%	
2023 IBC Expense	15.2%	
Balance of increase	3.0%	
% expense increase from 2022:	***23.0%***	
% Requisition increase from 2022 (if applicable):	***2.9%***	*Requisition funding is 20% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is an estmiated one-time favourable variance of $400,265 (4.3%) due mainly to hiring challenges and vacant positions, net of increases in consulting and contract for services. The variance will be moved to the to the Legislative and General Operating Reserve, of which $300,000 is committed to be moved to the Capital Reserve for SAP S4.

1.022 INFORMATION TECHNOLOGY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	6,013,278	4,946,131	6,597,751	621,146	-	7,218,896	7,624,204	7,665,940	7,830,721	7,450,085
Allocations	339,040	339,040	398,000	-	-	398,000	426,058	444,408	461,278	478,903
Consulting	45,470	55,500	46,830	-	-	46,830	47,770	48,730	49,700	50,690
Contract for Services	552,180	920,000	543,000	-	306,000	849,000	714,860	564,940	576,240	587,770
Software Licenses & Computer Mtce	1,715,165	1,714,085	1,717,380	251,840	294,800	2,264,020	2,046,910	2,096,540	2,123,180	2,165,650
Other Operating Expenses	589,215	522,610	459,240	48,800	91,200	599,240	520,600	526,570	537,510	534,290
TOTAL OPERATING COSTS	**9,254,348**	**8,497,366**	**9,762,201**	**921,786**	**692,000**	**11,375,986**	**11,380,402**	**11,347,128**	**11,578,629**	**11,267,388**
*Percentage Increase over prior year			5.5%			22.9%	0.0%	-0.3%	2.0%	-2.7%
CAPITAL / RESERVE										
Transfer to General Capital Fund	343,840	685,140	452,720	-	-	452,720	961,770	1,221,010	1,131,010	491,010
Transfer to Equipment Replacement Fund	111,890	111,890	115,240	-	-	115,240	117,530	119,880	122,280	124,730
TOTAL CAPITAL / RESERVES	**455,730**	**797,030**	**567,960**	**-**	**-**	**567,960**	**1,079,300**	**1,340,890**	**1,253,290**	**615,740**
TOTAL COSTS	**9,710,078**	**9,294,396**	**10,330,161**	**921,786**	**692,000**	**11,943,946**	**12,459,702**	**12,688,018**	**12,831,919**	**11,883,128**
*Percentage increase over prior year Total Costs			6.4%			23.0%	4.3%	1.8%	1.1%	-7.4%
Funding from Capital Fund	-	-	-	(180,000)	(1,120,077)	(1,300,077)	(855,937)	(867,030)	(717,360)	(180,000)
Funding from Operating Reserve	(411,700)	(411,700)	-	-	(181,869)	(181,869)	(119,591)	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**9,298,378**	**8,882,696**	**10,330,161**	**741,786**	**(609,946)**	**10,462,001**	**11,484,174**	**11,820,988**	**12,114,559**	**11,703,128**
Service Fees	(40,000)	(24,583)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
TOTAL REVENUES	**(40,000)**	**(24,583)**	**(40,000)**	**-**	**-**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**
NET COSTS	**9,258,378**	**8,858,113**	**10,290,161**	**741,786**	**(609,946)**	**10,422,001**	**11,444,174**	**11,780,988**	**12,074,559**	**11,663,128**
*Percentage increase over prior year Net Costs			11.1%			12.6%	9.8%	2.9%	2.5%	-3.4%
AUTHORIZED POSITIONS:										
Salaried	48.27	48.27	39.00	9.27	-	48.27	49.3	49.3	49.3	49.3
Term	-	-	-	4.0	-	4.0	4.0	3.0	3.0	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.022 Information Technology	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$351,350	$1,724,042	$1,457,600	$1,991,000	$2,120,650	$295,000	$7,588,292
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$100,000	$0	$70,000	$0	$0	$170,000
		$351,350	**$1,824,042**	**$1,457,600**	**$2,061,000**	**$2,120,650**	**$295,000**	**$7,758,292**
SOURCE OF FUNDS								
Capital Funds on Hand		$339,000	$1,670,000	$1,411,000	$1,939,000	$2,059,000	$245,000	$7,324,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$12,350	$154,042	$46,600	$122,000	$61,650	$50,000	$434,292
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$351,350	**$1,824,042**	**$1,457,600**	**$2,061,000**	**$2,120,650**	**$295,000**	**$7,758,292**

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

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)

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 #: 1.022

Service Name: Information Technology

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
21-01	Replacement	Data Centre Replacements	Corporate Firewall	$100,000	E	Cap	$0	$0	$100,000	$0	$0	$0	$100,000
19-04	Replacement	Data Centre Replacements	Additional Storage	$245,000	E	Cap	$0	$20,000	$75,000	$50,000	$50,000	$50,000	$245,000
18-06	Replacement	Data Centre Replacements	Replace Backup	$100,000	E	Cap	$0	$100,000	$0	$0	$0	$0	$100,000
18-07	Replacement	Data Centre Replacements	Server Replacements	$250,000	E	Cap	$0	$75,000	$75,000	$50,000	$0	$50,000	$250,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	$134,000	E	Cap	$54,000	$74,000	$20,000	$15,000	$25,000	$0	$134,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	$130,000	E	Cap	$50,000	$50,000	$50,000	$0	$30,000	$0	$130,000
22-01	Replacement	Data Centre Replacements	SPAM Email Appliance	$80,000	E	Cap	$0	$0	$0	$30,000	$50,000	$0	$80,000
20-02	Replacement	Data Centre Replacements	Vitual Server Hosts	$435,000	E	Cap	$150,000	$190,000	$40,000	$25,000	$150,000	$30,000	$435,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	$65,000	E	Cap	$0	$0	$0	$0	$0	$65,000	$65,000
20-04	Replacement	Data Centre Replacements	Network Data/Voice Switches (Fisgard)	$170,000	E	Cap	$50,000	$115,000	$35,000	$20,000	$0	$0	$170,000
20-05	Replacement	Data Centre Replacements	uninterruptible power supply	$150,000	E	Cap	$0	$0	$50,000	$0	$50,000	$50,000	$150,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	$50,000	E	Cap	$10,000	$30,000	$0	$20,000	$0	$0	$50,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	$116,250	E	ERF	$12,350	$17,000	$19,600	$25,000	$34,650	$20,000	$116,250
17-01	Replacement	SAP	Business Warehouse	$75,000	E	Cap	$25,000	$50,000	$0	$25,000	$0	$0	$75,000
23-01	Replacement	SAP	SAP Migration from ECC to S4	$5,340,000	E	Cap	$0	$966,000	$966,000	$1,704,000	$1,704,000	$0	$5,340,000
23-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$12,042	E	ERF	$0	$12,042	$0	$0	$0	$0	$12,042
23-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$52,000	E	ERF	$0	$25,000	$27,000	$0	$0	$0	$52,000
25-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$27,000	E	ERF	$0	$0	$0	$27,000	$0	$0	$27,000
26-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$27,000	E	ERF	$0	$0	$0	$0	$27,000	$0	$27,000

Service #: 1.022

Service Name: Information Technology

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**
27-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$30,000	E	ERF	$0	$0	$0	$0	$0	$30,000	$30,000
25-01	Replacement	Van	Replace IT Van	$70,000	V	ERF	$0	$0	$0	$70,000	$0	$0	$70,000
23-01	Replacement	Truck	Replace Radio Truck	$100,000	V	ERF	$0	$100,000	$0	$0	$0	$0	$100,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$7,758,292**			**$351,350**	**$1,824,042**	**$1,457,600**	**$2,061,000**	**$2,120,650**	**$295,000**	**$7,758,292**

Reserve Schedule

Reserve Fund: 1.022 Information Technology

Reserve Cash Flow

Fund: 1022 Fund Center: 101421 ERF Group: INFOTECH.ERF (ITG.ERF)	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	300,116	318,910	297,108	387,638	410,518	505,798
Actual Purchases	-					
Planned Purchases (Based on Capital Plan)	(93,096)	(137,042)	(27,000)	(97,000)	(27,000)	(30,000)
Transfer from Operating Budget	111,890	115,240	117,530	119,880	122,280	124,730
Interest Income	-	-	-	-	-	-
Ending Balance $	**318,910**	**297,108**	**387,638**	**410,518**	**505,798**	**600,528**

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2023-2027) and replacement of one vehicle in 2023 and one vehicle in 2025.

Reserve Schedule

Reserve Fund: 1.022 Fisgard Meeting Room ERF

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

Reserve Cash Flow

Fund: 1022 Fund Center: 102217 ERF Group: ITMTGROOM.ERF (ITG.ERF)	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	49,521	57,171	60,171	60,571	55,571	40,921
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(12,350)	(17,000)	(19,600)	(25,000)	(34,650)	(20,000)
Transfer from Operating Budget	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**57,171**	**60,171**	**60,571**	**55,571**	**40,921**	**40,921**

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

GIS Information Systems

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries.

1.101 GIS INFORMATION SYSTEMS	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	378,810	382,758	392,509	-	-	392,509	400,966	409,603	418,424	427,433
Allocations	11,223	11,223	11,199	-	-	11,199	11,567	11,942	12,181	12,425
Data Processing Services	94,970	95,000	97,820	-	-	97,820	99,780	101,780	103,820	105,900
Supplies	44,900	45,500	46,240	-	-	46,240	47,160	48,100	49,050	50,030
Other Operating Expenses	14,550	13,397	15,060	-	-	15,060	15,370	15,680	16,000	16,330
TOTAL OPERATING COSTS	**544,453**	**547,878**	**562,828**	**-**	**-**	**562,828**	**574,843**	**587,105**	**599,475**	**612,118**
*Percentage Increase over prior year			3.4%			3.4%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	23,490	23,490	18,190	-	-	18,190	18,550	18,920	19,300	19,690
Transfer to Operating Reserve Fund	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL / RESERVES	73,490	73,490	68,190	-	-	68,190	68,550	68,920	69,300	69,690
TOTAL COSTS	**617,943**	**621,368**	**631,018**	**-**	**-**	**631,018**	**643,393**	**656,025**	**668,775**	**681,808**
			2.1%			2.1%	2.0%	2.0%	1.9%	1.9%
Internal Recoveries	(494,422)	(494,422)	(504,310)	-	-	(504,310)	(514,396)	(524,684)	(535,178)	(545,882)
TOTAL COSTS LESS INTERNAL RECOVERIES	**123,521**	**126,946**	**126,708**	**-**	**-**	**126,708**	**128,997**	**131,341**	**133,597**	**135,926**
SOURCES OF FUNDING										
PILT Revenue	(3,368)	(3,368)	(3,368)	-	-	(3,368)	(3,440)	(3,510)	(3,580)	(3,650)
TOTAL REVENUE	(3,368)	(3,368)	(3,368)	-	-	(3,368)	(3,440)	(3,510)	(3,580)	(3,650)
REQUISITION	**(120,153)**	**(123,578)**	**(123,340)**	**-**	**-**	**(123,340)**	**(125,557)**	**(127,831)**	**(130,017)**	**(132,276)**
*Percentage increase over prior year requisition			2.7%			2.7%	1.8%	1.8%	1.7%	1.7%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Geo-Spatial Referencing

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Governance & Finance

FUNDING:

Requisition

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Allocations	24,145	24,145	22,899	-	-	22,899	23,357	23,824	24,301	24,787
Contract for Services	21,280	24,800	21,920	-	-	21,920	22,360	22,810	23,270	23,740
Consulting	14,270	12,000	14,700	-	-	14,700	14,990	15,290	15,600	15,910
Facilities Rental	14,940	8,000	15,390	-	-	15,390	15,700	16,010	16,330	16,660
Software Licenses & Fees	22,400	36,300	23,080	-	-	23,080	23,540	24,010	24,490	24,980
Other Operating Expenses	17,460	9,390	17,940	-	-	17,940	18,310	18,690	19,080	19,480
TOTAL OPERATING COSTS	**114,495**	**114,635**	**115,929**	**-**	**-**	**115,929**	**118,257**	**120,634**	**123,071**	**125,557**
*Percentage Increase over prior year			1.3%			1.3%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	60,050	60,050	61,850	-	-	61,850	63,090	64,350	65,640	66,950
TOTAL CAPITAL / RESERVES	60,050	60,050	61,850	-	-	61,850	63,090	64,350	65,640	66,950
TOTAL COSTS	**174,545**	**174,685**	**177,779**	**-**	**-**	**177,779**	**181,347**	**184,984**	**188,711**	**192,507**
						1.9%	2.0%	2.0%	2.0%	2.0%
SOURCES OF FUNDING										
PILT Revenue	(8,558)	(8,558)	(8,558)	-	-	(8,558)	(8,730)	(8,910)	(9,090)	(9,270)
Sale of Services	(8,130)	(9,600)	(8,370)	-	-	(8,370)	(8,540)	(8,710)	(8,880)	(9,060)
Interest Income	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(16,838)**	**(18,158)**	**(17,078)**	**-**	**-**	**(17,078)**	**(17,420)**	**(17,770)**	**(18,120)**	**(18,480)**
REQUISITION	**(157,707)**	**(156,527)**	**(160,701)**	**-**	**-**	**(160,701)**	**(163,927)**	**(167,214)**	**(170,591)**	**(174,027)**
*Percentage increase over prior year requisition			1.9%			1.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.335 Geo-Spatial Referencing	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$70,000	$155,000	$40,000	$70,000	$45,000	$40,000	$350,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$70,000	**$155,000**	**$40,000**	**$70,000**	**$45,000**	**$40,000**	**$350,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$70,000	$155,000	$40,000	$70,000	$45,000	$40,000	$350,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$70,000	**$155,000**	**$40,000**	**$70,000**	**$45,000**	**$40,000**	**$350,000**

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 #: 1.335
Service Name: Geo-Spatial Referencing

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
17-01	Replacement	RTK Monitor Computers	RTK Monitor Computers	$60,000	E	ERF	$30,000	$30,000	$0	$30,000	$0	$0	$60,000
19-01	Replacement	Survey grade rover kit	Survey grade rover kit	$80,000	E	ERF	$40,000	$40,000	$0	$40,000	$0	$0	$80,000
20-01	Replacement	V10 Rover Receiver	V10 Rover Receiver	$90,000	E	ERF	$0	$45,000	$0	$0	$45,000	$0	$90,000
22-01	Replacement	4 Net R9 ACP site receivers	4 Net R9 ACP site receivers	$80,000	E	ERF	$0	$0	$40,000	$0	$0	$40,000	$80,000
23-01	Replacement	RTK Alloy System	RTK Alloy System	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$350,000**			**$70,000**	**$155,000**	**$40,000**	**$70,000**	**$45,000**	**$40,000**	**$350,000**

Reserve Schedule

Reserve Fund: 1.335 Geospatial

Reserve Cash Flow

Fund: 1022 Fund Center: 101726	**Estimate**	**Budget**				
ERF Group: GEOSPA.ERF	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	239,157	299,207	206,057	229,147	223,497	244,137
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	(155,000)	(40,000)	(70,000)	(45,000)	(40,000)
Transfer from Operating Budget	60,050	61,850	63,090	64,350	65,640	66,950
Interest Income	-	-	-	-	-	-
Ending Balance $	**299,207**	**206,057**	**229,147**	**223,497**	**244,137**	**271,087**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.290 Royal Theatre **Committee: Finance**

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

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

FUNDING:

ROYAL THEATRE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Third Party Payment	42,633	42,633	37,653	-	-	37,653	35,063	32,357	29,522	26,560
Insurance Costs	39,960	39,960	44,800	-	-	44,800	47,040	49,390	51,860	54,450
Internal Allocation	16,807	16,807	16,947	-	-	16,947	17,297	17,653	18,018	18,390
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	**100,000**	**100,000**	**100,000**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchase	102,000	102,000	101,000	-	-	101,000	105,000	105,000	105,000	109,000
Transfer to Capital Reserve Fund	378,000	378,000	379,000	-	-	379,000	375,000	375,000	375,000	371,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	**480,000**	**480,000**	**480,000**	**-**	**-**	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**
TOTAL COSTS	**580,000**	**580,000**	**580,000**	**-**	**-**	**580,000**	**580,000**	**580,000**	**580,000**	**580,000**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Revenue - Other	-	-								
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-580,000**	**-580,000**	**-580,000**	**-**	**-**	**-580,000**	**-580,000**	**-580,000**	**-580,000**	**-580,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.290 Royal Theatre	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$1,706,000	$1,600,000	$700,000	$2,186,000	$93,000	$0	$4,579,000
Equipment		$15,000	$228,000	$0	$450,000	$0	$0	$678,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,721,000	**$1,828,000**	**$700,000**	**$2,636,000**	**$93,000**	**$0**	**$5,257,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$165,000	$90,000	$0	$75,000	$0	$0	$165,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$680,000	$0	$0	$680,000
Donations / Third Party Funding		$825,000	$825,000	$350,000	$1,055,000	$0	$0	$2,230,000
Reserve Fund		$731,000	$913,000	$350,000	$826,000	$93,000	$0	$2,182,000
		$1,721,000	**$1,828,000**	**$700,000**	**$2,636,000**	**$93,000**	**$0**	**$5,257,000**

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 preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.290

Service Name: Royal Theatre

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
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	$75,000	B	Cap	$75,000	$0	$0	$75,000	$0		$75,000
21-01	Replacement	HVAC Upgrade	Replace 1994 HVAC main unit in audience chamber.	$500,000	B	Other	$450,000	$450,000	$0	$0	$0	$0	$450,000
21-02	Replacement	Replace House Light System - Phase 2	Replace House Light System with upgraded LED technology	$90,000	B	Cap	$90,000	$90,000	$0	$0	$0	$0	$90,000
21-05	Replacement	Replace Extendable Scissor Lift	Replace existing scissor lift that is past end of life for safety & reliability	$26,000	E	Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	$2,293,000	B	Res	$375,000	$375,000	$350,000	$375,000	$93,000	$0	$1,193,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		B	Other	$375,000	$375,000	$350,000	$375,000	$0	$0	$1,100,000
21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	$115,000	B	Res	$111,000	$0	$0	$111,000	$0	$0	$111,000
22-01	Replacement	Replace Theatre Doors Phase 2	Replace house doors in balcony and mezzanine with automated soundproof doors	$230,000	B	Res	$230,000	$230,000	$0	$0	$0	$0	$230,000
23-01	Study	Study and Plan main floor replacement Including 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	$0	$0	$30,000
23-02	Defer	Emergency Repairs	Unforeseen emergency repairs.	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
23-03	Replacement	Replace Audio Stage Monitors	Replace audio stage monitors that are failing and at end of useful life. Essential for performers.	$197,000	E	Res	$0	$197,000	$0	$0	$0	$0	$197,000
23-04	Replacement	Replace Paging Touch Screens	Replace paging touch screens that are no longer supported by manufacturer and cannot be maintained or reprogrammed. Production requirement for communication to patrons and performers.	$16,000	E	Res	$0	$16,000	$0	$0	$0	$0	$16,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights	$700,000	B	Other	$0	$0	$0	$280,000	$0	$0	$280,000
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.		B	Grant	$0	$0	$0	$280,000	$0	$0	$280,000
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.		B	Res	$0	$0	$0	$140,000	$0	$0	$140,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell	$750,000	B	Other	$0	$0	$0	$300,000	$0	$0	$300,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Grant	$0	$0	$0	$300,000	$0	$0	$300,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Res	$0	$0	$0	$150,000	$0	$0	$150,000
25-01	Replacement	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony	$250,000	B	Other	$0	$0	$0	$100,000	$0	$0	$100,000
25-01	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Grant	$0	$0	$0	$100,000	$0	$0	$100,000
25-01	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Res	$0	$0	$0	$50,000	$0	$0	$50,000
													$0
													$0
													$0
			GRAND TOTAL	**$5,322,000**			**$1,721,000**	**$1,828,000**	**$700,000**	**$2,636,000**	**$93,000**	**$0**	**$5,257,000**

Service:	1.290	Royal Theatre

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

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

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

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

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

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

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

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

Service:	1.290	Royal Theatre

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

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

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

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

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

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

Project Number	Capital Project Title	Capital Project Description
23-01	Study and Plan main floor replacement Including seats and aisle lights	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.

Service:	1.290	Royal Theatre

Project Number	Capital Project Title	Capital Project Description
24-01	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights

Project Rationale Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life.

Project Number	Capital Project Title	Capital Project Description
24-02	Replace Orchestra Shell	Replace 40 year old orchestra shell

Project Rationale Replace 40 year old inappropriate orchestra shell with custom designed shell for professional symphony orchestra to provide the best quality product for patrons and clients.

Project Number	Capital Project Title	Capital Project Description
25-01	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony

Project Rationale Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats are reaching end of useful life.

1.290 Royal Theatre
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund	Estimate	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	867,190	1,122,622	595,622	620,622	169,622	451,622
Planned Capital Expenditure (Based on Capital Plan)	(126,000)	(913,000)	(350,000)	(826,000)	(93,000)	-
Transfer from Operating Budget	378,000	379,000	375,000	375,000	375,000	371,000
Interest Income**	3,432	7,000				
Total projected year end balance	**1,122,622**	**595,622**	**620,622**	**169,622**	**451,622**	**822,622**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.295 McPherson Theatre **Committee: Finance**

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

(a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be $400,000.

(b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be $350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

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

FUNDING:

McPHERSON THEATRE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Third Party Payments	307,893	307,893	307,753	-	-	307,753	306,903	306,037	305,152	304,249
Internal Allocations	41,807	41,807	41,947	-	-	41,947	42,797	43,663	44,548	45,451
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	**350,000**	**350,000**	**350,000**	**-**	**-**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchases	88,000	88,000	88,000	-	-	88,000	90,000	90,000	90,000	94,000
Transfer to Reserve Fund	348,233	348,233	348,233	-	-	348,233	346,233	346,233	346,233	342,233
TOTAL CAPITAL / RESERVES	**436,233**	**436,233**	**436,233**	**-**	**-**	**436,233**	**436,233**	**436,233**	**436,233**	**436,233**
TOTAL COSTS	**786,233**	**786,233**	**786,233**	**-**	**-**	**786,233**	**786,233**	**786,233**	**786,233**	**786,233**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year	-	-								
Grants In Lieu of Taxes	-36,233	-36,233	-36,233	-	-	-36,233	-36,233	-36,233	-36,233	-36,233
TOTAL REVENUE	-36,233	-36,233	-36,233	-	-	-36,233	-36,233	-36,233	-36,233	-36,233
REQUISITION	**-750,000**	**-750,000**	**-750,000**	**-**	**-**	**-750,000**	**-750,000**	**-750,000**	**-750,000**	**-750,000**
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.295 McPherson Theatre	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$2,303,000	$2,628,000	$300,000	$300,000	$238,000	$0	$3,466,000
Equipment		$187,000	$187,000	$0	$0	$0	$0	$187,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$2,490,000	**$2,815,000**	**$300,000**	**$300,000**	**$238,000**	**$0**	**$3,653,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$88,000	$88,000	$0	$0	$0	$0	$88,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$2,402,000	$2,727,000	$300,000	$300,000	$238,000	$0	$3,565,000
		$2,490,000	**$2,815,000**	**$300,000**	**$300,000**	**$238,000**	**$0**	**$3,653,000**

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 preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.295

Service Name: McPherson Theatre

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
18-01	Replacement	Replace Lobby Windows	Replacing the current single pane leaking windows	$350,000	B	Cap	$0	$0	$0	$0	$0	$0	$0
20-05	Study	Railing Study	Study to assess the upgrades to interior railings necessary for health and safety	$20,000	B	Cap	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-03	Replacement	Replace House Light System Phase 2	Replace house light system with upgraded LED technology.	$80,000	B	Cap	$78,000	$78,000	$0	$0	$0	$0	$78,000
21-04	Replacement	Replace Extendable Scissor Lift	Replace current scissor lift that has reached the end of its useful life.	$26,000	E	Res	$26,000	$26,000	$0	$0	$0	$0	$26,000
21-10	Replacement	Balcony Rail Fabrication and Installation	Install interior railings for patron and staff safety	$25,000	B	Res	$25,000	$25,000	$0	$0	$0	$0	$25,000
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	$0	$1,163,000
22-05	Renewal	Repair East Elevation Wall	Repair east elevation wall	$2,109,000	B	Res	$2,109,000	$2,109,000	$0	$0	$0	$0	$2,109,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	$13,000	B	Res	$13,000	$13,000	$0	$0	$0	$0	$13,000
22-07	Renewal	Repair Stand-alone canopies	Repair stand-alone canopies	$5,000	B	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
23-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
23-02	Replacement	Replace Faucets in Public Washrooms	Replace faucets in public washrooms to touchless faucets.	$13,000	B	Res	$13,000	$13,000	$0	$0	$0	$0	$13,000
23-03	Replacement	Replace Audio Stage Monitors	Replace audio stage monitors that are failing and at end of useful life. Essential for performers.	$152,000	E	Res	$152,000	$152,000	$0	$0	$0	$0	$152,000
23-04	Replacement	Replace Paging Touch Screens	Replace paging touch screens that are no longer supported by manufacturer and cannot be maintained or reprogrammed. Production requirement for communication to patrons and performers.	$9,000	E	Res	$9,000	$9,000	$0	$0	$0	$0	$9,000
													$0
													$0
													$0
			GRAND TOTAL	**$4,015,000**			**$2,490,000**	**$2,815,000**	**$300,000**	**$300,000**	**$238,000**	**$0**	**$3,653,000**

Service:	1.295	McPherson Theatre

Project Number	Capital Project Title	Capital Project Description
18-01	Replace Lobby Windows	Replacing the current single pane leaking windows

Project Rationale Replace the current single pane leaking windows with better more energy efficient windows

Project Number	Capital Project Title	Capital Project Description
20-05	Railing Study	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	Capital Project Title	Capital Project Description
21-04	Replace Extendable Scissor Lift	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.

Service:	1.295	McPherson Theatre

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.				

	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

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	23-01	Capital Project Title	Emergency Repairs	Capital Project Description	For Unforeseen Emergency Repairs
Project Rationale	Capital funds to accommodate any emergency repairs to the building.				

Service:	1.295	McPherson Theatre

Project Number	23-02	**Capital Project Title**	Replace Faucets in Public Washrooms	**Capital Project Description**	Replace faucets in public washrooms to touchless faucets.
Project Rationale	Replace faucets with sensor to control water flow and reduced touch points.				

Project Number	23-03	**Capital Project Title**	Replace Audio Stage Monitors	**Capital Project Description**	Replace audio stage monitors that are failing and at end of useful life. Essential for performers.
Project Rationale	Replace audio stage monitors that are failing and at the end of their useful life. Essential for performers.				

Project Number	23-04	**Capital Project Title**	Replace Paging Touch Screens	**Capital Project Description**	Replace paging touch screens that are no longer supported by manufacturer and cannot be maintained or reprogrammed. Production requirement for communication to patrons and performers.
Project Rationale	Replace paging touch screens that are no longer supported by manufacturer and cannot be maintained or reprogrammed. Production requirement for communication to patrons and performers.				

1.295 McPherson Theatre
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

Cost Centre: 101899 (PLO)

Capital Reserve Fund	Estimate	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	2,210,452	2,517,433	148,666	194,899	241,132	349,365
Planned Capital Expenditure (Based on Capital Plan)	(50,000)	(2,727,000)	(300,000)	(300,000)	(238,000)	-
Transfer from Operating Budget	348,233	348,233	346,233	346,233	346,233	346,233
Interest Income*	8,748	10,000				
Total projected year end balance	**2,517,433**	**148,666**	**194,899**	**241,132**	**349,365**	**695,598**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Arts Grants and Development

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.297 Arts Grants and Development **Commission: Finance**

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of $1,980,000 or $0.102 / $1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Arts

Change in Budget 2022 to 2023 Service: 1.297 Arts Grants	Total Expenditure	Comments
2022 Budget	**3,006,402**	
Change in Salaries:		
Base salary change	6,323	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	8,555	Conversion of position from 0.8 to 1 FTE
Total Change in Salaries	14,878	
Other Changes:		
Operating Grants	68,440	Expansion of operating grant program to include EDI support
Project Grants	25,000	Expansion of project grants to provide Equity grants and EDI support
Other	(5,246)	Reduction for 2022 one-time costs
	8,306	
Total Other Changes	96,500	
2023 Budget	**3,117,780**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	0.0%	
2023 IBC Expense	0.3%	
Reduction in one-time 2022 costs	-0.2%	
Expanded grant programs	3.1%	
Balance of increase	0.5%	
% expense increase from 2022:	**3.7%**	
% Requisition increase from 2022 (if applicable):	***3.0%***	*Requisition funding is 91.9% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a projected favourable variance of $35,938, resulting from lower operating cost net $20,606, higher internal recoveries $5,332 and a voluntary municipal contribution of $10,000. The surplus will be transferred to the Operating Reserve Fund.

ARTS GRANTS	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
ARTS GRANTS:										
Operating Grants	2,281,230	2,281,230	2,349,670	-	-	2,349,670	2,396,663	2,444,596	2,493,488	2,543,358
Project Grants	310,000	310,000	319,300	15,700	-	335,000	341,700	348,534	355,505	362,615
Total Grants Payment	2,591,230	2,591,230	2,668,970	15,700	-	2,684,670	2,738,363	2,793,130	2,848,993	2,905,973
		0.00%	3.00%			3.61%	2.00%	2.00%	2.00%	2.00%
ADMINISTRATION COSTS:										
Salaries and Wages	297,973	287,014	304,296	8,555	-	312,851	328,330	335,403	342,627	350,007
Internal Allocations	77,473	77,473	79,551	-	-	79,551	82,140	84,270	86,351	88,496
Insurance Cost	580	580	660	-	-	660	690	720	750	780
Opearting Cost - Other	39,146	29,499	40,048	-	-	40,048	40,849	41,666	42,499	43,348
Total Administration Costs	415,172	394,566	424,555	8,555	-	433,110	452,009	462,059	472,227	482,631
		-4.96%	2.26%			4%	4.36%	2.22%	2.20%	2.20%
						-				
TOTAL OPERATING COSTS	3,006,402	2,985,796	3,093,525	24,255	-	3,117,780	3,190,372	3,255,189	3,321,220	3,388,604
		-0.7%	2.9%			3.7%	2.33%	2.03%	2.03%	2.03%
CAPITAL / RESERVE TRANSFER										
Transfer to Operating Reserve Fund	-	35,938	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES TRANSFER	-	35,938	-	-		-	-	-	-	-
Internal Recoveries	(13,614)	(18,946)	(13,893)	-	-	(13,893)	(14,193)	(14,498)	(14,811)	(15,131)
OPERATING LESS RECOVERIES	2,992,788	3,002,788	3,079,632	24,255	-	3,103,887	3,176,179	3,240,691	3,306,409	3,373,473
		0.33%	2.90%			3.71%	2.33%	2.03%	2.03%	2.03%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	(10,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(25,000)	(25,000)	(28,745)	(24,255)	-	(53,000)	(39,000)	(39,000)	(39,000)	(39,000)
Payments In Lieu of Taxes	(185,956)	(185,956)	(185,956)	-	-	(185,956)	(185,956)	(185,956)	(185,956)	(185,956)
					-	-				
TOTAL REVENUE	(210,956)	(220,956)	(214,701)	(24,255)	-	(238,956)	(224,956)	(224,956)	(224,956)	(224,956)
		4.74%	1.78%			13.27%	-5.86%	0.00%	0.00%	0.00%
REQUISITION	(2,781,832)	(2,781,832)	(2,864,931)	-	-	(2,864,931)	(2,951,223)	(3,015,735)	(3,081,453)	(3,148,517)
			2.99%			2.99%	3.01%	2.19%	2.18%	2.18%
AUTHORIZED POSITIONS:	2.80	2.80	2.80	0.20	0.00	3.00	3.00	3.00	3.00	3.00

1.297 Arts and Cultural Grants
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Arts and Cultural Grants

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

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	305,205	319,743	270,343	231,343	192,343	153,343
Planned Purchase	(25,000)	(53,000)	(39,000)	(39,000)	(39,000)	(39,000)
Transfer from Ops Budget	35,938					
Interest Income*	3,600	3,600				
Total projected year end balance	**319,743**	**270,343**	**231,343**	**192,343**	**153,343**	**114,343**

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.

1.297 Arts grants and Development
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	6,245	4,695	**4,695**	**4,695**	**4,695**	**4,695**
Planned Purchase (Based on Capital Plan)	(1,550)	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Ending Balance $	**4,695**	**4,695**	**4,695**	**4,695**	**4,695**	**4,695**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Feasibility Reserve Fund

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

DEFINITION:

Capital Regional District Bylaw No. 79 to establish a Feasibility Study Reserve Fund to be used for the possible adoption of a service.

SERVICE DESCRIPTION:

Funding to be used for conducting research on possible new services.

PARTICIPATION:

All member municipalities on the basis of converted hospital assessments. Pursuant to Section 804 of the Local Government Act in the case of feasibility studies in relation to proposed services, the costs are apportioned among the electoral areas.

MAXIMUM LEVY:

$0.10/1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

Member Municipality	ASSESSMENTS 2021 Converted		ASSESSMENTS 2021 Actual	ASSESSMENTS 2022 Converted		ASSESSMENTS 2022 Actual
City of Colwood	522,210,174	3.37%	4,768,669,615	676,387,481	3.61%	6,204,372,115
District of Langford	1,439,488,822	9.30%	11,871,422,812	1,807,943,089	9.65%	15,212,962,883
District of Highland	93,126,687	0.60%	827,588,306	120,325,439	0.64%	1,108,603,814
City of Victoria	4,028,366,938	26.03%	30,648,677,888	4,562,581,324	24.34%	35,387,278,281
District of Central Saanich	682,091,870	4.41%	5,678,630,043	821,112,902	4.38%	6,951,449,149
Township of Esquimalt	494,698,049	3.20%	4,348,601,306	592,077,215	3.16%	5,261,465,156
District of Saanich	4,032,489,613	26.06%	36,475,617,059	4,885,131,652	26.07%	44,689,586,842
District of Oak Bay	976,933,117	6.31%	9,480,747,659	1,171,428,027	6.25%	11,409,270,209
District of North Saanich	633,855,362	4.10%	5,760,450,825	814,676,641	4.35%	7,527,498,712
District of Metchosin	152,964,252	0.99%	1,496,710,894	203,434,625	1.09%	1,999,212,193
Town of Sidney	551,412,679	3.56%	4,630,400,405	656,173,316	3.50%	5,596,917,473
District of Sooke	382,206,437	2.47%	3,524,216,633	517,468,098	2.76%	4,841,520,239
Town of View Royal	364,952,707	2.36%	3,193,922,057	443,000,748	2.36%	3,948,572,659
Subtotal	**14,354,796,707**	**92.76%**	**122,705,655,502**	**17,271,740,557**	**92.16%**	**150,138,709,725**
Electoral Area						
Juan de Fuca EA	258,067,513	1.67%	2,197,265,549	331,978,346	1.77%	2,934,005,812
Salt Spring Island (F)	496,992,287	3.21%	4,708,542,425	647,554,560	3.46%	6,177,850,284
Southern Gulf Islands	364,679,725	2.36%	3,533,442,288	490,465,703	2.62%	4,775,194,578
Subtotal	**1,119,739,525**	**7.24%**	**10,439,250,262**	**1,469,998,609**	**7.84%**	**13,887,050,674**
TOTAL	**15,474,536,232**	**100.00%**	**133,144,905,764**	**18,741,739,166**	**100.00%**	**164,025,760,399**

FEASIBILITY STUDY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 CORE BUDGET	2025 CORE BUDGET	2026 CORE BUDGET	2027 CORE BUDGET
OPERATING COSTS:										
Regional Studies (un-allocated)	23,749	-	28,759	-	-	28,759	-	-	-	-
- IBC 12a-1: Study regional art facility needs	116,492	7,500	108,992	-	-	108,992	-	-	-	-
Establish Regional Arts Facility Service					-	-				
Total Regional	**140,241**	**7,500**	**137,751**	**-**	**-**	**137,751**	-	-	-	-
Electoral Area										
Southern Gulf Islands	-	-	-	-	-	-	-	-	-	-
Juan de Fuca	-	-	-	-	-	-	-	-	-	-
Salt Spring Island	-	-	-	-	-	-	-	-	-	-
EA Studies (un-allocated)	10,000	-	10,000	-	-	10,000	-	-	-	-
Total Electoral Area	**10,000**	**-**	**10,000**	**-**	**-**		**-**	**-**	**-**	**-**
TOTAL OPERATING COSTS	**150,241**	**7,500**	**147,751**	**-**	**-**	**137,751**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						-8.3%				
REVENUES										
Estimated balance c/fwd	-	147,751	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023			(147,751)	-	-	(147,751)				
Balance c/fwd from 2021 to 2022	(150,241)	(153,451)					-	-	-	-
Interest Income	-	(1,800)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	-	-	-	-	-	-	-	-	-	-
Grant Provincial	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**(150,241)**	**(7,500)**	**(147,751)**	**-**	**-**	**(147,751)**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**10,000**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

2023 Budget

Regional Grants in Aid

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

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

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

1.112 - Regional Grants in Aid	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Grants in Aid - ICF	1,477,358	-	1,497,358	-	-	1,497,358	-	-	-	-
Grants in Aid - Other	-	15,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**1,477,358**	**15,000**	**1,497,358**	**-**	**-**	**1,497,358**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						1.4%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Surplus c/fwd from 2022 to 2023	-	1,477,358	(1,477,358)	-	-	(1,477,358)	-	-	-	-
Estimated Deficit c/fwd from 2022 to 2023	-	(15,000)	-	-	15,000	15,000	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,457,358)	(1,457,358)	-	-	-	-	-	-	-	-
Interest Income	(20,000)	(20,000)	(20,000)	-	-	(20,000)	-	-	-	-
TOTAL REVENUE	(1,477,358)	(15,000)	(1,497,358)	-	15,000	(1,482,358)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**(15,000)**	**(15,000)**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						NA	NA	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
September 21, 2022
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part B

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5. Parks and Recreation

5.1		Regional Parks
5.2		Panorama Recreation
5.3		SEAPARC - Facilities and Recreation

6. Environmental Services

6.1	6.1.1	GM - Parks & Environmental Services
	6.1.2	Environmental Administration Services
6.2	**Environmental Protection and Water Quality**	
	6.2.1	Other Legislative & General - Climate
	6.2.2	Environmental Protection & Water Quality
	6.2.3	Regional Source Control Program
	6.2.4	Septage Disposal Agreement
	6.2.5	Millstream Site Remediation
	6.2.6	L.W.M.P - On Site Systems Management Program
	6.2.7	L.W.M.P. Peninsula Programs
	6.2.8	L.W.M.P. - Core and West Shore
	6.2.9	L.W.M.P. - Harbour Studies
	6.2.10	Harbours Environmental
	6.2.11	Climate Action and Adaptation
	6.2.12	Sooke Stormwater Quality Management
	6.2.13	Core and West Shore Stormwater Quality Management
	6.2.14	Saanich Peninsula - Stormwater Quality Management
	6.2.15	Saanich Peninsula - Source Control Stormwater
6.3	**Environmental Resource Management**	
	6.3.1	Environmental Resource Management
6.4	**Facilities Management & Engineering**	
	6.4.1	Environmental Engineering Services
	6.4.2	Facility Management
	6.4.3	CRD Headquarters Building
	6.4.4	Corporate Satellite Facilities
	6.4.5	Family Court Building
	6.4.6	Health Facilities - VIHA
	6.4.7	I & I Enhancement Program

CAPITAL REGIONAL DISTRICT

2023 BUDGET

PARKS & RECREATION

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

Regional Parks

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.280 Regional Parks **Committee: Regional Parks & Transportation**

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks. Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to $10 per average household each year.
2010 increased requisition equates to $12 per average household.
2011-2014 increased requisition further $2 per average household in each year.
2015-2019 requisition equates to $20 per average household in each year.
2020 requisition equates to $20 per average household in each year.
2021-2025 increased requisition further $1 per average household in each year

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Authorized: Bylaw.4142 - Construction of E&N Trail Phase 3&4	$ 6,100,000
Borrowed:	$ (6,100,000)
Remaining	$ -

Service: 1.280 Regional Parks **Committee: Regional Parks & Transportation**

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted 2021		Converted 2022		Actual 2021	Actual 2022
Member Municipality						
City of Colwood	522,210,174	3.36%	676,387,481	3.59%	4,768,669,615	6,204,372,115
City of Victoria	4,028,366,938	25.93%	4,562,581,324	24.25%	30,648,677,888	35,387,278,281
District of Central Saanich	682,091,870	4.39%	821,112,902	4.36%	5,678,630,043	6,951,449,149
Township of Esquimalt	494,698,049	3.18%	592,077,215	3.15%	4,348,601,306	5,261,465,156
District of Langford	1,439,488,822	9.27%	1,807,943,089	9.61%	11,871,422,812	15,212,962,883
District of Saanich	4,032,489,613	25.96%	4,885,131,652	25.96%	36,475,617,059	44,689,586,842
District of Oak Bay	976,933,117	6.29%	1,171,428,027	6.23%	9,480,747,659	11,409,270,209
District of North Saanich	633,855,362	4.08%	814,676,641	4.33%	5,760,450,825	7,527,498,712
District of Metchosin	152,964,252	0.98%	203,434,625	1.08%	1,496,710,894	1,999,212,193
Town of Sidney	551,412,679	3.55%	656,173,316	3.49%	4,630,400,405	5,596,917,473
Town of View Royal	364,952,707	2.35%	443,000,748	2.35%	3,193,922,057	3,948,572,659
District of Highland	93,126,687	0.60%	120,325,439	0.64%	827,588,306	1,108,603,814
District of Sooke	382,206,437	2.46%	517,468,098	2.75%	3,524,216,633	4,841,520,239
Subtotal	**14,354,796,707**	**92.41%**	**17,271,740,557**	91.79%	**122,705,655,502**	**150,138,709,725**
Electoral Area						
Juan de Fuca EA	258,067,513	1.66%	331,978,346	1.76%	2,197,265,549	2,934,005,812
Salt Spring Island (F)	496,992,287	3.20%	647,554,560	3.44%	4,708,542,425	6,177,850,284
Southern Gulf Islands	364,679,725	2.35%	490,465,703	2.61%	3,533,442,288	4,775,194,578
Subtotal	**1,119,739,525**	**7.21%**	**1,469,998,609**	7.81%	**10,439,250,262**	**13,887,050,674**
First Nations Taxation						
Songhees	29,701,753	0.19%	37,506,403	0.20%	260,577,100	336,309,800
Tsawout	30,014,150	0.19%	37,233,100	0.20%	258,759,300	345,904,400
Subtotal	**59,715,903**	**0.38%**	**74,739,503**	0.40%	**519,336,400**	**682,214,200**
TOTAL	**15,534,252,135**	**100.00%**	**18,816,478,669**	**100.00%**	**133,664,242,164**	**164,707,974,599**

REGIONAL PARKS SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	8,103,808	7,494,195	9,357,431		-	9,357,431	9,486,641	9,688,981	9,895,620	10,106,507
Internal Allocations	1,138,562	1,138,562	1,334,857	-	-	1,334,857	1,363,779	1,393,212	1,420,127	1,447,613
Insurance Cost	59,920	59,920	67,636	-	-	67,636	71,020	74,560	78,290	82,210
Consultant and Contract for Services	692,181	1,067,981	624,324	-	-	624,324	607,108	625,137	643,527	642,287
Vehicles and Equipment	391,068	496,170	413,771	-	-	413,771	421,943	430,381	438,989	447,770
Parks Maintenance and Repairs	382,318	263,447	349,531	8,340	-	357,871	365,029	372,329	379,775	387,369
Utilities & Disposal Costs	198,988	184,355	203,306	-	-	203,306	209,470	213,661	217,932	222,293
Operating Supplies	439,359	448,929	446,884	-	-	446,884	455,822	464,939	474,240	483,722
Legal/Licences/Surveys Cost	37,170	38,850	37,170	-	-	37,170	37,810	38,463	39,130	39,809
Telecommunications&Training	130,089	154,437	146,242	-	-	146,242	149,165	152,148	155,194	158,298
Operating Cost - Other	406,833	447,117	407,732	-	-	407,732	413,884	420,166	426,573	433,097
TOTAL OPERATING COSTS	**11,980,296**	**11,793,963**	**13,388,884**	**8,340**	**-**	**13,397,224**	**13,581,671**	**13,873,977**	**14,169,398**	**14,450,975**
*Percentage increase over prior year		-1.6%	11.76%			11.83%	1.38%	2.2%	2.1%	2.0%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	7,000	7,000	2,000	-	-	2,000	7,000	5,000	5,000	5,000
Transfer to Capital Fund	222,190	222,190	120,706	-	32,980	153,686	123,120	125,583	128,094	130,656
Land Acquisition Levy	-	-	-	-	-	-	-	-	-	-
Transfer to ERF Reserve	336,110	336,110	347,191	-	-	347,191	354,830	362,636	370,614	378,767
Transfer to Capital Reserve Fund	3,755,207	4,032,646	2,872,912	-	-	2,872,912	2,929,470	2,987,159	3,046,002	3,106,022
TOTAL CAPITAL / RESERVE TRANSFER	**4,320,507**	**4,597,946**	**3,342,809**	**-**	**32,980**	**3,375,789**	**3,414,420**	**3,480,378**	**3,549,710**	**3,620,445**
*Percentage increase over prior year		6.4%	-22.63%			-21.87%	1.14%	1.9%	2.0%	2.0%
*Percentage increase over prior year Ops and Cap			2.64%			2.90%	1.33%	2.1%	2.1%	2.0%
LAF Debt	80,000	-	-	-	-	-	106,250	610,082	1,113,915	1,617,747
Infrastructure Debt	524,468	524,468	570,257	-		570,257	570,257	570,257	570,257	570,257
Debt Charges	604,468	524,468	570,257	-	-	570,257	676,507	1,180,339	1,684,172	2,188,004
TOTAL COSTS	**16,905,271**	**16,916,377**	**17,301,950**	**8,340**	**32,980**	**17,343,270**	**17,672,598**	**18,534,694**	**19,403,280**	**20,259,424**
*Percentage increase over prior year			2.35%			2.59%	1.90%	4.9%	4.7%	4.4%
Internal Recoveries	(77,913)	(77,913)	(78,559)	-	-	(78,559)	(79,216)	(79,885)	(80,566)	(81,260)
OPERATING LESS RECOVERIES	**16,827,358**	**16,838,464**	**17,223,391**	**8,340**	**32,980**	**17,264,711**	**17,593,382**	**18,454,809**	**19,322,714**	**20,178,164**
FUNDING SOURCES (REVENUE)			2.35%			2.60%	1.90%	4.9%	4.7%	4.4%
Fee Income	(470,403)	(483,259)	(502,955)	-	-	(502,955)	(503,833)	(504,728)	(505,642)	(506,574)
Rental Income	(33,000)	(31,250)	(33,000)	-	-	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Transfer from Operating Reserve Fund	-	-	(20,000)	-	-	(20,000)	-	(8,000)	(8,000)	-
Payments - In Lieu of Taxes	(791,148)	(791,148)	(791,148)	-	-	(791,148)	(791,148)	(791,148)	(791,148)	(791,148)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,294,551)	(1,305,657)	(1,347,103)	-	-	(1,347,103)	(1,327,981)	(1,336,876)	(1,337,790)	(1,330,722)
REQUISITION	**(15,532,807)**	**(15,532,807)**	**(15,876,288)**	**(8,340)**	**(32,980)**	**(15,917,608)**	**(16,265,401)**	**(17,117,933)**	**(17,984,924)**	**(18,847,442)**
*Percentage increase over prior year requisition			2.21%			2.48%	2.18%	5.24%	5.06%	4.80%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	78.00	78.00	78.00	-	-	78.00	78.00	78.00	78.00	78.00

REGIONAL PARKS - 2023 BUDGET

REGIONAL PARKS SUMMARY

MISSION: To establish and protect a network of regional parks in perpetuity that represent and help maintain the diverse range of natural environments and cultural heritage in the Capital Regional District. To provide opportunities for outdoor experiences and activities that foster enjoyment of and appreciation and respect for the region's natural environments.

FINANCIAL SUMMARY:	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOATL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
Headquarters and Admin Services	1,451,594	1,451,506	1,616,832	-	-	1,616,832	1,654,890	1,693,740	1,730,397	1,767,942
Visitor Services	516,796	485,337	529,304	-	-	529,304	540,565	552,066	563,810	575,802
Environmental Interpretative Prgm	2,095,168	1,852,825	2,424,071	-	-	2,424,071	2,419,998	2,471,044	2,523,163	2,576,387
Planning & Facility Development	1,613,166	1,856,041	1,985,865	-	-	1,985,865	1,996,199	2,034,464	2,073,542	2,113,290
Parks Operations North	1,073,564	1,097,483	1,078,674	8,340	-	1,087,014	1,107,923	1,129,429	1,151,394	1,173,828
Parks Operations West	1,021,908	918,162	963,060	-	-	963,060	983,490	1,004,353	1,025,657	1,047,411
Parks Operations Central	971,055	1,085,476	960,530	-	-	960,530	980,808	1,001,515	1,022,660	1,044,252
Parks Operations South	389,090		800,850	-	-	800,850	809,713	826,923	844,497	862,444
Parks Operations Administration	1,733,636	1,820,338	1,865,273	-	-	2,046,392	1,901,253	1,939,938	1,979,411	2,019,686
HQ Maintenance and Equipment	858,183	930,147	902,564	-	-	902,564	921,268	940,352	959,833	979,716
Mount McDonald	103,708	103,708	116,509	-	-	116,509	119,799	131,281	142,988	134,930
TOTAL OPERATING COST	**11,827,868**	**11,601,023**	**13,243,533**	**8,340**		**13,251,873**	**13,435,906**	**13,725,105**	**14,017,352**	**14,295,688**
Percentage change over prior year			11.97%			12.04%	1.39%	2.15%	2.13%	1.99%
Land Acquisition Levy				-	-					
Land Acquisition (planning costs)	152,428	192,940	20,700	124,651	-	145,351	145,765	148,872	152,046	155,287
Transfer to Operating Reserves Fund	7,000	7,000	2,000	-	-	2,000	7,000	5,000	5,000	5,000
Transfer to ERF and Capital	4,313,507	4,590,946	3,340,809	-	32,980	3,373,789	3,407,420	3,475,378	3,544,710	3,615,445
Debt Servicing Cost LAF	80,000			-	-		106,250	610,082	1,113,915	1,617,747
Debt Servicing Cost	524,468	524,468	570,257	-	-	570,257	570,257	570,257	570,257	570,257
TOTAL LAND, RESERVE AND DEBT	**5,077,403**	**5,315,354**	**3,933,766**	**124,651**	**32,980**	**4,091,397**	**4,236,692**	**4,809,589**	**5,385,928**	**5,963,736**
Percentage change over prior year			-22.52%			-19.42%	3.55%	13.52%	11.98%	10.73%
Balance C/F										
Internal Recoveries	(77,913)	(77,913)	(78,559)	-	-	(78,559)	(79,216)	(79,885)	(80,566)	(81,260)
Transfer from Operating Reserve			(20,000)	-	-	(20,000)		(8,000)	(8,000)	
Fee Income	(470,403)	(483,259)	(502,955)	-	-	(502,955)	(503,833)	(504,728)	(505,642)	(506,574)
Rental Income	(33,000)	(31,250)	(33,000)	-	-	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Payments - In Lieu of Taxes	(791,148)	(791,148)	(791,148)	-	-	(791,148)	(791,148)	(791,148)	(791,148)	(791,148)
TOTAL REVENUE	**(1,372,464)**	**(1,383,570)**	**(1,425,662)**			**(1,425,662)**	**(1,407,197)**	**(1,416,761)**	**(1,418,356)**	**(1,411,982)**
TOTAL REQUISITION	**(15,532,807)**	**(15,532,807)**	**(15,751,637)**	**(132,991)**	**(32,980)**	**(15,917,608)**	**(16,265,401)**	**(17,117,933)**	**(17,984,924)**	**(18,847,442)**
Percentage change over prior year requisition			1.41%			2.48%	2.18%	5.24%	5.06%	4.80%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	78.00	78.00	78.00	-	-	78.00	78.00	78.00	78.00	78.00

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	HEADQUARTERS AND ADMINISTRATIVE SERVICES
DESCRIPTION:	Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	381,231	375,330	401,469	-	-	401,469	410,118	418,952	427,975	437,192
Other Operating Expenditures	1,070,363	1,076,176	1,215,363	-	-	1,215,363	1,244,772	1,274,788	1,302,422	1,330,750
TOTAL EXPENDITURES	1,451,594	1,451,506	1,616,832	-	-	1,616,832	1,654,890	1,693,740	1,730,397	1,767,942
Internal Recoveries	(26,300)	(26,300)	(26,370)	-	-	(26,370)	(26,440)	(26,510)	(26,580)	(26,651)
TOTAL REVENUE	(26,300)	(26,300)	(26,370)	-	-	(26,370)	(26,440)	(26,510)	(26,580)	(26,651)
Requisition	**(1,425,294)**	**(1,425,206)**	**(1,590,462)**	**-**	**-**	**(1,590,462)**	**(1,628,450)**	**(1,667,230)**	**(1,703,817)**	**(1,741,291)**
Percentage Change			11.59%			11.59%	2.39%	2.38%	2.19%	2.20%

PROGRAM:	LAND ACQUISITION

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Capital				-	-					
Debt Servicing	80,000			-	-		106,250	610,082	1,113,915	1,617,747
Salaries & Wages	135,208	164,740		124,651	-	124,651	124,651	127,336	130,079	132,881
Other Operating Expenditures	17,220	28,200	20,700	-	-	20,700	21,114	21,536	21,967	22,406
TOTAL EXPENDITURES	232,428	192,940	20,700	124,651	-	145,351	252,015	758,954	1,265,961	1,773,034
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	**(232,428)**	**(192,940)**	**(20,700)**	**(124,651.00)**	**-**	**(145,351)**	**(252,015)**	**(758,954)**	**(1,265,961)**	**(1,773,034)**
Percentage Change			**-91.09%**			**-37.46%**	**73.38%**	**201.15%**	**66.80%**	**40.05%**

PROGRAM:	TRANSFER TO RESERVES AND DEBT SERVICING

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Debt Servicing	524,468	524,468	570,257	-	-	570,257	570,257	570,257	570,257	570,257
Transfer to Capital Reserve Fund	3,470,913	3,668,352	2,581,439	-	-	2,581,439	2,633,067	2,685,729	2,739,443	2,794,232
Total Expenditures	3,995,381	4,192,820	3,151,696	-	-	3,151,696	3,203,324	3,255,986	3,309,700	3,364,489
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(1,190)	(1,190)	(1,050)	-	-	(1,050)	(1,050)	(1,050)	(1,050)	(1,050)
Requisition	**(3,994,191)**	**(4,191,630)**	**(3,150,646)**			**(3,150,646)**	**(3,202,274)**	**(3,254,936)**	**(3,308,650)**	**(3,363,439)**
Percentage Change			-21.12%			-21.12%	1.64%	1.64%	1.65%	1.66%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	VISITOR EXPERERIENCE
DESCRIPTION:	Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff. Oversees compliance and enforcement throughout the park system.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	429,576	401,998	442,084	-	-	442,084	451,601	461,323	471,251	481,392
Other Operating Expenditures	87,220	83,339	87,220	-	-	87,220	88,964	90,743	92,559	94,410
TOTAL EXPENDITURES	516,796	485,337	529,304	-	-	529,304	540,565	552,066	563,810	575,802
Other Revenue										
TOTAL REVENUE										
Requisition	**(516,796)**	**(485,337)**	**(529,304)**	**-**	**-**	**(529,304)**	**(540,565)**	**(552,066)**	**(563,810)**	**(575,802)**
Percentage Change			2.42%			2.42%	2.13%	2.13%	2.13%	2.13%

PROGRAM:	ENVIRONMENTAL INTERPRETIVE PROGRAM
DESCRIPTION:	Environmental Interpretation provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	1,795,528	1,463,153	2,104,991	-	-	2,104,991	2,094,538	2,139,075	2,184,556	2,231,008
Other Operating Expenditures	299,640	389,672	319,080	-	-	319,080	325,460	331,969	338,607	345,379
Internal Recoveries				-	-					
TOTAL EXPENDITURES	2,095,168	1,852,825	2,424,071	-	-	2,424,071	2,419,998	2,471,044	2,523,163	2,576,387
Program Fees and Donations				-	-					
TOTAL REVENUE				**-**	**-**					
Requisition	**(2,095,168)**	**(1,852,825)**	**(2,424,071)**	**-**	**-**	**(2,424,071)**	**(2,419,998)**	**(2,471,044)**	**(2,523,163)**	**(2,576,387)**
Percentage Change			15.70%			15.70%	-0.17%	2.11%	2.11%	2.11%

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	PLANNING & FACILITY DEVELOPMENT
DESCRIPTION:	The goal of planning is to address the protection of a park and trail's natural environment, curtural herritage and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	1,187,696	1,085,271	1,552,104			1,552,104	1,583,395	1,617,444	1,652,220	1,687,584
Other Operating Expenditures	425,470	770,770	433,761			433,761	412,804	417,020	421,322	425,706
TOTAL OPS EXPENDITURES	1,613,166	1,856,041	1,985,865	-	-	1,985,865	1,996,199	2,034,464	2,073,542	2,113,290
Transfer to Capital Reserve Fund	212,660	212,660	219,040			219,040	223,421	227,889	232,447	237,096
Transfer to Operating Reserve Fund	5,000	5,000					5,000	5,000	5,000	5,000
TOTAL TRANSFERS	217,660	217,660	219,040			219,040	228,421	232,889	237,447	242,096
Other Revenue	(2,900)		(2,900)			(2,900)	(2,958)	(3,017)	(3,078)	(3,139)
Transfer from Operating Reserve			(20,000)			(20,000)				
TOTAL REVENUE	(2,900)	-	(22,900)	-	-	(22,900)	(2,958)	(3,017)	(3,078)	(3,139)
Requisition	(1,827,926)	(2,073,701)	(2,182,005)	-	-	(2,182,005)	(2,221,662)	(2,264,336)	(2,307,911)	(2,352,247)
Percentage Change			19.37%			19.37%	1.82%	1.92%	1.92%	1.92%

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	HEADQUARTERS MAINTENANCE AND EQUIPMENT
DESCRIPTION:	This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	410,443	360,070	435,679			435,679	445,040	454,598	464,364	474,336
Other Operating Expenditures	447,740	570,077	466,885			466,885	476,228	485,754	495,469	505,380
TOTAL OPS EXPENDITURES	858,183	930,147.00	902,564	-	-	902,564	921,268	940,352	959,833	979,716
Transfer to Capital and ERF	336,110	336,110	347,191			347,191	354,830	362,636	370,614	378,767
TOTAL CAP EXPENDITURES	336,110	336,110	347,191	-	-	347,191	354,830	362,636	370,614	378,767
Insurance Settlement		(5,560)								
TOTAL REVENUE		(5,560)		-	-					
Requisition	(1,194,293)	(1,271,817)	(1,249,755)			(1,249,755)	(1,276,098)	(1,302,988)	(1,330,447)	(1,358,483)
Percentage Change			4.64%			4.64%	2.11%	2.11%	2.11%	2.11%

PROGRAM:	MOUNT MCDONALD
DESCRIPTION:	In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages										
Other Operating Expenditures	103,708	103,708	116,509			116,509	119,799	131,281	142,988	134,930
TOTAL OPS EXPENDITURES	103,708	103,708	116,509			116,509	119,799	131,281	142,988	134,930
Transfer to Operating Reserve	2,000	2,000	2,000			2,000	2,000			
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,000	45,000	45,000	45,000
TOTAL CAP EXPENDITURES	47,000	47,000	47,000			47,000	47,000	45,000	45,000	45,000
Internal Recoveries	(28,783)	(28,783)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Transfer from Operating Reserve								(8,000)	(8,000)	
TOTAL REVENUE	(28,783)	(28,783)	(29,359)			(29,359)	(29,946)	(38,545)	(39,156)	(31,779)
Requisition	(121,925)	(121,925)	(134,150)			(134,150)	(136,853)	(137,736)	(148,832)	(148,151)
Percentage Change			10.03%			10.03%	2.01%	0.65%	8.06%	-0.46%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS NORTH

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	758,652	777,533	774,546			774,546	791,206	808,377	825,921	843,846
Other Operating Expenditures	314,912	319,950	304,128	8,340		312,468	316,717	321,052	325,473	329,982
TOTAL EXPENDITURES	1,073,564	1,097,483	1,078,674	8,340	-	1,087,014	1,107,923	1,129,429	1,151,394	1,173,828
Requisition	(1,073,564)	(1,097,483)	(1,078,674)	(8,340)		(1,087,014)	(1,107,923)	(1,129,429)	(1,151,394)	(1,173,828)
Percentage Change			0.48%			1.25%	1.92%	1.94%	1.94%	1.95%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	759,128	742,462	775,363			775,363	792,039	809,073	826,471	844,241
Other Operating Expenditures	262,780	175,700	187,697			187,697	191,451	195,280	199,186	203,170
TOTAL EXPENDITURES	1,021,908	918,162	963,060			963,060	983,490	1,004,353	1,025,657	1,047,411
Internal Recoveries	(22,830)	(22,830)	(22,830)			(22,830)	(22,830)	(22,830)	(22,830)	(22,830)
Requisition	(999,078)	(895,332)	(940,230)			(940,230)	(960,660)	(981,523)	(1,002,827)	(1,024,581)
Percentage Change			-5.89%			-5.89%	2.17%	2.17%	2.17%	2.17%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS CENTRAL

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	769,938	899,365	776,001			776,001	792,691	809,739	827,151	844,936
Other Operating Expenditures	201,117	186,111	184,529			184,529	188,116	191,776	195,510	199,316
TOTAL EXPENDITURES	971,055	1,085,476	960,530			960,530	980,808	1,001,515	1,022,660	1,044,252
Internal Recoveries										
Requisition	(971,055)	(1,085,476)	(960,530)			(960,530)	(980,808)	(1,001,515)	(1,022,660)	(1,044,252)
Percentage Change			-1.08%			-1.08%	2.11%	2.11%	2.11%	2.11%

Participants: All municipalities and electoral areas

PARKS OPERATIONS SOUTH

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	282,887		667,851			667,851	674,054	688,550	703,357	718,482
Other Operating Expenditures	106,203		132,999			132,999	135,659	138,373	141,140	143,962
TOTAL EXPENDITURES	389,090		800,850			800,850	809,713	826,923	844,497	862,444
Internal Recoveries										
Requisition	(389,090)		(800,850)			(800,850)	(809,713)	(826,923)	(844,497)	(862,444)
Percentage Change			105.83%			105.83%	1.11%	2.13%	2.13%	2.13%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2023 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS ADMINISTRATION

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	1,193,521	1,224,273	1,302,691			1,302,691	1,327,308	1,354,513	1,382,276	1,410,609
Other Operating Expenditures	540,115	596,065	562,582			562,582	573,945	585,425	597,135	609,077
Transfer to Reserves & Capital	248,824	248,824	148,139		32,980	181,119	151,102	154,124	157,206	160,350
TOTAL EXPENDITURES	1,982,460	2,069,162	2,013,412		32,980	2,046,392	2,052,355	2,094,062	2,136,617	2,180,036
Internal Recoveries		(3,506)								
Requisition	(1,982,460)	(2,065,656)	(2,013,412)		(32,980)	(2,046,392)	(2,052,355)	(2,094,062)	(2,136,617)	(2,180,036)
Percentage Change			1.56%			3.22%	0.29%	2.03%	2.03%	2.03%

PARKS OPERATIONS SOUTH

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	282,887		667,851			667,851	674,054	688,550	703,357	718,482
Other Operating Expenditures	106,203		132,999			132,999	135,659	138,373	141,140	143,962
TOTAL EXPENDITURES	389,090		800,850			800,850	809,713	826,923	844,497	862,444
Internal Recoveries										
Requisition	(389,090)		(800,850)			(800,850)	(809,713)	(826,923)	(844,497)	(862,444)
Percentage Change			105.83%			105.83%	1.11%	2.13%	2.13%	2.13%

Participants: All municipalities and electoral areas

PARKS OPERATIONS ADMINISTRATION

FINANCIAL SUMMARY:	2022 Budget	2022 Actual	2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 Total	2025 Total	2026 Total	2027 Total
Salaries & Wages	1,193,521	1,224,273	1,302,691			1,302,691	1,327,308	1,354,513	1,382,276	1,410,609
Other Operating Expenditures	540,115	596,065	562,582			562,582	573,945	585,425	597,135	609,077
Transfer to Reserves & Capital	248,824	248,824	148,139		32,980	181,119	151,102	154,124	157,206	160,350
TOTAL EXPENDITURES	1,982,460	2,069,162	2,013,412		32,980	2,046,392	2,052,355	2,094,062	2,136,617	2,180,036
Internal Recoveries		(3,506)								
Requisition	(1,982,460)	(2,065,656)	(2,013,412)		(32,980)	(2,046,392)	(2,052,355)	(2,094,062)	(2,136,617)	(2,180,036)
Percentage Change			1.56%			3.22%	0.29%	2.03%	2.03%	2.03%

Change in Budget 2022 to 2023
Service: 1.280 Regional Parks

	Total Expenditure	Comments
2022 Budget	**16,905,271**	
Change in Salaries:		
Base salary change	224,965	Inclusive of estimated collective agreement changes
Step increase/paygrade change	20,165	
Annualization of new positions	987,476	
Other (explain as necessary)	-	
Total Change in Salaries	1,232,606	
Other Changes:		
Standard Overhead Allocation	64,873	Increase in 2022 operating costs
Human Resources Allocation	47,873	Increase in 2022 salary budget; corporate safety resourcing
Bldg Service Admin Allocation	25,000	Increase in Facility Management
Environ Protect Allocation	31,200	Increase in Environmental Protection
Transfer to reserve fund	(882,295)	Decrease transfer after a one year increase in 2022
Transfer to Capital fund	(68,504)	Decrease transfer after a one year increase in 2022
Infrastructure Debt charges	45,789	Increase debt issued in 2022
LAF Debt charges	(80,000)	LAF debt deferred to 2024
Other	21,457	
Total Other Changes	(794,607)	
2023 Budget	**17,343,270**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	5.8%	
2023 IBC Expense	0.0%	
Reduction in one-time 2022 costs	-5.6%	
Debt expenditure	-0.2%	
Support services	0.7%	
Balance of increase	1.9%	
% expense increase from 2022:	***2.6%***	
% Requisition increase from 2022 (if applicable):	***2.5%***	*Requisition funding is 92.2% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a projected favourable variance of $277,439, resulting from staff vacancies and delays in filing new positions, offset by an acceleration of some operational projects. The surplus will be transferred to the Capital Reserve Fund.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

1.280 Regional Parks	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$96,000	$96,000	$95,000	$480,000	$0	$45,000	$716,000
Equipment	$0	$270,300	$63,800	$60,900	$71,600	$54,300	$520,900
Land	$0	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
Engineered Structures	$0	$9,229,060	$3,848,436	$4,751,734	$7,801,894	$6,095,000	$31,726,124
Vehicles	$0	$1,155,000	$575,000	$270,000	$305,000	$120,000	$2,425,000
	$96,000	**$15,750,360**	**$9,582,236**	**$10,562,634**	**$13,178,494**	**$11,314,300**	**$60,388,024**
SOURCE OF FUNDS							
Capital Funds on Hand	$32,000	$32,000	$56,063	$0	$260,000	$0	$348,063
Debenture Debt (New Debt Only)	$0	$0	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$20,000,000
Equipment Replacement Fund	$0	$659,300	$638,800	$330,900	$376,600	$174,300	$2,179,900
Grants (Federal, Provincial)	$0	$4,517,682	$1,145,254	$2,645,410	$5,165,890	$3,070,000	$16,544,236
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$64,000	$10,541,378	$2,742,119	$2,586,324	$2,376,004	$3,070,000	$21,315,825
	$96,000	**$15,750,360**	**$9,582,236**	**$10,562,634**	**$13,178,494**	**$11,314,300**	**$60,388,024**

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 preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.280
Service Name: Regional Parks

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
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.	$3,960,000	S	Cap		$0	$0	$0	$0	$0	$0
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Res		$546,700	$0	$0	$0	$0	$546,700
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Grant		$2,423,300	$0	$0	$0	$0	$2,423,300
16-02	Renewal	Upgrade Durrance Lake Dam	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	$1,125,290	S	Cap		$0	$56,063	$0	$60,000	$0	$116,063
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	$175,000	S	Res		$25,000	$25,000	$0	$0	$0	$50,000
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,	$1,824,000	S	Cap		$0	$0	$0	$0	$0	$0
	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,		S	Res		$1,120,000	$0	$0	$0	$0	$1,120,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.	$653,000	S	Cap		$0	$0	$0	$0	$0	$0
	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.		S	Res		$0	$620,000	$0	$0	$0	$620,000
21-02	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.	$5,400,000	S	Cap		$0	$0	$0	$200,000	$0	$200,000
	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.		S	Res		$0	$0	$0	$200,000	$0	$200,000
	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.		S	Grant		$0	$0	$0	$0	$0	$0
22-02	Renewal	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.	$1,300,000	S	Res		$0	$0	$0	$0	$1,250,000	$1,250,000
22-04	Decommission	Sooke Potholes lodge site demolition	Remove and rehabilitate the Sooke potholes old lodge site.	$385,000	B	Res		$0	$0	$385,000	$0	$0	$385,000
22-07	Replacement	Replace pit toilets at Coles Bay and Devonian Park	Replace and standardize Coles Bay and Devonian toilet building that has exceeded its serviceable life span.	$190,000	B	Res		$0	$95,000	$95,000	$0	$0	$190,000
22-17	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to allign with new Corporate Sign Strategy	$605,000	S	Res		$117,000	$117,000	$117,000	$117,000	$0	$468,000
22-22	New	Site development plan - Mill Hill & 728	Capital plan needs associated with new FTE positions	$100,000	B	Cap	$32,000	$32,000	$0	$0	$0	$0	$32,000
22-24	New	Purchase of equipment (IT & office equipment) for new site	Capital plan needs associated with new FTE positions	$170,000	E	Res		$120,000	$0	$0	$0	$0	$120,000
22-25	New	Upgrade Elk Lake site septic	Capital plan needs associated with new FTE positions	$100,000	S	Res		$75,000	$0	$0	$0	$0	$75,000
22-26	Renewal	Renovate Office Space Parks HQ & Elk Lake Nature Centre and Beaver Lake works office.	Capital plan needs associated with new FTE positions	$240,000	B	Res	$64,000	$64,000	$0	$0	$0	$0	$64,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	$60,000	E	Res		$60,000	$0	$0	$0	$0	$60,000
23-03	Renewal	Construct Selkirk Trestle - Phase 1 & 2	Construct repairs and widen Selkirk Trestle	$6,315,584	S	Res		$2,358,728	$1,572,486	$0	$0	$0	$3,931,214
	Renewal	Construct Selkirk Trestle - Phase 1 & 2	Construct repairs and widen Selkirk Trestle		S	Grant		$1,430,622	$953,748	$0	$0	$0	$2,384,370
23-05	Defer	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5km of regional trail on Salt Spring Island.	$200,000	S	Res		$0	$0	$0	$0	$0	$0
	Defer	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5km of regional trail on Salt Spring Island.		S	Grant		$0	$0	$0	$0	$0	$0
23-08	New	Construct Eagle Beach Retaining Wall	Construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.	$50,000	S	Res		$0	$0	$0	$50,000	$0	$50,000
23-09	Renewal	Design & Construct GGRT 4km - Selkirk to McKenzie	Design & Construct 4km widened, separated multi-use trail, with lighting from Selkirk Trestle to Switch Bridge (2km); Switch Bridge to Swan Trestle (1.3km); Swan Trestle to McKenzie (0.7km).	$9,096,397	S	Res		$468,950	$312,633	$1,641,324	$853,424	$150,000	$3,426,331
	Renewal	Design & Construct GGRT 4km - Selkirk to McKenzie	Design & Construct 4km widened, separated multi-use trail, with lighting from Selkirk Trestle to Switch Bridge (2km); Switch Bridge to Swan Trestle (1.3km); Swan Trestle to McKenzie (0.7km).		S	Grant		$537,260	$191,506	$1,125,410	$2,680,890	$585,000	$5,120,066
23-10	Renewal	Design & Construct Brett trestle replacement and Swan trestle Lochside Trail	Design and construct Brett Trestle Replacement and Swan Trestle Lochside Trail	$7,386,500	S	Res		$0	$0	$120,000	$400,000	$250,000	$770,000

Service #: 1.280

Service Name: Regional Parks

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
	Renewal	Design & Construct Brett trestle replacement and Swan trestle Lochside Trail	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.		S	Grant		$126,500	$0	$1,520,000	$2,485,000	$2,485,000	$6,616,500
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.	$375,000	S	Res		$0	$0	$0	$375,000	$0	$375,000
23-12	New	Site Characterization - Killarney Lake Dam	Preliminary site characterization and assessment of dam consequence classification.	$30,000	S	Res		$0	$0	$0	$30,000	$0	$30,000
23-13	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	N/A	V	ERF		$615,000	$575,000	$270,000	$305,000	$120,000	$1,885,000
23-14	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor eqiupment and furniture.	N/A	E	ERF		$44,300	$63,800	$60,900	$71,600	$54,300	$294,900
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.	N/A	L	Res		$5,000,000	$0	$0	$0	$0	$5,000,000
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.	N/A	L	Debt		$0	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$20,000,000
23-16	New	Purchase of 5 vehicles for new staff	Capital plan needs associated with new FTE positions	$540,000	V	Res		$540,000	$0	$0	$0	$0	$540,000
23-17	New	Purchase of skidsteer grader attachment	Purchase of new attachment for critical equipment	$30,000	E	Res		$30,000	$0	$0	$0	$0	$30,000
23-18	New	Purchase of water quality monitoring equipment for Elk Lake	Purchase of data collector equipment for water quality monitoring at Elk Lake	$16,000	E	Res		$16,000	$0	$0	$0	$0	$16,000
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.	$100,000	S	Res		$0	$0	$0	$100,000	$0	$100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	$150,000	S	Res		$0	$0	$0	$150,000	$0	$150,000
24-04	Renewal	Design & Construct Brookleigh Boat Launch	Improving the boat launch at Brookleigh Beach on Elk Lake.	$145,000	S	Res		$0	$0	$0	$20,000	$125,000	$145,000
25-01	Renewal	Repair of Sooke Hills Wilderness trail	Repair trail infrastructure in Sooke Hills Wilderness	$228,000	S	Res		$0	$0	$228,000	$0	$0	$228,000
26-01	Renewal	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.	$30,000	S	Res		$0	$0	$0	$30,000	$0	$30,000
26-02	Renewal	Develop Jordan River Regional Park	Jordan River site securement and building removal.	$50,580	S	Res		$0	$0	$0	$50,580	$0	$50,580
27-01	Renewal	Implement Durrance Dam alteration plan	Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	$1,250,000	S	Res		$0	$0	$0	$0	$1,250,000	$1,250,000
27-02	Replacement	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.	$45,000	B	Res		$0	$0	$0	$0	$45,000	$45,000
													$0
													$0
			GRAND TOTAL	**$42,325,351**			**$96,000**	**$15,750,360**	**$9,582,236**	**$10,562,634**	**$13,178,494**	**$11,314,300**	**$60,388,024**

Service:	1.280	Regional Parks

Project Number	Capital Project Title	Capital Project Description
15-02	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.

Project Rationale Construct 2.3 km of multi-use trail from ferry to Miner's Bay.

Project Number	Capital Project Title	Capital Project Description
16-02	Upgrade Durrance Lake Dam	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.

Project Rationale A site characterization study by TetraTech Engineers for this dam indicated that upgrades to the dam are recommended to improve the seismic stability of the structure and to improve the functionality of the spillway to ensure it is able to adequately discharge water from Durrance Lake during periods of high inflows. This project is divided into phases, engineering and environmental assessment options for the structure and potential design, and implementation of recomendations.

Project Number	Capital Project Title	Capital Project Description
18-02	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.

Project Rationale This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2024.

Project Number	Capital Project Title	Capital Project Description
19-05	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,

Project Rationale Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban bridges on the Galloping Goose Trail.

Project Number	Capital Project Title	Capital Project Description
20-09	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.

Project Rationale Developing and constructing an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.

Project Number	Capital Project Title	Capital Project Description
21-02	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.

Project Rationale The CRD is in the midst of building a 17 km paved pedestrian & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. Phase 5 consists of approximately 4 km of trail from Jacklin Road to Humpback Reservoir in Langford. Completion of this project will be dependent on securing funding.

Project Number	Capital Project Title	Capital Project Description
22-04	Sooke Potholes lodge site demolition	Remove and rehabilitate the Sooke potholes old lodge site.

Project Rationale This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.

Service: 1.280 Regional Parks

Project Number	22-07	**Capital Project Title**	Replace pit toilets at Coles Bay and Devonian Park	**Capital Project Description**	Replace and standardize Coles Bay and Devonian toilet building that has exceeded its serviceable life span.
Project Rationale	Replace and standardize pit toilets at Coles Bay and Devonian Park that have exceeded the serviceable life span.				

Project Number	22-17	**Capital Project Title**	Portal Signs	**Capital Project Description**	Replace portal signs or install new portal signs at main regional park and trail access points to allign with new Corporate Sign Strategy
Project Rationale	Remove old signs and replace with portal signs that align with CRD Corporate Sign Strategy				

Project Number	22-22	**Capital Project Title**	Site development plan - Mill Hill & 728	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, rennovations to office space at Parks HQ & Elk Lake Nature Centre and Beaver Lake, purchase of office furniture and IT equipment, vehicles and connecting site 728 to a sewer line at Elk Lake.				

Project Number	22-24	**Capital Project Title**	Purchase of equipment (IT & office equipment) for new site	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, rennovations to office space at Parks HQ & Elk Lake Nature Centre and Beaver Lake, purchase of office furniture and IT equipment, vehicles and connecting site 728 to a sewer line at Elk Lake.				

Project Number	22-25	**Capital Project Title**	Upgrade Elk Lake site septic	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, rennovations to office space at Parks HQ & Elk Lake Nature Centre and Beaver Lake, purchase of office furniture and IT equipment, vehicles and connecting site 728 to a sewer line at Elk Lake.				

Project Number	22-26	**Capital Project Title**	Renovate Office Space Parks HQ & Elk Lake Nature Centre and Beaver Lake works office.	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, rennovations to office space at Parks HQ & Elk Lake Nature Centre and Beaver Lake, purchase of office furniture and IT equipment, vehicles and connecting site 728 to a sewer line at Elk Lake.				

Service:	1.280	Regional Parks

Project Number	23-01	**Capital Project Title**	Purchase of New Genset for Mt. McDonald	**Capital Project Description**	New backup power supply required for emergency communication equipment on Mt. McDonald.
Project Rationale	A new backup power supply is required for the emergency communication equipment located on Mount McDonald.				

Project Number	23-03	**Capital Project Title**	Construct Selkirk Trestle - Phase 1 & 2	**Capital Project Description**	Construct repairs and widen Selkirk Trestle
Project Rationale	Construction, repairs and widening of the Selkirk Trestle.				

Project Number	23-05	**Capital Project Title**	Design Salt Spring Island Regional Trail	**Capital Project Description**	Engineering design and cost estimate for 5km of regional trail on Salt Spring Island.
Project Rationale	This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.				

Project Number	23-08	**Capital Project Title**	Construct Eagle Beach Retaining Wall	**Capital Project Description**	Construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.
Project Rationale	Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.				

Project Number	23-09	**Capital Project Title**	Design & Construct GGRT 4km - Selkirk to McKenzie	**Capital Project Description**	Design & Construct 4km widened, separated multi-use trail, with lighting from
Project Rationale	This project is for the design and construction of the widening and lighting of 4km of the Galloping Goose Regional multi-use trail, starting from Selkirk Trestle to Switch Bridge (2km); Switch Bridge to Swan Trestle (1.3km); and ending at Swan Trestle to McKenzie (0.7km). Grant dependent.				

Project Number	23-10	**Capital Project Title**	Design & Construct Brett trestle replacement and Swan trestle Lochside Trail	**Capital Project Description**	Design and construct Brett Trestle Replacement and Swan Trestle Lochside Trail
Project Rationale	Project to replace critical assets on the Swan Lochside Regional Trail as identified in engineering report and Brett trestle replacement.				

Project Number	23-11	**Capital Project Title**	Repair Witty's Lagoon Bridge	**Capital Project Description**	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.
Project Rationale	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.				

Service:	1.280	Regional Parks

Project Number	23-12	**Capital Project Title**	Site Characterization - Killarney Lake Dam	**Capital Project Description**	Preliminary site characterization and assessment of dam consequence classification.
Project Rationale	Preliminary site characterization and assessment of consequence classification.				

Project Number	23-13	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle replacement based on a schedule for fleet vehicles.
Project Rationale	Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.				

Project Number	23-14	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	Equipment replacement of outdoor and indoor eqiupment and furniture.
Project Rationale	Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office eqiupment and operational field equipment.				

Project Number	23-15	**Capital Project Title**	Potential Land Acquisition Transactions	**Capital Project Description**	Potential land acquisition transactions.
Project Rationale	Potential land acquisition transactions estimated at $5 million per year.				

Project Number	23-16	**Capital Project Title**	Purchase of 5 vehicles for new staff	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, rennovations to office space at Parks HQ & Elk Lake Nature Centre and Beaver Lake, purchase of office furniture and IT equipment, vehicles and connecting site 728 to a sewer line at Elk Lake.				

Project Number	23-17	**Capital Project Title**	Purchase of skidsteer grader attachment	**Capital Project Description**	Purchase of new attachment for critical equipment
Project Rationale	Purchase of new attachment for critical operating equipment.				

Project Number	23-18	**Capital Project Title**	Purchase of water quality monitoring equipment for Elk Lake	**Capital Project Description**	Purchase of data collector equipment for water quality monitoring at Elk Lake
Project Rationale	Purchase of data logger for the Elk/Beaver oxygenation system. The equipment will help reduce the amount of time and expenses of person sampling required to monitor and effectively respond to changes in water quality when the system is turned on. The data logger will be connected to a buoy on the lake with solar and telemetry.				

Service:	1.280	Regional Parks

Project Number	Capital Project Title	Capital Project Description
24-01	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.

Project Rationale The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review planned in 2021.

Project Number	Capital Project Title	Capital Project Description
24-03	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.

Project Rationale Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.

Project Number	Capital Project Title	Capital Project Description
24-04	Design & Construct Brookleigh Boat Launch	Improving the boat launch at Brookleigh Beach on Elk Lake.

Project Rationale Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.

Project Number	Capital Project Title	Capital Project Description
25-01	Repair of Sooke Hills Wilderness trail	Repair trail infrastructure in Sooke Hills Wilderness

Project Rationale Repair trail infrastructure in Sooke Hills Wilderness.

Project Number	Capital Project Title	Capital Project Description
26-01	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.

Project Rationale Improvements to boat launch at Thetis Lake main beach.

Project Number	Capital Project Title	Capital Project Description
26-02	Develop Jordan River Regional Park	Jordan River site securement and building removal.

Project Rationale Develop Jordan River Regional Park - site securement and building removal.

Project Number	Capital Project Title	Capital Project Description
27-01	Implement Durrance Dam alteration plan	Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.

Project Rationale Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.

Service:	1.280	Regional Parks

Project Number	Capital Project Title	Capital Project Description
27-02	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.

Project Rationale	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.

1.280 Regional Parks
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Regional Parks

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

Summary

Reserve/Fund Summary	Est Actual	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Operating Reserve	102,829	85,954	92,954	89,954	86,954	91,954
Operating Reserve - Legacy Fund	16,565	16,745	16,745	16,745	16,745	16,745
Total projected year end balance	**119,393**	**102,698**	**109,698**	**106,698**	**103,698**	**108,698**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Regional Parks

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

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	94,704	102,829	85,954	92,954	89,954	86,954
Planned Purchase	-	(20,000)	-	(8,000)	(8,000)	-
Transfer from Ops Budget	7,000	2,000	7,000	5,000	5,000	5,000
Interest Income*	1,125	1,125				
Total projected year end balance	**102,829**	**85,954**	**92,954**	**89,954**	**86,954**	**91,954**

Assumptions/Background:

2023: $20,000 to fund Visitor Survey

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

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Regional Parks Legacy Fund

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

Operating Reserve Schedule - FC 105102

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	15,885	16,565	16,745	16,745	16,745	16,745
Planned Purchase						
Donation Received	500					
Interest Income*	180	180				
Total projected year end balance	**16,565**	**16,745**	**16,745**	**16,745**	**16,745**	**16,745**

Assumptions/Background:

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

1.280 Regional Parks
Asset and Reserve Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary	**Estimate**	**Budget**				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
- Land Acquisition Levy	6,581,850	1,631,850	1,631,850	1,631,850	1,631,850	1,631,850
- Infrastructure/SSI&SGI Trail/Dams	4,181,919	1,543,453	1,730,804	2,131,639	2,801,637	2,837,659
Total Capital Reserve Fund	**10,763,769**	**3,175,303**	**3,362,654**	**3,763,489**	**4,433,487**	**4,469,509**
Parks Statutory Land Acquisition Reserve	**1,111,934**	**1,121,934**	**1,121,934**	**1,121,934**	**1,121,934**	**1,121,934**
Equipment Replacement Fund	**946,848**	**637,739**	**353,769**	**385,505**	**379,519**	**583,986**
Total projected year end balance	**12,822,551**	**4,934,976**	**4,838,357**	**5,270,928**	**5,934,940**	**6,175,429**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Capital Reserve Fund Schedule
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)

Land Acquisition Levy Portion	**Estimate**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	9,056,650	6,581,850	1,631,850	1,631,850	1,631,850	1,631,850
Land Acquisition Expenditure	(2,544,800)	(5,000,000)	-	-	-	-
LAF Levy Net Contribution	-	-	-	-	-	-
Other proceeds						
Interest Income*	70,000	50,000				
Ending Balance $ - Land Acquisition Levy Portion	**6,581,850**	**1,631,850**	**1,631,850**	**1,631,850**	**1,631,850**	**1,631,850**
Restricted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unrestricted Balance	**5,081,850**	**131,850**	**131,850**	**131,850**	**131,850**	**131,850**

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of $10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of $12 per average residential household assessment starting in 2010 and increasing by $2 per year to a maximum of $20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at $20 per average residential household assessment. Beginning in 2021 the rate is to increase by $1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	3,859,273	4,181,919	1,543,453	1,730,804	2,131,639	2,801,637
Planned Capital Expenditure (Based on Capital Plan)	(3,660,000)	(5,541,378)	(2,742,119)	(2,586,324)	(2,376,004)	(3,070,000)
Transfer from Operating Budget						
--Other Infrastructure	2,614,986	1,528,872	1,581,049	1,634,270	1,688,555	1,743,926
--SSI/SGI Trails	212,660	219,040	223,421	227,889	232,447	237,096
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	30,000	30,000	-	-	-	-
Ending Balance $ - Infrastructure Portion	**4,181,919**	**1,543,453**	**1,730,804**	**2,131,639**	**2,801,637**	**2,837,659**

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

1.280 Regional Parks
Capital Reserve Fund Schedule
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)

Parks Statutory Land Acquisition Reserve	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	1,103,934	1,111,934	1,121,934	1,121,934	1,121,934	1,121,934
Park Land Acquisition	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	8,000	10,000				
Ending Balance $ - Parks Statutory Land Acquisition Reserve	**1,111,934**	**1,121,934**	**1,121,934**	**1,121,934**	**1,121,934**	**1,121,934**

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2023 - 2027 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)
Equipment Replacement Fund

	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	1,012,738	946,848	637,739	353,769	385,505	379,519
Planned Purchase (Based on Capital Plan)	(405,000)	(659,300)	(638,800)	(330,900)	(376,600)	(174,300)
Transfer from Operating Budget	336,110	347,191	354,830	362,636	370,614	378,767
Disposal Proceeds		-	-	-	-	-
Interest Income*	3,000	3,000				
Ending Balance $	**946,848**	**637,739**	**353,769**	**385,505**	**379,519**	**583,986**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Panorama Recreation

COMMITTEE OF THE WHOLE

SEPTEMBER 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**
2022		2021 Census		
Central Saanich	821,112,902	17,385	38.64%	6,951,449,149
North Saanich	814,676,641	12,235	32.36%	7,527,498,712
Sidney	656,173,316	12,318	29.00%	5,596,917,473
TOTAL 2022	**2,291,962,859**	**41,938**	**100.00%**	**20,075,865,334**

PANORAMA RECREATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	5,616,602	5,649,543	5,778,548	-	-	5,778,548	6,053,932	6,179,447	6,307,724	6,435,530
Utilities	639,692	605,666	606,000	-	-	606,000	618,116	630,480	643,087	655,949
Recreation Programs and Special Events	409,574	397,074	389,179	-	-	389,179	401,713	414,974	429,025	437,606
Operating Supplies & Promotion	345,815	345,206	336,925	-	-	336,925	354,353	353,074	365,939	366,935
Maintenance and Repairs	397,825	397,825	406,785	-	-	406,785	414,919	423,218	431,681	440,316
Internal Allocations	477,784	477,784	596,045	118,261	-	714,306	610,145	624,490	636,983	649,740
Licences/Surveys/Legal/Meeting	193,551	193,551	193,363	-	-	193,363	197,219	201,154	205,167	209,258
Advertising/Printing/Brouchures/Signs	57,699	57,699	39,839	-	-	39,839	40,636	41,448	42,277	43,121
Telephone/IT & Network Systems	56,977	56,977	59,957	-	-	59,957	61,238	62,043	63,572	64,842
Vehicles and Travel	73,670	74,658	62,310	-	-	62,310	63,552	64,821	66,109	67,433
Insurance	45,820	45,820	67,160	-	-	67,160	70,520	74,050	77,750	81,650
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL OPERATING COSTS	**8,365,009**	**8,351,803**	**8,586,111**	**118,261**	**-**	**8,704,372**	**8,936,344**	**9,119,198**	**9,319,314**	**9,502,380**
*Percentage increase over prior year		-0.16%	2.64%			4.06%	2.67%	2.0%	2.2%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	7,961	7,961	8,120	-	-	8,120	8,283	8,448	8,617	8,790
Transfer to Capital Reserve Fund	308,402	362,836	342,753	83,750	-	426,503	685,672	835,416	925,416	925,416
Transfer to Equipment Replacement Fund	396,000	396,000	396,000	-	-	396,000	396,000	396,000	396,000	396,000
TOTAL CAPITAL / RESERVES	**712,363**	**766,797**	**746,873**	**83,750**	**-**	**830,623**	**1,089,955**	**1,239,864**	**1,330,033**	**1,330,206**
*Percentage increase over prior year		7.64%	4.84%			16.60%	31.22%	13.75%	7.27%	0.01%
DEBT CHARGES	791,694	774,164	704,814	36,320	-	741,134	391,390	256,891	256,891	256,891
TOTAL COSTS	**9,869,066**	**9,892,764**	**10,037,798**	**238,331**	**-**	**10,276,129**	**10,417,688**	**10,615,953**	**10,906,238**	**11,089,477**
*Percentage increase over prior year		0.24%	1.47%			4.12%	1.38%	1.90%	2.73%	1.68%
Internal Recoveries										
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING LESS RECOVERIES	**9,869,066**	**9,892,764**	**10,037,798**	**238,331**	**-**	**10,276,129**	**10,417,688**	**10,615,953**	**10,906,238**	**11,089,477**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	-	-	-	-	-	-				
Fee Income	(3,431,601)	(3,385,692)	(3,443,884)	-	-	(3,443,884)	(3,637,716)	(3,703,102)	(3,769,822)	(3,835,406)
Rental Income	(964,334)	(960,741)	(997,439)	-	-	(997,439)	(1,012,287)	(1,032,534)	(1,053,184)	(1,074,247)
Sponsorships	(35,298)	(35,298)	(20,752)	-	-	(20,752)	(21,126)	(21,508)	(21,897)	(22,295)
Payments - 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)
TOTAL REVENUE	**(4,678,580)**	**(4,702,278)**	**(4,864,801)**	**-**	**-**	**(4,864,801)**	**(5,122,956)**	**(5,208,971)**	**(5,347,730)**	**(5,383,775)**
*Percentage increase over prior year		0.51%	3.98%			3.98%	5.31%	1.68%	2.66%	0.67%
REQUISITION	**(5,190,486)**	**(5,190,486)**	**(5,172,997)**	**(238,331)**	**-**	**(5,411,328)**	**(5,294,732)**	**(5,406,982)**	**(5,558,508)**	**(5,705,702)**
*Percentage increase over prior year			-0.34%			4.25%	-2.15%	2.12%	2.80%	2.65%
PARTICIPANTS: North Saanich. Sidney,Central Saanich										
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
Req & PILT	54.37%					54.36%	52.51%	52.58%	52.57%	53.03%

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	BUDGET REQUEST 2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
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
OPERATING COSTS										
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%
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	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**
FUNDING SOURCES (REVENUE)										
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

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**
26-02	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
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

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	21-01	**Capital Project Title**	Roof - Arena A, B & Tennis	**Capital Project Description**	Renewal Roof on both arenas and tennis building
Project Rationale	Install a protective coating over the existing metal structure providing an additional 15-20 years of extended service. Budget estimate from Facility Services. ***2019Update*** Project under review. Roof study found from 2017 identified work to be done to extend the life of roofs through traditional methods instead of applying a coating. Budget Price reduced to $120,000.00 ***2020 Update*** no foreseable hold ups ***2021 Update*** in procurement process ***2022 Update*** Competion expected Q3/Q4 2022				

Project Number	21-06	**Capital Project Title**	Vehicle Replacement (Club Car)	**Capital Project Description**	Replace Club Car due to end of life
Project Rationale	Replace Club Car due to end of life. ***2023 Update*** - procurement in process				

Project Number	22-01	**Capital Project Title**	Replace Arena B rubber flooring	**Capital Project Description**	Replace Arena B rubber flooring due to end of life
Project Rationale	Replacement of Arena B corridors and dressing room floors. Flooring is in need of replacement due to old age and continued patching of the high traffic areas. ***2019 Update*** Flooring in fair condition. Patching from Operation budget and move replacement to 2024 ***2020 Update*** Moved project into 2022 and added 50% grant funding requirement ***2022 Update*** project deffered untill 2028 due to intention for arena upgrades planned within 5 year strategic plan				

Project Number	22-02	**Capital Project Title**	Replace Daktronic/Electronic Road Sign	**Capital Project Description**	Replace Daktronic/Electronic Road Sign due to end of life
Project Rationale	Replacement of existing Electric Road Signage due to end of life				

Project Number	23-01	**Capital Project Title**	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	**Capital Project Description**	Change lighting in all areas to LED (other than Tennis bldg)
Project Rationale	***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022				

Project Number	23-04	**Capital Project Title**	Replace Fitness Studio HVAC	**Capital Project Description**	Replace Fitness Studio HVAC due to end of life
Project Rationale	End of Life				

Project Number	23-06	**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	23-07	**Capital Project Title**	Replace Chevrolet Passenger car	**Capital Project Description**	Replace Chevrolet Passenger car due to end of life
Project Rationale	end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant				

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

Project Number	23-08	**Capital Project Title**	Replace Utility trailer	**Capital Project Description**	Replace Utility trailer due to end of life
Project Rationale	end of lifecycle, lowered ramp access trailer required				

Project Number	23-09	**Capital Project Title**	Replace Play in the Park Trailer	**Capital Project Description**	Replace Play in the Park Trailer due to end of life
Project Rationale	end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assemsment shows life still remains. Usage has reduced due to COVID19				

Project Number	23-13	**Capital Project Title**	Overhead Doors Olympia bay - auto	**Capital Project Description**	replacement of automatic overhead doors to ice resurfacer bay #2
Project Rationale	Replace due to end of life cycle				

Project Number	23-14	**Capital Project Title**	Arena change rooms accessiblity upgrade	**Capital Project Description**	design and consultant for arena changeroom accessibility upgrade
Project Rationale	design and cosultant for arena changeroom accessibilty upgrade				

Project Number	23-15	**Capital Project Title**	Greenglade parking lot	**Capital Project Description**	replace greenglade parking lot due to end of life
Project Rationale	End of Life				

Project Number	23-16	**Capital Project Title**	Video Surveillance system	**Capital Project Description**	replace video Surveillance system at Panorama and Greenglade due to end of life
Project Rationale	replace due to end of life cycle, upgrade of outdated technology				

Project Number	24-01	**Capital Project Title**	Arena A&B insulation	**Capital Project Description**	Replace and install insulation Arena A&B ceiling and walls due to end of life
Project Rationale	end of lifecycle and Increase building efficiency				

Project Number	24-02	**Capital Project Title**	Arena Lobby HVAC	**Capital Project Description**	Replace Arena Lobby HVAC due to end of life
Project Rationale	replace arena lobby HVAC replacement due to end of life				

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

Project Number	24-04	**Capital Project Title**	Refinish indoor tennis surface	**Capital Project Description**	Refinish indoor tennis surface due to end of life
Project Rationale	Refinish indoor tennis surface due to end of life				

Project Number	24-05	**Capital Project Title**	Greenglade Playground	**Capital Project Description**	Replace Greenglade playground due to end of life
Project Rationale	Replace Greenglade Playground due to end of life and introduction of Licensed childcare				

Project Number	24-06	**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	24-08	**Capital Project Title**	Water supply system upgrade	**Capital Project Description**	upgrade water supply system
Project Rationale	upgrade to water supply system				

Project Number	25-01	**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	25-03	**Capital Project Title**	Rebuild ice plant compressor	**Capital Project Description**	rebuild ice plant compressors #1 & #2
Project Rationale	2 screw compressor rebuilds				

Project Number	25-04	**Capital Project Title**	Replace lap pool heater	**Capital Project Description**	replacement of lap pool heater
Project Rationale	replace boilers for back up pool heat due to end of life cycle				

Project Number	25-05	**Capital Project Title**	Replacement of underwater lighting	**Capital Project Description**	Replacement of undrewater lighting in pool
Project Rationale	replace due to end of life cycle				

Project Number	25-06	**Capital Project Title**	Re-tile pool	**Capital Project Description**	Re-tile pool
Project Rationale	replace pool tile liner due to end of life				

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	Estimate	Budget				
Projected year end balance	**2022**	**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.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

SEAPARC

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission: Sooke Electoral Area Parks & Rec**

DEFINITION:

The service provides recreation programs and facilities under the authority of Bylaw No. 4029. This Bylaw No. 4029 was established in order to combine two Sooke and Electoral Area recreation services formerly operating under Bylaw No.152 and No.2598 respectively. Bylaw No.4029 merges the maximum requisitions from the former bylaw No.152 and No.2598 into one.

Bylaw history for reference purposes:

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598) Amended by Bylaw No. 4362 (2020)

Bylaw No. 152 (November 28, 1973); Amended Bylaw No. 195 (1975), Bylaw No. 338 (1977), Bylaw No. 412 (1977), Bylaw No. 1073 (1982), Bylaw No. 1558 (1987) and Bylaw No. 3344 (2006).

Bylaw No. 2598 (June, 1998); Amended by Bylaw No. 3345 (2006).

SERVICE DESCRIPTION:

A service established to provide recreational community programs, to construct, equip, operate and maintain recreation facilities including but not necessarily limited to the ice arena, the swimmig pool, the golf course and mutil-purpose/community use rooms, and to authorize acquisition of recreation-related real property.

PARTICIPATION:

The District of Sooke and the Electoral Area of Juan de Fuca (portions) are the participating area for this service. Cost appointment is 100% by population.

MAXIMUM LEVY:

The greater of $5,158,000 or $1.60/$1000 on the net taxable value of land and improvements.

COMMISSION:

Sooke and Electoral Area Parks and Recreation Commission
Established by bylaw to oversee this function. (Bylaw No. 2788 - April 2000, Amended by Bylaw No. 3242 - 2004, Bylaw No. 3416 - 2007 & Bylaw 4049 - 2015).

CAPITAL DEBT:

Bylaw No. 4052 - $750,000 (for DeMamiel Golf Course Acquisition, $750,000 issued).

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission: Sooke Electoral Area Parks & Rec**

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy
District of Sooke	2017	5,788	250,004,193	2,271,057,095		2,009,817
JDF-Sooke Rec - Y(762) SRVA # 52	2017	3,136	153,100,410	1,259,577,981		657,933
Summary	**2017**	**8,924**	**403,104,603**	**3,530,635,076**	**5,649,016**	**2,667,750**
District of Sooke	2018	5,917	294,839,286	2,702,811,506		2,014,506
JDF-Sooke Rec - Y(762) SRVA # 52	2018	3,185	173,538,125	1,425,245,746		653,484
Summary	**2018**	**9,102**	**468,377,411**	**4,128,057,252**	**6,604,892**	**2,667,990**
District of Sooke	2019	6,101	333,993,462	3,065,742,528		2,089,177
JDF-Sooke Rec - Y(762) SRVA # 52	2019	3,215	196,338,432	1,614,823,137		680,332
Summary	**2019**	**9,316**	**530,331,894**	**4,680,565,665**	**7,488,905**	**2,769,509**
District of Sooke	2020	6,234	353,006,866	3,230,727,435		2,159,679
JDF-Sooke Rec - Y(762) SRVA # 52	2020	3,245	209,766,738	1,733,273,570		700,197
Summary	**2020**	**9,479**	**562,773,604**	**4,964,001,005**	**7,942,402**	**2,859,876**
District of Sooke	2021	6,387	382,206,437	3,524,216,633		2,229,834
JDF-Sooke Rec - M(762) LSA # 33	2021	2,837	208,459,967	1,730,905,327		687,297
Summary	**2021**	**9,224**	**590,666,404**	**5,255,121,960**	**8,408,195**	**2,917,131**
District of Sooke	2022	6,531	517,468,098	4,841,520,239		2,374,201
JDF-Sooke Rec - M(762) LSA # 33	2022	2,856	267,904,191	2,323,515,972		751,115
Summary	**2022**	**9,387**	**785,372,289**	**7,165,036,211**	**11,464,058**	**3,125,316**

Change in Budget 2022 to 2023
Service: 1.40X SEAPARC

	Total Expenditure	Comments
2022 Budget	**4,328,564**	
Change in Salaries:		
Base salary change	90,512	Inclusive of estimated collective agreement changes
Step increase/paygrade change	1,782	
Other (explain as necessary)	-	
Total Change in Salaries	92,294	
Other Changes:		
Standard Overhead Allocation	31,974	Increase in 2022 operating costs
Human Resources Allocation	15,749	Increase in 2022 salary budget; corporate safety resourcing
Transfer to reserve fund	20,000	Increased to begin reduction of capital deficit
Transfer to ERF	15,000	Increased transfer due to increased level of equipment
Other	12,257	
Total Other Changes	94,980	
2023 Budget	**4,515,838**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	0.0%	
2023 IBC Expense	0.0%	
Increase capital transfers	0.8%	
Support Services	1.1%	
Balance of increase	2.4%	
% expense increase from 2022:	***4.3%***	
% Requisition increase from 2022 (if applicable):	***2.8%***	*Requisition funding is 71.1% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a projected favourable variance of $288,084, resulting from staff vacancies and judicious use of auxiliary staff $261,638, other operating cost net $57,248 and additional fee income of $30,803. The surplus will be transferred to the Capital Reserve Fund.

SEAPARC - ALL SERVICE AREAS	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,682,638	2,421,000	2,774,932	-	-	2,774,932	2,833,323	2,892,935	2,953,803	3,015,947
Electricity & Utilities	241,134	253,166	244,175	-	-	244,175	249,059	254,041	259,122	264,305
Operating Supplies & Promotion	260,107	240,166	281,706	-	-	281,706	288,520	292,992	300,280	304,684
Maintenance and Repairs	183,311	184,800	186,362	-	-	186,362	190,088	193,889	197,767	201,721
Internal Allocations	222,791	222,791	270,583	-	-	270,583	277,051	283,607	289,265	295,050
Contract for Services	61,825	42,370	52,436	-	-	52,436	53,484	54,554	55,647	56,759
Vehicles and Travel	27,410	26,186	25,228	-	-	25,228	25,733	26,247	26,772	27,308
Operating - Other	73,882	64,133	73,355	-	-	73,355	74,848	76,366	77,917	79,497
Insurance Cost	30,960	30,960	32,370	-	-	32,370	33,990	35,690	37,480	39,350
Contingency	20,400	-	20,604	-	-	20,604	21,016	21,436	21,864	22,301
TOTAL OPERATING COSTS	**3,804,458**	**3,485,572**	**3,961,752**	**-**	**-**	**3,961,752**	**4,047,112**	**4,131,757**	**4,219,917**	**4,306,922**
Percentage increase over prior year		-8.4%	4.13%			4.13%	2.15%	2.1%	2.1%	2.1%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	5,000	5,000	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	320,000	608,084	340,000	-	-	340,000	355,000	375,000	390,000	397,800
Transfer to Equipment Replacement Fund	95,000	95,000	110,000	-	-	110,000	115,000	155,000	165,000	168,300
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**420,000**	**708,084**	**450,000**	**-**	**-**	**450,000**	**470,000**	**530,000**	**555,000**	**566,100**
		68.6%	7.14%			7.14%	4.44%	12.8%	4.7%	2.0%
DEBT CHARGES	104,106	104,106	104,086	-	-	104,086	104,086	54,086	54,086	54,086
TOTAL COSTS	**4,328,564**	**4,297,762**	**4,515,838**	**-**	**-**	**4,515,838**	**4,621,198**	**4,715,843**	**4,829,003**	**4,927,108**
		-0.71%	4.33%			**4.33%**	2.33%	2.05%	2.40%	2.03%
FUNDING SOURCES (REVENUE)										
Balance C/F from Current to Next year										
Balance C/F from Prior to Current year						-				
Fee Income	(885,465)	(840,199)	(977,086)	-	-	(977,086)	(988,797)	(1,009,845)	(1,031,231)	(1,053,516)
Rental Income	(312,570)	(327,033)	(320,850)	-	-	(320,850)	(327,267)	(333,812)	(340,488)	(347,298)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(5,214)	(5,214)	(5,214)	-	-	(5,214)	(5,214)	(5,214)	(5,214)	(5,214)
TOTAL REVENUE	(1,203,249)	(1,172,446)	(1,303,150)	-	-	(1,303,150)	(1,321,278)	(1,348,871)	(1,376,933)	(1,406,028)
			8.30%			8.30%	1.39%	2.1%	2.1%	2.1%
REQUISITION	**(3,125,315)**	**(3,125,316)**	**(3,212,688)**	**-**	**-**	**(3,212,688)**	**(3,299,920)**	**(3,366,972)**	**(3,452,070)**	**(3,521,080)**
Percentage increase over prior year requisition			2.80%			2.80%	2.72%	2.03%	2.53%	2.00%
PARTICIPANTS: Sooke and JDF										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	-	-	19.10	19.10	19.10	19.10	19.10

SEAPARC - ALL SERVICE AREAS	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS										
Arena	519,200	441,178	506,746	-	-	506,746	519,945	530,983	544,256	554,810
Golf Course	113,608	166,850	166,566	-	-	166,566	169,992	173,490	177,058	180,701
Community Recreation	504,670	330,642	402,101	-	-	402,101	410,399	418,864	427,507	436,328
Fitness Gym	84,416	110,792	125,467	-	-	125,467	128,051	130,689	133,380	136,128
Outdoor Facilities	23,120	24,566	26,975	-	-	26,975	27,515	28,064	28,627	29,197
Multi-Purpose Rooms	3,710	3,700	3,784	-	-	3,784	3,860	3,938	4,017	4,097
Concession	50,940	19,575	42,075	-	-	42,075	42,920	43,777	44,651	45,543
Pool	975,994	788,727	939,449	-	-	939,449	958,921	978,789	998,817	1,019,254
General ops	761,490	906,179	964,290			964,290	984,385	1,004,856	1,025,745	1,047,079
Maintenance	767,310	693,363	784,299	-	-	784,299	801,124	818,308	835,860	853,785
TOTAL OPERATION AND OVERHEAD COSTS	**3,804,458**	**3,485,572**	**3,961,752**	**-**	**-**	**3,961,752**	**4,047,112**	**4,131,757**	**4,219,917**	**4,306,922**
*Percentage increase over prior year		-8.4%	4.13%			4.13%	2.15%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	320,000	608,084	340,000	-	-	340,000	355,000	375,000	390,000	397,800
Transfer to Equipment Replacement Fund	95,000	95,000	110,000	-	-	110,000	115,000	155,000	165,000	168,300
Transfer to Operating Reserve Fund	5,000	5,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL/RESERVES	**420,000**	**708,084**	**450,000**	**-**	**-**	**450,000**	**470,000**	**530,000**	**555,000**	**566,100**
DEBT CHARGES										
Fitness Gym	50,000	50,000	50,000	-	-	50,000	50,000	-	-	-
Golf Course	54,106	54,106	54,086	-	-	54,086	54,086	54,086	54,086	54,086
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**4,328,564**	**4,297,762**	**4,515,838**	**-**	**-**	**4,515,838**	**4,621,198**	**4,715,843**	**4,829,003**	**4,927,108**
FUNDING SOURCES (REVENUE)										
Arena	(296,990)	(314,542)	(317,778)	-	-	(317,778)	(324,131)	(330,612)	(337,221)	(343,963)
Golf Course	(130,150)	(159,077)	(165,019)	-	-	(165,019)	(160,579)	(165,151)	(169,734)	(174,329)
Community Recreation	(261,840)	(199,323)	(262,749)	-	-	(262,749)	(267,916)	(273,186)	(278,562)	(284,045)
Outdoor Facilities			(1,000)			(1,000)	(1,020)	(1,040)	(1,061)	(1,082)
Fitness Gym	(67,855)	(137,958)	(152,500)	-	-	(152,500)	(155,550)	(158,662)	(161,834)	(165,070)
Mult-Purpose Rooms	(7,500)	(18,825)	(8,550)	-	-	(8,550)	(8,721)	(8,895)	(9,073)	(9,254)
Concession	(57,000)	(27,000)	(47,340)	-	-	(47,340)	(48,287)	(49,253)	(50,238)	(51,795)
Pool	(376,700)	(310,507)	(343,000)	-	-	(343,000)	(349,860)	(356,858)	(363,996)	(371,276)
TOTAL REVENUE	**(1,198,035)**	**(1,167,232)**	**(1,297,936)**	**-**	**-**	**(1,297,936)**	**(1,316,064)**	**(1,343,657)**	**(1,371,719)**	**(1,400,814)**
Balance C/F from current to Next Year	-		-	-		-	-	-	-	-
Grants in lieu of Taxes	(5,214)	(5,214)	(5,214)	-	-	(5,214)	(5,214)	(5,214)	(5,214)	(5,214)
REQUISITION	**(3,125,315)**	**(3,125,316)**	**(3,212,688)**	**-**	**-**	**(3,212,688)**	**(3,299,920)**	**(3,366,972)**	**(3,452,070)**	**(3,521,080)**
*Percentage increase over prior year requisition		0.0%	2.80%			2.80%	2.72%	2.03%	2.53%	2.00%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	-	-	19.10	19.10	19.10	19.10	19.10

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2022 BOARD BUDGET*	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS - ARENA										
Salaries and Wages	153,290	79,000	98,336	-	-	98,336	100,411	102,530	104,694	106,903
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	96,650	111,000	119,500	-	-	119,500	121,890	124,328	126,815	129,352
Other Internal Allocations & Insurance	165,950	165,950	189,358	-	-	189,358	194,886	200,572	205,659	210,892
Maintenance & Operating Supplies	93,110	85,228	89,148	-	-	89,148	92,146	92,729	96,048	96,402
Contingency	10,200	-	10,404	-	-	10,404	10,612	10,824	11,040	11,261
	519,200	**441,178**	**506,746**	**-**	**-**	**506,746**	**519,945**	**530,983**	**544,256**	**554,810**
OPERATING COSTS - GOLF COURSE										
Salaries and Wages	74,939	116,548	118,479	-	-	118,479	120,922	123,415	125,959	128,556
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	2,244	1,500	1,700	-	-	1,700	1,734	1,769	1,804	1,840
Maintenance & Supplies & Operating Cost	36,425	48,802	46,387	-	-	46,387	47,336	48,306	49,295	50,305
	113,608	**166,850**	**166,566**	**-**	**-**	**166,566**	**169,992**	**173,490**	**177,058**	**180,701**
OPERATING COSTS - RECREATION PROGRAMS										
Salaries and Wages	426,280	290,122	334,639	-	-	334,639	341,588	348,679	355,918	363,308
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Operating Other	78,390	40,520	67,462	-	-	67,462	68,811	70,185	71,589	73,020
Contingency	-	-	-	-	-	-	-	-	-	-
	504,670	**330,642**	**402,101**	**-**	**-**	**402,101**	**410,399**	**418,864**	**427,507**	**436,328**
OPERATING COSTS - FITNESS GYM										
Salaries and Wages	73,216	99,492	110,467	-	-	110,467	112,751	115,083	117,462	119,891
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Operating Other	11,200	11,300	9,500	-	-	9,500	9,690	9,884	10,082	10,284
Instructional Services	-	-	5,500	-	-	5,500	5,610	5,722	5,836	5,953
	84,416	**110,792**	**125,467**	**-**	**-**	**125,467**	**128,051**	**130,689**	**133,380**	**136,128**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2022 BOARD BUDGET*	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OUTDOOR FACILITIES	**23,120**	**24,566**	**26,975**	**-**	**-**	**26,975**	**27,515**	**28,064**	**28,627**	**29,197**
MULTI-PURPOSE ROOMS	**3,710**	**3,700**	**3,784**	**-**	**-**	**3,784**	**3,860**	**3,938**	**4,017**	**4,097**
CONCESSION	**50,940**	**19,575**	**42,075**	**-**	**-**	**42,075**	**42,920**	**43,777**	**44,651**	**45,543**
TOTAL OPERATING COSTS	**1,299,664**	**1,097,303**	**1,273,714**	**-**	**-**	**1,273,714**	**1,302,682**	**1,329,805**	**1,359,496**	**1,386,804**
Percentage Increase		-15.6%	-2.00%			-2.00%	2.3%	2.1%	2.2%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve fund	320,000	320,000	340,000	-	-	340,000	355,000	375,000	390,000	397,800
Transfer to Equipment Replacement Fund	95,000	95,000	110,000	-	-	110,000	115,000	155,000	165,000	168,300
Transfer to Operating Reserve Fund	5,000	5,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**420,000**	**420,000**	**450,000**	**-**	**-**	**450,000**	**470,000**	**530,000**	**555,000**	**566,100**
Golf Debt	54,106	54,106	54,086	-	-	54,086	54,086	54,086	54,086	54,086
Fitness Gym Debt	50,000	50,000	50,000	-	-	50,000	50,000	-	-	-
DEBT CHARGES	**104,106**	**104,106**	**104,086**	**-**	**-**	**104,086**	**104,086**	**54,086**	**54,086**	**54,086**
TOTAL COSTS RECREATION SERVICES	**1,823,770**	**1,621,409**	**1,827,800**	**-**	**-**	**1,827,800**	**1,876,768**	**1,913,891**	**1,968,582**	**2,006,990**
OPERATION AND OVERHEAD COSTS										
Salaries and Wages	517,390	638,237	682,386	-	-	682,386	696,840	711,597	726,668	742,057
Internal Allocations	52,730	52,730	63,123	-	-	63,123	64,425	65,714	67,015	68,355
Internet Services & Telephone	39,790	42,898	35,700	-	-	35,700	36,414	37,142	37,885	38,643
Advertising	17,540	17,000	17,891	-	-	17,891	18,249	18,614	18,986	19,365
Travel, Training & Consultants	28,140	24,146	30,062	-	-	30,062	30,633	31,215	31,810	32,417
Operating - Other	105,900	131,168	135,128	-	-	135,128	137,825	140,574	143,380	146,242
TOTAL OPERATION AND OVERHEAD COSTS	**761,490**	**906,179**	**964,290**	**-**	**-**	**964,290**	**984,385**	**1,004,856**	**1,025,745**	**1,047,079**
MAINTENANCE COSTS - SALARIES	**767,310**	**693,363**	**784,299**	**-**	**-**	**784,299**	**801,124**	**818,308**	**835,860**	**853,785**
TOTAL OVERHEAD & MAINTENANCE COSTS	**1,528,800**	**1,599,542**	**1,748,589**	**-**	**-**	**1,748,589**	**1,785,510**	**1,823,164**	**1,861,605**	**1,900,864**
Internal Recovery - Operations	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**3,352,570**	**3,220,951**	**3,576,389**	**-**	**-**	**3,576,389**	**3,662,277**	**3,737,054**	**3,830,186**	**3,907,854**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2022 BOARD BUDGET*	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
FUNDING SOURCES (REVENUE)										
Arena - Fee Charges	(33,390)	(49,342)	(49,977)	-	-	(49,977)	(50,974)	(51,992)	(53,028)	(54,086)
Arena - Rental Income	(263,600)	(265,200)	(267,801)	-	-	(267,801)	(273,157)	(278,620)	(284,192)	(289,877)
Golf Course - Fee Charges	(102,680)	(130,819)	(137,000)	-	-	(137,000)	(132,000)	(136,000)	(140,000)	(144,000)
Golf Course - Rental and Sales Income	(27,470)	(28,258)	(28,019)	-	-	(28,019)	(28,579)	(29,151)	(29,734)	(30,329)
Recreation - Fee Charges	(260,740)	(194,540)	(257,225)	-	-	(257,225)	(262,370)	(267,617)	(272,970)	(278,429)
Recreation - Other Misc Income	(1,100)	(4,783)	(5,524)	-	-	(5,524)	(5,546)	(5,569)	(5,592)	(5,616)
Fitness Gym - Fee Charges	(67,855)	(137,958)	(152,500)	-	-	(152,500)	(155,550)	(158,662)	(161,834)	(165,070)
Multi-Purpose Room - Rental Income	(7,500)	(18,825)	(8,550)	-	-	(8,550)	(8,721)	(8,895)	(9,073)	(9,254)
Concession - Sales and Commissions	(57,000)	(27,000)	(47,340)	-	-	(47,340)	(48,287)	(49,253)	(50,238)	(51,795)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Sport Box - Rental	-	-	(1,000)	-	-	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)
TOTAL REVENUE	(821,335)	(856,725)	(953,936)	-	-	(953,936)	(965,184)	(985,759)	(1,006,662)	(1,028,456)
REQUISITION & PILT	**(2,531,235)**	**(2,364,226)**	**(2,622,453)**	**-**	**-**	**(2,622,453)**	**(2,697,093)**	**(2,751,295)**	**(2,823,524)**	**(2,879,398)**
Percentage Increase		-6.6%	3.60%			3.60%	2.8%	2.0%	2.6%	2.0%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	15.45	15.45	15.45	0.00	0.00	15.45	15.45	15.45	15.45	15.45

SEAPARC - SWIMMING POOL	2022 BOARD BUDGET*	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATION COSTS										
Salaries and Wages	653,013	495,538	631,062	-	-	631,062	644,117	657,442	671,043	684,924
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	141,610	139,758	122,000	-	-	122,000	124,440	126,929	129,468	132,058
Operating - Supplies	76,340	58,360	65,715	-	-	65,715	67,030	68,371	69,739	71,134
Other Internal Allocations & Insurance	35,071	35,071	50,472	-	-	50,472	51,730	53,011	54,071	55,153
Maintenance	59,760	60,000	60,000	-	-	60,000	61,200	62,424	63,672	64,945
Contingency	10,200	-	10,200	-	-	10,200	10,404	10,612	10,824	11,040
TOTAL OPERATING COSTS	**975,994**	**788,727**	**939,449**	**-**	**-**	**939,449**	**958,921**	**978,789**	**998,817**	**1,019,254**
*Percentage Increase		-19.2%	-3.74%			-3.74%				
TOTAL COSTS	**975,994**	**788,727**	**939,449**	**-**	**-**	**939,449**	**958,921**	**978,789**	**998,817**	**1,019,254**
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**975,994**	**788,727**	**939,449**	**-**	**-**	**939,449**	**958,921**	**978,789**	**998,817**	**1,019,254**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(350,600)	(288,457)	(317,000)	-	-	(317,000)	(323,340)	(329,807)	(336,404)	(343,132)
Other Income	(11,100)	(6,300)	(9,500)	-	-	(9,500)	(9,690)	(9,884)	(10,082)	(10,284)
Rental Income	(15,000)	(15,750)	(16,500)	-	-	(16,500)	(16,830)	(17,167)	(17,510)	(17,860)
TOTAL REVENUE	(376,700)	(310,507)	(343,000)	-	-	(343,000)	(349,860)	(356,858)	(363,996)	(371,276)
REQUISITION & PILT	**(599,294)**	**(478,220)**	**(596,449)**	**-**	**-**	**(596,449)**	**(609,061)**	**(621,931)**	**(634,821)**	**(647,978)**
Percentage Increase		-20.2%	-0.47%			-0.47%	2.1%	2.1%	2.1%	2.1%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	3.65	3.65	3.65	0.00	0.00	3.65	3.65	3.65	3.65	3.65

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.40X SEAPARC	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$5,000	$122,000	$329,500	$409,000	$227,500	$336,500	$1,424,500
Equipment		$0	$349,000	$152,500	$155,500	$1,597,500	$58,500	$2,313,000
Land		$0	$0	$0	$500,000	$0	$0	$500,000
Engineered Structures		$0	$240,000	$1,085,000	$200,000	$28,000	$0	$1,553,000
Vehicles		$0	$20,000	$0	$0	$0	$0	$20,000
		$5,000	**$731,000**	**$1,567,000**	**$1,264,500**	**$1,853,000**	**$395,000**	**$5,810,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$5,000	$5,000	$0	$0	$0	$0	$5,000
Debenture Debt (New Debt Only)		$0	$0	$0	$500,000	$0	$0	$500,000
Equipment Replacement Fund		$0	$133,000	$147,500	$125,500	$92,500	$58,500	$557,000
Grants (Federal, Provincial)		$0	$0	$750,000	$0	$1,250,000	$0	$2,000,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$593,000	$669,500	$639,000	$510,500	$336,500	$2,748,500
		$5,000	**$731,000**	**$1,567,000**	**$1,264,500**	**$1,853,000**	**$395,000**	**$5,810,500**

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 numerical 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 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 #: 1.40X

Service Name: SEAPARC

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
20-06	New	Utility Service - Outdoor Facilities	New utility service outdoor facilities	$10,000	S	Res		-	10,000	-	-	-	$10,000
20-08	Renewal	Electrical Distribution	Renewal electrical distribution	$150,000	E	Res		30,000	-	-	-	-	$30,000
20-09	Replacement	Arena DHW Storage	Replacement of original hot water storage tank	$26,000	E	Res		26,000	-	-	-	-	$26,000
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	$500,000	B	Res		-	250,000	250,000	-	-	$500,000
22-03	Renewal	Radio Upgrade	Upgrade Radio System	$35,000	E	ERF		35,000	-	-	-	-	$35,000
22-04	Replacement	Pool Lectronator System	Replacement of lectronator cells	$60,000	E	ERF		15,000	15,000	15,000	15,000	15,000	$75,000
22-07	Renewal	Golf Course Irrigation Upgrade	Renewal irrigation renewal	$30,000	E	Res		5,000	5,000	5,000	5,000	-	$20,000
22-08	Replacement	Pool Lighting	Replace pool lighting	$100,000	B	Cap	$5,000	5,000	-	-	-	-	$5,000
23-01	Replacement	Truck	Replace pickup truck with replacement from Water	$20,000	V	ERF	→	20,000	-	-	-	-	$20,000
23-02	Replacement	Chiller	Replace Ice plant chiller	$175,000	E	Res		175,000	-	-	-	-	$175,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	$1,000,000	S	Res	→	25,000	225,000	-	-	-	$250,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal		S	Grant		-	750,000	-	-	-	$750,000
23-04	Renewal	Building Assessment and Renewal	Building assessment and repairs	$250,000	B	Res		50,000	50,000	50,000	50,000	50,000	$250,000
23-05	Replacement	Computer Replacement	Replacement of computers	$10,000	E	ERF		3,500	-	8,000	10,000	4,000	$25,500
23-06	Replacement	Grounds Equipment - SEAPARC	Mower/Tractor Replacement	$40,000	E	ERF		-	-	40,000	-	-	$40,000
23-07	Renewal	Parking Lot Remediation	Renewal parking lot remediation	$53,000	S	Res		25,000	-	-	28,000	-	$53,000
23-08	Renewal	Reception area redesign	Redesign and renewal of reception/client facing	$115,000	S	Res		15,000	100,000	-	-	-	$115,000
23-09	Replacement	Equipment Replacement (pooled)	Equipment Replacement	$14,000	E	ERF		29,500	-	-	-	-	$29,500
23-10	Renewal	Gutters	Gutter repair/replacement	$20,000	B	Res		20,000	-	-	-	-	$20,000
23-11	New	Roof Safety System	Installation of roof tie downs/line safety system	$10,000	B	Res		10,000	-	-	-	-	$10,000
23-12	Renewal	Duct cleaning	Cleaning of HVAC ducting	$25,000	B	Res		25,000	-	-	-	-	$25,000
23-13	Replacement	Arena Dehumidifier Wheel Replacement	Arena Dehumidifier Wheel Replacement	$30,000	E	ERF		30,000	-	-	-	-	$30,000
23-14	New	Acoustic panels	Install Acoustic Panels in Fitness Studio	$12,000	B	Res		12,000	-	-	-	-	$12,000
23-15	Renewal	Pool Structural Column Renewal	Pool Structural Column Renewal	$175,000	S	Res		175,000	-	-	-	-	$175,000
24-01	New	Land Acquisition	New land acquisition	$500,000	L	Debt		-	-	500,000	-	-	$500,000
24-02	Replacement	Security System Replacement	Security System Replacement	$75,000	E	ERF		-	75,000	-	-	-	$75,000
24-03	Replacement	Grounds Equipment - golf course	Mower/Tractor Replacement	$75,000	E	ERF		-	30,000	-	-	-	$30,000
24-04	Renewal	Roof Repairs	General Roof Repairs	$6,000	B	Res		-	3,000	-	-	3,000	$6,000
24-05	Renewal	Recoat Pool Metal Roof	Recoat Pool Metal Roof - Area 6	$23,000	B	Res		-	23,000	-	-	-	$23,000
24-06	Renewal	Replace Ventilation Fans	Replace Ventilation Fans	$7,000	B	Res		-	3,500	-	-	3,500	$7,000
24-07	Replacement	Equipment Replacement (pooled)	Equipment Replacement	$27,500	E	ERF		-	27,500	-	-	-	$27,500
25-01	Replacement	Golf Works building	Enhancement of work building	$200,000	S	Res		-	-	200,000	-	-	$200,000
25-03	Renewal	Recoat Arena Purlins & Frames	Recoat Arena Purlins & Frames	$27,000	B	Res		-	-	27,000	-	-	$27,000
25-04	Study	Exterior Wall Evaluation	Exterior Wall Evaluation	$12,000	B	Res		-	-	12,000	-	-	$12,000
25-05	Replacement	Replace Sewage & Storm Pump System	Replace Sewage & Storm Pump System	$17,500	B	Res		-	-	17,500	-	-	$17,500
25-06	Replacement	Replace Backflow Preventer on Fire Line	Replace Backflow Preventer on Fire Line	$13,000	B	Res		-	-	13,000	-	-	$13,000
25-07	Study	Thermal Evaluation of Electrical System	Thermal Evaluation of Electrical System	$3,500	B	Res		-	-	3,500	-	-	$3,500
25-08	Renewal	Renewal of Arena Electrical System	Renewal of Arena Electrical System	$36,000	B	Res		-	-	36,000	-	-	$36,000
25-09	New	Outdoor Activity Space Development	New outdoor activity space development	$1,525,000	E	Res		-	-	25,000	250,000	-	$275,000
25-09	New	Outdoor Activity Space Development	New outdoor activity space development		E	Grant		-	-	-	1,250,000	-	$1,250,000
25-10	Replacement	Equipment Replacement (pooled)	Equipment Replacement	$62,500	E	ERF		-	-	62,500	-	-	$62,500
26-01	Renewal	Repaint Arena Metal Cladding	Repaint Arena Exterior	$50,000	B	Res		-	-	-	50,000	-	$50,000
26-02	Renewal	Renovate Sauna	Renovate Sauna	$21,000	B	Res		-	-	-	21,000	-	$21,000
26-03	Replacement	Replace Secondary Pool Boiler	Replace Secondary Pool Boiler & Circulation Pumps	$66,500	B	Res		-	-	-	66,500	-	$66,500
26-04	Renewal	Overhaul Cooling Tower - Arena	Overhaul Cooling Tower - Arena	$28,000	B	Res		-	-	-	28,000	-	$28,000
26-05	Replacement	Replace Pool Dehumidifier	Replace Pool Dehumidifier Refrigeration Heat Exchangers	$12,000	B	Res		-	-	-	12,000	-	$12,000
26-06	Replacement	Equipment Replacement (pooled)	Equipment Replacement	$67,500	E	ERF		-	-	-	67,500	-	$67,500

Service #: 1.40X

Service Name: SEAPARC

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
27-01	Replacement	Replace Pool Circulation Pumps	Replace Pool Circulation Pumps	$12,000	E	ERF		-	-	-	-	12,000	$12,000
27-02	Replacement	Replace Air Handling Unit	Replace Packaged Rooftop Air Handling Unit - AHU-1 and A/C Condenser`	$130,000	B	Res		-	-	-	-	130,000	$130,000
27-03	Renewal	Replace Arena Rubber Mat Flooring	Replace Arena Rubber Mat Flooring	$150,000	B	Res		-	-	-	-	150,000	$150,000
27-04	Replacement	Equipment Replacement (pooled)	Equipment Replacement	$27,500	E	ERF		-	-	-	-	27,500	$27,500
			GRAND TOTAL	**$6,034,500**			**$5,000**	**$731,000**	**$1,567,000**	**$1,264,500**	**$1,853,000**	**$395,000**	**$5,810,500**

Service: 1.40X SEAPARC

Project Number	20-06	**Capital Project Title**	Utility Service - Outdoor Facilities	**Capital Project Description**	New utility service outdoor facilities
Project Rationale	Electrical service for Stan Jones ball field				

Project Number	20-08	**Capital Project Title**	Electrical Distribution	**Capital Project Description**	Renewal electrical distribution
Project Rationale	Electrical distribution for the arena facility has been in place since 1975. The electrical service mast has been identified as an item requiring attention within the next 5 years. For 2023: grounding of pool pumps, pool pump control board $10,000, electricity for shed & pump at golf course $5,000.				

Project Number	20-09	**Capital Project Title**	Arena DHW Storage	**Capital Project Description**	Replacement of original hot water storage tank
Project Rationale	Tanks service life will be ending				

Project Number	22-02	**Capital Project Title**	Pool Roof Replacement	**Capital Project Description**	Pool Roof Replacement
Project Rationale	Building envelope evaluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estimated remaining life. Continuing project to ensure integrity of building envelope.				

Project Number	22-03	**Capital Project Title**	Radio Upgrade	**Capital Project Description**	Upgrade Radio System
Project Rationale	Radio system has been in service for over 20 years. Intermittent service issues have been experienced and upgrading components and altering system programming was recommended by CRD IT to enhance performance for offsite users and ensure reliable communications. System is used for staff check-ins, first aid and emergency response.				

Project Number	22-04	**Capital Project Title**	Pool Lectronator System	**Capital Project Description**	Replacement of lectronator cells
Project Rationale	The pool disinfection system requires is critical to the provision of safe water for the pool operation. Replacements for the controllers and cells is required and figures are based on previous years requirements and assessment of current equipment.				

Project Number	22-07	**Capital Project Title**	Golf Course Irrigation Upgrade	**Capital Project Description**	Renewal irrigation renewal
Project Rationale	Consultation with TORO Canada has provided some options for enhancing the control of the irrigation system. It is expected that upgrading the control system will allow for more efficient use of the limited water resource and result in better turf conditions as well as some savings in staffing.				

Service: 1.40X SEAPARC

Project Number	22-08	**Capital Project Title**	Pool Lighting	**Capital Project Description**	Replace pool lighting
Project Rationale	Pool lighting is failing. Water intrusion has degraded the wiring and is resulting in ground faults. Original equipment from 2000. Need to ensure sufficient lighting for safe pool operation				

Project Number	23-01	**Capital Project Title**	Truck	**Capital Project Description**	Replace pickup truck with replacement from Water
Project Rationale	Truck is a 2003 model is past general replacement timelines for CRD Fleet vehicle replacements. Given annual mileage is low, and generally restricted to local area use, replacement with a low mileage vehicle scheduled for replacement from CRD Fleet is pursued over purchasing new.				

Project Number	23-02	**Capital Project Title**	Chiller	**Capital Project Description**	Replace Ice plant chiller
Project Rationale	Arena ice plant chiller was replaced in 2004. Given the critical nature of the equipment to arena ice operations, life and safety risk associated with failure, and age of the equipment, replacement is required. Ammonia line to be re-routed to the facility room from the Zamboni bay to improve safety as part of this project				

Project Number	23-03	**Capital Project Title**	Skate Park Renewal	**Capital Project Description**	Replacement skate park renewal
Project Rationale	Identified during asset management review and user feedback as in need of renewal and upgrades. Concrete surface is exhibiting areas of wear due to age. Numerous cracks throughout the slab and eroded curbs/park features need remediation to ensure continued usage.				

Project Number	23-04	**Capital Project Title**	Building Assessment and Renewal	**Capital Project Description**	Building assessment and repairs
Project Rationale	Aging facilities. Arena built in 1975, Pool in 2000. Increasing issues with building envelope and finishings. Pool glazing and Arena exterior office windows are a priority. Interior items floor coverings, doors will also be addressed.				

Project Number	23-05	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of computers
Project Rationale	CRD IT's infrastructure renewal plan for replacement				

Project Number	23-06	**Capital Project Title**	Grounds Equipment - SEAPARC	**Capital Project Description**	Mower/Tractor Replacement
Project Rationale	Mower/Tractor Replacement at end of useful life				

Project Number	23-07	**Capital Project Title**	Parking Lot Remediation	**Capital Project Description**	Renewal parking lot remediation
Project Rationale	Sections of the parking lot are starting to show signs of deter aition will require remediation.				

Service:	1.40X	SEAPARC

Project Number	23-08	**Capital Project Title**	Reception area redesign	**Capital Project Description**	Redesign and renewal of reception/client facing
Project Rationale	Improve security, customer experience and efficient use of space.				

Project Number	23-09	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	23-10	**Capital Project Title**	Gutters	**Capital Project Description**	Gutter repair/replacement
Project Rationale	End of life repair/replacement				

Project Number	23-11	**Capital Project Title**	Roof Safety System	**Capital Project Description**	Installation of roof tie downs/line safety system
Project Rationale	Safety upgrade				

Project Number	23-12	**Capital Project Title**	Duct cleaning	**Capital Project Description**	Cleaning of HVAC ducting
Project Rationale	Improve system reliability and improve health and safety.				

Project Number	23-13	**Capital Project Title**	Arena Dehumidifier Wheel Replacement	**Capital Project Description**	Arena Dehumidifier Wheel Replacement
Project Rationale	End of life replacement				

Project Number	23-14	**Capital Project Title**	Acoustic panels	**Capital Project Description**	Install Acoustic Panels in Fitness Studio
Project Rationale	Improve customer experience, eliminating excess noise				

Project Number	24-01	**Capital Project Title**	Land Acquisition	**Capital Project Description**	New land acquisition
Project Rationale	Identified in strategic plan as ongoing priority to address continued growth in the service area and demand for recreational opportunities.				

Project Number	24-02	**Capital Project Title**	Security System Replacement	**Capital Project Description**	Security System Replacement
Project Rationale	End of life				

Service: 1.40X SEAPARC

Project Number	24-03	**Capital Project Title**	Grounds Equipment - golf course	**Capital Project Description**	Mower/Tractor Replacement
Project Rationale	Mower/Tractor replacement, end of life.				

Project Number	24-04	**Capital Project Title**	Roof Repairs	**Capital Project Description**	General Roof Repairs
Project Rationale	Condition assessment indicates areas of roof at or nearing end of life				

Project Number	24-05	**Capital Project Title**	Recoat Pool Metal Roof	**Capital Project Description**	Recoat Pool Metal Roof - Area 6
Project Rationale	Condition assessment indicates areas of roof at or nearing end of life				

Project Number	24-06	**Capital Project Title**	Replace Ventilation Fans	**Capital Project Description**	Replace Ventilation Fans
Project Rationale	At or nearing end of life				

Project Number	24-07	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	25-01	**Capital Project Title**	Golf Works building	**Capital Project Description**	Enhancement of work building
Project Rationale	Replace building to increase space and security, and at end of life.				

Project Number	25-03	**Capital Project Title**	Recoat Arena Purlins & Frames	**Capital Project Description**	Recoat Arena Purlins & Frames
Project Rationale	Condition assessment indicates areas at or nearing end of life				

Project Number	25-04	**Capital Project Title**	Exterior Wall Evaluation	**Capital Project Description**	Exterior Wall Evaluation
Project Rationale	Study detailed condition assessment				

Service:	1.40X	SEAPARC

Project Number	25-05	**Capital Project Title**	Replace Sewage & Storm Pump	**Capital Project Description**	Replace Sewage & Storm Pump System
Project Rationale	Condition assessment indicates areas at or nearing end of life				

Project Number	25-06	**Capital Project Title**	Replace Backflow Preventer on Fire Line	**Capital Project Description**	Replace Backflow Preventer on Fire Line
Project Rationale	Condition assessment indicates areas at or nearing end of life				

Project Number	25-07	**Capital Project Title**	Thermal Evaluation of Electrical System	**Capital Project Description**	Thermal Evaluation of Electrical System
Project Rationale	Study code requirement				

Project Number	25-08	**Capital Project Title**	Renewal of Arena Electrical System	**Capital Project Description**	Renewal of Arena Electrical System
Project Rationale	Condition assessment indicates areas at or nearing end of life				

Project Number	25-09	**Capital Project Title**	Outdoor Activity Space Development	**Capital Project Description**	New outdoor activity space development
Project Rationale	Service enhancement				

Project Number	25-10	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	26-01	**Capital Project Title**	Repaint Arena Metal Cladding	**Capital Project Description**	Repaint Arena Exterior
Project Rationale	Service enhancement				

Project Number	26-02	**Capital Project Title**	Renovate Sauna	**Capital Project Description**	Renovate Sauna
Project Rationale	Service enhancement				

Project Number	26-03	**Capital Project Title**	Replace Secondary Pool Boiler	**Capital Project Description**	Replace Secondary Pool Boiler & Circulation Pumps
Project Rationale	Service enhancement				

Service: 1.40X SEAPARC

Project Number	26-04	**Capital Project Title**	Overhaul Cooling Tower - Arena	**Capital Project Description**	Overhaul Cooling Tower - Arena
Project Rationale	Service enhancement				

Project Number	26-05	**Capital Project Title**	Replace Pool Dehumidifier	**Capital Project Description**	Replace Pool Dehumidifier Refrigeration Heat Exchangers
Project Rationale	Service enhancement				

Project Number	26-06	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

Project Number	27-01	**Capital Project Title**	Replace Pool Circulation Pumps	**Capital Project Description**	Replace Pool Circulation Pumps
Project Rationale	Service enhancement				

Project Number	27-02	**Capital Project Title**	Replace Air Handling Unit	**Capital Project Description**	Replace Packaged Rooftop Air Handling Unit - AHU-1 and A/C Condenser`
Project Rationale	Service enhancement				

Project Number	27-03	**Capital Project Title**	Replace Arena Rubber Mat Flooring	**Capital Project Description**	Replace Arena Rubber Mat Flooring
Project Rationale	Service enhancement				

Project Number	27-04	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Equipment Replacement
Project Rationale	Annual small equipment replacement schedule				

1.40X SEAPARC

Operating Reserve Summary

2023 - 2027 Financial Plan

Profile

SEAPARC

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

Summary

Reserve/Fund Summary	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Operating Reserve	32,198	32,498	32,498	32,498	32,498	32,498
Operating Reserve - Legacy Fund	1,981	2,001	2,001	2,001	2,001	2,001
Total projected year end balance	**34,179**	**34,499**	**34,499**	**34,499**	**34,499**	**34,499**

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Sooke and Electoral Area Recreation and Facilities (SEAPARC)

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

Operating Reserve Schedule - FC 105301

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	26,898	32,198	32,498	32,498	32,498	32,498
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	5,000	-	-		-	-
Interest Income*	300	300				
Total projected year end balance	**32,198**	**32,498**	**32,498**	**32,498**	**32,498**	**32,498**

Assumptions/Background:

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

1.40X SEAPARC Legacy Fund
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

SEAPARC Legacy Fund

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

Operating Reserve Schedule - FC 105101

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	1,961	1,981	2,001	2,001	2,001	2,001
Planned Purchase						
Transfer from Ops Budget	-					
Interest Income*	20	20				
Total projected year end balance	**1,981**	**2,001**	**2,001**	**2,001**	**2,001**	**2,001**

Assumptions/Background:

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

1.40X SEAPARC Recreation Combined
Asset and Reserve Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

SEAPARC Recreation (1.401 &1.403 Combined)

Assets held by the Sooke Parks and Recreation service consist of a pool, an arena, ball field, skate park and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Capital Reserve	1,124,496	856,496	526,996	242,996	107,496	160,996
Equipment Replacement Fund	94,622	72,122	39,622	69,122	141,622	251,422
Total projected year end balance	**1,219,118**	**928,618**	**566,618**	**312,118**	**249,118**	**412,418**

1.40X SEAPARC Recreation Combined
Capital Reserve Fund Schedule
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	1,324,496	1,124,496	856,496	526,996	242,996	107,496
Planned Capital Expenditure (Based on Capital Plan)	(820,000)	(593,000)	(669,500)	(639,000)	(510,500)	(336,500)
Transfer from Operating Budget	608,000	320,000	340,000	355,000	375,000	390,000
Interest Income*	12,000	5,000				
Ending Balance $	**1,124,496**	**856,496**	**526,996**	**242,996**	**107,496**	**160,996**

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

1.40X SEAPARC Recreation Combined
Equipment Replacement Fund Schedule (ERF)
2023 - 2027 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	85,322	94,622	72,122	39,622	69,122	141,622
Planned Purchase (Based on Capital Plan)	(85,700)	(133,000)	(147,500)	(125,500)	(92,500)	(58,500)
Transfer from Operating Budget	95,000	110,000	115,000	155,000	165,000	168,300
Equipment Disposal	-					
Interest Income*		500				
Ending Balance $	**94,622**	**72,122**	**39,622**	**69,122**	**141,622**	**251,422**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

GM - Parks & Environmental Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.028 GM - Environmental Services and Regional Parks **Committee: Environmental Services**

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks, Local Area Community Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	387,528	380,000	410,467	-	-	410,467	419,303	428,327	437,545	446,960
Contract for Services	3,060	3,834	3,152	-	-	3,152	3,215	3,279	3,345	3,412
Allocation - Standard Overhead	44,894	44,894	46,568	-	-	46,568	47,500	48,450	49,419	50,407
Allocation - Human Resources	11,445	11,445	11,367	-	-	11,367	11,741	12,123	12,365	12,612
Allocation - Building Occupancy	18,006	18,006	20,009	-	-	20,009	22,078	23,227	24,439	25,714
Insurance	750	750	830	-	-	830	860	900	940	990
TOTAL OPERATING COSTS	**465,683**	**458,929**	**492,393**	**-**	**-**	**492,393**	**504,696**	**516,306**	**528,052**	**540,094**
*Percentage Increase over prior year		-1.5%	5.7%	0.0%	0.0%	5.7%	2.5%	2.3%	2.3%	2.3%
Recovery for First Aid Officer	(94)	(94)	(97)	-	-	(97)	(99)	(101)	(103)	(105)
NET COSTS	**465,589**	**458,835**	**492,296**	**-**	**-**	**492,296**	**504,597**	**516,205**	**527,949**	**539,989**
*Percentage increase over prior year Net Costs		-1.5%	5.7%	0.0%	0.0%	5.7%	2.5%	2.3%	2.3%	2.3%
AUTHORIZED POSITIONS: Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Environmental Administration Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.575 **Environmental Administration Services** **Committee: Environmental Services**

DEFINITION:

To provide administrative and clerical support services to the Engineering Services, Protective Programs and Environment Resource Management Divisions.

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

The Legislative and General Government requisition covers costs associated with the General Manager's services to the Board.

1.575 - ENVIRONMENTAL SUSTAINABILITY - ADMIN.	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	85,754	83,952	87,624	-	-	87,624	89,505	91,427	93,389	95,393
Allocations	56,284	56,284	59,578	-	-	59,578	63,111	65,385	67,727	70,170
Operating - Other Costs - Summary	52,288	51,990	52,748	-	-	52,748	51,333	51,216	51,073	50,869
TOTAL OPERATING COSTS	**194,325**	**192,225**	**199,950**	**-**	**-**	**199,950**	203,949	208,028	212,188	216,432
*Percentage Increase over prior year		-1.1%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	194,325	192,225	199,950	-	-	199,950	203,949	208,028	212,188	216,432
*Percentage Increase over prior year		-1.1%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
Internal Recoveries	(194,325)	(192,225)	(199,950)	-	-	(199,950)	(203,949)	(208,028)	(212,189)	(216,432)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
FUNDING SOURCES (REVENUE)										
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.575 Environmental Administration Serv	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$7,000	$6,000	$6,000	$6,000	$0	$25,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$7,000**	**$6,000**	**$6,000**	**$6,000**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$7,000	$6,000	$6,000	$6,000	$0	$25,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$7,000**	**$6,000**	**$6,000**	**$6,000**	**$0**	**$25,000**

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 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".*

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.

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 and/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 prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.575

Service Name: Environmental Administration Services

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
20-01	Replacement	Office Furniture	ERF replacement of desks, chairs, shelves	$19,000	E	ERF		$3,000	$3,000	$3,000	$3,000		$12,000
20-02	Replacement	Office Equipment	ERF replacement of computers, printers	$25,090	E	ERF		$4,000	$3,000	$3,000	$3,000		$13,000
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$44,090**			**$0**	**$7,000**	**$6,000**	**$6,000**	**$6,000**	**$0**	**$25,000**

Service:	1.575	Environmental Administration Services

Project Number	20-01	**Capital Project Title**	Office Furniture	**Capital Project Description**	ERF replacement of desks, chairs, shelves
Project Rationale	**2023-2026** - miscellaneous furniture required by ES-HQ, as needed (shelving, chairs, tables, desks).				

Project Number	20-02	**Capital Project Title**	Office Equipment	**Capital Project Description**	ERF replacement of computers, printers
Project Rationale	**2022** - Larisa Hutcheson - new desktop computer ($1,050); new Multi-Function Printer for 4th floor ES ($12,375 + tax) - originally slated for 2023 but it's exhibiting signs of age; **2023** - Wanda Gustafson - new printer $800; 2023 - Cathy's desktop ($1,080) and Wanda's desktop ($1,080); Larisa & Cathy's printer ($1,000); **2024-2026**: computer equipment and GM's iPad - equipment replaced, as needed				

Project Number		**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Project Rationale					

Project Number		**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Project Rationale					

1.575 ES Headquarters Administration
Equipment Reserve Summary
2023 - 2027 Financial Plan

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental Head Quarter/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund	**Estimate**	**Budget**				
Fund: 1022 Fund Center: 101449	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	149,330	134,866	127,866	121,866	115,866	109,866
					-	-
Planned Purchase (Based on Capital Plan)	(15,408)	(7,000)	(6,000)	(6,000)	(6,000)	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income*	944	-	-	-	-	-
Total projected year end balance	**134,866**	**127,866**	**121,866**	**115,866**	**109,866**	**109,866**

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

Assumptions/Background:

1.575 ES Headquarters Administration
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

ES Headquarters Administration

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105523	2022	2023	2024	2025	2026	2027
Beginning Balance	44,741	45,412	45,412	45,412	45,412	45,412
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	671	-	-	-	-	-
Total projected year end balance	**45,412**	**45,412**	**45,412**	**45,412**	**45,412**	**45,412**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Other Legislative & General - Climate

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.012 Other Legislative & General - Climate **Committee: Environmental Services**

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Salaries and Wages	114,598	93,739	96,934	-	-	96,934	99,022	101,155	103,334	105,560
Contributions - projects	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	-	758	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**114,598**	**94,497**	**96,934**	**-**	**-**	**96,934**	**99,022**	**101,155**	**103,334**	**105,560**
*Percentage Increase over prior year		-17.5%	-15.4%	-100.0%	0.0%	-15.4%	2.2%	2.2%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Climate Action Reserve Fund	100,000	100,000	103,000	-	-	103,000	105,060	107,161	109,304	111,491
TOTAL CAPITAL / RESERVES	**100,000**	**100,000**	**103,000**	**-**	**-**	**103,000**	**105,060**	**107,161**	**109,304**	**111,491**
TOTAL COSTS	**214,598**	**194,497**	**199,934**	**-**	**-**	**199,934**	**204,082**	**208,317**	**212,639**	**217,050**
*Percentage increase over prior year requisition		-9.4%	-6.8%	-100.0%	0.0%	-6.8%	2.1%	2.1%	2.1%	2.1%
REVENUE										
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	-	-	-	-	**-**	**-**	**-**	**-**
NET COSTS	**214,598**	**194,497**	**199,934**	**-**	**-**	**199,934**	**204,082**	**208,317**	**212,639**	**217,050**
*Percentage increase over prior year Net Costs		-9.4%	-6.8%	-100.0%	0.0%	-6.8%	2.1%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Environmental Protection and Water Quality

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.578 Environmental Protection **Committee: Environmental Services**

DEFINITION:

To provide Protective Programs (Environmental Assessment and Regulatory Programs) relative to various Operating, Environmental and Capital programs. The cost of this function is allocated to other operating budgets and capital projects using these Services.

SERVICE DESCRIPTION:

The division provides scientific, technical and regulatory support to CRD services to ensure protection of human health and the environment.

PARTICIPATION:

Method of cost allocation is:

* Allocation on an hourly basis for services rendered to Third Party Projects, Capital & Operating functions

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Protective Programs, Partnership, Environment Resource Management, and Environmental Operations.

Change in Budget 2022 to 2023

Service: 1.578 & 1.579 Environmental Protection	**Total Expenditure**	**Comments**
2022 Budget	**8,639,513**	
Change in Salaries:		
Base salary change	126,112	Inclusive of estimated collective agreement changes
Step increase/paygrade change	29,207	
Total Change in Salaries	155,319	
Other Changes:		
Standard Overhead Allocation	17,822	Increase in 2022 operating costs
Human Resources Allocation	3,637	Increase in 2022 salary budget; corporate safety resourcing
IW/RWS Customer Service Allocation	39,374	Increase in 2022 operating costs
Building Occupancy	19,845	
Transfer to Operating Reserve Fund	39,244	
Transfer to Equipment Replacement Fund	36,727	To fund 2023 Capital Plan requirements
Other	10,393	
Total Other Changes	167,042	
2023 Budget	**8,961,874**	

Summary of % Expense Increase	
2022 IBC Salary Annualization	0.0%
2023 IBC Expense	0.0%
Support Services	0.9%
Balance of increase	2.8%
% expense increase from 2022:	***3.7%***
% Requisition increase from 2022 (if applicable):	***n/a***

Requisition funding is (x)% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time net favourable variance of $72,000 (0.8%) due mainly to hiring challenges of vacant positions & less labor allocation charges. This estimates surplus will be moved to both Equipment Replacement Fund and Operating Reserve Fund.

ENVIRONMENTAL PROTECTION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
1.578 Environmental Protection Expenditures	6,415,831	6,103,099	6,549,193	-	-	6,549,193	6,395,825	6,544,797	6,694,972	6,849,712
1.579 Environmental Water Quality Expenditures	2,179,609	2,141,361	2,184,638	-	108,000	2,292,638	2,221,719	2,269,298	2,317,245	2,366,227
TOTAL OPERATING COSTS	**8,595,440**	**8,244,460**	**8,733,831**	**-**	**108,000**	**8,841,831**	**8,617,543**	**8,814,095**	**9,012,217**	**9,215,939**
*Percentage Increase over prior year		-4.1%	1.6%	0.0%	1.3%	2.9%	-2.5%	2.3%	2.2%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	44,072	99,027	80,799	-	-	80,799	272,384	256,782	242,640	226,660
Transfer to Operating Reserve Fund	-	17,834	39,244	-	-	39,244	48,801	46,632	45,003	43,266
TOTAL CAPITAL / RESERVES	44,072	116,861	120,043	-	-	120,043	321,185	303,414	287,643	269,926
TOTAL COSTS	8,639,513	8,361,321	8,853,874	-	108,000	8,961,874	8,938,728	9,117,509	9,299,860	9,485,865
*Percentage Increase over prior year		-3.2%	2.5%	0.0%	1.3%	3.7%	-0.3%	2.0%	2.0%	2.0%
Allocation Recovery - 1.578 Environmental Protection	(6,459,903)	(6,202,126)	(6,629,992)	-	-	(6,629,992)	(6,668,209)	(6,801,579)	(6,937,612)	(7,076,372)
Allocation Recovery - 1.579 Env Water Quality	(2,159,195)	(2,159,195)	(2,223,882)	-	(108,000)	(2,331,882)	(2,270,519)	(2,315,930)	(2,362,248)	(2,409,493)
OPERATING COSTS LESS INTERNAL RECOVERIES	20,413	0	0	-	-	0	(0)	0	0	0
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Env. Protection	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Water Quality	(20,413)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(20,413)	-	-	-	-	-	-	-	-	-
REQUISITION	(0)	-	-	-	-	-	0	(0)	(0)	(0)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	55.95	55.95	56.30	0.00	0.00	56.30	56.30	56.30	56.30	56.30
Term	3.35	3.35	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00

ENVIRONMENTAL PROTECTION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	6,512,597	6,244,458	6,587,683	-	108,000	6,695,683	6,528,886	6,669,267	6,812,659	6,959,123
Allocations	1,382,646	1,382,646	1,470,424	-	-	1,470,424	1,496,287	1,540,618	1,583,268	1,628,186
Operating Costs - Other - Summary	700,196	617,356	675,724	-	-	675,724	592,370	604,210	616,290	628,630
TOTAL OPERATING COSTS	**8,595,440**	**8,244,460**	**8,733,831**	**-**	**108,000**	**8,841,831**	**8,617,543**	**8,814,095**	**9,012,217**	**9,215,939**
*Percentage Increase over prior year		-4.1%	1.6%	0.0%	1.3%	2.9%	-2.5%	2.3%	2.2%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	44,072	99,027	80,799	-	-	80,799	272,384	256,782	242,640	226,660
Transfer to Operating Reserve Fund	-	17,834	39,244	-	-	39,244	48,801	46,632	45,003	43,266
TOTAL CAPITAL / RESERVES	44,072	116,861	120,043	-	-	120,043	321,185	303,414	287,643	269,926
TOTAL COSTS	8,639,512	8,361,321	8,853,874	-	108,000	8,961,874	8,938,728	9,117,509	9,299,860	9,485,865
*Percentage Increase over prior year		-3.2%	2.5%	0.0%	1.3%	3.7%	-0.3%	2.0%	2.0%	2.0%
Allocation Recovery - Environmental Services	(8,619,098)	(8,361,321)	(8,853,874)	-	(108,000)	(8,961,874)	(8,938,728)	(9,117,509)	(9,299,860)	(9,485,865)
OPERATING COSTS LESS INTERNAL RECOVERIES	20,414	0	0	-	-	0	(0)	0	0	0
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	(20,413)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(20,413)	-	-	-	-	-	-	-	-	-
REQUISITION	0	**-**	**-**	**-**	**-**	**-**	0	(0)	(0)	(0)
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	55.95	55.95	56.30	0.00	0.00	56.30	56.30	56.30	56.30	56.30
Term	3.35	3.35	0.00	0.00	3.00	3.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.578 Environmental Protection	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$588,000	$725,000	$127,000	$81,000	$77,000	$97,000	$1,107,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$285,000	$535,000	$55,000	$140,000	$55,000	$0	$785,000
		$873,000	**$1,260,000**	**$182,000**	**$221,000**	**$132,000**	**$97,000**	**$1,892,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$873,000	$1,260,000	$182,000	$221,000	$132,000	$97,000	$1,892,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$873,000	**$1,260,000**	**$182,000**	**$221,000**	**$132,000**	**$97,000**	**$1,892,000**

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 #: 1.578

Service Name: Environmental Protection

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
18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Cart	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment	$428,000	E	ERF	$133,000	$204,000	$87,000	$40,000	$30,000	$67,000	$428,000
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	$164,000	E	ERF		$31,000	$25,000	$36,000	$42,000	$30,000	$164,000
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	$785,000	V	ERF	$285,000	$535,000	$55,000	$140,000	$55,000	$0	$785,000
18-04	Replacement	Furniture replacement	ERF replacement of furniture	$90,000	E	ERF	$70,000	$80,000	$10,000	$0	$0	$0	$90,000
19-01	Replacement	IT Database Programs	Address based database & EQIS	$380,000	E	ERF	$360,000	$380,000	$0	$0	$0	$0	$380,000
20-01	New	Furniture	New furniture	$45,000	E	ERF	$25,000	$30,000	$5,000	$5,000	$5,000	$0	$45,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	$1,892,000			$873,000	$1,260,000	$182,000	$221,000	$132,000	$97,000	$1,892,000

Service:	1.578	Environmental Protection

Project Number	18-01	**Capital Project Title**	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Cart	**Capital Project Description**	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment
Project Rationale	Replacement of routine sampling/outreach/printers/copiers equipment & water cart.				

Project Number	18-02	**Capital Project Title**	Annual Computer equipment replacement	**Capital Project Description**	ERF replacement of computer equipment
Project Rationale	Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). Note: expense is calculated on 2021 values + 2%. Each year includes a number of standard desktop/laptop replacements scheduled by IT.				

Project Number	18-03	**Capital Project Title**	Annual vehicle replacement	**Capital Project Description**	ERF replacement of vehicles
Project Rationale	2022-Replace F11001(Dodge Caravan), F14005(Jeep Patriot), F11003(Ford Ranger), F11009(Ford Transit), F01111(Chev Colorado) & F01117(Jeep Patriot-CCC). 2023-Replace F14019(Dodge Caravan). 2024-Replace F16007(Kia Soul-CCC). 2025- Replace F18018(Nissan NV200-EMP) & F18019(Nissan NV200-EMP). 2026-Replace F18029(Kia Soul).				

Project Number	18-04	**Capital Project Title**	Furniture replacement	**Capital Project Description**	ERF replacement of furniture
Project Rationale	Replacement for stand-up desks & office chairs				

Service:	1.578	Environmental Protection

Project Number	19-01	**Capital Project Title**	IT Database Programs	**Capital Project Description**	Address based database & EQIS
Project Rationale	Database development and maintenance - Address based database & EQIS				

Project Number	20-01	**Capital Project Title**	Furniture	**Capital Project Description**	New furniture
Project Rationale	Office chairs, desks, cubicle walls,, bookshelves and monitor arms.				

1.578 Environmental Protection
Equipment Reserve Summary
2023 - 2027 Financial Plan

ERF Reserve Cash Flow

Environmental Protection is responsible for providing scientific and technical expertise in order to protect the region's environmental resources and functions. Key areas of focus are the Climate Action Program, Integrated Watershed Management, Wastewater and Marine Environment Program.

Equipment Replacement Fund	Estimate	Budget				
Fund: 1022 Fund Center: 101492	2022	2023	2024	2025	2026	2027
Beginning Balance	1,453,623	1,110,832	291,631	382,015	417,797	528,437
Planned Purchase (Based on Capital Plan)	(450,000)	(900,000)	(182,000)	(221,000)	(132,000)	(97,000)
Transfer from Operating Budget	99,027	80,799	272,384	256,782	242,640	226,660
Interest Income*	8,182	-	-	-	-	-
Total projected year end balance	**1,110,832**	**291,631**	**382,015**	**417,797**	**528,437**	**658,097**

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

Assumptions/Background:

1.578 Environmental Protection
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Environmental Protection

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105525 (105522)	2022	2023	2024	2025	2026	2027
Beginning Balance	785,349	785,349	785,349	785,349	785,349	785,349
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**785,349**	**785,349**	**785,349**	**785,349**	**785,349**	**785,349**

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

Assumptions/Background:
Reserve balance retained for charge-out rate stabilization

1.579 Environmental Sustainability HQ Water Quality
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Environmental Sustainability HQ Water Quality

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105517	Estimate 2022	Budget 2023	 2024	 2025	 2026	 2027
Beginning Balance	398,285	421,004	460,248	509,049	555,681	600,684
Planned Purchase			-	-	-	-
Transfer from Ops Budget	17,834	39,244	48,801	46,632	45,003	43,266
Interest Income*	4,885	-	-	-	-	-
Total projected year end balance	**421,004**	**460,248**	**509,049**	**555,681**	**600,684**	**643,950**

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

1.579 Environmental Sustainability HQ Water Quality
Equipment Reserve Summary
2023 - 2027 Financial Plan

ERF Reserve Cash Flow

Water Quality Senior Budget - Equipment Replacement for Equipment

Equipment Replacement Fund	**Estimate**	**Budget**				
Fund: 1022 Fund Center: 102075	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	21,358	21,494	21,494	21,494	21,494	21,494
Planned Purchase (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income*	136	-	-	-	-	-
Total projected year end balance	**21,494**	**21,494**	**21,494**	**21,494**	**21,494**	**21,494**

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

Assumptions/Background:
ERF Reserve to fund replacement of equipment used by the staff of the Environmental Water Quality Division.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Regional Source Control

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.755 Regional Source Control Program **Committee: Environmental Services**

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 3351, December 2006.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of $1,100,000 or $0.037 / $1,000 of actual assessments

COMMITTEE:

Parks and Environment

FUNDING:

Requisition, permit fees and other fees

COST APPORTIONMENT:

(1) Fees.
(2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
(3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.755 Regional Source Control Program **Committee: Environmental Services**

	Estimated Yearly Flow	% of Total Flows	
Saanich	10,234,514	26.73%	
Oak Bay	3,054,787	7.98%	
Victoria	13,284,932	34.69%	
Esquimalt	2,451,312	6.40%	
View Royal	816,583	2.13%	
Colwood	1,169,227	3.05%	
Langford	3,327,295	8.69%	89.68%
Sidney	1,339,620	3.50%	
Central Saanich	1,449,113	3.78%	
North Saanich	528,049	1.38%	
Esquimalt Band	27,738	0.07%	
Tseycum Band	14,980	0.04%	
Pauquachin Band	29,661	0.08%	
Songhees Band	243,322	0.64%	
D.N.D.	0	0.00%	
Institute of Ocean Sciences (I.O.S.)	3,889	0.01%	
Ganges Sewer	167,123	0.44%	
Maliview Sewer	19,815	0.05%	
Magic Lake Estates Sewer	109,685	0.29%	
Port Renfrew Sewer	19,997	0.05%	10.32%
TOTAL	**38,291,642**	**100.00%**	**100.00%**

3.755 - REGIONAL SOURCE CONTROL PROGRAM	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Allocations - EPro Labour	1,342,112	1,293,387	1,334,193	-	-	1,334,193	1,360,877	1,388,094	1,415,856	1,444,173
Operation - Other Costs	149,166	144,244	168,845	-	-	168,845	174,286	177,789	182,373	185,029
Contract For Services	102,128	174,084	98,000	-	-	98,000	98,760	99,540	100,330	101,140
Consultant Expenses	54,469	40,000	40,000	-	-	40,000	40,800	-	41,200	-
TOTAL OPERATING COSTS	**1,647,875**	**1,651,715**	**1,641,038**	**-**	**-**	**1,641,038**	**1,674,723**	**1,665,423**	**1,739,759**	**1,730,342**
*Percentage Increase over prior year		0.2%	-0.4%	0.0%	0.0%	-0.4%	2.1%	-0.6%	4.5%	-0.5%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	1,647,875	1,651,715	1,641,038	-	-	1,641,038	1,674,723	1,665,423	1,739,759	1,730,342
*Percentage Increase over prior year		0.2%	-0.4%	0.0%	0.0%	-0.4%	2.1%	-0.6%	4.5%	-0.5%
Internal Recoveries	(54,610)	(55,000)	(55,000)	-	-	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	1,593,265	1,596,715	1,586,038	-	-	1,586,038	1,619,723	1,610,423	1,684,759	1,675,342
*Percentage Increase over prior year		0.2%	-0.5%	0.0%	0.0%	-0.5%	2.1%	-0.6%	4.6%	-0.6%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Fees Charged	(54,980)	(60,000)	(60,000)	-	-	(60,000)	(61,200)	(62,424)	(63,672)	(64,946)
Revenue - Other	(2,070)	(500)	(500)	-	-	(500)	(1,000)	(1,000)	(1,000)	(1,000)
Grants in Lieu of Taxes	(93,721)	(93,721)	(93,721)	-	-	(93,721)	(93,721)	(93,721)	(93,721)	(93,721)
Transfer From Operating Reserve	(92,993)	(92,993)	(41,831)	-	-	(41,831)	(46,016)	(7,136)	(51,301)	(11,110)
TOTAL REVENUE	(243,764)	(247,214)	(196,052)	-	-	(196,052)	(201,937)	(164,281)	(209,694)	(170,777)
REQUISITION	**(1,349,501)**	**(1,349,501)**	**(1,389,986)**	**-**	**-**	**(1,389,986)**	**(1,417,786)**	**(1,446,142)**	**(1,475,065)**	**(1,504,565)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C. Saanich, N. Saanich, Langford; Sewered Local Areas of Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.755 Regional Source Control Program
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Regional Source Control Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105504	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	515,778	426,927	385,096	339,080	331,944	280,643
Planned Purchase		-	-	-	-	-
Transfer to/from Ops Budget	(92,933)	(41,831)	(46,016)	(7,136)	(51,301)	(11,110)
Interest Income*	4,082	-	-	-	-	-
Total projected year end balance	**426,927**	**385,096**	**339,080**	**331,944**	**280,643**	**269,533**

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Septage Disposal Agreement

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.700 Septage Disposal Program **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed $0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

(1) Fees:
User charges permitted by Septage Processing Ltd. to its customers.
Mandatory Waste Tipping Fee:

$0.31 per Imperial Gallon	2018
$0.31 per Imperial Gallon	2019
$0.32 per Imperial Gallon	2020
$0.32 per Imperial Gallon	2021
$0.325 per Imperial Gallon	2022

Septage Processing Ltd. will submit to the CRD an administration fee of $0.015 per Imperial Gallon.
Other wastes have different user charges.

(2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility in 2021.

	2021 Budget
Central Saanich	5.1204%
Colwood	5.4302%
Esquimalt	1.2698%
Highlands	18.5682%
Langford	11.1304%
Metchosin	4.1937%
North Saanich	5.3799%
Oak Bay	0.1787%
Saanich	8.9978%
Sidney	1.7826%
Sooke	9.7593%
Victoria	27.0733%
View Royal	0.1903%
Juan de Fuca	0.9254%
	100.00%

MAXIMUM LEVY:

$0.63 / $1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

Service: 3.700 Septage Disposal Program **Committee: Core Area Liquid Waste Management**

SPL Liquid Waste Volumes - 2022

	Septage Vol[1]	FOG Vol[2]	Other Vol[3]	TOTAL	Total %	Septage %[1]	FOG %[2]	Other %[3]
Central Saanich	303,887	43,699	141,470	489,056	5.12%	62.1	8.9	28.9
Colwood	475,597	6,453	36,597	518,647	5.43%	91.7	1.2	7.1
Esquimalt	4,225	15,182	101,871	121,278	1.27%	3.5	12.5	84.0
Highlands	119,605	497	1,653,371	1,773,473	18.57%	6.7	0.0	93.2
Langford	511,805	39,181	512,098	1,063,084	11.13%	48.1	3.7	48.2
Metchosin	379,702	3,719	17,127	400,548	4.19%	94.8	0.9	4.3
North Saanich	408,303	11,173	94,362	513,838	5.38%	79.5	2.2	18.4
Oak Bay	845	2,786	13,435	17,066	0.18%	5.0	16.3	78.7
Saanich	464,287	37,484	357,623	859,394	9.00%	54.0	4.4	41.6
Sidney	16,991	4,451	148,817	170,259	1.78%	10.0	2.6	87.4
Sooke	623,601	4,860	303,659	932,120	9.76%	66.9	0.5	32.6
Victoria	16,550	816,749	1,752,512	2,585,811	27.07%	0.6	31.6	67.8
View Royal	8,028	2,602	7,543	18,173	0.19%	44.2	14.3	41.5
Port Renfrew	43,924	800	42,058	86,782	0.91%	50.6	0.9	48.5
Juan de Fuca	1,608	0	0	1,608	0.02%	100.0	0.0	0.0
TOTAL	3,378,956	989,636	5,182,543	9,551,135	100%			

Notes:

1. Septage = Institutional, Commercial, and Residential
2. FOG = Fats, Oils and Greases

3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL AGREEMENT	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	113,589	99,361	158,089	-	-	158,089	161,199	164,371	167,607	170,906
Contract For Services	16,525	15,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**130,114**	**114,361**	**158,089**	**-**	**-**	**158,089**	**161,199**	**164,371**	**167,607**	**170,906**
*Percentage Increase over prior year		-12.1%	21.5%	0.0%	0.0%	21.5%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Sewer Capital	92,154	92,154	-	-	-	-	-	-	-	-
	-									
TOTAL CAPITAL / RESERVES	92,154	92,154	-	-	-	-	-	-	-	-
	-									
TOTAL COSTS	222,268	206,515	158,089	-	-	158,089	161,199	164,371	167,607	170,906
*Percentage Increase over prior year		-7.1%	-28.9%	0.0%	0.0%	-28.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,389)	(2,389)	(2,389)	-	-	(2,389)	(2,389)	(2,389)	(2,389)	(2,389)
Fees Charged	(2,540)	(3,700)	-	-	-	-	-	-	-	-
Sale of Goods and Services	(165,000)	(150,000)	(155,000)	-	-	(155,000)	(158,100)	(161,262)	(164,487)	(167,777)
Revenue - Other	(2,220)	(307)	(700)	-	-	(700)	(710)	(720)	(730)	(740)
TOTAL REVENUE	(172,149)	(156,396)	(158,089)	-	-	(158,089)	(161,199)	(164,371)	(167,606)	(170,906)
REQUISITION	**(50,119)**	**(50,119)**	**-**	**-**	**-**	**-**	-	-	-	-
*Percentage Increase over prior year		0.0%	-100.0%	0.0%	0.0%	-100.0%				
PARTICIPANTS: All Muniipalities										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Millstream Site Remediation

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.701 Millstream Site Remediation **Committee: Environmental Services**

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the "**Millstream Site**") and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

Municipality	Percentage
City of Colwood	15.59%
City of Victoria	13.25%
District of Central Saanich	4.91%
Township of Esquimalt	2.65%
City of Langford	14.29%
District of Saanich	22.34%
District of Oak Bay	2.43%
District of North Saanich	4.87%
District of Metchosin	3.18%
Town of Sidney	1.63%
Town of View Royal	2.88%
District of Highland	0.96%
District of Sooke	6.91%
Juan de Fuca	4.11%
	100.00%

MAXIMUM LEVY:

Greater of $1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of $0.021 per $1,000 which when applied to the net taxable value of the land and improvements within the Service Area.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	($3,850,000)
	SI Bylaw No. 3725	15 yr term	($288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	($200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	($600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	($611,766)
Remaining:	Expired		$2,000,000

COMMITTEE:

Parks & Environment

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
  - Funds on Hand $1,643,000
  - Debt Servicing – up to $5,550,000 funded from property tax from the above participating areas
  - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

3.701 - MILLSTREAM SITE REMEDIATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Allocations	382	382	170	-	-	170	174	177	181	184
TOTAL OPERATING COSTS	**382**	**382**	**170**	**-**	**-**	**170**	174	177	181	184
*Percentage Increase over prior year		0.0%	-55.5%	0.0%	0.0%	-55.5%	2.4%	1.7%	2.3%	1.7%
CAPITAL / RESERVE										
Transfer to Sewer Capital Fund (Millstream)	100,000	65,945	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	100,000	65,945	-	-	-	-	-	-	-	-
Debt Expenditures	135,520	169,575	122,132	-	-	122,132	122,132	122,132	102,970	102,970
TOTAL COSTS	235,902	235,902	122,302	-	-	122,302	122,306	122,309	103,151	103,154
*Percentage Increase over prior year		0.0%	-48.2%	0.0%	0.0%	-48.2%	0.0%	0.0%	-15.7%	0.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(11,237)	(11,237)	(11,237)	-	-	(11,237)	(11,237)	(11,237)	(11,237)	(11,237)
Transfer From Own Funds	(112,333)	(112,333)	(55,468)	-	-	(55,468)	(55,235)	(55,236)	(45,657)	(45,659)
Revenue - Other	-	-	(130)	-	-	(130)	(600)	(600)	(600)	(600)
TOTAL REVENUE	(123,570)	(123,570)	(66,835)	-	-	(66,835)	(67,072)	(67,073)	(57,494)	(57,496)
REQUISITION	**(112,333)**	**(112,333)**	**(55,468)**	**-**	**-**	**(55,468)**	**(55,235)**	**(55,236)**	**(45,657)**	**(45,659)**
*Percentage Increase over prior year		0%	-51%	0%	0%	-51%	0%	0%	-17%	0%
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.701 Millstream Site Remediation	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$410,000	$410,000	$0	$0	$0	$0	$410,000
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$410,000	**$410,000**	**$0**	**$0**	**$0**	**$0**	**$410,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$250,000	$250,000	$0	$0	$0	$0	$250,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$160,000	$160,000	$0	$0	$0	$0	$160,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$410,000	**$410,000**	**$0**	**$0**	**$0**	**$0**	**$410,000**

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 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".*

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.

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 and/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 prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.701

Service Name: Millstream Site Remediation

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
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	$14,705,734	L	Cap	$250,000	$250,000	$0	$0			$250,000
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation		L	Grant	$160,000	$160,000	$0	$0			$160,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$14,705,734**			**$410,000**	**$410,000**	**$0**	**$0**	**$0**	**$0**	**$410,000**

Service:	3.701	Millstream Site Remediation

Project Number	17-01	Capital Project Title	Millstream Meadows Remediation	Capital Project Description	CRD contaminated site remediation
Project Rationale	Millstream Site Remediation: Make application for Provincial certification, 2022/2023 Project Completion and site divestment				

Project Number		Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale					

Project Number		Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale					

Project Number		Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale					

CAPITAL REGIONAL DISTRICT

2023 BUDGET

L.W.M.P On-Site Systems Management Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.707 LWMP On Site Systems Management Program **Committee: Environmental Services**

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2021 Budget Onsite Systems	%
Colwood	3,289	43.32%
Langford	1,988	26.19%
Saanich	2,255	29.70%
View Royal	60	0.79%
	7,592	100.00%

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of $211,070 or the amount that could be raised by a property value tax rate of $0.008 / $1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Parks & Environment

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - LWMP - ON SITE SYSTEM MANAGEMENT PROGRAM	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	159,038	139,059	147,649	-	-	147,649	137,709	139,752	141,837	144,303
Contract For Services	30,000	30,000	30,000	-	-	30,000	30,600	31,212	31,836	17,132
TOTAL OPERATING COSTS	**189,038**	**169,059**	**177,649**	**-**	**-**	**177,649**	168,309	170,964	173,673	161,435
*Percentage Increase over prior year		-10.6%	-6.0%	0.0%	0.0%	-6.0%	-5.3%	1.6%	1.6%	-7.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	19,979	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	19,979	-	-	-	-	-	-	-	-
TOTAL COSTS	189,038	189,038	177,649	-	-	177,649	168,309	170,964	173,673	161,435
*Percentage Increase over prior year		0.0%	-6.0%	0.0%	0.0%	-6.0%	-5.3%	1.6%	1.6%	-7.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(10,556)	(10,556)	(10,556)	-	-	(10,556)	(10,556)	(10,556)	(10,556)	(10,556)
Transfer from Operating Reserve Fund	-	-	(36,943)	-	-	(36,943)	(25,000)	(25,000)	(25,000)	(10,000)
TOTAL REVENUE	(10,556)	(10,556)	(47,499)	-	-	(47,499)	(35,556)	(35,556)	(35,556)	(20,556)
REQUISITION	**(178,482)**	**(178,482)**	**(130,150)**	**-**	**-**	**(130,150)**	**(132,753)**	**(135,408)**	**(138,117)**	**(140,879)**
*Percentage Increase over prior year		0.0%	-27.1%	0.0%	0.0%	-27.1%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Colwood, Langford, Saanich, View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105526	2022	2023	2024	2025	2026	2027
Beginning Balance	329,009	351,988	315,045	290,045	265,045	240,045
Planned Purchase	-	(36,943)	(25,000)	(25,000)	(25,000)	(10,000)
Transfer from Ops Budget	19,979	-	-	-	-	-
Interest Income*	3,000	-	-	-	-	-
Total projected year end balance	**351,988**	**315,045**	**290,045**	**265,045**	**240,045**	**230,045**

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

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

L.W.M.P. (Peninsula)

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.720 **L.W.M.P. (Peninsula)** **Committee: Environmental Services**

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of $5,663,000 or $1.56 / $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Parks & Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

	Operating
Central Saanich	43.69%
North Saanich (*see note below)	15.92%
Sidney	40.39%
Total	**100.00%**

Note:
* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - LWMP (PENINSULA)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	99,766	84,981	36,262	-	-	36,262	36,992	37,730	38,481	39,246
TOTAL OPERATING COSTS	**99,766**	**84,981**	**36,262**	**-**	**-**	**36,262**	36,992	37,730	38,481	39,246
*Percentage Increase over prior year		-14.8%	-63.7%	0.0%	0.0%	-63.7%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	20,141	34,926	18,645	-	-	18,645	18,993	19,356	19,727	20,106
TOTAL CAPITAL / RESERVES	20,141	34,926	18,645	-	-	18,645	18,993	19,356	19,727	20,106
TOTAL COSTS	119,907	119,907	54,907	-	-	54,907	55,985	57,086	58,208	59,352
*Percentage Increase over prior year		0.0%	-54.2%	0.0%	0.0%	-54.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(980)	(980)	(980)	-	-	(980)	(980)	(980)	(980)	(980)
REQUISITION	**(118,927)**	**(118,927)**	**(53,927)**	**-**	**-**	**(53,927)**	**(55,005)**	**(56,106)**	**(57,228)**	**(58,372)**
*Percentage Increase over prior year		0.0%	-54.7%	0.0%	0.0%	-54.7%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105527	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	54,632	90,258	108,903	127,896	147,252	166,979
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	34,926	18,645	18,993	19,356	19,727	20,106
Interest Income*	700	-	-	-	-	-
Total projected year end balance	**90,258**	**108,903**	**127,896**	**147,252**	**166,979**	**187,085**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects.

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

L.W.M.P. - Core and West Shore

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.750 **L.W.M.P. - Core and West Shore** **Committee: Core Area Liquid Waste Management**

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District. Establishment Bylaw No. 2312 (1995), amended by Bylaw No. 3028 (2002), 3319 (2006), and 4304 (2020).

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

	Flow Amounts*	Allocation for 2022
Colwood	1,169,227	3.39%
Esquimalt	2,336,690	6.77%
Langford	3,327,295	9.65%
Oak Bay	3,054,787	8.86%
Saanich	10,234,514	29.67%
Victoria	13,284,932	38.51%
View Royal	816,583	2.37%
Esquimalt Nation	27,738	0.08%
Songhees Nation	243,322	0.71%
TOTAL	34,495,088	100.000%

* = Average Annual Flow

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.750 - LWMP - CORE AND WEST SHORE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	178,704	78,719	180,552	-	-	180,552	184,668	188,380	192,002	195,858
Consultant Expenses	102,000	102,000	105,060	-	-	105,060	107,161	109,304	111,491	113,720
Contract For Services	36,312	36,312	37,401	-	-	37,401	38,149	38,912	39,691	40,484
TOTAL OPERATING COSTS	**317,016**	**217,031**	**323,013**	**-**	**-**	**323,013**	**329,979**	**336,597**	**343,183**	**350,062**
*Percentage Increase over prior year		-31.5%	1.9%	0.0%	0.0%	1.9%	2.2%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	49,120	149,105	50,000	-	-	50,000	51,000	52,020	53,060	54,122
TOTAL CAPITAL / RESERVES	49,120	149,105	50,000	-	-	50,000	51,000	52,020	53,060	54,122
TOTAL COSTS	366,136	366,136	373,013	-	-	373,013	380,979	388,617	396,243	404,184
*Percentage Increase over prior year		0.0%	1.9%	0.0%	0.0%	1.9%	2.1%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(19,885)	(19,885)	(19,885)	-	-	(19,885)	(19,885)	(19,885)	(19,885)	(19,885)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(19,885)	(19,885)	(19,885)	-	-	(19,885)	(19,885)	(19,885)	(19,885)	(19,885)
REQUISITION	**(346,251)**	**(346,251)**	**(353,128)**	**-**	**-**	**(353,128)**	**(361,094)**	**(368,732)**	**(376,358)**	**(384,299)**
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.3%	2.1%	2.1%	2.1%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105528	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	986,281	742,386	592,386	643,386	695,406	748,466
Planned Purchase	(400,000)	(200,000)	-	-	-	-
Transfer from Ops Budget	149,105	50,000	51,000	52,020	53,060	54,122
Interest Income*	7,000	-	-	-	-	-
Total projected year end balance	**742,386**	**592,386**	**643,386**	**695,406**	**748,466**	**802,588**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

L.W.M.P. - Harbour Studies

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.752 L.W.M.P. - Harbour Studies **Committee: Core Area Liquid Waste Management**

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amende by Bylaw No. 3837 (2012).

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	2022 Allocation
City of Colwood	6.2058%
City of Victoria	29.9023%
Township of Esquimalt	5.9130%
City of Langford	14.9096%
District of Saanich	39.2770%
Town of View Royal	3.7922%
TOTAL	100.000%

MAXIMUM LEVY:

Greater of $350,000 or $0.0064 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - LWMP - HARBOURS STUDIES	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Allocations - EPro Labour	298,773	298,773	304,741	-	-	304,741	310,836	317,053	323,394	329,862
Consultant Expenses	25,331	37,331	26,090	-	-	26,090	26,610	27,140	27,680	28,230
Contract for Services	12,000	12,000	12,360	-	-	12,360	12,610	12,860	13,120	13,380
Operating - Other Costs	12,500	500	12,850	-	-	12,850	13,120	13,390	13,680	13,970
TOTAL OPERATING COSTS	**348,604**	**348,604**	**356,041**	**-**	**-**	**356,041**	363,176	370,443	377,874	385,442
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	348,604	348,604	356,041	-	-	356,041	363,176	370,443	377,874	385,442
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(23,461)	(23,461)	(23,461)	-	-	(23,461)	(23,461)	(23,461)	(23,461)	(23,461)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(23,461)	(23,461)	(23,461)	-	-	(23,461)	(23,461)	(23,461)	(23,461)	(23,461)
REQUISITION	**(325,143)**	**(325,143)**	**(332,580)**	**-**	**-**	**(332,580)**	**(339,715)**	**(346,982)**	**(354,413)**	**(361,981)**
*Percentage Increase over prior year		0.0%	2.3%	0.0%	0.0%	2.3%	2.1%	2.1%	2.1%	2.1%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Harbours Environmental Actions Service - Peninsula

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.756 Harbours Environmental Actions Service - Peninsula **Committee: Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Envioronmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiaives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2022
Sidney	28.36%
District of North Saanich	28.87%
District of Central Saanich	42.77%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of $75,000 or $0.0049 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Allocations	46,856	34,016	47,834	-	-	47,834	48,791	49,767	50,762	51,778
Consultant Expenses	13,026	13,000	13,850	-	-	13,850	14,130	14,410	14,700	14,990
Contract For Services	4,300	4,300	4,429	-	-	4,429	4,520	4,610	4,700	4,790
Operating - other costs	4,440	17,306	4,500	-	-	4,500	4,590	4,680	4,770	4,860
TOTAL OPERATING COSTS	**68,622**	**68,622**	**70,613**	**-**	**-**	70,613	72,031	73,467	74,932	76,418
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	68,622	68,622	70,613	-	-	70,613	72,031	73,467	74,932	76,418
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(2,026)	(2,026)	(2,026)	-	-	(2,026)	(2,026)	(2,026)	(2,026)	(2,026)
TOTAL REVENUE	(2,026)	(2,026)	(2,026)	-	-	(2,026)	(2,026)	(2,026)	(2,026)	(2,026)
REQUISITION	**(66,596)**	**(66,596)**	**(68,587)**	**-**	**-**	**(68,587)**	**(70,005)**	**(71,441)**	**(72,906)**	**(74,392)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.1%	2.1%	2.1%	2.0%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Climate Action and Adaptation

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.309 Climate Action and Adaptation **Committee: Environmental Services**

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended by Bylaw No. 4058 (Feb 2016) and Bylaw No. 4468 (Jan 2022), to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of $1,737,635 or $0.0130 / $1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax
Cost apportionment: 50% RPS population and 50% converted assessments

Change in Budget 2022 to 2023

Service: 1.309 - CLIMATE ACTION AND ADAPTATION	**Total Expenditure**	**Comments**
2022 Budget	**1,480,455**	
Change in Salaries:		
Base salary change	5,821	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(8,084)	
Annualization of 2022 position	43,918	Annualization of 2022 IBC 5a-1.6 Corporate Energy Key Project Manager
Total Change in Salaries	41,655	
Other Changes:		
Standard Overhead Allocation	17,840	Increase in 2022 operating costs
Labour allocation	6,676	
Contributions Projects	170,352	Increase in climate action project funds from 2022 and 2023 allocations from new BC Local Government Climate Action Program.
Transfer to General Capital Fund	132,505	To fund 2023 Capital Plan requirements: 2022 IBC 5a-1.4 Public EV Coordinator
Transfer to Operating Reserve Fund	139,519	Reserved for 2024 Electric Vehicle Program: 2022 IBC 5a-1.4 Public EV Coordinator
Other	14,078	
Total Other Changes	480,970	
2023 Budget	**2,003,080**	

Summary of % Expense Increase		
2022 IBC Salary Annualization	3.0%	
2023 IBC Expense	29.9%	
Balance of increase	2.5%	
% expense increase from 2022:	***35.3%***	
% Requisition increase from 2022 (if applicable):	***22.2%***	*Requisition funding is 87.3% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $616,000 (42%) due largely to delay on EV & Retrofit Program Contract ($400,000); reduced salary expenses ($65,000) due to temporary staff vacancies and reduced Epro allocation costs ($70,000); additional grant revenue ($81,000). The estimated surplus are transferred to the operating reserve fund for 5 year Regional Building Energy Retrofit Program and Electric Vehicle Program.

1.309 - CLIMATE ACTION AND ADAPTATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	291,048	226,489	332,703	-	-	332,703	339,871	347,193	298,093	263,230
Allocations - EPro Labour	333,763	260,000	340,438	-	-	340,438	350,651	361,171	372,006	383,166
Contract For Services	771,206	373,000	745,500	-	-	745,500	675,500	570,500	570,500	552,184
Contribution Projects	33,986	79,986	204,339	-	37,500	241,839	249,986	83,986	83,986	83,986
Consultant Expenses	24,266	24,266	24,266	-	-	24,266	24,791	25,292	25,802	26,595
Operating - Other Costs	12,885	13,789	13,789	-	-	13,789	13,140	13,391	13,643	13,915
Allocations - Others	11,755	11,755	29,595	-	-	29,595	30,187	30,791	31,407	32,035
Insurance Costs	860	860	2,240	-	-	2,240	2,350	2,470	2,590	2,720
TOTAL OPERATING COSTS	**1,479,769**	**990,145**	**1,692,871**	**-**	**37,500**	**1,730,371**	**1,686,477**	**1,434,794**	**1,398,027**	**1,357,831**
*Percentage Increase over prior year		-33.1%	14.4%	0.0%	2.5%	16.9%	-2.5%	-14.9%	-2.6%	-2.9%
Transfer to General Capital Fund	-	-	132,505	-	-	132,505	1,015,542	640,588	640,588	132,505
Transfer to Operating Reserve Fund	686	616,311	140,205	-	-	140,205	-	-	-	-
TOTAL CAPITAL / RESERVES	686	616,311	272,710	-	-	272,710	1,015,542	640,588	640,588	132,505
TOTAL COSTS	1,480,455	1,606,456	1,965,581	-	37,500	2,003,081	2,702,019	2,075,382	2,038,615	1,490,336
*Percentage Increase over prior year		8.5%	32.8%	0.0%	2.5%	35.3%	34.9%	-23.2%	-1.8%	-26.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(26,028)	(26,028)	(26,028)	-	-	(26,028)	(26,028)	(26,028)	(26,028)	(26,028)
Grants - Federal/Provincial/Other	(50,000)	(176,000)	(223,166)	-	(37,500)	(260,666)	(870,697)	(469,743)	(469,743)	(97,166)
Transfer From Own Funds	-	(1)	-	-	-	-	(213,929)	(62,999)	(225,702)	(50,000)
TOTAL REVENUE	(76,028)	(202,029)	(249,194)	-	(37,500)	(286,694)	(1,110,654)	(558,770)	(721,473)	(173,194)
REQUISITION	**(1,404,427)**	**(1,404,427)**	**(1,716,387)**	**-**	**-**	**(1,716,387)**	**(1,591,365)**	**(1,516,612)**	**(1,317,142)**	**(1,317,142)**
*Percentage Increase over prior year		0.0%	22.2%	0.0%	0.0%	22.2%	-7.3%	-4.7%	-13.2%	0.0%
PARTICIPANTS: All Municipalities and Electoral Areas										
AUTHORIZED POSITIONS:										
Regular	0.00	0.00	0.00	2.00	0.00	2.00	2.00	2.00	2.00	2.00
Term	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.309 Climate Action and Adaptation	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$132,505	$1,015,542	$640,588	$640,588	$132,505	$2,561,728
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$132,505**	**$1,015,542**	**$640,588**	**$640,588**	**$132,505**	**$2,561,728**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$35,339	$270,845	$170,845	$170,845	$35,339	$683,213
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$97,166	$744,697	$469,743	$469,743	$97,166	$1,878,515
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$132,505**	**$1,015,542**	**$640,588**	**$640,588**	**$132,505**	**$2,561,728**

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 #: 1.309

Service Name: Climate Action and Adaptation

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
23-01	New	Regional electric vehicle charging infrastructure	146 level 2 electric vehicle charging stations	$2,561,729	E	Cap	$0	$35,339	$270,845	$170,845	$170,845	$35,339	$683,213
23-01	New	Regional electric vehicle charging infrastructure	146 level 2 electric vehicle charging stations		E	Grant	$0	$97,166	$744,697	$469,743	$469,743	$97,166	$1,878,515
													$0
													$0
													$0
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			GRAND TOTAL	$2,561,729			$0	$132,505	$1,015,542	$640,588	$640,588	$132,505	$2,561,728

Service:	1.309	Climate Action and Adaptation

Project Number	23-01	**Capital Project Title**	Regional electric vehicle charging infrastructure	**Capital Project Description**	146 level 2 electric vehicle charging stations
Project Rationale	Grant dependent: Project intends to install 146 level 2 EV charging stations as part of regional network. Stations will be installed/owned/operated by CRD, some by municipal partners. TBD amount at this point. This spreadsheet assumes 146, amount will be reduced once grant confirmed and negotiations occur with municipalities in mid-2023. Climate ACTION total funding: $725,000 Clean BC Grant funding: $ $2,561,729 Approved via 2022 climate action service planning as part of regional electric vehicle infrastructure program. Leveraging provincial Clean BC grant to develop regional electric vehicle charging network.				

1.309 Climate Action and Adaptation
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Climate Action and Adaptation

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105503	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Projected year end balance						
Beginning Balance	85,456	701,767	841,972	628,043	565,044	339,342
Planned Project	-		(213,929)	(62,999)	(225,702)	(50,000)
Transfer from Ops Budget	616,311	140,205	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	**701,767**	**841,972**	**628,043**	**565,044**	**339,342**	**289,342**

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

Assumptions/Background:
Reserve balance retained for projects to be co-funded by grants
5 year retrofit program delayed start in 2022

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Sooke Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.531 Sooke Stormwater Quality Management **Committee: Environmental Services**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	23,145	23,158	23,996	-	-	23,996	71,780	24,968	25,468	25,973
Contract For Services	-	-	-	-	-	-	18,434	-	-	-
TOTAL OPERATING COSTS	**23,145**	**23,158**	**23,996**	**-**	**-**	**23,996**	90,214	24,968	25,468	25,973
*Percentage Increase over prior year		0.1%	3.7%	0.0%	0.0%	3.7%	276.0%	-72.3%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	15,136	15,136	15,431	-	-	15,431	-	16,049	16,367	16,697
TOTAL CAPITAL / RESERVES	15,136	15,136	15,431	-	-	15,431	-	16,049	16,367	16,697
TOTAL COSTS	38,281	38,294	39,427	-	-	39,427	90,214	41,017	41,835	42,670
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	128.8%	-54.5%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(81)	(94)	(81)	-	-	(81)	(81)	(81)	(81)	(81)
Transfer From Operating Reserve	-	-	-			-	(50,000)	-	-	-
TOTAL REVENUE	(81)	(94)	(81)	-	-	(81)	(50,081)	(81)	(81)	(81)
REQUISITION	**(38,200)**	**(38,200)**	**(39,346)**	**-**	**-**	**(39,346)**	**(40,133)**	**(40,936)**	**(41,754)**	**(42,589)**
*Percentage Increase over prior year	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Storm Water Quality - Sooke
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. 2024 is the next planned water quality objective sampling year during which money will be taken out of reserve. This sampling takes place every 4 years, with 3 years saving up.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105518	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Projected year end balance						
Beginning Balance	43,550	58,986	74,417	24,417	40,466	56,833
Planned Purchase	-	-	(50,000)	-	-	-
Transfer from Ops Budget	15,136	15,431	-	16,049	16,367	16,697
Interest Income*	300	-	-	-	-	-
Total projected year end balance	**58,986**	**74,417**	**24,417**	**40,466**	**56,833**	**73,530**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Core and West Shore Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.536 Core and West Shore Stormwater Quality Management **Committee: Core Area Liquid Waste Management**

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one-sixth in proportion to population of the participants
- one-sixth in proportion to land area of the participants
- one-third in proportion to converted assessments of the participants
- one-third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

City of Colwood
City of Victoria
Township of Esquimalt
District of Langford
District of Oak Bay
District of Saanich
Town of View Royal
Esquimalt Band
Songhees Band

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY MANAGEMENT-CORE	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	570,400	598,213	580,936	-	-	580,936	591,452	603,304	615,394	626,780
Contract For Services	115,000	99,190	119,000	-	-	119,000	210,669	121,245	121,830	123,456
Consultant Expenses	47,000	29,038	47,000	-	-	47,000	47,940	48,900	49,880	50,798
TOTAL OPERATING COSTS	**732,400**	**726,441**	**746,936**	**-**	**-**	**746,936**	850,061	773,449	787,104	801,033
*Percentage Increase over prior year		-0.8%	2.0%	0.0%	0.0%	2.0%	13.8%	-9.0%	1.8%	1.8%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	732,400	726,441	746,936	-	-	746,936	850,061	773,449	787,104	801,033
*Percentage Increase over prior year		-0.8%	2.0%	0.0%	0.0%	2.0%	13.8%	-9.0%	1.8%	1.8%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	(34,152)	(34,152)	(35,532)	-	-	(35,532)	(35,532)	(35,532)	(35,532)	(35,532)
OPERATING COSTS LESS INTERNAL RECOVERIES	698,248	692,289	711,404	-	-	711,404	814,529	737,917	751,572	765,501
*Percentage Increase over prior year		-0.9%	1.9%	0.0%	0.0%	1.9%	14.5%	-9.4%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-								
Grants in Lieu of Taxes	(55,136)	(55,136)	(55,136)	-	-	(55,136)	(55,136)	(55,136)	(55,136)	(55,136)
Transfer From Operating Reserve	(5,959)	-	-	-	-	-	(90,000)	-	-	-
TOTAL REVENUE	(61,095)	(55,136)	(55,136)	-	-	(55,136)	(145,136)	(55,136)	(55,136)	(55,136)
REQUISITION	**(637,153)**	**(637,153)**	**(656,268)**	**-**	**-**	**(656,268)**	**(669,393)**	**(682,781)**	**(696,436)**	**(710,365)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.536 Stormwater Quality Management - Core
Operating Reserve Summary
2023- 2027 Financial Plan

Profile

Stormwater Quality Management - Core

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105519	2022	2023	2024	2025	2026	2027
Projected year end balance						
Beginning Balance	191,512	191,512	191,512	101,512	101,512	101,512
Planned Purchase		-	(90,000)	-	-	-
Transfer from Ops Budget						
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**191,512**	**191,512**	**101,512**	**101,512**	**101,512**	**101,512**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of $106,017 or $0.0103/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one-sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one-sixth in proportion to the length of shoreline in each of the participating areas, and one-half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

	Stormwater
Central Saanich	27.69%
North Saanich	35.84%
Sidney	27.38%
Tsawout Band	2.26%
Tsartlip Band	2.59%
Pauquachin Band	2.47%
Tseycum Band	1.77%
Total	**100.00%**

Note:

* Service established effective 2010; previously provided by agreement

1.537 Saanich Peninsula - Stormwater Quality Mgmt	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	80,701	79,785	81,256	-	-	81,256	82,882	84,537	86,226	87,963
Contract For Services	22,106	22,106	20,273	-	-	20,273	20,597	20,928	21,264	21,600
Consultant Expenses	15,300	16,217	20,000	-	-	20,000	20,400	20,810	21,230	21,650
TOTAL OPERATING COSTS	**118,107**	**118,108**	**121,529**	**-**	**-**	**121,529**	123,879	126,275	128,720	131,213
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	118,107	118,108	121,529	-	-	121,529	123,879	126,275	128,720	131,213
*Percentage Increase over prior year		0.0%	2.9%	0.0%	0.0%	2.9%	1.9%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(4,051)	(4,051)	(4,051)	-	-	(4,051)	(4,051)	(4,051)	(4,051)	(4,051)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,051)	(4,051)	(4,051)	-	-	(4,051)	(4,051)	(4,051)	(4,051)	(4,051)
REQUISITION	**(114,056)**	**(114,057)**	**(117,478)**	**-**	**-**	**(117,478)**	**(119,828)**	**(122,224)**	**(124,669)**	**(127,162)**
*Percentage Increase over prior year	0.00%	0.00%	3.00%	0.00%	0.00%	3.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105520	2022	2023	2024	2025	2026	2027
Projected year end balance						
Beginning Balance	25,101	25,301	25,301	25,301	25,301	25,301
Planned Purchase		-	-	-	-	-
Transfer from/to Ops Budget	-	-	-	-	-	-
Interest Income*	200	-	-	-	-	-
Total projected year end balance	**25,301**	**25,301**	**25,301**	**25,301**	**25,301**	**25,301**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of $51,715 or $0.005/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

	2022
Central Saanich	42.77%
North Saanich	28.87%
Sidney	28.36%
Total	**100.00%**

Note:
Bylaw No. 3906 (adopted August, 2013).

1.538 San Pen - Source Control Stormwater	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	50,724	50,738	52,720	-	-	52,720	52,396	53,454	54,516	55,601
Contract For Services	5,132	4,000	5,820	-	-	5,820	6,860	6,957	7,066	7,200
TOTAL OPERATING COSTS	**55,856**	**54,738**	**58,540**	**-**	**-**	**58,540**	59,256	60,411	61,582	62,801
*Percentage Increase over prior year		-2.0%	4.8%	0.0%	0.0%	4.8%	1.2%	1.9%	1.9%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	1,118	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	1,118	-	-	-	-	-	-	-	-
TOTAL COSTS	55,856	55,856	58,540	-	-	58,540	59,256	60,411	61,582	62,801
*Percentage Increase over prior year		0.0%	4.8%	0.0%	0.0%	4.8%	1.2%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,646)	(1,646)	(1,646)	-	-	(1,646)	(1,646)	(1,646)	(1,646)	(1,646)
Transfer From Operating Reserve	-	-	(1,058)	-	-	(1,058)	(657)	(673)	(682)	(716)
TOTAL REVENUE	(1,646)	(1,646)	(2,704)	-	-	(2,704)	(2,303)	(2,319)	(2,328)	(2,362)
REQUISITION	**(54,210)**	**(54,210)**	**(55,836)**	**-**	**-**	**(55,836)**	**(56,953)**	**(58,092)**	**(59,254)**	**(60,439)**
*Percentage Increase over prior year		0.0%	3.0%	0.0%	0.0%	3.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challlenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Projected year end balance						
Beginning Balance	45,322	46,800	45,742	45,085	44,412	43,730
Planned Purchase	-	(1,058)	(657)	(673)	(682)	(716)
Transfer from/to Ops Budget	1,118	-	-	-	-	-
Interest Income*	360	-	-	-	-	-
Total projected year end balance	**46,800**	**45,742**	**45,085**	**44,412**	**43,730**	**43,014**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Environmental Resource Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.521 Environmental Resource Management **Committee: Environmental Services**

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000
Borrowed:	SI Bylaw 3547	(2,000,000)
	SI Bylaw 3677	(2,500,000)
	SI Bylaw 3769	(2,200,000)
Remaining:	Expired May 14, 2013	$5,570,000

All previous Loan Authorizations have expired. Total debt outstanding at Dec 31, 2021 $880,884
Final debt payments in 2026.

COMMISSION:

OPERATING COSTS - REFUSE DISPOSAL:

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

Change in Budget 2022 to 2023 Service: 1.521 & 1.525 ERM	Total Expenditure	Comments
2022 Budget	**25,188,534**	
Change in Salaries:		
Base salary change	56,594	Inclusive of estimated collective agreement changes
Step increase/paygrade change	55,721	
Increase in auxiliary wages	76,408	Auxiliary budget increase
Total Change in Salaries	188,723	
Other Changes:		
Standard Overhead Allocation	2,300,387	Increase in 2022 operating costs & adjusted contribution rate
Program Expenses	400,000	Construction & demolition pilot programs and market development
	405,000	Facilitate the development of region-wide approach to disaster debris management
Contract for Services	600,000	Additional costs related to road maintenance, stockpile moving and additional controlled waste management
	150,000	Reflect actual increased HHW disposal cost
	163,000	$40k for biosolids gas sampling; $45k to support the transition from electricity production to RNG; $53k to reflect increase in the number of households serviced by curbside program;$25k to reflect increased need for cover materials
Consultant Expense	320,000	Diversion Proram Development
Labour allocation	136,932	Increase in Environmental Engineering & Building Service allocation
Human Resources Allocation	2,891	Increase in 2022 salary budget; corporate safety resourcing
Building Occupancy	5,849	
Debt Servicing Expenses	384,787	Additional borrowing of $13.7m is required to fund 2023 Capital Plan requirements
Other	114,002	
Reduction in Trf to Capital Reserve Fund	(1,376,193)	Reduced capital reserve transfers in 2023
Total Other Changes	3,606,655	
2023 Budget	**28,983,912**	

Summary of % Expense Increase		
Program Development	8.1%	
Support Services	9.7%	
Reduction capital transfers	-5.5%	
Balance of increase	2.7%	
% expense increase from 2022:	***15.1%***	
% Requisition increase from 2022 (if applicable):	***n/a***	*Requisition funding is (x)% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

'Overall Solid Waste Revenue for 2022 is forecasted to be higher than budget by $4.2 million. Tipping fee revenues higher due to an increased quantity of solid waste being received. Recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted. Landfill Operations expenses are forecasted to be higher than budget for 2022 by $50k. The estimated surplus will be split between the Capital Reserve Fund ($2.1m) and the Operating Reserve Fund ($2.1m).

1.521 & 1.525 - ERM	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
GENERAL PROGRAM EXPENDITURES:										
Diversion Services	13,715,648	13,718,160	14,644,261	1,449,000	-	16,093,261	16,416,689	16,444,090	16,534,310	16,640,679
Landfilling Services	8,405,025	8,462,728	9,731,995	705,000	80,000	10,516,995	10,508,203	10,592,926	10,698,014	10,818,244
Energy Recovery Services	879,871	868,871	1,232,455	45,000	-	1,277,455	1,110,729	946,415	961,640	978,533
TOTAL OPERATING COSTS	23,000,544	23,049,759	25,608,711	2,199,000	80,000	27,887,711	28,035,620	27,983,432	28,193,964	28,437,456
*Percentage Increase over prior year		0.2%	11.3%	9.6%	0.3%	21.2%	0.5%	-0.2%	0.8%	0.9%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	30,000	-	-	30,000	100,000	100,000	100,000	100,000
Transfer to Operating Reserve Fund	89,065	2,269,021	15,372	-	-	15,372	267,291	2,112,189	162,397	
Transfer to General Capital Reserve Fund	1,380,193	3,526,008	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer to Landfill Closure Capital Reserve Fund	455,120	455,120	455,120	-	-	455,120	455,120	455,120	455,120	455,120
Transfer to Millstream Remediation Debt	112,333	112,333	55,643	-	-	55,643	55,647	55,651	46,074	46,074
TOTAL CAPITAL / RESERVES	2,036,711	6,362,482	560,135	-	-	560,135	882,058	2,726,960	767,591	605,194
Debt Expenditures	151,279	151,279	536,066	-	-	536,066	1,930,185	2,911,379	3,116,709	3,006,367
TOTAL COSTS	25,188,534	29,563,520	26,704,912	2,199,000	80,000	28,983,912	30,847,863	33,621,771	32,078,264	32,049,017
*Percentage Increase over prior year		17.4%	6.0%	8.7%	0.3%	15.1%	6.4%	9.0%	-4.6%	-0.1%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Sale of Renewable Natural Gas (net revenue)	-	-	-	-	-	-	(3,234,582)	(6,395,537)	(6,335,817)	(6,285,331)
Revenue - Other	(7,727,598)	(7,963,520)	(8,382,913)	-	-	(8,382,913)	(8,192,281)	(8,355,234)	(8,521,447)	(8,690,494)
Transfer from Operating Reserve	(89,065)									(402,191)
TOTAL REVENUE	(7,816,663)	(7,963,520)	(8,382,913)	-	-	(8,382,913)	(11,426,863)	(14,750,772)	(14,857,265)	(15,378,016)
TIPPING FEE (based on inflation)	**(17,371,871)**	**(21,600,000)**	**(18,322,000)**	**(2,199,000)**	**(80,000)**	**(20,601,000)**	**(19,421,001)**	**(18,871,000)**	**(17,221,000)**	**(16,671,001)**
*Percentage Increase over prior year		24.3%	5.5%	12.7%	0.5%	18.6%	-5.7%	-2.8%	-8.7%	-3.2%
$/TONNE TIPPING FEE						**$110**	**$110**	**$110**	**$110**	**$110**
AUTHORIZED POSITIONS:										
Salaried	25.70	25.70	25.70			25.70	25.70	25.70	25.70	25.70
Term	2.00	2.00	2.00			2.00	2.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.521 Environmental Resource Management	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$350,000	$0	$0	$0	$350,000
Equipment	$200,000	$603,000	$353,000	$355,000	$385,000	$385,000	$2,081,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$6,125,000	$30,398,149	$33,831,000	$5,475,000	$1,950,000	$1,500,000	$73,154,149
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$6,325,000	**$31,001,149**	**$34,534,000**	**$5,830,000**	**$2,335,000**	**$1,885,000**	**$75,585,149**
SOURCE OF FUNDS							
Capital Funds on Hand	$100,000	$100,000	$600,000	$225,000	$200,000	$0	$1,125,000
Debenture Debt (New Debt Only)	$0	$13,710,000	$19,213,000	$2,650,000	$300,000	$0	$35,873,000
Equipment Replacement Fund	$200,000	$903,000	$853,000	$355,000	$385,000	$385,000	$2,881,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$6,025,000	$16,288,149	$13,868,000	$2,600,000	$1,450,000	$1,500,000	$35,706,149
	$6,325,000	**$31,001,149**	**$34,534,000**	**$5,830,000**	**$2,335,000**	**$1,885,000**	**$75,585,149**

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 #: **1.521**

Service Name: **Environmental Resource Management**

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
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	$1,430,000	E	ERF	$200,000	$240,000	$240,000	$240,000	$270,000	$270,000	$1,260,000
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	$2,550,000	S	Res		$500,000	$500,000	$500,000	$500,000	$550,000	$2,550,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	$13,135,000	S	Res		$4,663,149	$750,000	$500,000	$500,000	$500,000	$6,913,149
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	$1,350,000	S	Res		$0	$200,000	$650,000	$250,000	$250,000	$1,350,000
17-07	Renewal	Computer Equipment	Computer Equipment	$71,000	E	ERF		$13,000	$13,000	$15,000	$15,000	$15,000	$71,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	$500,000	E	ERF		$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
17-11	Renewal	Food Waste Transfer Station Relocation Planning	Food Waste Transfer Station Relocation Planning	$250,000	S	ERF		$250,000	$0	$0	$0	$0	$250,000
17-12	Renewal	Hartland Environmental Performance Model	Hartland Environmental Performance Model	$225,000	S	Cap		$0	$0	$225,000	$0	$0	$225,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	$23,718,000	S	Res	$6,000,000	$8,000,000	$9,468,000	$0			$17,468,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	$7,213,000	S	Debt		$0	$5,213,000	$2,000,000			$7,213,000
18-01	New	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes	$1,350,000	S	Res		$0	$400,000	$550,000	$200,000	$200,000	$1,350,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	$550,000	S	Cap		$0	$350,000	$0	$200,000	$0	$550,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	$250,000	S	Cap		$0	$250,000	$0	$0	$0	$250,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	$50,000	S	Res		$0	$0	$50,000	$0	$0	$50,000
22-01	Renewal	Sedimentation Pond Relining	NW Sedimentation Pond Relining & Expansion	$1,000,000	S	Debt		$1,000,000					$1,000,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	$7,200,000	S	Debt		$7,200,000					$7,200,000
22-03	Decommission	Leachate Line Decommissioning	Leachate Line Decommissioning	$100,000	S	Cap	$100,000	$100,000					$100,000
22-04	Decommission	Cogen Unit Decommissioning	Cogen Unit Decommissioning	$300,000	S	ERF		$300,000	$0	$0	$0	$0	$300,000
22-06	Renewal	Hartland FIRE Safety Improvements	Installation of new Fire Line	$200,000	S	Res		$200,000					$200,000
22-07	Study	Recycling Area Upgrades	Recycling Area Upgrades	$225,000	S	Res	$25,000	$25,000	$200,000				$225,000
22-10	New	Storm Water Sedimentation pond Emergency Repairs	Storm Water Sedimentation pond Emergency Repairs	$250,000	E	Res		$250,000					$250,000
23-01	Replacement	Gas Flare, Candlestick & LFG Blowers	Gas Flare, Candlestick & LFG Blowers	$2,610,000	S	Debt		$2,610,000	$0	$0			$2,610,000
23-02	New	Contractor Workshop Relocation	Contractor Workshop Relocation	$1,250,000	S	Debt		$1,250,000					$1,250,000
23-03	New	Cell 4, 5 & 6 gas well layout Plan	Cell 4, 5 & 6 gas well Plan	$150,000	S	Debt		$150,000					$150,000

Service #: 1.521

Service Name: Environmental Resource Management

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
23-04	New	North End Commercial Access Improvements	North End Commercial Access Improvements	$450,000	S	Res		$450,000					$450,000
23-05	New	Replacement of S. Commercial Scale approach	Replacement of S. Commercial Scale approach	$250,000	S	ERF			$250,000				$250,000
23-06	New	Removal of BC Hydro ROW on North End	Removal of BC Hydro ROW on North End	$200,000	S	Res		$200,000					$200,000
24-01	New	Cell 5&6 GRW	Cell 5&6 Gravity Retaining Wall Construction	$2,000,000	S	Debt		$750,000	$1,250,000				$2,000,000
24-02	Study	Hartland North Master Plan	Hartland North Master Plan	$150,000	S	Res				$150,000			$150,000
24-03	New	Hartland Amenity Project	Intersection Upgrade	$4,000,000	S	Res		$2,000,000	$2,000,000				$4,000,000
24-04	New	Biosolids Beneficial Reuse /RDF Building	Biosolids Beneficial Reuse /RDF Building	$350,000	B	Res			$350,000				$350,000
24-05	New	Cell 5 Liner Construction	Cell 5 Liner Construction	$7,900,000	S	Debt			$7,900,000				$7,900,000
24-06	New	Cell 1, 2 & 3 Transition Liner	Cell 1, 2 & 3 Transition Liner	$4,000,000	S	Debt			$4,000,000				$4,000,000
24-07	New	Relocation of N. Toe Road Sedimentation Pond	Relocation of N. Toe Road Sedimentation Pond	$500,000	S	Debt			$500,000				$500,000
24-08	New	North End Fence Replacement	North & East Fence Replacement	$250,000	S	ERF			$250,000				$250,000
25-01	New	NE & NW Aggregate Stockpile cover	NE & NW Aggregate Stockpile cover	$1,400,000	S	Debt		$750,000		$650,000			$1,400,000
25-02	New	North End Wheel Wash	North End Wheel Wash	$200,000	S	Res				$200,000			$200,000
26-01	New	Cell 4 Bottom Lift Gas Wells / Leachate Drain	Cell 4 Bottom Lift Gas Wells / Leachate Drain	$650,000	S	Debt			$350,000		$300,000		$650,000
			GRAND TOTAL	**$88,227,000**			**$6,325,000**	**$31,001,149**	**$34,534,000**	**$5,830,000**	**$2,335,000**	**$1,885,000**	**$75,585,149**

Service:	1.521	Environmental Resource Management

Project Number	16-06	**Capital Project Title**	Replacing of Small Equipments	**Capital Project Description**	Replacing of Small Equipments
Project Rationale	Replacement of small equipments that have reached their end of life				

Project Number	17-01	**Capital Project Title**	Gas & Leachate Collection Pipe Extension	**Capital Project Description**	Gas & Leachate Collection Pipe Extension
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information and includes consulting costs to layout pipe design/headers.				

Project Number	17-02	**Capital Project Title**	Aggregate Production for Internal Use	**Capital Project Description**	Aggregate Production for Internal Use
Project Rationale	Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmantal impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.				

Project Number	17-04	**Capital Project Title**	Progressive Closure of External Faces	**Capital Project Description**	Progressive Closure of External Faces
Project Rationale	As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.				

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Project Number	17-07	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Project Rationale	Replacement of computer equipment due to end of life cycle				

Project Number	17-09	**Capital Project Title**	Vehicle Replacements	**Capital Project Description**	Vehicle Replacements
Project Rationale	Replacement of vehicle due to end of life cycle				

Project Number	17-11	**Capital Project Title**	Food Waste Transfer Station Relocation Planning	**Capital Project Description**	Food Waste Transfer Station Relocation Planning
Project Rationale	The CRD has made a commitment to Hartland Residents to move the Kitchen Scraps transfer station away from the South End of the Landfill Property to alleviate resident's nuisance concerns (noise, vector, odour etc). The Kitchen Scrap transfer station will need to move to the North End of the property when commercial traffic moves to Willis Point in 3-4 years. This project meets an immediate and future need to relocate the Kitchen Scrap tranfer station. Phase 1 of the project will be complete in 2022 (moving the new food transfer facility). Phase 2 includes all improvements related to leachate, power, storm water, lighting, access stairs, vector control, fall protection enhancements etc. needed to support operation of the facilty over the next 30+ years.				

Project Number	17-12	**Capital Project Title**	Hartland Environmental Performance Model	**Capital Project Description**	Hartland Environmental Performance Model
Project Rationale	The CRD is interested in developing a site-specific computer model that integrates engineering design with environmental performance for the Hartland Landfill. In 2016 the BC MOE made revisions to the BC Landfill Criteria. Many of Hartland's design and operations are already compliant, however a preliminary review identified additional conformance requirements for Hartland under the status quo. The model will enable the CRD to better demonstrate technical justification and environmental conformance over the lifespan of the landfill.				

Project Number	17-14	**Capital Project Title**	Landfill Gas Utilization	**Capital Project Description**	Landfill Gas Utilization
Project Rationale	The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructed by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.				

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Project Number	18-01	**Capital Project Title**	Interim Covers - West and North Slopes	**Capital Project Description**	Interim Covers - West and North Slopes

Project Rationale Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.

Project Number	18-02	**Capital Project Title**	Paving of Service Roads	**Capital Project Description**	Paving of Service Roads

Project Rationale To ensure compliance with BC Ministry of Environment Operating Certificate for the Hartland Landfill, continuous improvement is made to ensure nuisance dust generated at the site is minimized from operations. Repairs and new pavements are added in high traffic areas to minimize dust generation and reduce dependance on costly short term dust mitigation measures (ie. water trucks, application of lignosulfonate etc) and to improve road conditions throughout the lanfill property. Estimate is derived from historical costs.

Project Number	18-03	**Capital Project Title**	Cell 3 Bottom Lift Gas Wells / Leachate Drain	**Capital Project Description**	Cell 3 Bottom Lift Gas Wells / Leachate Drain

Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.

Project Number	18-05	**Capital Project Title**	Controlled Waste & Asbestos Area Development	**Capital Project Description**	Controlled Waste & Asbestos Area Development

Project Rationale Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burrial to ensure safe disposal.

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Project Number	22-01	**Capital Project Title**	Sedimentation Pond Relining	**Capital Project Description**	NW Sedimentation Pond Relining & Expansion
Project Rationale	To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined. In addition the sedimentation pond must be enlarged to meet MOE requirements for retaining 24 hrs of preciptiation from a 100 year storm event. Finally, the sedimentation pond requires inlet valving and piping to permit flows to be diverted to the upper lagoon in the event there is an onsite spill that must be contained and diverted from fresh water courses.				

Project Number	22-02	**Capital Project Title**	Cell 4 Liner Installation	**Capital Project Description**	Cell 4 Liner Installation
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 4 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.				

Project Number	22-03	**Capital Project Title**	Leachate Line Decommissioning	**Capital Project Description**	Leachate Line Decommissioning
Project Rationale	The new Centrate Return Line built as part of the CORE Area Wastewater project carries all of the leachate from Hartland along with the planned and phased centrate from the Residuals Treatment Facility. This project has been set up to facilitate a planned and phased decommissioning of the old leachate line now that it is no longer required.				

Project Number	22-04	**Capital Project Title**	Cogen Unit Decommissioning	**Capital Project Description**	Cogen Unit Decommissioning
Project Rationale	This project will realize the decommisiioning and removal of the old Caterpillar landfill gas engine and related components as part of the new Renewable Natural Gas project				

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Project Number	22-06	**Capital Project Title**	Hartland FIRE Safety Improvements	**Capital Project Description**	Installation of new Fire Line

Project Rationale Hartland has purchased a new fire pump and related components in order to mitigate risk from a major fire at the landfill. As part of the system a new fire line is required to be installed starting from near the lower lagoon and run all the way to the crest of the landfill. Phase 2 (2023) includes a means to roll/unroll 6" layflat hose, 2" firefighting hose and acts as an anchor point for the main fire line. The system will allow operations to setup the hose system near the working face to allow the fire department the best access to leachate resources to fight fires. Includes design, procurement and installation of the system.

Project Number	22-07	**Capital Project Title**	Recycling Area Upgrades	**Capital Project Description**	Recycling Area Upgrades

Project Rationale The project has been set up to conduct a design review of the existing recyling area at Hartland and investigate changes relating to efficent accessibility due to growing public interest in the depot and to include safety considerations such as protection from the sun during hot weather.

Project Number	22-10	**Capital Project Title**	Storm Water Sedimentation pond Emergency Repairs	**Capital Project Description**	Storm Water Sedimentation pond Emergency Repairs

Project Rationale Leachate has been detected getting into the fresh water sedimentation pond. This project has been set up to explore sources of contamination and make remedial works to the pond, incoming pipes and outgoing infrastructure as necessary to ensure containment of any contaminants.

Project Number	23-01	**Capital Project Title**	Gas Flare, Candlestick & LFG Blowers	**Capital Project Description**	Gas Flare, Candlestick & LFG Blowers

Project Rationale This project will allow for the replacement of the old gas flare, candlestick flare and blower package to allow for effective destruction of methane during RNG plant shutdowns

Project Number	23-02	**Capital Project Title**	Contractor Workshop Relocation	**Capital Project Description**	Contractor Workshop Relocation

Project Rationale The current contractors workshop is located in the future Cell 5 of the landfill and must be relocated so critical landfill infrastructure can be completed for Cell 4, 5 and 6. This project includes removal of the existing structure and reuse (if economical) in a new location adjacent to future cells so the operations contractor can conduct repairs on large landfill operations equipment (Packer, Bull-Dozer, excavators etc).

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Project Number	23-03	**Capital Project Title**	Cell 4, 5 & 6 gas well layout Plan	**Capital Project Description**	Cell 4, 5 & 6 gas well layout Plan
Project Rationale	This project allows for design services to provide a conceptual layout of new gas wells in Cells 4, 5 & 6 and the tie-in to gas wells on the North Slope from Cells 2 and 3 as garbage is landfilled against the North Slope.				

Project Number	23-04	**Capital Project Title**	North End Commercial Access Improvements	**Capital Project Description**	North End Commercial Access Improvements
Project Rationale	This project includes necessary improvements to ensure the North Entrance and Scales are equipped for fully automated commercial access off Willis Point Road when Cell 4 is ready for filling. Improvements include landscaping, scale house improvements, automated gates, staging lanes, card readers/scanners, RFID systems, scale safety rails, bollards, radio intercoms, sidewalks, signage, etc.				

Project Number	23-05	**Capital Project Title**	Replacement of S. Commercial Scale approach	**Capital Project Description**	Replacement of S. Commercial Scale approach
Project Rationale	The South Entrance Commercial scale approach/exit ramps are in poor condition. This project includes sawcutting and removal of old scale ramps and pouring new concrete with Rebar to eliminate further safety hazards to trucks and employees.				

Project Number	23-06	**Capital Project Title**	Removal of BC Hydro ROW on North End	**Capital Project Description**	Removal of BC Hydro ROW on North End
Project Rationale	BC hydro removed some transmission equipment from Hartland Property between 2015-2016. The Right of Way (ROW) is still in force. The property that the ROW encompases has value to future landfill infrastructure projects. This project accounts for funds to permit BC Hydro to release their ROW on some or all of the unused portions of the ROW.				

Project Number	24-01	**Capital Project Title**	Cell 5&6 GRW	**Capital Project Description**	Cell 5&6 Gravity Retaining Wall Construction
Project Rationale	This project will allow for the construction of a new Gravity Retaing Wall along high level road and allow landfill cells 5 & 6 to be developed. As part of this wall, the project includes installation of a critical sub-grade landfill containment system (grout wall/curtain) that must be constructed to prevent any leachate escape from future landfill cells 4, 5 & 6.				

Service:	1.521	Environmental Resource Management

Project Number	24-02	**Capital Project Title**	Hartland North Master Plan	**Capital Project Description**	Hartland North Master Plan
Project Rationale	With the recent completion of the new Residuals Treatment Facilty and associated access and new scales at Hartland North, this design project will ensure that there is adequate future planning and integration with the existing landfill site				

Project Number	24-03	**Capital Project Title**	Hartland Amenity Project	**Capital Project Description**	Intersection Upgrade
Project Rationale	This project considers all road and intersection improvements necessary to move commercial access from Hartland Avenue to Willis Point Rd.				

Project Number	24-04	**Capital Project Title**	Biosolids Beneficial Reuse /RDF Building	**Capital Project Description**	Biosolids Beneficial Reuse /RDF Building
Project Rationale	This project will allow for the replacement of the old biosoids storage barn with a new Sprung Structure for mixing and repurposing of dried biosolids and other refuse derived fuel generated at the Hartland site.				

Project Number	24-05	**Capital Project Title**	Cell 5 Liner Construction	**Capital Project Description**	Cell 5 Liner Construction
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 5 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.				

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Project Number	24-06	**Capital Project Title**	Cell 1, 2 & 3 Transition Liner	**Capital Project Description**	Cell 1, 2 & 3 Transition Liner

Project Rationale A new drainage and liner system will ensure effective removal of leachate above Cells 1 & 2 from garbage placed ontop of it from cells 4, 5 and 6. This liner provides continuity, separation and acts as a transition between old cells of the landfill and cells 4-6. The liner will also include an underdrain which will relieve pore pressure and ensure leachate from Cell 1, 2 & 3 can properly drain to heal basin or the microtunnel.

Project Number	24-07	**Capital Project Title**	Relocation of N. Toe Road Sedimentation Pond	**Capital Project Description**	Relocation of N. Toe Road Sedimentation Pond

Project Rationale The North Toe Road fresh water sedimentation collection pond sits ontop of Cell 1 garbage. The future Gravity Retaining Wall will be constructed ontop of the pond so it must be relocated.

Project Number	24-08	**Capital Project Title**	North End Fence Replacement	**Capital Project Description**	North & East Fence Replacement

Project Rationale The fence line from the Upper lagoon to the new RTF driveway entrance is madeup of various fencing materials. This project provides proper fencing to ensure a continuous perimeter around Hartland property.

Project Number	25-01	**Capital Project Title**	NE & NW Aggregate Stockpile cover	**Capital Project Description**	NE & NW Aggregate Stockpile cover

Project Rationale This project allows for the installation of a temporary impermeable membranes to be placed overtop the NE and NW shot-rock storage stock piles to protect the environment from minerals may runoff with precipitation.

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Project Number	25-02	**Capital Project Title**	North End Wheel Wash	**Capital Project Description**	North End Wheel Wash
Project Rationale	This project accounts for a new commercial truck wheel wash system to be installed on the North End to ensure trucks don't track mud onto Willis Point Road.				

Project Number	26-01	**Capital Project Title**	Cell 4 Bottom Lift Gas Wells / Leachate Drain	**Capital Project Description**	Cell 4 Bottom Lift Gas Wells / Leachate Drain
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each combination gas well and leachate collector. The leachate is then conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.				

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 - 4 and post-closure maintenance. Capital Reserve is working capital and not restricted.

Landfill Closure Portion	**Estimate**	**Budget**				
Fund: 1020 Fund Centre: 101363	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	11,936,637	12,579,757	13,034,877	13,489,997	13,945,117	14,400,237
Realized Loss (Gain)	-	-	-	-	-	-
Transfer to/from Ops Budget	455,120	455,120	455,120	455,120	455,120	455,120
Interest Income*	188,000	-	-	-	-	-
Ending Balance $	**12,579,757**	**13,034,877**	**13,489,997**	**13,945,117**	**14,400,237**	**14,855,356**

Assumptions/Background:

Liability reserve to fund closure of Phase 2-4 and post closure maintenance.

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

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Estimate 2022	Budget 2023	 2024	 2025	 2026	 2027
Beginning Balance	7,709,486	5,198,620	4,198,620	3,198,620	598,620	598,620
Planned Capital Expenditure (Based on Capital Plan)	(6,115,000)	(1,000,000)	(1,000,000)	(2,600,000)		
Realized Loss (Gain)						
Transfer to/from Ops Budget	3,522,008	-	-	-	-	-
Interest Income*	82,126	-	-	-	-	-
Ending Balance $	**5,198,620**	**4,198,620**	**3,198,620**	**598,620**	**598,620**	**598,620**

Assumptions/Background:

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

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 102102	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	21,395	25,395	29,395	33,395	37,395	41,395
Planned Capital Expenditure	-	-	-	-	-	-
Transfer to/from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance $	**25,395**	**29,395**	**33,395**	**37,395**	**41,395**	**45,395**

Assumptions/Background:

Reimburse operating budget for capital expenditures spent by Compost Center.

Capital Reserve Fund Schedule

New Supplement for Air Space Reserve Portion Fund: 1020 Fund Centre: 102207	Estimate 2022	Budget 2023	 2024	 2025	 2026	 2027
Beginning Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Planned Capital Expenditure (Based on Capital Plan)	-			-	-	-
Transfer to/from Ops Budget	-	-	-	-	-	-
Ending Balance $	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**

Assumptions/Background:

Earmarked to airspace expansion plans. The creation of a new air space acquisition reserve fund will provide certainty for regional residuals management capacity for the future which may include changes in design to the existing infrastructure or investments in new solid waste technologies.

1.521 Enviromental Resource Management
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center 105509	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	39,976,688	28,130,709	19,082,932	6,682,223	8,794,412	7,506,809
Planned Purchase - RNG project	(10,615,000)	(2,000,000)	(9,468,000)	-	-	-
Planned Capital Expenditure (Based on Capital Plan)	(4,000,000)	(7,063,149)	(3,200,000)	-	(1,450,000)	(1,500,000)
Transfer to/from Ops Budget	2,269,021	15,372	267,291	2,112,189	162,397	(402,191)
Interest Income*	500,000			-	-	-
Total projected year end balance	**28,130,709**	**19,082,932**	**6,682,223**	**8,794,412**	**7,506,809**	**5,604,618**

Assumptions/Background:
Retain a minimum $5M balance in ERM for rate stabilization

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

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2023 - 2027 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Estimate 2022	Budget 2023	 2024	 2025	 2026	 2027
Beginning Balance	3,046,037	2,864,037	1,991,037	1,238,037	983,037	698,037
Planned Purchase (Based on Capital Plan)	(200,000)	(903,000)	(853,000)	(355,000)	(385,000)	(385,000)
Transfer to/from Ops Budget	-	30,000	100,000	100,000	100,000	100,000
Disposal of equipment	-	-	-	-	-	-
Interest Income*	18,000	-	-	-	-	-
Ending Balance $	**2,864,037**	**1,991,037**	**1,238,037**	**983,037**	**698,037**	**413,037**

Assumptions/Background:
ERF Reserve to fund replacement of computer equipment and for PERS (Prority Equipment Replacement) type equipment that lasts less than 15 years

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Environmental Engineering Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.576 Environmental Engineering Services **Committee: Environmental Services**

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

1.576 - Engineering Services	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	1,899,801	1,789,480	1,966,084	-	-	1,966,084	2,008,199	2,051,212	2,095,142	2,140,008
Internal Allocations	406,061	410,189	414,901	-	-	414,901	435,448	449,425	462,951	477,268
Consulting and Legal	124,000	75,000	9,000	-	-	9,000	9,180	9,364	9,552	9,743
Operating Supplies	52,000	58,478	52,000	-	-	52,000	53,040	54,100	55,182	56,285
Telecommunication	35,000	30,720	35,000	-	-	35,000	35,700	36,414	37,143	37,886
Vehicle and Equipment	27,400	26,448	27,400	-	-	27,400	27,948	28,507	29,077	29,658
Operating Cost - Other	45,940	20,967	41,910	-	-	41,910	42,755	43,616	44,495	45,391
TOTAL OPERATING COSTS	**2,590,202**	**2,411,282**	**2,546,295**	**-**	**-**	**2,546,295**	**2,612,270**	**2,672,638**	**2,733,542**	**2,796,239**
*Percentage increase over prior year operating costs		-6.9%	-1.70%			-1.70%	2.59%	2.31%	2.28%	2.29%
CAPITAL / RESERVE										
Transfer to Capital Fund	55,000	55,000	-	-	-	-	-	-	-	-
Transfer to ERF	20,000	110,801	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	75,000	165,801	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL COSTS	**2,665,202**	**2,577,083**	**2,566,295**	**-**	**-**	**2,566,295**	**2,632,270**	**2,692,638**	**2,753,542**	**2,816,239**
*Percentage increase over prior year operating costs		-3.3%				-3.71%	2.57%	2.29%	2.26%	2.28%
Internal Recoveries	(2,495,202)	(2,407,083)	(2,566,295)	-	-	(2,566,295)	(2,632,270)	(2,692,638)	(2,753,542)	(2,816,239)
*Percentage increase over prior year operating costs		-3.5%				2.85%	2.57%	2.29%	2.26%	2.28%
OPERATING LESS RECOVERIES	**170,000**	**170,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
FUNDING SOURCES (REVENUE)										
Balance C/F from Prior to Current year	(170,000)	(170,000)	-	-	-	-				
TOTAL REVENUE	**(170,000)**	**(170,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										
AUTHORIZED POSITIONS:										
Salaried	13	13	13	-	-	13	13	13	13	13

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.576 Environmental Engineering Services	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$155,000	$195,000	$80,000	$45,000	$45,000	$0	$365,000
		$155,000	**$235,000**	**$120,000**	**$85,000**	**$85,000**	**$40,000**	**$565,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$55,000	$55,000	$0	$0	$0	$0	$55,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$100,000	$180,000	$120,000	$85,000	$85,000	$40,000	$510,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$155,000	**$235,000**	**$120,000**	**$85,000**	**$85,000**	**$40,000**	**$565,000**

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 #: 1.576

Service Name: Environmental Engineering Services

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
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van)	$50,000	V	ERF	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F01074 (light pickup)	$50,000	V	ERF	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-03	New	ES Vehicle	New ES Vehicle	$55,000	V	Cap	$55,000	$55,000	$0	$0	$0	$0	$55,000
23-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14016 (4x4 pick-up)	$40,000	V	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
23-02	Replacement	Engineering Equipment	Engineering Equipment	$75,000	E	ERF	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
23-03	Replacement	Computer Equipment	Computer Equipment	$125,000	E	ERF	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
24-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #FQ14020 (Transit)	$40,000	V	ERF	$0	$0	$40,000	$0	$0	$0	$40,000
24-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14017 (4x4 pick-up)	$40,000	V	ERF	$0	$0	$40,000	$0	$0	$0	$40,000
25-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15014 (4x4 pick-up)	$45,000	V	ERF	$0	$0	$0	$45,000	$0	$0	$45,000
26-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15015 (4x4 pick-up)	$45,000	V	ERF	$0	$0	$0	$0	$45,000	$0	$45,000
			GRAND TOTAL	**$565,000**			**$155,000**	**$235,000**	**$120,000**	**$85,000**	**$85,000**	**$40,000**	**$565,000**

Service: 1.576 **Environmental Engineering Services**

Project Number	21-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F12013 (7 pass van)
Project Rationale	This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. Vehicle will be beyond the recommended CRD service life.				

Project Number	21-02	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F01074 (light pickup)
Project Rationale	This vehicle is a light pick-up used by for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.				

Project Number	21-03	**Capital Project Title**	ES Vehicle	**Capital Project Description**	New ES Vehicle
Project Rationale	New Vehicle for ES Eng fleet for new Senior Engineer				

Project Number	23-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F14016 (4x4 pick-up)
Project Rationale	This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.				

Project Number	23-02	**Capital Project Title**	Engineering Equipment	**Capital Project Description**	Engineering Equipment
Project Rationale					

Project Number	23-03	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

Project Number	24-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #FQ14020 (Transit)
Project Rationale	This vehicle is a transit van up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old, which is beyond the CRD recommended replacement strategy of 7 years.				

Service:	1.576	Environmental Engineering Services

Project Number	24-02	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F14017 (4x4 pick-up)
Project Rationale	This vehicle is a 4x4 pick up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.				

Project Number	25-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F15014 (4x4 pick-up)
Project Rationale	This vehicle is a 4x4 pick up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.				

Project Number	26-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F15015 (4x4 pick-up)
Project Rationale	This vehicle is a 4x4 pick up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.				

1.576 Engineering Services
Asset and Reserve Summary
2023 - 2027 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule	Estimate	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	561,753	535,777	478,777	378,777	313,777	248,777
Planned Purchase (Based on Capital Plan)	(140,000)	(80,000)	(120,000)	(85,000)	(85,000)	-
Transfer from Ops Budget	110,801	20,000	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	-					
Interest Income*	3,222	3,000				
Total projected year end balance	**535,777**	**478,777**	**378,777**	**313,777**	**248,777**	**268,777**

1.576 Engineering Services
Asset and Reserve Summary
2023 - 2027 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule	Estimate	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	561,753	635,777	478,777	378,777	313,777	248,777
Planned Purchase (Based on Capital Plan)	(40,000)	(180,000)	(120,000)	(85,000)	(85,000)	(40,000)
Transfer from Ops Budget	110,801	20,000	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	-					
Interest Income*	3,222	3,000				
Total projected year end balance	**635,777**	**478,777**	**378,777**	**313,777**	**248,777**	**228,777**

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Facility Management

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.105 Facility Management **Committee: Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

1.105 Facility Management	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	1,462,621	1,257,872	1,412,668	-	-	1,412,668	1,442,933	1,473,842	1,505,412	1,537,655
Internal Allocations	271,709	271,709	301,033	-	-	301,033	311,119	319,484	327,550	335,859
Consulting Service	53,965	41,620	52,000	-	-	52,000	53,040	54,101	55,183	56,287
Operating Supplies	28,200	45,980	26,860	-	-	26,860	27,398	27,945	28,504	29,074
Telecommunication	16,000	21,552	16,320	-	-	16,320	16,646	16,979	17,319	17,665
Vehicle and Equipment	33,800	43,046	34,860	-	-	34,860	35,557	36,268	36,993	37,733
Operating Cost - Other	60,955	35,672	70,700	-	-	70,700	72,115	73,557	75,028	76,529
TOTAL OPERATING COSTS	**1,927,250**	**1,717,451**	**1,914,441**	**-**	**-**	**1,914,441**	**1,958,808**	**2,002,176**	**2,045,989**	**2,090,802**
*Percentage increase over prior year operating costs		-10.9%	-0.66%			-0.66%	2.32%	2.21%	2.19%	2.19%
CAPITAL / RESERVE										
Transfer to ERF	25,000	109,375	25,000	-	-	25,000	25,500	26,010	26,530	27,061
Transfer to Capital Fund	50,000	50,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**75,000**	**159,375**	**25,000**	**-**	**-**	**25,000**	**25,500**	**26,010**	**26,530**	**27,061**
TOTAL COSTS	**2,002,250**	**1,876,826**	**1,939,441**	**-**	**-**	**1,939,441**	**1,984,308**	**2,028,186**	**2,072,519**	**2,117,863**
*Percentage increase over prior year operating costs		-6.3%				**-3.14%**	2.31%	2.21%	2.19%	2.19%
Internal Recoveries	(1,785,445)	(1,661,614)	(1,766,059)	-	-	(1,766,059)	(1,807,363)	(1,847,607)	(1,888,224)	(1,929,773)
OPERATING LESS RECOVERIES	**216,805**	**215,212**	**173,382**	**-**	**-**	**173,382**	**176,945**	**180,579**	**184,295**	**188,090**
FUNDING SOURCES (REVENUE)										
Revenue - Other	(56,898)	(55,305)	(8,706)	-	-	(8,706)	(8,714)	(8,722)	(8,730)	(8,739)
TOTAL REVENUE	**(56,898)**	**(55,305)**	**(8,706)**	**-**	**-**	**(8,706)**	**(8,714)**	**(8,722)**	**(8,730)**	**(8,739)**
Estimated balance C/F from current to Next year										
REQUISITION	**(159,907)**	**(159,907)**	**(164,676)**	**-**	**-**	**(164,676)**	**(168,231)**	**(171,857)**	**(175,565)**	**(179,351)**
*Percentage increase over prior year requisition						2.98%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	12	12	12	-	-	12	12	12	12	12

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.105 Facilities Management	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$25,000	$10,000	$10,000	$10,000	$10,000	$65,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$165,000	$50,000	$50,000	$0	$0	$265,000
	$0	**$190,000**	**$60,000**	**$60,000**	**$10,000**	**$10,000**	**$330,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$190,000	$60,000	$60,000	$10,000	$10,000	$330,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$190,000**	**$60,000**	**$60,000**	**$10,000**	**$10,000**	**$330,000**

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.

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.

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.

Service #: 1.105
Service Name: Facilities Management

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
19-03	Replacement	Production Printer	Replace Production Printer	$15,000	E	ERF	$0	$15,000	$0	$0	$0	$0	$15,000
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van - 01112	$50,000	V	ERF	→	$50,000	$0	$0	$0	$0	$50,000
22-01	Replacement	Equipment Replacement	Replace computers	$50,000	E	ERF	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
23-01	Replacement	Fleet Replacement	Replace 2012 Jeep Patriot - 12001	$50,000	V	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
23-02	New	Equipment Replacement	New utility trailer	$15,000	V	ERF	$0	$15,000	$0	$0	$0	$0	$15,000
23-03	Replacement	Fleet Replacement	Replace 2014 Ford F250 - Unit 13022	$50,000	V	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
24-01	Replacement	Fleet Replacement	Replace 2016 Sprinter Van - Unit 1601	$50,000	V	ERF	$0	$0	$50,000	$0	$0	$0	$50,000
25-01	Replacement	Fleet Replacement	Replace 2017 Transit Van - Unit 17002	$50,000	V	ERF	$0	$0	$0	$50,000	$0	$0	$50,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$330,000**			**$0**	**$190,000**	**$60,000**	**$60,000**	**$10,000**	**$10,000**	**$330,000**

Service: **1.105** **Facilities Management**

Project Number	19-03	**Capital Project Title**	Production Printer	**Capital Project Description**	Replace Production Printer
Project Rationale	Replace MFP formally shared with Engineering Services on the 3rd floor.				

Project Number	21-01	**Capital Project Title**	Unit F01112	**Capital Project Description**	Replace 2010 Chev Express Van - 01112
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	22-01	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	Replace computers
Project Rationale	Annual PC and/or Laptop replacement cycle as per IT's system renewal.				

Project Number	23-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2012 Jeep Patriot - 12001
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	23-02	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	New utility trailer
Project Rationale	Purchase new utility trailer to tow equipment with smaller light duty truck.				

Project Number	23-03	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2014 Ford F250 - Unit 13022
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management. Reduce payload from 1 ton to 1/2 ton to purchase electric light duty truck.				

Project Number	24-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2016 Sprinter Van - Unit 1601
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	25-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2017 Transit Van - Unit 17002
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

1.105 Facility Management
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Facility Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105541

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	106,277	107,477	108,677	108,677	108,677	108,677
Planned Purchase						
Transfer from Ops Budget						
Interest Income*	1,200	1,200				
Total projected year end balance	**107,477**	**108,677**	**108,677**	**108,677**	**108,677**	**108,677**

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.

1.105 Facility Management
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Estimate	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	474,945	393,738	230,738	196,238	162,248	178,778
Planned Purchase (Based on Capital Plan)	(95,000)	(190,000)	(60,000)	(60,000)	(10,000)	(10,000)
Transfer from Ops Budget	109,375	25,000	25,500	26,010	26,530	27,061
Proceed disposal of Equipment						
Transfer						
Transfer of HQ Pool Fleet ERF	(97,582)					
Interest Income*	2,000	2,000				
Total projected year end balance	**393,738**	**230,738**	**196,238**	**162,248**	**178,778**	**195,839**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

CRD Headquarters Building

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.106 CRD Headquarter Building **Committee: Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered by building allocation from CRD user departments.

Change in Budget 2022 to 2023 Service: 1.106 CRD HQ Building	Total Expenditure	Comments
2022 Budget	**1,815,620**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Standard Overhead Allocation	16,691	Final year of phase in of new allocation model
Labour allocation	38,643	Increased maintenance and rates
Building service allocation	40,600	Revised allocation due to changing service levels
Parking rental	21,546	Increased cost of third party parking lots.
Additional space rental	8,000	Increased cost of additional office space
Transfer to reserve fund	30,692	Increased transfer to reserve funds
Other	5,646	
Total Other Changes	161,818	
2023 Budget	**1,977,438**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	0.0%	
2023 IBC Expense	0.0%	
Allocations	4.4%	
Capital transfers adjustments	1.7%	
Support Services	0.9%	
Balance of increase	1.9%	
% expense increase from 2022:	***8.9%***	
% Requisition increase from 2022 (if applicable):	***0.0%***	*Requisition funding is 0% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a projected favourable variance of $47,473, resulting from 2 months of free rent on the additional office space and saving in utilities, operating supplies offset by higher parking cost, and maintenance expense (net $13,718) and additional lease income of $33,755. The surplus will be transferred to the Capital Reserve Fund.

1.106 - CRD HQ BUILDING	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Internal Allocations	238,395	238,395	295,686	-	-	295,686	301,599	307,631	313,784	320,059
Insurance Cost	47,800	47,800	48,570	-	-	48,570	51,000	53,550	56,220	59,030
Repairs and Maintenance Costs	253,818	232,236	251,765	-	-	251,765	256,812	261,966	267,209	272,554
Rental and Leases	377,742	381,085	408,317	-	-	408,317	416,483	424,812	433,308	441,974
Electricity& Utilities	182,600	164,938	189,600	-	-	189,600	193,392	197,260	201,205	205,228
Operating Supplies	45,700	22,528	42,000	-	-	42,000	42,840	43,697	44,571	45,463
Internal Labour Cost	286,357	358,006	325,000	-	-	325,000	331,500	338,130	344,893	351,791
Operating Cost - Other	208,900	177,114	211,500	-	-	211,500	215,730	220,045	224,446	228,935
TOTAL OPERATING COSTS	**1,641,312**	**1,622,102**	**1,772,438**	**-**	**-**	**1,772,438**	**1,809,356**	**1,847,091**	**1,885,636**	**1,925,034**
*Percentage increase over prior year operating costs		-1.2%	7.99%			7.99%	2.08%	2.09%	2.09%	2.09%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	114,308	161,781	145,000	-	-	145,000	300,000	370,000	445,000	525,000
Transfer to ERF	60,000	60,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000
TOTAL CAPITAL / RESERVES	174,308	221,781	205,000	-	-	205,000	360,000	430,000	505,000	585,000
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**1,815,620**	**1,843,883**	**1,977,438**	**-**	**-**	**1,977,438**	**2,169,356**	**2,277,091**	**2,390,636**	**2,510,034**
*Percentage increase over prior year operating costs		1.6%				8.91%	9.71%	4.97%	4.99%	4.99%
Internal Recoveries(Building Occupancy)	(1,783,552)	(1,788,552)	(1,944,094)	-	-	(1,944,094)	(2,135,731)	(2,243,179)	(2,356,447)	(2,475,571)
*Percentage increase over prior year operating costs		0.3%				9.00%	9.86%	5.03%	5.05%	5.06%
OPERATING LESS RECOVERIES	**32,068**	**55,331**	**33,344**	**-**	**-**	**33,344**	**33,625**	**33,912**	**34,189**	**34,463**
		72.5%	3.98%			3.98%	0.84%	0.85%	0.82%	0.80%
FUNDING SOURCES (REVENUE)										
Estimated Balance C/F from current to next year										
Fees Charged	-	-	-	-	-	-	-	-	-	-
Lease Revenue	-	(33,755)	-	-	-	-	-	-	-	-
Recovery - Other	(32,068)	(21,576)	(33,344)	-	-	(33,344)	(33,625)	(33,912)	(34,189)	(34,463)
TOTAL REVENUE	**(32,068)**	**(55,331)**	**(33,344)**	**-**	**-**	**(33,344)**	**(33,625)**	**(33,912)**	**(34,189)**	**(34,463)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.106 Facilities and Risk	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$1,615,000	$100,000	$200,000	$135,000	$100,000	$2,150,000
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$125,000	$125,000	$125,000	$0	$0	$375,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$1,740,000**	**$225,000**	**$325,000**	**$135,000**	**$100,000**	**$2,525,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$1,740,000	$225,000	$325,000	$135,000	$100,000	$2,525,000
	$0	**$1,740,000**	**$225,000**	**$325,000**	**$135,000**	**$100,000**	**$2,525,000**

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.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.106

Service Name: Facilities and Risk

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
21-03	New	Interior Renovations	Interior renovations - HQ Building	$500,000	B	Res	$0	$0	$100,000	$100,000	$100,000	$0	$300,000
22-01	New	Interior Renovations	Interior renovations - HQ Building Space Optimazation	$3,000,000	B	Res	$0	$1,500,000	$0	$0	$0	$0	$1,500,000
23-01	Renewal	Exterior Upgrades	Green Roof Upgrades	$15,000	B	Res	$0	$15,000	$0	$0	$0	$0	$15,000
23-02	New	EV Charging Infrastructure	EV Charging Infrastructure - Fisgard Parkade Bldg	$375,000	S	Res	$0	$125,000	$125,000	$125,000			$375,000
23-03	Defer	Emergency Repairs	For unforeseen emergency repairs	$100,000	B	Res	$0	$100,000	$0	$0	$0	$0	$100,000
25-01	Study	Asset management Plan	Facility condition assessment	$15,000	B	Res	$0	$0	$0	$15,000	$0	$0	$15,000
25-02	Replacement	Roof Replacement	4th floor small roof areas	$75,000	B	Res	$0	$0	$0	$75,000	$0	$0	$75,000
25-03	Replacement	Safety Systems	Fire Sprinkler upgrades	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
26-01	Replacement	Interior Upgrades	Interior paint	$35,000	B	Res	$0	$0	$0	$0	$35,000	$0	$35,000
27-01	New	Interior Renovations	Interior renovations - HQ Building	$500,000	B	Res	$0	$0	$0	$0	$0	$100,000	$100,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$4,625,000**			**$0**	**$1,740,000**	**$225,000**	**$325,000**	**$135,000**	**$100,000**	**$2,525,000**

Service: **1.106** **Facilities and Risk**

Project Number	21-03	**Capital Project Title**	Interior Renovations	**Capital Project Description**	Interior renovations - HQ Building
Project Rationale	Contingent amount for office and floor plate reconfigeration due to department and staff relocations				

Project Number	22-01	**Capital Project Title**	Interior Renovations	**Capital Project Description**	Interior renovations - HQ Building Space Optimazation
Project Rationale	Interior renovations to accomadate additional staff in 2022. Renovation will be phased and completed over 2 years.				

Project Number	23-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Green Roof Upgrades
Project Rationale	Upgrade green roofs by adding/replacing landscaping and/or planters.				

Project Number	23-02	**Capital Project Title**	EV Charging Infrastructure	**Capital Project Description**	EV Charging Infrastructure - Fisgard Parkade Bldg
Project Rationale					

Project Number	23-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For unforeseen emergency repairs
Project Rationale					

Project Number	25-01	**Capital Project Title**	Asset management Plan	**Capital Project Description**	Facility condition assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	25-02	**Capital Project Title**	Roof Replacement	**Capital Project Description**	4th floor small roof areas
Project Rationale	Roof is at its end of life and requires replacement.				

Service: **1.106** **Facilities and Risk**

Project Number	25-03	**Capital Project Title**	Safety Systems	**Capital Project Description**	Fire Sprinkler upgrades
Project Rationale	Fire sprinkler systems upgrades as per consultants report.				

Project Number	26-01	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Interior paint
Project Rationale	Repaint interior of the building.				

Project Number	27-01	**Capital Project Title**	Interior Renovations	**Capital Project Description**	Interior renovations - HQ Building
Project Rationale					

1.106 CRD HQ Building
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment / Pool Fleet.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Estimate	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	15,000	82,782	122,982	162,982	202,982	242,982
Planned Purchase (Based on Capital Plan)	(70,000)	-	-	-	-	-
Transfer from Ops Budget Equip	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from Ops Budget Pool Fleet	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from FM ERF for Pool Fleet	97,582					
Proceed disposal of Equipment						
Interest Income*	200	200				
Total projected year end balance	**82,782**	**122,982**	**162,982**	**202,982**	**242,982**	**282,982**

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

1.106 Headquarters Facility
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Headquarters Facility

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105542

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	56,600	57,350	58,100	58,100	58,100	58,100
Planned Purchase						
Transfer from Ops Budget						
Interest Income*	750	750				
Total projected year end balance	**57,350**	**58,100**	**58,100**	**58,100**	**58,100**	**58,100**

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Corporate Satellite Facilities

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.107 Corporate Satellite Facilities **Committee: Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Rentals and Leases	83,205	83,048	85,059	-	-	85,059	85,609	86,159	88,050	93,300
Internal Allocations	19,925	19,925	27,399	-	-	27,399	27,949	28,506	29,076	29,658
Insurance Cost	1,720	1,720	1,840	-	-	1,840	1,930	2,020	2,120	2,220
Electricity & Utilities	19,040	27,212	19,404	-	-	19,404	19,792	20,188	20,591	21,003
Repairs and Maintenance Costs	14,200	39,099	12,446	-	-	12,446	12,695	12,949	13,207	13,471
Operating Cost - Other	75,712	58,122	86,010	-	-	86,010	87,728	89,484	91,274	93,099
TOTAL OPERATING COSTS	**213,802**	**229,126**	**232,158**	**-**	**-**	**232,158**	**235,703**	**239,306**	**244,318**	**252,751**
*Percentage Increase over prior year		7.17%	8.59%	-	-	8.59%	1.53%	1.53%	2.09%	3.45%
CAPITAL / RESERVE										
Transfer to Capital Fund	5,000.00	5,000.00	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	12,750	12,750	6,000	-	-	6,000	7,500	9,000	9,180	9,364
TOTAL CAPITAL / RESERVES	17,750	17,750	6,000	-	-	6,000	7,500	9,000	9,180	9,364
TOTAL COSTS	**231,552**	**246,876**	**238,158**	**-**	**-**	**238,158**	**243,203**	**248,306**	**253,498**	**262,115**
*Percentage Increase over prior year		6.62%	2.85%	-	-	2.85%	2.12%	2.10%	2.09%	3.40%
Internal Recoveries	**(231,552)**	**(246,876)**	**(238,158)**	**-**	**-**	**(238,158)**	**(243,203)**	**(248,306)**	**(253,498)**	**(262,115)**
Recovery - Other	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
PARTICIPANTS: Costs recovered internally										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.107 Corporate Satellite Facilities	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$25,000	$0	$0	$0	$0	$25,000
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$25,000	$0	$0	$0	$0	$25,000
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

CAPITAL REGIONAL DISTRICT
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 #: 1.107

Service Name: Corporate Satellite Facilities

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
AS 22-01	Replacement	Facility Upgrades	General Building Upgrades	$25,000	B	Res	$0	$25,000	$0	$0	$0	$0	$25,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	$25,000			$0	$25,000	$0	$0	$0	$0	$25,000

Service:	**1.107**	**Corporate Satellite Facilities**

Project Number	JDF 22-01	**Capital Project Title**	Building Upgrades	**Capital Project Description**	JDF Building
Project Rationale	Install new 10' concrete panel fence along proprety line to reduce sound transmission and for safety reasons.				

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Family Court Building

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.123 Family Court Building **Committee: Governance & Finance**

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues may be returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Internal Allocations	2,750	2,750	-	-	-	-	-	-	-	-
Insurance Cost	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance Costs	-	-	-	-	-	-	-	-	-	-
Electricity&Utilities	-	-	-	-	-	-	-	-	-	-
Internal Labour Cost	-	-	-	-	-	-	-	-	-	-
Operating Cost - Other	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**2,750**	**2,750**	**0**	**-**	**-**	**0**	**0**	**0**	**0**	**0**
*Percentage Increase over prior year						-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL / RESERVE										
Transfer to Reserve Fund	146,610	146,610.00	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL CAPITAL / RESERVES	146,610	146,610.00	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL COSTS	**149,360**	**149,360**	**149,360**	**-**	**-**	**149,360**	**149,360**	**149,360**	**149,360**	**149,360**
*Percentage Increase over prior year						0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus C/F from current to next year										
Rental Income	(149,360)	(149,360.00)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.123 Family Court Building	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$1,265,000	$85,000	$10,000	$0	$0	$1,360,000
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$1,265,000**	**$85,000**	**$10,000**	**$0**	**$0**	**$1,360,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$700,000	$0	$0	$0	$0	$700,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$565,000	$85,000	$10,000	$0	$0	$660,000
	$0	**$1,265,000**	**$85,000**	**$10,000**	**$0**	**$0**	**$1,360,000**

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.
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Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Replacement Plan = Plan that identifies asset replacements based primarily on asset age 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 preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.123

Service Name: Family Court Building

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
20-02	Renewal	Exterior Upgrades	Wood Window & Trim Replacement	$47,500	B	Res	$0	$45,000	$0	$0	$0	$0	$45,000
22-01	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC	$1,050,000	B	Res	$0	$350,000	$0	$0	$0	$0	$350,000
	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC		B	Grant	$0	$700,000	$0	$0	$0	$0	$700,000
23-01	Renewal	Exterior Upgrades	Replace all wood siding	$120,000	B	Res	$0	$120,000	$0	$0	$0	$0	$120,000
23-02	Defer	Exterior Upgrades	Replace wood siding	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
24-01	Renewal	Exterior Upgrades	Replace West Entrance Hand rail	$85,000	B	Res	$0	$0	$85,000	$0	$0	$0	$85,000
25-01	Study	Asset Management	Condition Assessment	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$1,362,500**			**$0**	**$1,265,000**	**$85,000**	**$10,000**	**$0**	**$0**	**$1,360,000**

Service: 1.123 **Family Court Building**

Project Number 20-02 **Capital Project Title** Exterior Upgrades **Capital Project Description** Wood Window & Trim Replacement
Project Rationale To refurbish/replace the exterior wood windows and trim as per condition assessment by consultant.

Project Number 22-01 **Capital Project Title** Mechanical Upgrades **Capital Project Description** Detail Design & Replacement of HVAC
Project Rationale Detail design & construction to replace gas boilers with electric heat pumps for building heating and cooling.

Project Number 23-01 **Capital Project Title** Exterior Upgrades **Capital Project Description** Replace all wood siding
Project Rationale To refurbish/replace the exterior wood siding as per condition assessment by consultant.

Project Number 24-01 **Capital Project Title** Exterior Upgrades **Capital Project Description** Replace West Entrance Hand rail
Project Rationale To replace front entrance handrail to meet current builidng codes as it is end of life.

Project Number 25-01 **Capital Project Title** Asset Management **Capital Project Description** Condition Assessment
Project Rationale Building condition assessment to determine life cycle condition. Including replacement budget.

1.123 Family Court Building
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

Family Court Building

The Family Court Building assets include land and building which currently houses mental health built in 1980.

Reserve Schedule

Family Court Building Reserve Fund Projected year end balance	Estimate 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	322,439	421,049	7,409	71,769	211,129	360,489
Transfer to Cap Fund	(50,000)	(565,000)	(85,000)	(10,000)		-
Transfer from Ops Budget	146,610	149,360	149,360	149,360	149,360	149,360
Interest Income**	2,000	2,000				
Total projected year end balance	**421,049**	**7,409**	**71,769**	**211,129**	**360,489**	**509,849**

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Health Facilities - VIHA

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.226 Health Facilities - VIHA **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance

FUNDING:

All costs are recovered by lease payment from Island Health.

Change in Budget 2022 to 2023
Service: 1.226 Health Facilities - VIHA

	Total Expenditure	Comments
2022 Budget	**1,658,419**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Transfer to reserve fund	49,155	Increased transfer to include lease mgmt fee
Other	13,144	
Total Other Changes	62,299	
2023 Budget	**1,720,718**	
Summary of % Expense Increase		
2022 IBC Salary Annualization	0.0%	
2023 IBC Expense	0.0%	
Increase capital transfers	3.0%	
Balance of increase	0.8%	
% expense increase from 2022:	***3.8%***	
% Requisition increase from 2022 (if applicable):	***0.0%***	*Requisition funding is 0% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

The service involves the renting of Health Unit buildings to Island Health, any surplus or deficit is adjusted with the tenant, Island Health.

1.226 - HEALTH FACILITIES - VIHA	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Internal Allocation	256,659	256,659	55,237	-	-	55,237	56,342	57,469	58,618	59,791
Insurance Cost	35,090	35,090	35,240	-	-	35,240	37,010	38,860	40,800	42,830
Repairs and Maintenance Costs	201,880	331,699	734,554	-	-	734,554	749,243	764,231	779,515	795,102
Electricity&Utilities	227,080	246,831	231,622	-	-	231,622	236,255	240,980	245,800	250,716
Internal Labour Cost	324,000	213,018	-	-	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Operating Supplies	9,800	482	9,996	-	-	9,996	10,196	10,398	10,608	10,820
Operating Cost - Other	50,240	40,751	51,244	-	-	51,244	52,268	53,314	54,378	55,465
TOTAL OPERATING COSTS	**1,104,749**	**1,124,530**	**1,117,893**	**-**	**-**	**1,117,893**	**1,141,314**	**1,165,252**	**1,189,719**	**1,214,724**
*Percentage Increase over prior year						1.19%	2.10%	2.10%	2.10%	2.10%
CAPITAL / RESERVE										
Transfer to Reserve Fund	553,670	553,670	602,825	-	-	602,825	603,808	604,811	605,834	606,877
TOTAL CAPITAL / RESERVES	553,670	553,670	602,825	-	-	602,825	603,808	604,811	605,834	606,877
TOTAL COSTS	1,658,419	1,678,200	1,720,718	-	-	1,720,718	1,745,122	1,770,063	1,795,553	1,821,601
*Percentage Increase over prior year						**3.76%**	1.42%	1.43%	1.44%	1.45%
FUNDING SOURCES (REVENUE)										
Estimated Surplurs to VIHA						-				
Revenue - Other (Interest)	(3,500)	(3,500)	(3,500)	-	-	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Lease Revenue from VIHA	(1,654,919)	(1,674,700)	(1,717,218)	-	-	(1,717,218)	(1,741,622)	(1,766,563)	(1,792,053)	(1,818,101)
TOTAL REVENUE	(1,658,419)	(1,678,200)	(1,720,718)	-	-	(1,720,718)	(1,745,122)	(1,770,063)	(1,795,553)	(1,821,601)
						3.76%	1.42%	1.43%	1.44%	1.45%
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.226 Health Facilities - VIHA	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$965,000	$2,230,000	$925,000	$955,000	$937,500	$0	$5,047,500
Equipment		$40,000	$440,000	$0	$0	$0	$0	$440,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$75,000	$0	$0	$75,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,005,000	**$2,670,000**	**$925,000**	**$1,030,000**	**$937,500**	**$0**	**$5,562,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$200,000	$375,000	$660,000	$200,000	$0	$1,435,000
Reserve Fund		$1,005,000	$2,470,000	$550,000	$370,000	$737,500	$0	$4,127,500
		$1,005,000	**$2,670,000**	**$925,000**	**$1,030,000**	**$937,500**	**$0**	**$5,562,500**

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 #: 1.226

Service Name: Health Facilities - VIHA

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
EHU-21-01	Renewal	Roof Replacement	Replace Flat Roof	$400,000	B	Res	$0	$400,000	$0	$0	$0	$0	$400,000
EHU-21-03	Replacement	Exterior Doors	Replace Exterior Doors to be accessible	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
EHU-22-01	Renewal	Exterior Upgrades	Building Envelope Replacement Detailed Design	$150,000	B	Res	$150,000	$150,000	$0	$0	$0	$0	$150,000
EHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	$40,000	B	Res	$40,000	$40,000	$0	$0	$0	$0	$40,000
EHU-23-01	Renewal	Mechanical Upgrades	Air Handling Unit Replacement	$150,000	B	Res	$0	$0	$150,000	$0	$0	$0	$150,000
EHU-23-02	Renewal	Mechanical Upgrades	Replace Domestic Hot Water Tanks	$70,000	B	Res	$0	$0	$70,000	$0	$0	$0	$70,000
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement	$1,872,500	B	Res	$0	$265,000	$265,000	$265,000	$277,500	$0	$1,072,500
EHU-23-03	Renewal	Exterior Upgrades			B	Other	$0	$200,000	$200,000	$200,000	$200,000	$0	$800,000
EHU-23-04	Renewal	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
EHU-25-01	Study	Asset Management	Condition Assessment	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
EHU-26-01	Renewal	Electrical Upgrades	New Switchgear & panel	$25,000	B	Res	$0	$0	$0	$0	$35,000	$0	$35,000
PHU-22-01	Replacement	Mechanical Upgrades	Replace AHU & Heat Pumps	$125,000	B	Res	$25,000	$125,000	$0	$0	$0	$0	$125,000
PHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator Refurbishment & Modernization	$75,000	B	Res	$75,000	$75,000	$0	$0	$0	$0	$75,000
PHU-22-03	Replacement	Roof Replacement	Flat Roof - Phase 2	$175,000	B	Res	$160,000	$160,000	$0	$0	$0	$0	$160,000
PHU-23-01	Replacement	Mechanical Upgrades	Replace Gas Boilers with Electric	$120,000	B	Res	$0	$100,000	$0	$0	$0	$0	$100,000
PHU-23-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
PHU-24-01	Renewal	Site Upgrades	Repave Parking Lot	$75,000	S	Res	$0	$0	$0	$75,000	$0	$0	$75,000
PHU-24-02	Replacement	Interior Upgrades	Repaint Walls	$75,000	B	Other	$0	$0	$75,000	$0	$0	$0	$75,000
PHU-24-03	Replacement	Interior Upgrades	New Flooring	$100,000	B	Other	$0	$0	$100,000	$0	$0	$0	$100,000
PHU-25-01	Study	Asset management	Condition Assessment	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
PHU-26-01	Replacement	Electrical Upgrades	Upgrade Interior Lights to LED	$225,000	B	Res	$0	$0	$0	$0	$225,000	$0	$225,000
PHU-26-02	Replacement	Exterior Upgrades	Repaint Exterior	$50,000	B	Res	$0	$0	$0	$0	$50,000	$0	$50,000
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	$205,000	B	Res	$165,000	$165,000	$0	$0	$0	$0	$165,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	$360,000	B	Res	$350,000	$350,000	$0	$0	$0	$0	$350,000
VHU-22-01	Replacement	Mechanical Upgrades	Replace AHU	$440,000	E	Res	$40,000	$440,000	$0	$0	$0	$0	$440,000
VHU-23-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
VHU-25-01	Replacement	Interior Upgrades	New Flooring	$325,000	B	Other	$0	$0	$0	$325,000	$0	$0	$325,000
VHU-25-02	Replacement	Interior Upgrades	Interior Paint	$135,000	B	Other	$0	$0	$0	$135,000	$0	$0	$135,000
VHU-25-03	Replacement	Sitework Upgrades	Repaving parking Lot	$65,000	B	Res	$0	$0	$65,000	$0	$0	$0	$65,000
VHU-25-04	Study	Asset management	Condition Assessment	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
VHU-26-01	Replacement	Mechanical Upgrades	Domestic Hot Water Upgrades	$150,000	B	Res	$0	$0	$0	$0	$150,000	$0	$150,000
			GRAND TOTAL	**$5,637,500**			**$1,005,000**	**$2,670,000**	**$925,000**	**$1,030,000**	**$937,500**	**$0**	**$5,562,500**

Service: 1.226 **Health Facilities - VIHA**

Project Number	EHU-21-01	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Flat Roof
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	EHU-21-03	**Capital Project Title**	Exterior Doors	**Capital Project Description**	Replace Exterior Doors to be accessible
Project Rationale	Replace exterior doors with wider doors that are accessible as the doors are at end of life.				

Project Number	EHU-22-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Building Envelope Replacement Detailed Design
Project Rationale	Detailed design for building envelope refurbishment as per consultants report and investigation.				

Project Number	EHU-23-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Air Handling Unit Replacement
Project Rationale	AHU replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-02	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace Domestic Hot Water Tanks
Project Rationale	DHW tank replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-03	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Building Envelope Replacement
Project Rationale	Building envelope replacement for building, includes removing stucco and replacing with new cladding system with a rainscreen.				

Project Number	EHU-23-04	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale					

Project Number	EHU-25-01	**Capital Project Title**	Asset Management	**Capital Project Description**	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	EHU-26-01	**Capital Project Title**	Electrical Upgrades	**Capital Project Description**	New Switchgear & panel
Project Rationale	Replace main switchgear and braker panel based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Service: 1.226 **Health Facilities - VIHA**

Project Number	PHU-22-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace AHU & Heat Pumps
Project Rationale	Replace rooftop AHU & heatpumps as system is end of life and requires replacement as per consultants report. New system with be more energy efficient that current and will reduce GHG consumption.				

Project Number	PHU-22-02	**Capital Project Title**	Vertical Transportation Upgrades	**Capital Project Description**	Elevator Refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Project Number	PHU-22-03	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Flat Roof - Phase 2
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	PHU-23-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace Gas Boilers with Electric
Project Rationale	Replace gas boiler as system is end of life and requires replacement as per consultants report. New system with be electric, not natural gas, will reduce GHG consumption.				

Project Number	PHU-23-02	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale					

Project Number	PHU-24-01	**Capital Project Title**	Site Upgrades	**Capital Project Description**	Repave Parking Lot
Project Rationale	Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.				

Project Number	PHU-24-02	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Repaint Walls
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Project Number	PHU-24-03	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	New Flooring
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	PHU-25-01	**Capital Project Title**	Asset management	**Capital Project Description**	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Service: 1.226 **Health Facilities - VIHA**

Project Number	PHU-26-01	**Capital Project Title**	Electrical Upgrades	**Capital Project Description**	Upgrade Interior Lights to LED
Project Rationale	Replace all interior lighting with LED lights as they are at end of life. New LED lights will reduce energy consumption and provide better working conditions for staff and clients.				

Project Number	PHU-26-02	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repaint Exterior
Project Rationale	Repaint exterior of building as it is end of life. Any damaged areas will be fixed prior to painting.				

Project Number	VHU-20-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repaint Exterior Cladding
Project Rationale	Repaint exterior wood siding of the building as it is end of life. Any damaged areas will be fixed prior to painting.				

Project Number	VHU-20-02	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Built-up Roofing Detailed Design & Construction
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	VHU-22-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace AHU
Project Rationale	Replace AHU as per facility condition assessment recommendation. A feasability report will be completed prior to the start of design to ensure the new system meets our GHG reduction targets.				

Project Number	VHU-23-01	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale					

Project Number	VHU-25-01	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	New Flooring
Project Rationale	Replace interior flooring. Some areas will be carpet and some will be replaced with vinyl depending on use and durability requirements.				

Project Number	VHU-25-02	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Interior Paint
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Service: **1.226** **Health Facilities - VIHA**

Project Number	VHU-25-03	**Capital Project Title**	Sitework Upgrades	**Capital Project Description**	Repaving parking Lot

Project Rationale Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.

Project Number	VHU-25-04	**Capital Project Title**	Asset management	**Capital Project Description**	Condition Assessment

Project Rationale Building condition assessment to determine life cycle condition, including replacement budget.

Project Number	VHU-26-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Domestic Hot Water Upgrades

Project Rationale Replace boiler as system is end of life and requires replacement as per consultants report. New system with be electric and more efficient will reduce GHG consumption.

1.106 CRD HQ Building,1.107 Corporate Satellite Facilities, 1.107 Corporate Satellite Facilities & 1.226 Health Facilities - VIHA Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was $38M. Total replacement value for the facilities is $39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was $12M with an estimated replacement value of $22M (Note A).

1.106 Headquarters Facility, 1.107 Corporate Satellite Facilities & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow

Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	6,368,657	5,036,858	1,681,633	1,923,891	2,318,652	2,612,116
Planned Capital Expenditure (Based on Capital Plan)	(2,120,000)	(4,235,000)	(775,000)	(695,000)	(872,500)	(100,000)
Transfer from Ops Budget	728,201	859,775	1,017,258	1,089,761	1,165,964	1,247,191
Interest Income**	60,000	20,000				
Total projected year end balance	**5,036,858**	**1,681,633**	**1,923,891**	**2,318,652**	**2,612,116**	**3,759,307**

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

I & I Enhancement Program

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.709 I & I Enhancement Program **Committee: Core Area Liquid Waste Management**

DEFINITION:

The Inflow and Infiltration (I&I) Program engages with Core area and Peninsula municipalities and First Nations to identify and reduce the amount of rain and ground water that enters the sanitary sewer system

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP) and Saanich Peninsula Liquid Waste Management Plan (SPLWMP). Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

Core Area Sewer Participants (LWMP)
Districts of Central Saanich, North Saanich and Town of Sidney (SPLWMP).

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Core Area Liquid Waste Committee
Saanich Peninsula Wastewater Commission

FUNDING:

Funded by Core Area Wastewater Treatment Operations Budget and LWMP Peninsula Budget

3.709 - I & I ENHANCEMENT PROGRAM	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Operating Expenditures	25,308	42,000	142,000	-	-	142,000	144,840	147,736	150,686	153,700
Allocations	324,103	274,103	266,001	-	-	266,001	271,321	276,747	282,282	287,928
Consultant Expenses	46,543	46,000	-	-	-	-	-	-	-	-
Contract For Services	110,958	110,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**506,912**	**472,103**	**408,001**	**-**	**-**	**408,001**	416,161	424,483	432,968	441,628
*Percentage Increase over prior year		-6.9%	-19.5%	0.0%	0.0%	-19.5%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	506,912	472,103	408,001	-	-	408,001	416,161	424,483	432,968	441,628
*Percentage Increase over prior year		-6.9%	-19.5%	0.0%	0.0%	-19.5%	2.0%	2.0%	2.0%	2.0%
Internal Recoveries	(506,912)	(472,103)	(408,001)	-	-	(408,001)	(416,161)	(424,483)	(432,968)	(441,628)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal Indian Affairs/Songhees, DND, Langford, Colwood										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
September 21, 2022
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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7. Planning and Protective Services

7.1 GM - Planning & Protective Services

7.2 Regional Housing
- 7.2.1 Land Banking and Housing (Regional Housing)
- 7.2.2 Regional Housing Trust Fund

7.3 Hospital District, Health & Capital Planning Strategies
- 7.3.1 Health & Capital Planning Strategies
- 7.3.2 Community Health

7.4 Emergency Services
- 7.4.1 Corporate Emergency
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CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
September 21, 2022
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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- 8.1.2 JDF Water Distribution
- 8.1.3 Florence Lake Water

8.2 Liquid Waste Disposal - Core

- Core Area Wastewater - Combined View
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8.3 Saanich Peninsula Liquid Waste & Water Operations

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CAPITAL REGIONAL DISTRICT

2023 BUDGET

PLANNING & PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

GM - Planning & Protective Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

1.024 - GM - Planning & Protective Services	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	431,046	431,046	455,020	-	-	455,020	464,825	474,837	485,063	495,506
Contract for Services	13,500	-	7,310	-	-	7,310	7,460	7,610	7,760	7,920
Internal Allocations	88,759	88,759	92,268	-	-	92,268	95,851	98,598	101,275	104,043
Operating Other	20,345	16,570	20,930	-	-	20,930	21,340	21,780	22,220	22,680
TOTAL OPERATING COSTS	**553,650**	**536,375**	**575,528**	**-**	**-**	**575,528**	**589,476**	**602,825**	**616,318**	**630,149**
*Percentage Increase over prior year						4.0%	2.4%	2.3%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	**1,000**	**1,000**	**1,000**	**-**	**-**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
TOTAL COSTS	**554,650**	**537,375**	**576,528**	**-**	**-**	**576,528**	**590,476**	**603,825**	**617,318**	**631,149**
FUNDING SOURCES (REVENUE)										
Internal Recoveries	(261,393)	(261,393)	(276,233)	-	-	(276,233)	(281,758)	(287,383)	(293,109)	(298,946)
TOTAL REVENUES	**(261,393)**	**(261,393)**	**(276,233)**	**-**	**-**	**(276,233)**	**(281,758)**	**(287,383)**	**(293,109)**	**(298,946)**
NET COSTS	**293,257**	**275,982**	**300,295**	**-**	**-**	**300,295**	**308,718**	**316,442**	**324,209**	**332,203**
*Percentage increase over prior year Net Costs						2.4%	2.8%	2.5%	2.5%	2.5%
AUTHORIZED POSITIONS: Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.024 GM - Planning & Protective Service	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$2,701	$0	$0	$2,088	$1,090	$5,879
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,701**	**$0**	**$0**	**$2,088**	**$1,090**	**$5,879**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$2,701	$0	$0	$2,088	$1,090	$5,879
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,701**	**$0**	**$0**	**$2,088**	**$1,090**	**$5,879**

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 #: **1.024**
Service Name: **GM - Planning & Protective Services**

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
23-01	Replacement	Computer	Computer Replacement	$2,701	E	ERF		$2,701	$0	$0	$0	$0	$2,701
26-01	Replacement	Computer	Computer Replacement	$2,088	E	ERF		$0	$0	$0	$2,088	$0	$2,088
27-01	Replacement	Computer	Computer Replacement	$1,090	E	ERF		$0	$0	$0	$0	$1,090	$1,090
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$5,879**			**$0**	**$2,701**	**$0**	**$0**	**$2,088**	**$1,090**	**$5,879**

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101955 ERF Group: PLANPROT.ERF	**Estimate**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	9,195	8,631	6,930	7,930	8,930	7,842
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	(1,564)	(2,701)	-	-	(2,088)	(1,090)
Transfer from Operating Budget	1,000	1000	1,000	1,000	1,000	1,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**8,631**	**6,930**	**7,930**	**8,930**	**7,842**	**7,752**

Assumptions/Background:

2023 - replacement of 1 standard desktop and 1 standard laptop
2026 - replacement of 1 ultra-portable laptop
2027 - replacement of 1 standard desktop

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Land Banking and Housing (Regional Housing)

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.310 Land Banking and Housing **Committee: Planning and Protective Services**

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". This Service provides strategic planning and administrative oversight of three functions:

- Housing Planning, Policy and Programs,
- Planning and Development, and
- the Capital Region Housing Corporation (CRHC)

SERVICE DESCRIPTION:

This Service empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality. The Service also has the ability to take on debt to fund these activities.

The Housing Planning, Policy and Programs function receives grants from federal and provincial partner agencies, provides oversight, and deploys funds within the region. This function also administers housing affordability agreements with developers and owners in the region on behalf of municipalities.

The Planning and Development function identifies and pursues opportunities to develop or redevelop housing stock owned by the CRD/CRHC. This function receives grant and project recovery funding and prepares approved projects for implementation.

The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the CRD, incorporated under authority of this Service. The CRHC owns, operates and maintains more than 1,800 affordable housing units and expects units to increase units into the future with the affordable housing development plan underway for the region.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

Greater of $2,423,000 or $0.031 per $1,000 Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)		25,000,000
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015)	10yr term	-9,413,000
Remaining:	Active via Temp. Borrowing Bylaw No. 3985 (nil expiry)		$ 15,587,000
Authorized:	LA Bylaw No. 4327 (Mar. 11, 2020)		10,000,000
Borrowed:			-
Remaining:		Active	$ 10,000,000

COMMITTEE: Hospitals and Housing

FUNDING: Requisition, internal recoveries, and external grants

Change in Budget 2022 to 2023 Service: 1.310 Land Banking & Housing (Regional Housing)	Total Expenditure	Comments
2022 Budget	**2,932,259**	
Change in Salaries:		
Base salary change	(18,514)	Inclusive of estimated collective agreement changes
Step increase/paygrade change	16,880	
1.0 FTE (J12) RHFP term end	(83,607)	
0.2 FTE (J17) Reaching Home term	22,693	2023 IBC 1a-10 Reaching Home
1.0 FTE (J15) Admin term extension	77,446	2023 IBC 1a-2 CRHC Operations
Total Change in Salaries	14,898	
Other Changes:		
Standard Overhead Allocation	9,897	
Human Resources Allocation	2,945	
Building Occupancy	4,333	
One-time SGI Housing Strategy	(45,000)	2021 IBC 1a-11 carried forward to 2022
RHFP debt servicing	(46,894)	RHFP debt deferred to 2024
One-time Continuation through RHFP	122,000	2023 IBC 1a-4 Housing Continuation through RHFP
Other	(12,472)	
Total Other Changes	34,809	
2023 Budget	**2,981,966**	

Summary of % Expense Increase		
2023 IBC Expense	7.6%	
Reduction in one-time 2022 costs	-6.0%	
Balance of increase	0.1%	
% expense increase from 2022:	***1.7%***	
% Requisition increase from 2022 (if applicable):	***2.4%***	*Requisition funding is 52% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable expense variance of $377,359 (12.9%) due mainly to salary vacancies. This is offset by a one-time unfavourable revenue variance of $227,472 (7.8%) due to shifts in project recoveries and grant revenues. The net favourable variance of $149,887 will be applied as follows:

$34,992 planned transfer left in LBH Operating Reserve
$78,738 transfer to LBH Operating Reserve
$36,157 surplus carryforward

1.310 LAND BANKING AND HOUSING	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries (Regular Full & Auxiliary)	1,406,115	1,162,178	1,320,874	-	100,139	1,421,013	1,167,194	1,095,485	994,282	903,246
Allocation - Standard OH	88,152	88,152	98,049	-	-	98,049	100,010	102,010	104,051	106,131
Allocation - Building Occupancy	61,992	61,992	66,325	-	-	66,325	73,035	76,777	80,722	84,874
Allocation - Real Estate	60,000	60,000	60,000	-	-	60,000	20,000	-	-	-
Allocation - Human Resources	38,299	38,299	41,244	-	-	41,244	42,601	43,986	44,866	45,763
Allocation - GM Planning and Protective Services	38,084	38,084	40,252	-	-	40,252	41,060	41,880	42,720	43,570
Consultants	98,580	98,580	55,000	-	122,000	177,000	55,000	155,000	55,000	55,000
Legal	20,000	20,000	20,000	-	-	20,000	20,100	20,200	20,300	20,410
Conferences and Staff Training	16,790	11,500	16,790	-	-	16,790	17,030	17,270	17,520	17,770
New Workstations and Equipment	10,000	10,000	-	-	-	-	-	-	-	-
Operating - Other Costs	31,500	29,000	26,000	-	-	26,000	21,320	21,640	21,970	22,300
TOTAL OPERATING COSTS	**1,869,512**	**1,617,785**	**1,744,534**	**-**	**222,139**	**1,966,673**	**1,557,350**	**1,574,248**	**1,381,431**	**1,299,064**
*Percentage Increase over prior year		-13.46%	-6.69%	0.00%	11.88%	5.20%	-20.81%	1.09%	-12.25%	-5.96%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer to Operating Reserve	-	78,738	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,000	82,738	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Debt Expenditures	1,051,357	1,009,463	1,009,463	-	-	1,009,463	1,569,300	3,501,527	2,595,607	2,595,607
MFA Debt Reserve	7,390	2,390	1,830	-	-	1,830	111,830	146,830	-	-
TOTAL COSTS	2,932,259	2,712,376	2,759,827	-	222,139	2,981,966	3,242,480	5,226,605	3,981,038	3,898,671
		298,621								
*Percentage Increase over prior year		10.18%	-5.88%	0.00%	7.58%	1.70%	8.74%	61.19%	-23.83%	-2.07%
Transfer from Operating Reserve	(74,992)	(40,000)	-	-	(122,000)	(122,000)	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	2,857,267	2,672,376	2,759,827	-	100,139	2,859,966	3,242,480	5,226,605	3,981,038	3,898,671
Surplus / (Deficit)		36,157								
Balance C/F from Prior to Current year	(111,491)	(111,491)	(36,157)	-	-	(36,157)	-	-	-	-
Recovery - CRHC	(184,482)	(184,482)	(256,425)	-	-	(256,425)	(204,868)	(209,600)	(214,384)	(219,278)
Recovery - CRHD	(143,978)	(143,978)	(118,287)	-	-	(118,287)	-	-	-	-
Recovery - Capital Projects	(333,851)	(186,119)	(258,547)	-	(77,446)	(335,993)	(254,697)	(260,183)	(110,079)	-
Admin Fees - new housing agreements	-	(10,500)	(10,500)	-	-	(10,500)	(10,500)	(10,500)	(10,500)	(10,500)
Admin Fees - RHTF & ongoing housing agreements	(35,130)	(35,130)	(35,130)	-	-	(35,130)	(2,000)	(2,000)	(2,000)	(2,000)
Lease Revenue - CRHC	(63,000)	(63,000)	(63,000)	-	-	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Grant Revenue	(453,866)	(442,366)	(415,698)	-	(22,693)	(438,391)	(111,968)	(100,000)	-	-
Interest Income	(7,390)	(7,389)	(6,830)	-	-	(6,830)	(6,830)	(6,830)	(5,000)	(5,000)
Payments In Lieu of Taxes	(70,155)	(70,155)	(70,155)	-	-	(70,155)	(132,653)	(132,653)	(132,653)	(132,653)
Deferred Revenue (Balance Sheet Account adj)	(9,463)	(9,463)	(9,463)	-	-	(9,463)	(9,463)	(4,732)	-	-
TOTAL REVENUE	(1,412,807)	(1,227,915)	(1,280,192)	-	(100,139)	(1,380,331)	(795,979)	(789,498)	(537,616)	(432,431)
REQUISITION	**(1,444,461)**	**(1,444,461)**	**(1,479,635)**	**-**	**-**	**(1,479,635)**	**(2,446,501)**	**(4,437,108)**	**(3,443,423)**	**(3,466,240)**
*Percentage Increase over prior year		0.00%	2.44%	0.00%	0.00%	2.44%	65.34%	81.37%	-22.39%	0.66%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	6.00	6.00	6.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00
Term	6.80	6.80	5.80	0.00	0.20	6.00	6.00	2.00	1.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.310 Land Banking and Housing	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$15,432,800	$11,000,000	$14,500,000	$0	$0	$40,932,800
Equipment	$0	$4,000	$10,000	$4,000	$4,000	$4,000	$26,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$15,436,800**	**$11,010,000**	**$14,504,000**	**$4,000**	**$4,000**	**$40,958,800**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$11,000,000	$14,500,000	$0	$0	$25,500,000
Equipment Replacement Fund	$0	$4,000	$10,000	$4,000	$4,000	$4,000	$26,000
Grants (Federal, Provincial)	$0	$5,750,000	$0	$0	$0	$0	$5,750,000
Donations / Third Party Funding	$0	$9,682,800	$0	$0	$0	$0	$9,682,800
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$15,436,800**	**$11,010,000**	**$14,504,000**	**$4,000**	**$4,000**	**$40,958,800**

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.
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Condition Assessment = Assessment that identifies asset replacements based on asset condition.

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

Service #: **1.310**
Service Name: **Land Banking and Housing**

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
18-03	New	RHFP	CRD contribution $25.5M	$25,500,000	B	Debt	$0	$0	$11,000,000	$14,500,000	$0	$0	$25,500,000
20-01	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	$26,000	E	ERF	$0	$4,000	$10,000	$4,000	$4,000	$4,000	$26,000
													$0
21-01	New	RHFP - Prosser	CMHC RHFP grant	$3,000,000	B	Grant	$0	$2,500,000					$2,500,000
21-01	New	RHFP - Prosser	BC Housing IHI grant	$3,250,000	B	Grant	$0	$3,250,000					$3,250,000
21-01	New	RHFP - Prosser	RHTF grant	$615,000	B	Other	$0	$615,000					$615,000
21-01	New	RHFP - Prosser	CRHC prepaid 60 year lease	$9,067,800	B	Other	$0	$9,067,800					$9,067,800
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$41,458,800**			**$0**	**$15,436,800**	**$11,010,000**	**$14,504,000**	**$4,000**	**$4,000**	**$40,958,800**

Service:	**1.310**	**Land Banking and Housing**

Project Number	18-03	**Capital Project Title**	RHFP	**Capital Project Description**	CRD contribution $25.5M
Project Rationale	In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of $90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by $10 million to bring the total to $120 million.				

Project Number	20-01	**Capital Project Title**	Office Equipment Replacement	**Capital Project Description**	Office equipment scheduled replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department. Other office equipment at discretion of management and staffing needs.				

1.310 Land Bank & Housing
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Land Bank & Housing

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Estimated Actual	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	206,353	247,155	125,155	125,155	125,155	125,155
Transfer to Operating Budget	(40,000)	(122,000)				
Transfer to Capital Fund						
Transfer from Operating Budget	78,738					
Interest Income *	2,064					
Total projected year end balance	**247,155**	**125,155**	**125,155**	**125,155**	**125,155**	**125,155**

Assumptions/Background:

2022: Part-year new planning position funded from reserve. Surplus funds transferred to Reserve to fund future affordable housing initiatives.
2023: Funding for one time post-RHFP housing programs contract.

1.310 Land Bank & Housing
Asset and Reserve Summary
2023 - 2027 Financial Plan

Asset Profile

Land Bank & Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, four apartment buildings, and office equipment. The equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule - FC 102079

Equipment Replacement Schedule	Estimated Actual	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	21,507	23,607	23,607	17,607	17,607	17,607
Planned Purchase (Based on Capital Plan)	(2,000)	(4,000)	(10,000)	(4,000)	(4,000)	(4,000)
Actual Purchase						
Transfer from Operating Budget	4,000	4,000	4,000	4,000	4,000	4,000
Interest Income *	100					
Total projected year end balance	**23,607**	**23,607**	**17,607**	**17,607**	**17,607**	**17,607**

Assumptions/Background:

2023 - 2 computers replaced
2024 - 5 computers replaced
2025 - 2 computers replaced
2026 - 3 computers replaced
2027 - 2 computers replaced

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Regional Housing Trust Fund

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.311 Regional Housing Trust Fund **Committee: Planning and Protective Services**

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

1) assist in the acquisition, development and retention of housing that is affordable
2) facilitate social and economic investment in affordable housing
3) assist people in core housing need
4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under service 1.310 Land Banking and Housing. As borrowing is undertaken in 2024 and 2025 for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from service 1.311 to service 1.310 to fund RHFP debt costs.

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014)
based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

2011: $882,594
2012: $901,570 (includes 2.15% increase for inflation)
2013: $910,585 (includes 1.0% increase for inflation)
2014: $925,300 (Highlands joined and includes 1.0% increase for inflation)
2015: $934,500 (includes 1.0% increase for inflation)
2016: $953,240 (includes 2.0% increase for inflation)
2017: $967,540 (includes 1.5% increase for inflation)
2018: $986,890 (includes 2.0% increase for inflation)
2019: $1,000,000 (includes 1.3% increase for inflation)
2020: $1,000,000 (includes 0% increase for inflation)

2021-2023: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2022 and the max $1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2023.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND Note: Service Phased out 2024 & Suspended 2025	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Prior Year Unallocated Capital Grants	4,253,753	1,780,678	2,491,312	-	-	2,491,312	-	-	-	-
Current Year Capital Grants	1,009,322	1,009,322	1,070,580	-	-	1,070,580	310,205	-	-	-
Housing Programs Administration Service Fee	33,130	33,130	33,130	-	-	33,130	16,565	-	-	-
Allocation - Standard OH	-		-	-	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Legal Costs	4,070	4,070	4,070	-	-	4,070	2,035	-	-	-
Other Costs	2,391	2,391	2,391	-	-	2,391	1,196	-	-	-
TOTAL OPERATING COSTS	**5,302,666**	**2,829,591**	**3,601,483**	**-**	**-**	**3,601,483**	**330,000**	**-**	**-**	**-**
*Percentage Increase over prior year		-46.64%	-32.08%	0.00%	0.00%	-32.08%	-	-	-	-
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-				
MFA Debt Reserve	-	-	-	-	-	-				
TOTAL COSTS	5,302,666	2,829,591	3,601,483	-	-	3,601,483	330,000	-	-	-
*Percentage Increase over prior year		-46.64%	-32.08%	-	-	-32.08%	-	-	-	-
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	5,302,666	2,829,591	3,601,483	-	-	3,601,483	330,000	-	-	-
*Percentage Increase over prior year	0.00%	-46.64%	-32.08%	-	-	-32.08%	-	-	-	-
Surplus / (Deficit)		2,491,312								
Balance C/F from Prior to Current year	(4,253,753)	(4,253,753)	(2,491,312)	-	-	(2,491,312)	-	-	-	-
Revenue - Other Interest Income	(32,817)	(51,054)	(48,581)	-	-	(48,581)	-	-	-	-
Payments In Lieu of Taxes	(61,590)	(61,590)	(61,590)	-	-	(61,590)	-	-	-	-
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,348,160)	(1,875,085)	(2,601,483)	-	-	(2,601,483)	-	-	-	-
REQUISITION	**(954,506)**	**(954,506)**	**(1,000,000)**	**-**	**-**	**(1,000,000)**	**(330,000)**	**-**	**-**	**-**
*Percentage Increase over prior year		0.00%	4.77%	0.00%	0.00%	4.77%	-	-	-	-
PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Health & Capital Planning Strategies

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries and Wages	391,252	278,889	305,001	-	117,069	422,070	431,163	318,284	325,140	332,142
Wages & Benefits - Project Manager	-	-	-	-	-	-	-	-	-	-
Legal/Auditing Costs	22,910	25,130	26,160	-	-	26,160	27,180	28,200	29,220	29,800
Consultants	3,410	3,410	3,510	-	-	3,510	3,580	3,650	3,720	3,790
Allocations - Standard Overhead	124,181	124,181	129,961	-	-	129,961	132,560	135,211	137,915	140,674
Allocations - Human Resources	11,623	11,623	11,476	-	-	11,476	11,854	12,239	12,484	12,733
Allocations - Others	72,238	72,238	77,015	-	-	77,015	79,787	81,900	84,091	86,350
Operating - Other Costs	24,190	23,916	24,720	-	-	24,720	25,210	25,700	26,200	26,710
TOTAL OPERATING COSTS	**649,804**	**539,387**	**577,843**	**-**	**117,069**	**694,912**	**711,334**	**605,184**	**618,770**	**632,199**
*Percentage Increase over prior year	0.0%	-17.0%	-11.1%	0.0%	18.0%	6.9%	2.4%	-14.9%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	2,040	2,040	2,100	-	-	2,100	2,140	2,180	2,220	2,260
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	2,040	2,040	2,100	-	-	2,100	2,140	2,180	2,220	2,260
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**651,844**	**541,427**	**579,943**	**-**	**117,069**	**697,012**	**713,474**	**607,364**	**620,990**	**634,459**
*Percentage Increase over prior year	0.0%	-16.9%	-11.0%	0.0%	18.0%	6.9%	2.4%	-14.9%	2.2%	2.2%
Recovery - Capital Regional Hospital District	(651,844)	(651,844)	(579,943)	-	(117,069)	(697,012)	(713,474)	(607,364)	(620,990)	(634,459)
Recovery - Capital Project	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(110,417)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Surplus / (Deficit)		110,417								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Balance transferred to HD Section 20 Reserve		(110,417)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
Term Position - Sr. Project Coordinator 2-year term (2023 IBC 14a-1)	1.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.018 Health & Capital Planning Strategies	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$2,180	$1,611	$0	$3,222	$2,180	$9,193
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,180**	**$1,611**	**$0**	**$3,222**	**$2,180**	**$9,193**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$2,180	$1,611	$0	$3,222	$2,180	$9,193
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,180**	**$1,611**	**$0**	**$3,222**	**$2,180**	**$9,193**

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*

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

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.

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.

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 #: 1.018

Service Name: Health & Capital Planning Strategies

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
23-01	Replacement	Computer	Replace Computers	$2,180	E	ERF		$2,180	$0	$0	$0		$2,180
24-01	Replacement	Computer	Replace Computers	$1,611	E	ERF		$0	$1,611	$0	$0		$1,611
26-01	Replacement	Computer	Replace Computers	$3,222	E	ERF		$0	$0	$0	$3,222		$3,222
26-07	Replacement	Computer	Replace Computers	$2,180	E	ERF		$0	$0	$0	$0	$2,180	$2,180
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$9,193**			**$0**	**$2,180**	**$1,611**	**$0**	**$3,222**	**$2,180**	**$9,193**

Reserve Schedule

Reserve Fund: 1.018 Health & Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

Fund: 1022 Fund Center: 101851 ERF Group: HP.ERF	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	4,017	6,057	5,977	6,506	14,429	16,509
Actual Purchase	-					
Planned Purchase (Based on Capital Plan)	-	(2,180)	(1,611)	-	(3,222)	(2,180)
Transfer from Operating Budget	2,040	2,100	2,140	2,180	2,220	2,260
Interest Revenue	-					
Ending Balance $	**6,057**	**5,977**	**6,506**	**8,686**	**16,509**	**16,589**

Assumptions/Background:
2023 - 2 standard desktops
2024 - 1 standard laptop
2026 - 2 standard laptops
2027 - 2 standard desktops

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Community Health

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.224 Community Health **Committee: Hospitals and Housing Committee**

SERVICE DESCRIPTION:

Build regional capacity to improve health and well-being through outcomes monitoring (Regional Outcomes Monitoring Collaborative), designing and implementing community health and wellbeing initiatives, and policy development. Addresses homelessness by funding the Greater Victoria Coalition to End Homelessness. Responsible for the public health bylaws (i.e. Clean Air, Idling, and Tanning Bylaws) and regularly engages with Island Health to ensure bylaws remain relevant and responsive to regional public health risks.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Hospitals and Housing Committee

FUNDING:

Requisition

1.224 - COMMUNITY HEALTH	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS:										
Salaries - Planner (Term)	107,644	80,733	103,213	-	-	103,213	105,437	107,708	110,028	112,398
Contract for Services - GVCEH	325,000	325,000	325,000	-	-	325,000	325,000	325,000	325,000	325,000
Contract for Services - Island Health	176,750	176,750	176,750	-	-	176,750	176,750	176,750	176,750	176,750
Contract for Services - ACEH (2020-2022)	150,000	150,000	-	-	-	-	-	-	-	-
Allocation - Standard Overhead	40,306	40,306	40,810	-	-	40,810	41,626	42,459	43,308	44,174
Allocation - Building Occupancy	2,505	2,505	2,728	-	-	2,728	3,010	3,166	3,332	3,506
Allocation - Human Resources	3,180	3,180	3,157	-	-	3,157	3,261	3,367	3,435	3,503
Meetings and Workshops	7,100	5,000	7,313	-	-	7,313	7,459	7,608	7,761	7,916
Operating - Other Costs	3,716	592	3,826	-	-	3,826	3,901	3,978	4,056	4,136
TOTAL OPERATING COSTS	**816,201**	**784,066**	**662,797**	**-**	**-**	**662,797**	**666,444**	**670,036**	**673,670**	**677,383**
*Percentage Increase over prior year		-3.9%	-18.8%	0.0%	0.0%	-18.8%	0.6%	0.5%	0.5%	0.6%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**816,201**	**784,066**	**662,797**	**-**	**-**	**662,797**	**666,444**	**670,036**	**673,670**	**677,383**
*Percentage Increase over prior year		-3.9%	-18.8%	0.0%	0.0%	-18.8%	0.6%	0.5%	0.5%	0.6%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**816,201**	**784,066**	**662,797**	**-**	**-**	**662,797**	**666,444**	**670,036**	**673,670**	**677,383**
*Percentage Increase over prior year		-3.9%	-18.8%	0.0%	0.0%	-18.8%	0.6%	0.5%	0.5%	0.6%
Balance C/F from Prior to Current year	(15,620)	(15,620)	-	-	-	-	-	-	-	-
Payments In Lieu of Taxes	(31,207)	(31,207)	(31,207)	-	-	(31,207)	(31,207)	(31,207)	(31,207)	(31,207)
Grants - City of Victoria Contribution GVCEH Agreement	(100,000)	(100,000)	(100,000)	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Grants - Island Health (Funding not guaranteed beyond March 2024)	(60,000)	(87,194)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Grants - Other	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(880)	(880)	(880)	-	-	(880)	(880)	(880)	(880)	(880)
TOTAL REVENUE	**(207,707)**	**(234,901)**	**(192,087)**	**-**	**-**	**(192,087)**	**(192,087)**	**(192,087)**	**(192,087)**	**(192,087)**
REQUISITION	**(608,494)**	**(549,165)**	**(470,710)**	**-**	**-**	**(470,710)**	**(474,357)**	**(477,949)**	**(481,583)**	**(485,296)**
*Percentage Increase over prior year			-22.6%	0.0%	0.0%	-22.6%	0.8%	0.8%	0.8%	0.8%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried Position (Term)	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Corporate Emergency

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.025 Corporate Emergency **Committee: Planning and Protective Services**

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning and Protective Services

FUNDING:

Requisition

1.025 - Corporate Emergency	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	241,135	241,135	103,261	-	-	103,261	105,478	107,748	110,070	112,414
Allocations	162,521	162,521	178,363	-	-	178,363	184,421	189,593	194,930	200,054
Supplies	2,720	2,720	2,800	-	-	2,800	2,860	2,920	2,980	3,040
Other Operating Expenses	219,141	162,373	47,970	-	54,548	102,518	48,960	49,960	50,980	52,030
TOTAL OPERATING COSTS	**625,517**	**568,749**	**332,394**	**-**	**54,548**	**386,942**	**341,719**	**350,221**	**358,960**	**367,538**
*Percentage Increase over prior year			-46.9%		8.7%	-38.1%	-11.7%	2.5%	2.5%	2.4%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	2,120	4,340	-	-	-	-	-	-	-	-
TOTAL COSTS	**627,637**	**573,089**	**332,394**	**-**	**54,548**	**386,942**	**341,719**	**350,221**	**358,960**	**367,538**
Internal Recoveries	(101,082)	(101,082)	(103,261)	-	-	(103,261)	(105,478)	(107,748)	(110,070)	(112,414)
OPERATING COSTS LESS INTERNAL RECOVERIES	**526,555**	**472,007**	**229,133**	**-**	**54,548**	**283,681**	**236,241**	**242,473**	**248,890**	**255,124**
Estimated Balance CFW from 2022 to 2023	-	54,548	-	-	(54,548)	(54,548)	-	-	-	-
Balance CFW from 2021 to 2022	(310,559)	(310,559)	-	-	-	-	-	-	-	-
NET COSTS	**215,996**	**215,996**	**229,133**	**-**	**-**	**229,133**	**236,241**	**242,473**	**248,890**	**255,124**
*Percentage increase over prior year (Core Budget)						6.1%	3.1%	2.6%	2.6%	2.5%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.025 Corporate Emergency		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$6,000	$8,000	$0	$0	$0	$14,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$6,000**	**$8,000**	**$0**	**$0**	**$0**	**$14,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$6,000	$8,000	$0	$0	$0	$14,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$6,000**	**$8,000**	**$0**	**$0**	**$0**	**$14,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.025
Service Name: Corporate Emergency

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
17-01	Replacement	EOC Laptop	EOC Equipment	$18,000	E	ERF	$0	$6,000	$6,000	$0	$0	$0	$12,000
24-01	Replacement	Surface Pro	EOC Equipment	$2,000	E	ERF	$0	$0	$2,000	$0	$0	$0	$2,000
			GRAND TOTAL	$20,000			$0	$6,000	$8,000	$0	$0	$0	$14,000

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101978	2022	2023	2024	2025	2026	2027
Beginning Balance		81,890	80,230	74,230	66,230	66,230	66,230
Transfer from Op Budget		4,340	-	-	-	-	-
Expenditures		(6,000)	(6,000)	(8,000)	-	-	-
Interest Income		-					
Ending Balance $		**80,230**	**74,230**	**66,230**	**66,230**	**66,230**	**66,230**

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

CAPITAL REGIONAL DISTRICT

2023 Budget

Regional Emergency Program Support

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.374 Regional Emergency Program Support **Committee: Planning and Protective Services**

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

1.374 - Regional Emergency Program Support	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries	114,600	105,000	117,069	-	-	117,069	119,591	122,167	124,799	127,486
REMP Contribution	59,170	64,477	9,280	-	-	9,280	9,370	9,450	9,530	9,680
Allocations	21,839	21,839	23,621	-	-	23,621	24,238	24,881	25,486	26,057
TOTAL OPERATING COSTS	**195,609**	**191,316**	**149,970**	**-**	**-**	**149,970**	**153,199**	**156,498**	**159,815**	**163,223**
*Percentage Increase over prior year						-23.3%	2.2%	2.2%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	4,293	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**4,293**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**195,609**	**195,609**	**149,970**	**-**	**-**	**149,970**	**153,199**	**156,498**	**159,815**	**163,223**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(56,199)	(56,199)	(6,380)	-	-	(6,380)	(6,699)	(7,018)	(7,355)	(7,000)
Grants in Lieu of Taxes	(7,324)	(7,324)	(7,540)	-	-	(7,540)	(7,690)	(7,840)	(7,990)	(8,140)
Revenue - Other	(200)	(200)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(63,723)**	**(63,723)**	**(14,130)**	**-**	**-**	**(14,130)**	**(14,599)**	**(15,068)**	**(15,555)**	**(15,350)**
REQUISITION	**(131,886)**	**(131,886)**	**(135,840)**	**-**	**-**	**(135,840)**	**(138,600)**	**(141,430)**	**(144,260)**	**(147,873)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.5%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

Reserve Schedule

Reserve Fund: 1.374 Regional Emergency Program - Operating Reserve Fund - Bylaw 4244

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expendiures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105538	2022	2023	2024	2025	2026	2027
Beginning Balance		91,024	39,118	32,738	26,039	19,021	11,666
Transfer from Ops Budget		4,293	-	-	-	-	-
Transfer to Ops Budget		(56,199)	(6,380)	(6,699)	(7,018)	(7,355)	(7,000)
Interest Income*		-					
Ending Balance $		**39,118**	**32,738**	**26,039**	**19,021**	**11,666**	**4,666**

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2023 Budget

Hazardous Material Incident Response

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.375 Hazardous Material Incident Response **Committee: Planning and Protective Services**

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of $400,000 or $0.007 / $1,000

FUNDING:

Requisition

1.375 - Hazardous Material Incident Response	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
District of C Saanich Contract	68,920	68,920	70,640	-	-	70,640	72,050	73,490	74,960	76,460
Staff Training & Development	120,000	35,000	121,830	-	-	121,830	123,350	124,860	126,370	128,390
Purchased Maintenance - Equipment	13,050	13,050	13,440	-	-	13,440	13,710	13,980	14,260	14,550
Allocations	116,245	116,245	121,645	-	-	121,645	125,004	128,465	132,018	135,168
Other Operating Expenses	24,263	48,137	24,940	-	34,000	58,940	25,430	25,930	26,440	26,960
TOTAL OPERATING COSTS	**342,478**	**281,352**	**352,495**	**-**	**34,000**	**386,495**	**359,544**	**366,725**	**374,048**	**381,528**
*Percentage Increase over prior year			2.9%		9.9%	12.9%	-7.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	9,560	29,560	9,560	-	-	9,560	9,560	9,560	9,560	9,560
Transfer to Operating Reserve Fund	-	41,126	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**9,560**	**70,686**	**9,560**	**-**	**-**	**9,560**	**9,560**	**9,560**	**9,560**	**9,560**
TOTAL COSTS	**352,038**	**352,038**	**362,055**	**-**	**34,000**	**396,055**	**369,104**	**376,285**	**383,608**	**391,088**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(10,633)	(10,633)	(10,405)	-	(34,000)	(44,405)	(10,424)	(10,435)	(10,448)	(10,478)
Interest Income	(330)	(330)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
Grants in Lieu of Taxes	(17,982)	(17,982)	(18,520)	-	-	(18,520)	(18,890)	(19,270)	(19,660)	(20,050)
TOTAL REVENUE	**(28,945)**	**(28,945)**	**(29,265)**	**-**	**(34,000)**	**(63,265)**	**(29,654)**	**(30,045)**	**(30,448)**	**(30,868)**
REQUISITION	**(323,093)**	**(323,093)**	**(332,790)**	**-**	**-**	**(332,790)**	**(339,450)**	**(346,240)**	**(353,160)**	**(360,220)**
*Percentage increase over prior year Requisition						3.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.375 Hazardous Material Incident Respo	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$30,000	$10,000	$10,000	$0	$20,000	$70,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$300,000	$300,000
		$0	**$30,000**	**$10,000**	**$10,000**	**$0**	**$320,000**	**$370,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$30,000	$10,000	$10,000	$0	$320,000	$370,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$30,000**	**$10,000**	**$10,000**	**$0**	**$320,000**	**$370,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.375

Service Name: Hazardous Material Incident Response

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Replacement	Hazmat Equipment	Hazmat Equipment Replacement	$50,000	E	ERF	$0	$30,000	$10,000	$10,000	$0	$0	$50,000
22-01	Replacement	SCBA	SCBA Replacement	$20,000	E	ERF	$0	$0	$0	$0	$0	$20,000	$20,000
23-01	Replacement	Command Vehicle	Replace command vehicle	$300,000	V	ERF	$0	$0	$0	$0	$0	$300,000	$300,000
			GRAND TOTAL	$370,000			$0	$30,000	$10,000	$10,000	$0	$320,000	$370,000

Hazardous Material Incident Response
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	369,290	348,850	348,410	347,970	357,530	47,090
Operating Reserve Fund	136,937	92,532	82,108	71,673	61,225	50,747
Total	**506,228**	**441,383**	**430,519**	**419,644**	**418,756**	**97,838**

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Equipment Replacement Fund

ERF Group: HAZMAT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101957	2022	2023	2024	2025	2026	2027
Beginning Balance		429,730	369,290	348,850	348,410	347,970	357,530
Transfer from Ops Budget		29,560	9,560	9,560	9,560	9,560	9,560
Planned Puchase		(90,000)	(30,000)	(10,000)	(10,000)	-	(320,000)
Interest Income		-					
Ending Balance $		**369,290**	**348,850**	**348,410**	**347,970**	**357,530**	**47,090**

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets.

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Operating Reserve Fund

Operating Resrve Fund was created under bylaw No. 4147 (2016) to fund special projects, cover unforseen opearting expenditures and stabilize revenue as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105506	2022	2023	2024	2025	2026	2027
Beginning Balance		106,444	136,937	92,532	82,108	71,673	61,225
Transfer from Ops Budget		41,126	-	-	-	-	-
Transfer to Ops Budget		(10,633)	(44,405)	(10,424)	(10,435)	(10,448)	(10,478)
Interest Income		-					
Ending Balance $		**136,937**	**92,532**	**82,108**	**71,673**	**61,225**	**50,747**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

911 Call Answer

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.911 911 Call Answer **Committee: Planning and Protective Services**

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Emergency Communications Vancouver Island Centre in Saanich operated by E-Comm.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (limited by Municipal Act).

FUNDING:

Requisition, 911 call levy, and lease revenue

1.911 - 911 Call Answer	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Service Fees	127,338	124,442	123,497	-	-	123,497	123,497	123,497	123,497	123,497
Transfer to Municipalities	703,444	696,074	696,074	-	-	696,074	696,074	696,074	696,074	696,074
CRD Dispatch Centre Levy	355,410	355,410	366,070	-	-	366,070	373,390	380,860	388,480	396,250
Allocations	263,139	264,493	271,794	-	-	271,794	279,107	286,597	294,296	301,196
Other Operating Expenses	18,120	19,208	16,640	-	-	16,640	17,420	18,240	19,100	20,000
TOTAL OPERATING COSTS	**1,467,451**	**1,459,627**	**1,474,075**	**-**	**-**	**1,474,075**	**1,489,488**	**1,505,268**	**1,521,447**	**1,537,017**
*Percentage Increase over prior year						0.5%	1.0%	1.1%	1.1%	1.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	-	10,211	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	50,000	50,000	-	-	-	-	-	-	-	-
Debt Servicing Costs	1,014,639	1,014,639	1,014,219	-	-	1,014,219	1,014,219	1,014,219	1,014,219	1,014,219
TOTAL DEBT / RESERVES	**1,064,639**	**1,074,850**	**1,014,219**	**-**	**-**	**1,014,219**	**1,014,219**	**1,014,219**	**1,014,219**	**1,014,219**
TOTAL COSTS	**2,532,090**	**2,534,477**	**2,488,294**	**-**	**-**	**2,488,294**	**2,503,707**	**2,519,487**	**2,535,666**	**2,551,236**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(71,541)	(71,541)	(22,637)	-	-	(22,637)	(28,000)	(13,034)	(18,143)	(22,103)
Service Fees	(127,338)	(124,442)	(123,497)	-	-	(123,497)	(123,497)	(123,497)	(123,497)	(123,497)
CAL Revenue	(1,134,587)	(1,122,700)	(1,122,700)	-	-	(1,122,700)	(1,122,700)	(1,122,700)	(1,122,700)	(1,122,700)
Lease Revenue	(1,009,800)	(1,009,800)	(1,009,800)	-	-	(1,009,800)	(1,009,800)	(1,029,996)	(1,029,996)	(1,029,996)
Grants in Lieu of Taxes	(9,361)	(9,361)	(9,640)	-	-	(9,640)	(9,830)	(10,030)	(10,230)	(10,430)
Other Revenue	(3,240)	(20,410)	(18,510)	-	-	(18,510)	(19,290)	(20,110)	(20,970)	(21,870)
TOTAL REVENUE	**(2,355,867)**	**(2,358,254)**	**(2,306,784)**	**-**	**-**	**(2,306,784)**	**(2,313,117)**	**(2,319,367)**	**(2,325,536)**	**(2,330,596)**
REQUISITION	**(176,223)**	**(176,223)**	**(181,510)**	**-**	**-**	**(181,510)**	**(190,590)**	**(200,120)**	**(210,130)**	**(220,640)**
*Percentage increase over prior year Requisition						3.0%	5.0%	5.0%	5.0%	5.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.911 911 Call Answer		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: **1.911**
Service Name: **911 Call Answer**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	New	New Equipment	Next-Gen 911 Call Answer Technology-Placeholder	$1,000,000	E	ERF	0	$0	$1,000,000	$0	$0	$0	$1,000,000
			GRAND TOTAL	**$1,000,000**			**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**

Service:	1.911	911 Call Answer

Project Number	23-01	Capital Project Title	New Equipment	Capital Project Description	Next-Gen 911 Call Answer Technology-Placeholder
Project Rationale	Placeholder for the next-Gen 911 call answer technology. Amount and timing are unknown.				

911 Call Answer
Reserves Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	1,059,343	1,059,343	59,343	59,343	59,343	59,343
Operating Reserve Fund	111,573	88,936	60,936	47,902	29,759	7,656
Total	**1,170,916**	**1,148,279**	**120,279**	**107,245**	**89,102**	**66,999**

Reserve Schedule

Reserve Fund: 911 Call Answer - Operating Reserve Fund

To mitigate fluctuating Call Answer Levies

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105508	2022	2023	2024	2025	2026	2027
Beginning Balance		172,903	111,573	88,936	60,936	47,902	29,759
Transfer from Ops Budget		10,211	-	-	-	-	-
Transfer to Ops Budget		(71,541)	(22,637)	(28,000)	(13,034)	(18,143)	(22,103)
Interest Income		-					
Ending Balance $		**111,573**	**88,936**	**60,936**	**47,902**	**29,759**	**7,656**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 911 Call Answer - Equipment Replacement Fund

ERF Group: EMGTSV.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101460	2022	2023	2024	2025	2026	2027
Beginning Balance		1,009,343	1,059,343	1,059,343	59,343	59,343	59,343
Transfer from Ops Budget		50,000	-	-	-	-	-
Transfer to Ops Budget		-					
Expenditures		-	-	(1,000,000)	-	-	-
Interest Income		-					
Ending Balance $		**1,059,343**	**1,059,343**	**59,343**	**59,343**	**59,343**	**59,343**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

912B Call Answer - Municipalities

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: **1.912B - 911 Call Answer - Municipalities** **Committee: Planning and Protective Services**

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

1.912B Call Answer - Municipalities	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
EXPENDITURES										
Return Grants in Lieu of Taxes	49,731	49,731	51,230	-	-	51,230	52,260	53,310	54,370	55,460
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Call Answer Levy Revenue	(703,444)	(696,074)	(696,074)	-	-	(696,074)	(696,074)	(696,074)	(696,074)	(696,074)
TOTAL REVENUE	**(703,444)**	**(696,074)**	**(696,074)**	**-**	**-**	**(696,074)**	**(696,074)**	**(696,074)**	**(696,074)**	**(696,074)**
EXCESS OF REVENUE OVER EXPENDITURES	**(653,713)**	**(646,343)**	**(644,844)**	**-**	**-**	**(644,844)**	**(643,814)**	**(642,764)**	**(641,704)**	**(640,614)**
Estimated Balance c/fwd from 2022 to 2023	-	(7,370)	7,370	-	-	7,370	-	-	-	-
Balance c/fwd from 2021 to 2022	63,910	63,910	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	**589,803**	**589,803**	**637,474**	**-**	**-**	**637,474**	**643,814**	**642,764**	**641,704**	**640,614**
*Percentage increase over prior year Requisition						8.1%	1.0%	-0.2%	-0.2%	-0.2%

CAPITAL REGIONAL DISTRICT

2023 Budget

Fire Dispatch

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.913 913 Fire Dispatch **Committee: Planning and Protective Services**

DEFINITION:

To provide emergency communication dispatch service to participating member municipalities and all Electoral Areas.

CRD Bylaw No. 3854 "Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012". Adopted December 12th, 2012.
CRD Bylw No. 4426 " Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012, Amendment Bylaw No.1, 2021". Adopted July 14th, 2021.

SERVICE DESCRIPTION:

The service has historically funded a contract with City of Langford to provide the dispatch service.
The City of Langford has withdrawn from participation in the service, effective January 01, 2022 through Bylaw No. 4426.
CRD has entered into the new contract with the District of Saanich to provide the dispatch service in replacement of City of Langford as service provider.

PARTICIPATION:

City of Langford (remove as of January 2022), District of Metchosin, District of Highland, District of Sooke, Juan de Fuca, Salt Spring Island and Southern Gulf Island

COST APPORTIONMENT:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

FUNDING:

Requisition

1.913 - Fire Dispatch	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	188,500	188,500	194,155	-	-	194,155	199,980	205,979	212,158	218,523
Allocations	61,582	61,582	39,921	-	-	39,921	40,984	42,073	43,207	44,216
Other Operating Expenses	13,330	39,206	13,040	60,000	-	73,040	73,300	73,559	73,829	77,110
TOTAL OPERATING COSTS	**263,412**	**289,288**	**247,116**	**60,000**	**-**	**307,116**	**314,264**	**321,611**	**329,194**	**339,849**
*Percentage Increase over prior year			-6.2%	22.8%		16.6%	2.3%	2.3%	2.4%	3.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	35,000	9,124	-	-	-	-	-	-	-	-
TOTAL COSTS	**298,412**	**298,412**	**247,116**	**60,000**	**-**	**307,116**	**314,264**	**321,611**	**329,194**	**339,849**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(1,024)	(2,121)	(3,334)	(7,489)
Grants in Lieu of Taxes	(13,511)	(13,511)	(13,910)	-	-	(13,910)	(14,190)	(14,470)	(14,760)	(15,050)
Revenue - Other	(800)	(800)	(800)	-	-	(800)	(800)	(800)	(800)	(800)
TOTAL REVENUE	**(14,311)**	**(14,311)**	**(14,710)**	**-**	**-**	**(14,710)**	**(16,014)**	**(17,391)**	**(18,894)**	**(23,339)**
REQUISITION	**(284,101)**	**(284,101)**	**(232,406)**	**(60,000)**	**-**	**(292,406)**	**(298,250)**	**(304,220)**	**(310,300)**	**(316,510)**
*Percentage increase over prior year Requisition			-18.2%	21.1%		2.9%	2.0%	2.0%	2.0%	2.0%

Fire Dispatch
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	-	-	-	-	-	-
Operating Reserve Fund	124,400	124,400	123,376	121,255	117,921	110,432
Total	**124,400**	**124,400**	**123,376**	**121,255**	**117,921**	**110,432**

Reserve Schedule

Reserve Fund: 1.913 Langford Fire Dispatch - Equipment Replacement Fund

ERF Group: LANGFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102125	2022	2023	2024	2025	2026	2027
Beginning Balance		115,276	-	-	-	-	-
Transfer from Ops Budget		9,124	-	-	-	-	-
Expenditues		-	-	-	-	-	-
Transfer to ORF		(124,400)	-	-	-	-	-
Interest Income		-					
Ending Balance $		-	-	-	-	-	-

Assumptions/Background:

Reserve Schedule

Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.
To be created.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	TBD	2022	2023	2024	2025	2026	2027
Beginning Balance		-	124,400	124,400	123,376	121,255	117,921
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from ERF		124,400	-	-	-	-	-
Expenditures		-	-	(1,024)	(2,121)	(3,334)	(7,489)
Interest Income		-					
Ending Balance $		**124,400**	**124,400**	**123,376**	**121,255**	**117,921**	**110,432**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Regional CREST Contribution

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.921 Regional CREST Contribution **Committee: Planning and Protective Services**

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition

1.921 - Regional CREST Contribution	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to CREST	1,758,110	1,758,110	1,810,850	-	-	1,810,850	1,847,070	1,884,010	1,921,690	1,960,120
Internal Interest	6,000	4,500	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL COSTS	**1,764,110**	**1,762,610**	**1,816,850**	**-**	**-**	**1,816,850**	**1,853,070**	**1,890,010**	**1,927,690**	**1,966,120**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	1,500	(1,500)	-	-	(1,500)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,559)	(1,559)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(100,233)	(100,233)	(103,240)	-	-	(103,240)	(105,310)	(107,420)	(109,570)	(111,760)
Revenue-Other	(2,500)	(2,500)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
TOTAL REVENUE	**(104,292)**	**(102,792)**	**(107,240)**	**-**	**-**	**(107,240)**	**(107,810)**	**(109,920)**	**(112,070)**	**(114,260)**
REQUISITION	**(1,659,818)**	**(1,659,818)**	**(1,709,610)**	**-**	**-**	**(1,709,610)**	**(1,745,260)**	**(1,780,090)**	**(1,815,620)**	**(1,851,860)**
*Percentage increase over prior year Requisition						3.0%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Animal Care Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.313 Animal Care Services **Committee: Planning and Protection Services**

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the Pauquachin, Songhees and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 3 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

Change in Budget 2022 to 2023 Service: 1.313 Animal Care Services	Total Expenditure	Comments
2022 Budget	**1,479,358**	
Change in Salaries:		
Base salary change	15,101	Inclusive of estimated collective agreement changes
Step decrease/paygrade change	(6,036)	
One-time overtime costs in 2022	(14,440)	Overtime cost in 2022 to implement Saanich service agreement
Annualization of 2022 positions: 3.3 FTE added	109,683	2022 Financial Plan Amendment: CRD Board, July 13, 2022
Total Change in Salaries	104,308	
Other Changes:		
Standard OH Allocation	7,958	2022 Financial Plan Amendment: CRD Board, July 13, 2022
Human Resources Allocation	2,429	
Vehicle Operating Expenses	5,930	
Supplies	18,220	
Training and Uniforms	11,000	
Promotion	5,030	
Reserve Transfers	12,000	
Other Operating Expenses	6,900	
Legal Expenses	(7,240)	Realignment of budget based on previous actual expenses
Other	(741)	
Total Other Changes	61,486	
2023 Budget	**1,645,152**	
Summary of % Expense Increase		
District of Saanich service agreement annualization	12.1%	
Legal and salary expenses	-0.9%	
% expense increase from 2022:	***11.2%***	
% Requisition increase from 2022:	***3.0%***	*Requisition funding is 28% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is no material variance projected. The minor estmiated deficit of $1,507 (0.1%) will be moved to the Equipment Replacement Reserve, which has an expected year end balance of $169,867 before this transfer.

1.313 - Animal Care Services	2022 BOARD BUDGET Amended	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Salaries & Wages	950,457	924,738	945,082	109,683	-	1,054,765	1,077,018	1,099,990	1,122,953	1,146,643
Vehicle Operating Expenses	40,000	40,000	41,200	5,930	-	47,130	48,070	49,030	50,010	51,010
Telecommunications	44,570	44,570	45,910	-	-	45,910	46,830	47,770	48,730	49,700
Supplies	36,720	36,720	37,830	18,220	-	56,050	57,170	58,320	59,480	60,670
Allocations	222,511	222,511	224,560	10,387	-	234,947	239,311	243,748	248,979	256,319
Other Operating Expenses	135,100	129,189	131,420	22,930	-	154,350	157,430	160,570	163,780	167,060
TOTAL OPERATING COSTS	**1,429,358**	**1,397,728**	**1,426,002**	**167,150**	**-**	**1,593,152**	**1,625,829**	**1,659,428**	**1,693,932**	**1,731,402**
*Percentage Increase over prior year			-0.2%	11.7%		11.5%	2.1%	2.1%	2.1%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	30,000	28,493	20,000	6,000	-	26,000	32,000	37,000	42,000	45,000
Transfer to Operating Reserve Fund	20,000	20,000	20,000	6,000	-	26,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVE	**50,000**	**48,493**	**40,000**	**12,000**	**-**	**52,000**	**57,000**	**62,000**	**67,000**	**70,000**
TOTAL COSTS	**1,479,358**	**1,446,221**	**1,466,002**	**179,150**	**-**	**1,645,152**	**1,682,829**	**1,721,428**	**1,760,932**	**1,801,402**
*Percentage Increase over prior year			-0.9%	12.1%		11.2%	2.3%	2.3%	2.3%	2.3%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(22,493)	(22,493)	-	-	-	-	-	-	-	-
Fees Charged	(18,500)	(13,500)	(19,060)	-	-	(19,060)	(19,440)	(19,830)	(20,230)	(20,640)
Sale of Goods and Services	(973,783)	(945,453)	(968,430)	(179,150)	-	(1,147,580)	(1,175,319)	(1,203,768)	(1,232,922)	(1,262,822)
Grants in Lieu of Taxes	(11,770)	(11,770)	(12,120)	-	-	(12,120)	(12,360)	(12,610)	(12,860)	(13,120)
Revenue - Other	(5,800)	(5,993)	(5,970)	-	-	(5,970)	(6,080)	(6,200)	(6,320)	(6,450)
TOTAL REVENUE	**(1,032,346)**	**(999,209)**	**(1,005,580)**	**(179,150)**	**-**	**(1,184,730)**	**(1,213,199)**	**(1,242,408)**	**(1,272,332)**	**(1,303,032)**
REQUISITION	**(447,012)**	**(447,012)**	**(460,422)**	**-**	**-**	**(460,422)**	**(469,630)**	**(479,020)**	**(488,600)**	**(498,370)**
*Percentage increase over prior year Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS Salaried FTE	10.6	10.6	10.6			10.6	10.6	10.6	10.6	10.6

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.313 Animal Care Services		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
		$0	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$150,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$150,000**

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

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

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

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

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 2021 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 = Economic benefit to the organization.

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

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

Service #: 1.313

Service Name: Animal Care Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-01	Replacement	Computer Replacements	Replacement of computer equipment	$18,364	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
19-02	Replacement	Vehicle Replacements	Replacement of vehicles (shared with Bylaw)	$194,000	V	ERF	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
			GRAND TOTAL	**$212,364**			**$0**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$30,000**	**$150,000**

Service:	1.313	Animal Care Services

Project Number	19-01	Capital Project Title	Computer Replacements	Capital Project Description	Replacement of computer equipment
Project Rationale	Replace computers as required and requested by IT.				

Project Number	19-02	Capital Project Title	Vehicle Replacements	Capital Project Description	Replacement of vehicles (shared with Bylaw)
Project Rationale	To replace vehicles used for Animal Control and Bylaw Enforcement. Current vehicles have more than 170,000km and do not meet the expectations to perform the duties required. These vehicles are required for daily use to perform the duties the CRD is contracted for. Replacement of vehicles with newer models will also eliminate the need to replace every two years.				

Animal Care Services
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	73,206	99,206	124,206	149,206	174,206	199,206
Operating Reserve Fund - Bequest	103	103	103	103	103	103
Equipment Replacement Fund	168,813	164,813	166,813	173,813	185,813	200,813
Total	**242,122**	**264,122**	**291,122**	**323,122**	**360,122**	**400,122**

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105407	2022	2023	2024	2025	2026	2027
Beginning Balance		75,699	73,206	99,206	124,206	149,206	174,206
Transfer from Ops Budget		20,000	26,000	25,000	25,000	25,000	25,000
Transfer to Ops Budget		(22,493)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**73,206**	**99,206**	**124,206**	**149,206**	**174,206**	**199,206**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund - Bequest

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105103	2022	2023	2024	2025	2026	2027
Beginning Balance		517,235	103	103	103	103	103
Planned Purchase		(517,132)	-	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**103**	**103**	**103**	**103**	**103**	**103**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Equipment Replacement Fund

For replacement of vehicles, computers and furnishings.

ERF Group: ANICON.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101424	2022	2023	2024	2025	2026	2027
Beginning Balance		162,360	168,813	164,813	166,813	173,813	185,813
Transfer from Op Budget		28,493	26,000	32,000	37,000	42,000	45,000
Planned Purchases		(22,040)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Interest Income		-					
Ending Balance $		**168,813**	**164,813**	**166,813**	**173,813**	**185,813**	**200,813**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2023 Budget

Bylaw Enforcement

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.323 Bylaw Services **Committee: Planning and Protective Services**

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

1.323 - Bylaw Enforcement	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	366,237	466,632	359,619	4,984	-	364,603	372,606	381,312	389,668	397,044
Vehicle Operating Expenses	19,721	30,000	25,000	-	-	25,000	25,500	26,010	26,530	27,060
Telecommunications	5,260	5,260	8,000	-	-	8,000	8,160	8,320	8,490	8,660
Supplies	600	600	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Allocations	73,057	73,057	79,681	-	-	79,681	80,854	82,048	83,772	86,696
Other Operating Expenses	37,400	31,573	39,550	-	-	39,550	40,340	41,140	41,960	42,790
TOTAL OPERATING COSTS	**502,275**	**607,122**	**515,350**	**4,984**	**-**	**520,334**	**531,030**	**542,470**	**554,130**	**566,030**
*Percentage Increase over prior year			2.6%	1.0%		3.6%	2.1%	2.2%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	36,960	51,523	44,000	-	-	44,000	44,500	44,500	44,500	44,500
TOTAL CAPITAL / RESERVE	**36,960**	**51,523**	**44,000**	**-**	**-**	**44,000**	**44,500**	**44,500**	**44,500**	**44,500**
TOTAL COSTS	**539,235**	**658,645**	**559,350**	**4,984**	**-**	**564,334**	**575,530**	**586,970**	**598,630**	**610,530**
Internal Recoveries	(510,425)	(620,045)	(530,610)	(4,984)	-	(535,594)	(546,280)	(557,200)	(568,330)	(579,680)
OPERATING COSTS LESS INTERNAL RECOVERIES	**28,810**	**38,600**	**28,740**	**-**	**-**	**28,740**	**29,250**	**29,770**	**30,300**	**30,850**
FUNDING SOURCES (REVENUE)										
Sale of Goods and Services	(25,200)	(28,100)	(25,110)	-	-	(25,110)	(25,610)	(26,120)	(26,640)	(27,180)
Revenue - Other	(3,610)	(10,500)	(3,630)	-	-	(3,630)	(3,640)	(3,650)	(3,660)	(3,670)
TOTAL REVENUE	**(28,810)**	**(38,600)**	**(28,740)**	**-**	**-**	**(28,740)**	**(29,250)**	**(29,770)**	**(30,300)**	**(30,850)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS:										
Salaried	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.323 ByLaw Services		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$1,010	$1,030	$0	$0	$0	$2,040
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$150,000	$0	$0	$0	$0	$150,000
			$0	**$151,010**	**$1,030**	**$0**	**$0**	**$0**	**$152,040**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$151,010	$1,030	$0	$0	$0	$152,040
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$151,010**	**$1,030**	**$0**	**$0**	**$0**	**$152,040**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or 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 #: 1.323
Service Name: ByLaw Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-01	Replacement	Computers	Replacement of computer equipment	$4,950	E	ERF	$0	$1,010	$1,030	$0	$0	$0	$2,040
19-02	Replacement	Vehicle	Replacement of Bylaw vehicle	$150,000	V	ERF	$0	$150,000	$0	$0	$0	$0	$150,000
				$154,950			**$0**	**$151,010**	**$1,030**	**$0**	**$0**	**$0**	**$152,040**

Reserve Schedule

Reserve Fund: 1.323 Bylaw Enforcement - Equipment Replacement Fund

ERF Group: BYLAW.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101426	2022	2023	2024	2025	2026	2027
Beginning Balance		199,580	235,113	128,103	171,573	216,073	260,573
Transfer from Ops Budget		51,523	44,000	44,500	44,500	44,500	44,500
Planned Purchase		(15,990)	(151,010)	(1,030)	-	-	-
Interest Income		-					
Ending Balance $		**235,113**	**128,103**	**171,573**	**216,073**	**260,573**	**305,073**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2023 Budget

Traffic Safety Commission

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.230 Traffic Safety **Committee: Traffic Safety**

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990), Bylaw No. 1921 (1991), No. 3614 (2009), and No. 4166 (2017).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission. This service primarily provides funding for advertising which is generally leveraged, resulting in about $3 worth of advertising for every $1 actually spent.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

N/A

1.230 - Traffic Safety Commission	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocation - Finance & Corp. Svc	6,883	6,883	5,921	-	-	5,921	6,040	6,161	6,284	6,410
Insurance Costs	320	320	280	-	-	280	300	320	340	360
Advertising, Promotion and Meetings	76,515	43,000	93,806	-	-	93,806	60,000	61,200	62,430	63,680
Other Expenses	34,710	12,190	32,190	-	-	32,190	11,342	11,530	11,720	11,910
TOTAL COSTS	**118,428**	**62,393**	**132,197**	**-**	**-**	**132,197**	**77,682**	**79,211**	**80,774**	**82,360**
*Percentage Increase over prior year						11.6%	-41.2%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	56,035	(56,035)	-	-	(56,035)	-	-	-	-
Balance c/fwd from 2021 to 2022	(42,358)	(42,358)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,358)	(3,358)	(3,450)	-	-	(3,450)	(3,520)	(3,570)	(3,624)	(3,671)
Other Revenue	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(45,916)**	**10,119**	**(59,685)**	**-**	**-**	**(59,685)**	**(3,720)**	**(3,770)**	**(3,824)**	**(3,871)**
REQUISITION	**(72,512)**	**(72,512)**	**(72,512)**	**-**	**-**	**(72,512)**	**(73,962)**	**(75,441)**	**(76,950)**	**(78,489)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Regional Planning Services

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.324 Regional Planning Services **Committee: Planning and Protective Services**

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.324 - Regional Planning Services	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Salaries & Wages	995,964	958,698	1,032,630	-	-	1,032,630	1,054,833	1,077,521	1,100,694	1,124,363
Contract for Services	70,000	60,000	72,100	-	-	72,100	73,540	75,010	76,510	78,040
Allocations	240,128	240,128	238,269	-	-	238,269	249,566	257,541	265,446	273,651
Program Development Costs	793,000	783,000	94,110	-	-	94,110	95,990	97,910	74,870	-
Other Operating Expenses	91,920	72,580	93,950	-	-	93,950	97,470	99,520	101,640	103,810
TOTAL OPERATING COSTS	**2,191,012**	**2,114,406**	**1,531,059**	**-**	**-**	**1,531,059**	**1,571,399**	**1,607,502**	**1,619,160**	**1,579,864**
*Percentage Increase over prior year						-30.1%	2.6%	2.3%	0.7%	-2.4%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	85,365	-	-	-	-	-	-	-	5,000
Transfer to Equipment Replacement Fund	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL CAPITAL / RESERVES	**2,500**	**87,865**	**2,500**	**-**	**-**	**2,500**	**2,500**	**2,500**	**2,500**	**7,500**
TOTAL COSTS	**2,193,512**	**2,202,271**	**1,533,559**	**-**	**-**	**1,533,559**	**1,573,899**	**1,610,002**	**1,621,660**	**1,587,364**
Internal Recoveries	(77,852)	(77,852)	(86,650)	-	-	(86,650)	(88,320)	(90,050)	(91,870)	(93,710)
TOTAL COSTS NET OF RECOVERIES	**2,115,660**	**2,124,419**	**1,446,909**	**-**	**-**	**1,446,909**	**1,485,579**	**1,519,952**	**1,529,790**	**1,493,654**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(857,304)	(857,304)	(152,405)	-	-	(152,405)	(163,649)	(169,390)	(152,215)	(88,516)
Grants in Lieu of Taxes	(61,264)	(61,264)	(63,100)	-	-	(63,100)	(64,370)	(67,190)	(68,530)	(69,910)
Revenue - Other	(2,900)	(12,209)	(2,990)	-	-	(2,990)	(3,050)	(3,080)	(3,150)	(3,220)
Recovery - Other	(550)	-	(570)	-	-	(570)	(580)	(590)	(600)	(610)
TOTAL REVENUE	**(922,018)**	**(930,777)**	**(219,065)**	**-**	**-**	**(219,065)**	**(231,649)**	**(240,250)**	**(224,495)**	**(162,256)**
REQUISITION	**(1,193,642)**	**(1,193,642)**	**(1,227,844)**	**-**	**-**	**(1,227,844)**	**(1,253,930)**	**(1,279,702)**	**(1,305,295)**	**(1,331,398)**
*Percentage increase over prior year Requisition						2.9%	2.1%	2.1%	2.0%	2.0%
Salaried	7.5	7.5	7.5			7.5	7.5	7.5	7.5	7.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.324 Regional Planning Services		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$43,000	$4,000	$4,000	$8,000	$3,000	$62,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$43,000**	**$4,000**	**$4,000**	**$8,000**	**$3,000**	**$62,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$43,000	$4,000	$4,000	$8,000	$3,000	$62,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$43,000**	**$4,000**	**$4,000**	**$8,000**	**$3,000**	**$62,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.324
Service Name: Regional Planning Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Replacement	Computer Replacement	Computer Replacement	$36,700	E	ERF	$0	$3,000	$4,000	$4,000	$8,000	$3,000	$22,000
22-01	Renewal	Photocopier Renewal	Photocopier Renewal	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
			GRAND TOTAL	**$76,700**			**$0**	**$43,000**	**$4,000**	**$4,000**	**$8,000**	**$3,000**	**$62,000**

Service:	1.324	Regional Planning Services

Project Number	18-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Computer Replacement
Project Rationale	Planned computer replacement for RSP staff complement, per IT replacement schedule.				

Project Number	22-01	**Capital Project Title**	Photocopier Renewal	**Capital Project Description**	Photocopier Renewal
Project Rationale	Planned photocopy renewal for RSP office, per IT replacement schedule.				

Regional Planning Services
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	215,341	174,841	173,341	171,841	166,341	165,841
Operating Reserve Fund	1,526,522	1,374,117	1,210,468	1,041,078	888,863	805,347
Total	**1,741,863**	**1,548,958**	**1,383,809**	**1,212,919**	**1,055,204**	**971,188**

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Equipment Replacement Fund

ERF Group: RGPLAN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101427	2022	2023	2024	2025	2026	2027
Beginning Balance		313,241	215,341	174,841	173,341	171,841	166,341
Transfer from Ops Budget		2,500	2,500	2,500	2,500	2,500	2,500
Planned Purchase		(100,400)	(43,000)	(4,000)	(4,000)	(8,000)	(3,000)
Interest Income		-					
Ending Balance $		**215,341**	**174,841**	**173,341**	**171,841**	**166,341**	**165,841**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment and furnishings.

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105501	2022	2023	2024	2025	2026	2027
Beginning Balance		2,298,461	1,526,522	1,374,117	1,210,468	1,041,078	888,863
Transfer from Ops Budget		85,365	-	-	-	-	5,000
Transfer to Ops Budget - Program Development							
Implementation of Data Review		(25,000)	(25,000)	(25,000)	(25,000)	-	-
Origin and Destination Survey		(418,000)	-	-	-	-	-
Regional Transportation Model Calibration		(310,000)	-	-	-	-	-
Transfer to Ops Budget - Core Budget		(82,876)	(110,325)	(133,991)	(139,288)	(152,215)	(88,516)
Transfer to Ops Budget - Manager of Strategic Planning		(21,428)	(17,080)	(4,658)	(5,102)	-	-
Interest Income		-					
Ending Balance $		**1,526,522**	**1,374,117**	**1,210,468**	**1,041,078**	**888,863**	**805,347**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Regional Growth Strategy

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.330 Regional Growth Strategy **Committee: Planning and Protective Services**

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act*. The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Change in Budget 2022 to 2023 Service: 1.330 Regional Growth Strategy	Total Expenditure	Comments
2022 Budget	**328,309**	
Change in Salaries:		
Base salary change	3,294	Inclusive of estimated collective agreement changes
Step decrease/paygrade change	(2,957)	
Other wages and benefits	1,200	Inlationary increase for auxiliary staff
Total Change in Salaries	1,537	
Other Changes:		
Foodlands Trust - ORF-funded studies and financial modelling	100,000	2023 IBC: 11b-1 Foodlands Access Service
2022 Foodlands Trust business case	(15,000)	2022 One-time expense
Other	6,974	
Total Other Changes	91,974	
2023 Budget	**421,820**	
Summary of % Expense Increase		
2023 IBC Expense	30.5%	
Reduction in one-time 2022 costs	-4.6%	
Balance of increase	2.6%	
% expense increase from 2022:	***28.5%***	
% Requisition increase from 2022 (if applicable):	***3.0%***	*Requisition funding is 72.2% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Operating costs are projected at $45,494 (-14.3%) lower than budget mainly due to a vacant Research Planner position, and lower meeting and legal expenses. The $45,494 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of $1,564,594 before this transfer.

1.330 - Regional Growth Strategy	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	155,747	118,210	157,284	-	-	157,284	160,603	163,983	167,435	170,969
Contract for Services	23,290	23,290	23,990	-	-	23,990	24,470	24,960	25,460	25,970
Special Projects	15,000	15,000	-	-	100,000	100,000	-	300,000	-	-
Allocations	110,122	110,122	115,976	-	-	115,976	118,293	120,680	123,109	125,576
Other Operating Expenses	14,150	6,193	14,570	-	-	14,570	14,860	15,150	15,450	15,750
TOTAL OPERATING COSTS	**318,309**	**272,815**	**311,820**	**-**	**100,000**	**411,820**	**318,226**	**624,773**	**331,454**	**338,265**
*Percentage Increase over prior year			-2.0%		31.4%	29.4%	-22.7%	96.3%	-46.9%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	10,000	55,494	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	**10,000**	**55,494**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**328,309**	**328,309**	**321,820**	**-**	**100,000**	**421,820**	**328,226**	**634,773**	**341,454**	**348,265**
*Percentage Increase over prior year			-2.0%		30.5%	28.5%	-22.2%	93.4%	-46.2%	2.0%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(15,354)	(15,354)	-	-	(100,000)	(100,000)	-	(300,000)	-	-
Grants in Lieu of Taxes	(16,324)	(16,324)	(16,324)	-	-	(16,324)	(16,640)	(16,980)	(17,320)	(17,670)
Revenue - Other	(1,020)	(1,020)	(1,020)	-	-	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
TOTAL REVENUE	**(32,698)**	**(32,698)**	**(17,344)**	**-**	**(100,000)**	**(117,344)**	**(17,660)**	**(318,000)**	**(18,340)**	**(18,690)**
REQUISITION	**(295,611)**	**(295,611)**	**(304,476)**	**-**	**-**	**(304,476)**	**(310,566)**	**(316,773)**	**(323,114)**	**(329,575)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS Salaried	1.0	1.0	1.0			1.0	1.0	1.0	1.0	1.0

Reserve Schedule

Reserve Fund: 1.330 Regional Growth Strategy - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105502	2022	2023	2024	2025	2026	2027
Beginning Balance		1,569,948	1,610,088	1,520,088	1,530,088	1,240,088	1,250,088
Transfer from Ops Budget		55,494	10,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		(15,354)	(100,000)	-	(300,000)	-	-
Interest Income		-					
Ending Balance $		**1,610,088**	**1,520,088**	**1,530,088**	**1,240,088**	**1,250,088**	**1,260,088**

Assumptions/Background:

2022 - $15k - Foodlands Trust Business Case
2023 - $100k - IBC 11b-1: Foodlands Access Service
2025 - $300k - Regional Growth Strategy Review and Update

CAPITAL REGIONAL DISTRICT

2023 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

COMMITTEE OF THE WHOLE
September 21, 2022
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COMMITTEE OF THE WHOLE
September 21, 2022
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CAPITAL REGIONAL DISTRICT

2023 BUDGET

Regional Water Supply

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service:	2.670	Regional Water Supply	Commission: Regional Water Supply

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich
Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford
District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities		$137,700,000
Borrowed:			$91,400,000
Remaining:	Expired		$46,300,000
Authorized:	LA Bylaw No. 3451 - Regional Water Supply Land Acquisition		$60,000,000
Borrowed:			$60,000,000
Remaining:			$0
Authorized:	LA Bylaw No. 3902 - Regional Water Supply Water Works Facilities	2014	$12,500,000
Borrowed:			$9,500,000
Remaining:	Expired		$3,000,000
Authorized:	LA Bylaw No. 4382 - Regional Water Supply Water Works Facilities	2021	$46,000,000
Borrowed:			$0
Remaining:	Active		$46,000,000

FUNDING:

Costs are recovered through the sale of bulk water.

Change in Budget 2022 to 2023 Service: 2.670 Regional Water Supply	Total Expenditure	Comments
2022 Budget	**36,539,270**	
Change in Labour:		
	361,900	Labour charges (salaries and overhead)
Total Change in Labour	361,900	
Other Changes:		
Transfer to Capital	1,215,977	Increase in Capital Fund and Reserve transfers
	1,104,504	One-time Capital Fund transfer, funded by return of MFA deposit on expiring debt
Conveyance fee for service to First Nations	870,000	
Vehicles	260,842	
Supplies - chemicals	117,150	
Contract for Services	150,000	IBC 10d-3 2023 Watershed Hydrology Monitoring
Contract for Services	(150,000)	IBC 10d-3 2022 Watershed Hydrology Monitoring
Principal & Interest Payments	(601,942)	Interest savings for debt retirement of LA3419-1030 of $7m; LA3451-1030 for $60m
Agriculture Water Rate Funding	50,000	
Other Costs	(1,898)	
Total Other Changes	3,014,633	
2023 Budget	**39,915,803**	

Summary of % Expense Increase	
Conveyance fee for service to First Nations	2.4%
One-time capital transfer, funded by MFA deposit	3.0%
Change between capital and debt funding	1.7%
Balance of increase	2.2%
% expense increase from 2022:	***9.2%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable water sales variance of $318,600 (0.9%) as 2022 demand forecast is slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. There is an additional favourable operating variance of $160.800 (0.4%) largely related to temporary staff vacancies. The net surplus of $510,000 will be transferred to the services' Water Capital Fund.

Program Group: CRD-Regional Water Supply

SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 BUDGET REQUEST: 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2024	2025	2026	2027
1	2	3	4	5	6	7	8	9	10	11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,690,703	5,444,247	5,792,432	-	150,000	5,942,432	5,908,280	6,026,443	6,146,979	6,269,911
WATER MANAGEMENT	6,272,411	6,325,911	6,683,286	-	-	6,683,286	6,815,529	6,951,848	7,090,923	7,232,778
WATER QUALITY	1,862,117	1,857,755	1,925,729	-	-	1,925,729	1,964,252	2,003,521	2,043,605	2,084,474
CROSS CONNECTION	754,239	728,934	770,923	-	-	770,923	786,607	802,440	818,594	835,085
DEMAND MANAGEMENT	705,184	730,690	726,084	-	-	726,084	740,848	755,773	770,985	786,518
INFRASTRUCTURE ENGINEERING	496,982	494,982	527,884	-	-	527,884	538,440	549,219	560,201	571,409
FLEET OPERATION & MAINTENANCE	(314,181)	(314,181)	(393,653)	-	-	(393,653)	(497,590)	(563,409)	(602,235)	(638,415)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	581,912	620,158	604,677	-	-	604,677	617,406	630,401	643,631	657,177
TOTAL OPERATING EXPENDITURES	16,049,367	15,888,496	16,637,362	-	150,000	16,787,362	16,873,772	17,156,236	17,472,682	17,798,937
Percentage increase over prior year's board budget			3.66%			4.60%	0.51%	1.67%	1.84%	1.87%
CONVEYANCE FEE FOR SERVICE TO FIRST NATIONS	-	-	-	870,000	-	870,000	887,400	905,150	923,250	941,700
AGRICULTURAL WATER RATE FUNDING	1,700,000	1,700,000	1,750,000	-	-	1,750,000	1,800,000	1,850,000	1,900,000	1,950,000
			2.94%			2.94%	2.86%	2.78%	2.70%	2.63%
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	10,152,385	10,662,226	11,197,600	-	1,104,504	12,302,104	17,450,000	19,100,000	20,400,000	23,800,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	314,181	314,181	393,653	-	-	393,653	497,590	563,409	602,235	638,415
TRANSFER TO DEBT RESERVE FUND	30,410	-	121,700	-	-	121,700	166,630	237,630	299,530	125,630
TOTAL CAPITAL EXPENDITURES & TRANSFERS	10,496,976	10,976,407	11,712,953	-	1,104,504	12,817,457	18,114,220	19,901,039	21,301,765	24,564,045
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	8,292,927	8,292,927	7,690,985	-	-	7,690,985	3,800,836	4,811,482	6,690,276	8,760,522
TOTAL DEBT EXPENDITURES	8,292,927	8,292,927	7,690,985	-	-	7,690,985	3,800,836	4,811,482	6,690,276	8,760,522
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	36,539,270	36,857,830	37,791,300	870,000	1,254,504	39,915,804	41,476,228	44,623,907	48,287,973	54,015,204
SOURCES OF FUNDING										
REVENUE - SALES	(35,926,800)	(36,256,740)	(37,087,540)	(870,000)	(150,000)	(38,107,540)	(40,727,538)	(43,804,217)	(47,406,383)	(53,307,514)
REVENUE - OTHER	(612,470)	(601,090)	(703,760)	-	(1,104,504)	(1,808,264)	(748,690)	(819,690)	(881,590)	(707,690)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(36,539,270)	(36,857,830)	(37,791,300)	(870,000)	(1,254,504)	(39,915,804)	(41,476,228)	(44,623,907)	(48,287,973)	(54,015,204)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(36,539,270)	(36,857,830)	(37,791,300)	(870,000)	(1,254,504)	(39,915,804)	(41,476,228)	(44,623,907)	(48,287,973)	(54,015,204)
Percentage increase over prior year's board budget			3.43%			9.24%	3.91%	7.59%	8.21%	11.86%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.670 Regional Water Supply	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$2,970,000	$3,990,000	$2,700,000	$1,350,000	-	-	$8,040,000
Equipment	$4,885,000	$13,410,000	$1,660,000	$1,360,000	$1,715,000	$1,090,000	$19,235,000
Land	$818,000	$3,113,000	$830,000	$525,000	$290,000	$220,000	$4,978,000
Engineered Structures	$7,965,000	$15,795,000	$28,450,000	$37,975,000	$47,375,000	$34,305,000	$163,900,000
Vehicles	$1,089,250	$1,315,000	$843,000	$630,000	$775,000	$855,000	$4,418,000
	$17,727,250	**$37,623,000**	**$34,483,000**	**$41,840,000**	**$50,155,000**	**$36,470,000**	**$200,571,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$14,302,000	$23,988,000	$11,340,000	$16,710,000	$18,390,000	$19,615,000	$90,043,000
Debenture Debt (New Debt Only)	-	$9,600,000	$14,100,000	$21,200,000	$27,390,000	$10,000,000	$82,290,000
Equipment Replacement Fund	$885,250	$995,000	$843,000	$630,000	$775,000	$855,000	$4,098,000
Grants (Federal, Provincial)	$40,000	$40,000	$7,200,000	$2,300,000	$3,600,000	$6,000,000	$19,140,000
Donations / Third Party Funding	$2,500,000	$3,000,000	$1,000,000	$1,000,000	-	-	$5,000,000
Reserve Fund	-	-	-	-	-	-	-
	$17,727,250	**$37,623,000**	**$34,483,000**	**$41,840,000**	**$50,155,000**	**$36,470,000**	**$200,571,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.670/2.680 Regional Water Supply & JDF Wate	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$1,100,000	$1,730,000	$530,000	$330,000	$330,000	$340,000	$3,260,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,100,000	$1,810,000	$610,000	$410,000	$410,000	$420,000	$3,660,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

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

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.

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

Service #: **2.670**
Service Name: **Regional Water Supply**

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
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public	**$120,000**	B	WU	-	$20,000	-	**$50,000**	-	-	$70,000
17-01				**$376,000**	**B**	**Grant**	-	-	-	**$300,000**	-	-	$300,000
18-10	Study	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	$185,000	L	WU	-	$50,000	-	-	-	-	$50,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.	$75,000	L	WU	$38,000	$38,000	-	-	-	-	$38,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	$180,000	L	WU	$180,000	$180,000	-	-	-	-	$180,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	$60,000	L	WU	-	$10,000	$10,000	$10,000	$10,000	-	$40,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	$260,000	L	WU	$120,000	$120,000	**$50,000**	-	-	-	$170,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	$230,000	L	WU	$110,000	$110,000	**$60,000**	-	-	-	$170,000
21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs	$75,000	L	WU	$15,000	$15,000	-	-	-	-	$15,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	$320,000	L	WU	$50,000	$150,000	$100,000	-	-	-	$250,000
23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	**$250,000**	L	WU	-	**$200,000**	**$50,000**	-	-	-	$250,000
22-04	Renewal	GVWSA Orthophotography	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.	$95,000	L	WU	$15,000	$30,000	-	**$35,000**	-	**$40,000**	**$105,000**
22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.	$50,000	L	WU	$40,000	$40,000	-	-	-	-	$40,000
22-10	New	GVWSA/RWS Educational Videos	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.	$60,000	L	WU	$30,000	$30,000	**$30,000**	-	-	-	$60,000
23-05	Study	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.	$50,000	L	WU	$25,000	$25,000	-	-	-	-	$25,000
24-03	**Study**	**Biosecurity Risk Assessment & Procedures**	**Assess GVWSA biosecurity risks and develop mitigating protocols/procedures**	**$50,000**	L	WU	-	-	**$50,000**	-	-	-	**$50,000**

Service #: 2.670

Service Name: Regional Water Supply

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
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	$5,756,000	L	WU	$125,000	$325,000	$200,000	$200,000	-	-	$725,000
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function	$1,800,000	B	WU	$20,000	$20,000	-	-	-	-	**$20,000**
16-06	Renewal	Goldstream IWS Field Office1	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.	**$3,200,000**	B	WU	$450,000	$950,000	**$1,700,000**	-	-	-	**$2,650,000**
16-06				$5,000,000	B	Other	$2,500,000	**$3,000,000**	**$1,000,000**	**$1,000,000**	-	-	$5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	**$540,000**	E	WU	$40,000	**$80,000**	-	-	-	-	$80,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	$850,000	L	WU	$10,000	$110,000	$100,000	$100,000	$100,000	**$100,000**	$510,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	**$330,000**	S	WU	-	**$30,000**	**$300,000**	-	-	-	$330,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	**$230,000**	E	WU	-	**$60,000**	-	-	-	-	$60,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	**$610,000**	S	WU	$390,000	**$440,000**	**$160,000**	-	-	-	**$600,000**
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	$650,000	S	WU	-	-	**$100,000**	-	$200,000	-	$300,000
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	$520,000	L	WU	$60,000	$100,000	$100,000	$100,000	$100,000	-	$400,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	**$850,000**	S	WU	-	**-**	**$350,000**	-	-	-	$350,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	**$340,000**	S	WU	-	**$15,000**	-	$325,000	-	-	$340,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	**$315,000**	S	WU	-	-	**$15,000**	-	$300,000	-	$315,000
22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.	$60,000	E	WU	$30,000	**$50,000**	-	-	-	-	$50,000
23-10	New	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.	$30,000	E	WU	-	$30,000	-	-	-	-	$30,000
23-11	New	**Purchase and deployment of Second Wildfire Camera for Leech WSA, and analytic software**	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.	**$100,000**	E	WU	-	$50,000	**$50,000**	-	-	-	**$100,000**
23-23	**Replacement**	**Brushcutting head for Excavator**	**The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.**	**$30,000**	**V**	**WU**	**-**	**$30,000**	**-**	**-**	**-**	**-**	**$30,000**
WaterShed Protection Sub-Total				**$23,647,000**			**$4,248,000**	**$6,308,000**	**$4,425,000**	**$2,120,000**	**$710,000**	**$140,000**	**$13,703,000**
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	**$2,250,000**	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	$400,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	$250,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	$200,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	$200,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
23-12	**Study**	**Project Delivery Strategy**	**Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	$200,000
23-13	**Study**	**Filtration Plant Planning & Design**	**Conduct a siting, conceptual design and detailed design for a filtration plant**	**$16,300,000**	**S**	**WU**	-	**$300,000**	**$500,000**	**$500,000**	**$5,000,000**	**$10,000,000**	$16,300,000
23-14	**Study**	**Council Creek Crossing Hydrology Review**	**Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.**	**$100,000**	**S**	**WU**	-	**$100,000**	-	-	-	-	$100,000
23-24	**New**	**East-West Connector (Filtration Plant to District of Sooke)**	**Planning and Conceptual Design of the East- West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)**	**$400,000**	**S**	**WU**	-	-	-	-	**$200,000**	**$200,000**	**$400,000**
23-25	**New**	**Deep Northern Intake and Sooke Lake Pump Station**	**Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)**	**$12,200,000**	**S**	**WU**	-	**$600,000**	**$600,000**	**$3,000,000**	**$4,000,000**	**$4,000,000**	**$12,200,000**
23-26	**New**	**Transmission Main - Sooke Lake Pump Station to Head Tank**	**Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)**	**$3,400,000**	**S**	**WU**	-	**$200,000**	**$200,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$3,400,000**
23-27	**New**	**Gravity Main - Sooke Lake to Head Tank**	**Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)**	**$1,400,000**	**S**	**WU**	-	**$100,000**	**$300,000**	**$500,000**	**$500,000**	-	**$1,400,000**
23-28	**New**	**Goldstream Reservoir Connector**	**Planning and Design of the Goldstream Reservoir Connector transmission main**	**$4,600,000**	**S**	**WU**	-	**$100,000**	**$500,000**	**$2,000,000**	**$2,000,000**	-	**$4,600,000**
Capital													$0
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	**$8,730,000**	E	WU	$2,850,000	**$8,300,000**	-	-	-	-	**$8,300,000**
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	$2,050,000	E	WU	$600,000	$600,000	-	**$200,000**	**$200,000**	**$150,000**	$1,150,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	$1,150,000	S	WU	-	$150,000	$150,000	$150,000	$150,000	-	$600,000

Service #: 2.670

Service Name: Regional Water Supply

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
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	$15,600,000	S	WU	$500,000	$500,000	**$4,900,000**	**$4,900,000**	**$4,900,000**	-	$15,200,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	$600,000	S	WU	-	-	-	**$100,000**	-	-	$100,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	$1,100,000	S	WU	$200,000	$200,000	**$1,000,000**	-	-	-	**$1,200,000**
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	$1,000,000	S	WU	$50,000	$450,000	-	-	-	-	$450,000
20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.	**$1,300,000**	S	WU	$300,000	$300,000	**$1,000,000**	-	-	-	**$1,300,000**
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	**$775,000**	E	WU	$125,000	**$375,000**	**$250,000**	-	-	-	$625,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	**$2,150,000**	E	WU	$500,000	**$800,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	$2,000,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	$33,900,000	S	WU	$1,200,000	$3,000,000	$4,500,000	$11,400,000	$13,500,000	$1,200,000	$33,600,000
21-11			DMAF Grant portion, grant submitted November 2021.	**$14,800,000**	**S**	**Grant**	-	-	**$1,200,000**	**$2,000,000**	**$3,600,000**	**$6,000,000**	**$12,800,000**
22-14	New	Sooke River Intake Feasibility	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.	$50,000	S	WU	$50,000	$50,000	-	-	-	-	$50,000
22-15	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.	**$1,100,000**	S	WU	$200,000	**$400,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,000,000
22-16	Renewal	Goldstream WTP Drainage Improvements	Construct drainage improvements for the Goldstream Water Treatment Plant and assess	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
22-17	New	Goldstream WTP Safety Improvements	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.	$200,000	E	WU	$50,000	$50,000	-	-	-	-	$50,000
23-15	**New**	**Mt Tolmie Reservoir Security**	**Conduct public consultation with conceptual designs for site security required at the Mt Tolmie Reservoir**	**$60,000**	**S**	**WU**	-	**$10,000**	**$50,000**	-	-	-	**$60,000**
23-16	**Renewal**	**Humpback Channel Assessment and Upgrades**	**Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	**$200,000**
23-17	**Replacement**	**Main No. 4 - Mt Newton to Highway 17**	**Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.**	**$2,800,000**	**S**	**WU**	-	**$2,800,000**	-	-	-	-	**$2,800,000**
23-17				**$6,000,000**	**S**	**Grant**	-	-	**$6,000,000**	-	-	-	**$6,000,000**
25-03	**Renewal**	**Transmission Main Upgrade Program**	**Identify, conceptually design, detail design and construct transmission main upgrades.**	**$30,000,000**	**S**	WU	-	-	-	**$10,000,000**	**$10,000,000**	**$10,000,000**	**$30,000,000**
23-29	**Renewal**	**Mt. Tolmie Control Valve Replacement**	**Supply and installation of the Mt. Tolmie Reservoir Control Valve**	**$300,000**	**E**	WU	-	**$300,000**	-	-	-	-	**$300,000**
													$0
Infrastructure Engineering and Operations Sub-Total				**$166,315,000**			**$7,375,000**	**$21,035,000**	**$21,850,000**	**$36,450,000**	**$45,750,000**	**$33,050,000**	**$158,135,000**
DAM SAFETY PROGRAM			**Database)**										
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	$825,000	S	WU	$200,000	$275,000	$75,000	-	-	-	$350,000
16-17	Renewal	Butchart Dam No. 5 Remediation Planning & Construction	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.	$3,550,000	S	WU	$2,000,000	$50,000	$1,950,000	-	-	-	$2,000,000
17-25	Renewal	Implications from Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	$1,210,000	S	WU	$400,000	$400,000	-	-	-	-	$400,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	**$1,800,000**	S	WU	$450,000	$550,000	**$600,000**	-	-	-	$1,150,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	$600,000	S	WU	$500,000	$250,000	$250,000	-	-	-	$500,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	**$1,300,000**	E	WU	**$400,000**	**$600,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,200,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	$100,000	S	WU	-	-	$100,000	-	-	-	$100,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	$600,000	S	WU	-	$100,000	$400,000	-	-	-	$500,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	$300,000	E	WU	$150,000	$250,000	$50,000	-	-	-	$300,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	**$300,000**	S	WU	$150,000	**$250,000**	-	-	-	-	$250,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	**$1,800,000**	S	WU	$175,000	**$375,000**	**$200,000**	**$100,000**	**$500,000**	**$500,000**	$1,675,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	**$800,000**	S	WU	$100,000	**$200,000**	**$150,000**	**$200,000**	**$75,000**	**$75,000**	$700,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2022, installation in 2023	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	$450,000	S	WU	$150,000	$150,000	**$300,000**	-	-	-	$450,000

Service #: 2.670

Service Name: Regional Water Supply

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
23-07	Renewal	Sooke Lake Dam Spillway and Gates Retrofit	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.	$450,000	S	WU	-	$150,000	$300,000	-	-	-	$450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	$300,000	S	WU	-	$150,000	$150,000	-	-	-	$300,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	Conduct a Dam Safety Review to meet regulatory requirement.	$200,000	S	WU	-	$200,000	-	-	-	-	$200,000
23-18	**Renewal**	**Sooke Lake Dam Spillway Channel Improvements**	**Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.**	**$700,000**	**S**	**WU**	-	**$200,000**	**$500,000**	-	-	-	**$700,000**
23-19	**Renewal**	**Charters Dam - Implications from Dam Safety Review**	**Carry out recommendations from the 2022 Dam Safety Review for Charters Dam**	**$200,000**	**S**	**WU**	-	**$100,000**	**$100,000**	-	-	-	**$200,000**
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review to meet regulatory requirement.	$200,000	S	WU	-	-	-	$200,000	-	-	$200,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	$150,000	S	WU	-	-	-	$150,000	-	-	$150,000
													$0
Dam Safety Program Sub-Total				**$15,985,000**			**$4,825,000**	**$4,400,000**	**$5,325,000**	**$850,000**	**$775,000**	**$575,000**	**$11,925,000**
WATER QUALITY													
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	$520,000	E	WU	-	**$120,000**	**$120,000**	-	-		$240,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	$100,000	S	WU	$50,000	$50,000	-	-	-		$50,000
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	$50,000	S	WU	-	$50,000	-	-	-		$50,000
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	$60,000	E	WU	$60,000	$60,000	-	-	-		$60,000
24-04	Study	Sooke Lake Drawdown Study	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.	$100,000	S	WU	-	-	$100,000	-	-	-	$100,000
25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers	$20,000	E	WU	-	-	-	$20,000	-	-	$20,000
26-01	New	2 x Floating Water Quality Sensor Platforms	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms	$200,000	E	WU	-	-	-	-	$200,000		$200,000
27-01	Study	Drinking Water Safety Plan Update	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.	$80,000	S	WU	-	-	-	-	-	$80,000	$80,000
													$0
Water Quality Sub-Total				**$1,130,000**			**$110,000**	**$280,000**	**$220,000**	**$20,000**	**$200,000**	**$80,000**	**$800,000**
ANNUAL PROVISIONAL													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	$600,000	E	WU	-	$150,000	$150,000	$100,000	$100,000	**$100,000**	$600,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	**$575,000**	E	WU	-	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$115,000**	**$575,000**
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	$400,000	S	WU	-	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	$1,000,000	E	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	$100,000	S	WU	-	$20,000	$20,000	$20,000	$20,000	**$20,000**	$100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry	$1,500,000	S	WU	-	$300,000	$300,000	$300,000	$300,000	**$300,000**	$1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	$750,000	E	WU	-	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	$250,000	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	$250,000	E	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-18	Renewal	LIMS support	Support for LIMS database	$125,000	E	WU	-	$25,000	$25,000	$25,000	$25,000	**$25,000**	$125,000
23-20	**Study**	**Land Exchange/Acquisition**	**Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.**	**$400,000**	L	WU	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
Annual Provisional Sub-Total				**$8,950,000**			**$0**	**$1,820,000**	**$1,820,000**	**$1,770,000**	**$1,770,000**	**$1,770,000**	**$8,950,000**
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	$2,873,000	V	ERF	$885,250	$995,000	$843,000	$630,000	$775,000	$855,000	$4,098,000
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	$100,000	V	WU	$80,000	$100,000	-	-	-	-	$100,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	$100,000	V	WU	$62,000	$100,000	-	-	-	-	$100,000
21-30	New	Vehicle for Warehouse Operations	New pick up	$90,000	V	WU	$62,000	$90,000	-	-	-	-	$90,000
22-18	New	Electric Vehicle Charging Stations	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC	$80,000	E	WU	$40,000	$40,000	-	-	-	-	$40,000
22-18					E	Grant	$40,000	$40,000	-	-	-	-	$40,000

Service #: 2.670

Service Name: Regional Water Supply

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
23-21	New	EV Charging Stations Electrical Infrastructure	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations	$855,000	E	WU	-	$680,000	-	-	$175,000	-	$855,000
23-22	New	Fuel Truck	Fuel tender truck	$200,000	E	WU	-	$200,000	-	-	-	-	$200,000
23-30	New	Fleet Shop Hoist	Heavy Capacity Hoist for fleet maintenance	$35,000	E	WU	-	$35,000	-	-	-	-	$35,000
23-31	New	Purchase of land	Purchasing of land near 479 for future office space	$1,500,000	L	WU	-	$1,500,000				-	$1,500,000
													$0
Customer and Technical Services Sub-Total				$5,833,000			$1,169,250	$3,780,000	$843,000	$630,000	$950,000	$855,000	$7,058,000
			GRAND TOTAL	$221,860,000			$17,727,250	$37,623,000	$34,483,000	$41,840,000	$50,155,000	$36,470,000	$200,571,000

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 #: **2.670/2.680**

Service Name: **Regional Water Supply & JDF Water Distribution Combo**

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
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	**$1,000,000**	**$1,300,000**	**$200,000**	$0	$0	**$0**	$1,500,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$750,000	E	WU	$50,000	$50,000	$0	$0	$0	**$0**	$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$1,050,000	$1,430,000	$280,000	$80,000	$80,000	$80,000	$1,950,000
ANNUAL PROVISIONAL CAPITAL ITEMS													$0
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	**$45,000**	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	**$170,000**	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$50,000	$70,000	$20,000	$20,000	$20,000	**$30,000**	$160,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	**$15,000**	$75,000
													$0
													$0
													$0
Sub-Total for Annual Provisional Capital Items				$1,650,000			$50,000	$380,000	$330,000	$330,000	$330,000	$340,000	$1,710,000
			GRAND TOTAL	**$4,280,000**			**$1,100,000**	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

Service:	2.670	Regional Water Supply

Project Number	17-01	**Capital Project Title**	Historic Goldstream Powerhouse Building	**Capital Project Description**	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public

Project Rationale Located near the Japan Gulch Treatment Plant and the Sooke Hills Wilderness Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Further masonry and major crack repair was completed on the south side in 2019 ($10,000). A successful grant application ($76,000) was used in 2022 to replace the roof membrane/envelope. **The approved 2023 funds are to implement basic public interpretation signage and in 2025 to plan and seek grant funding or sponsors for security gates and fencing working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail.**

Project Number	18-10	**Capital Project Title**	Species-at-Risk Wildlife Habitat	**Capital Project Description**	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.

Project Rationale An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 ($35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 ($50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 ($25,000) are to develop a GVWSA specific conservation plan based on the office and field investigations. Funds added in 2023 are in anticipation of future habitat mapping required to address BC Species-at-Risk legislation (currently being developed).

Project Number	19-30	**Capital Project Title**	Leech WSA Lakes/Tributaries Assessment	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.

Project Rationale To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).

Project Number	20-05	**Capital Project Title**	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	**Capital Project Description**	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.

Project Rationale The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. There has been no detailed mapping of Leech WSA wetlands. The project is to conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022. **The project has been further moved forward from 2022 to 2023. It is advantageous to wait for advances in technology and partners (BC) which may improve the product and/or reduce costs.**

Service:	2.670	Regional Water Supply

Project Number	20-06	**Capital Project Title**	Addressing mining in Leech WSA (impacts, agreements)	**Capital Project Description**	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies and/or funds to buy and cancel mining claims to mitigate impacts from mining activities and with the goal of reducing mining claims in the Leech Water Supply Area.				

Project Number	20-27	**Capital Project Title**	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	**Capital Project Description**	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk, such as prescribed fire and stand diversification, in the Leech WSA prior to considering those treatment options in Sooke or Goldstream WSAs. **Planned additional funding is being moved forward in the plan. There have been a lack of internal and consulting resources to carry out the projects.**				

Project Number	20-28	**Capital Project Title**	GVWSA Forest Resilience - Assessments of forest health and resilience	**Capital Project Description**	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023. **Planned additional funding is being moved forward in the plan. There have been a lack of internal and consulting resources to carry out the projects.**				

Project Number	21-19	**Capital Project Title**	Lakes Assessment Sooke and Goldstream WSAs	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs
Project Rationale	Small lakes in the Sooke and Goldstream WSAs influence both watershed hydrology and water quality in downstream creeks and supply reservoirs. While basic water quality sampling has been undertaken in some of these water bodies, there is a need to map the bathymetry, calculate water volumes, and conduct more comprehensive sampling of the chemical and biological parameters and aquatic vegetation of these lakes. This will facilitate comparisons of these parameters with lakes in the Leech WSA and water quality in existing and future water supply lands.				

Service:	2.670	Regional Water Supply

Project Number	21-20	**Capital Project Title**	West Leech Road	**Capital Project Description**	Plan followed by construction of a road to access the western portion of the Leech WSA.

Project Rationale A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. Funds to implement plans have been added for 2022-2024.

Project Number	23-02	**Capital Project Title**	GVWSA LiDAR Mapping	**Capital Project Description**	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)

Project Rationale LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR can be acquired when orthophotography or other data is collected from the air. LiDAR provides three-dimensional information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data can be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes. **Initial project scoping has refined a required budget of $250,000 rather than the previously planned $120,000. The results will be used to plan forest fuel treatments across the GVWSA.**

Project Number	22-04	**Capital Project Title**	GVWSA Orthophotography	**Capital Project Description**	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.

Project Rationale Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosiac image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. **The funding plan has been adjusted to provide funds every second year when it is needed rather than annually.**

Project Number	22-09	**Capital Project Title**	GVWSA Powerlines Wildfire Risk Mitigation Plan	**Capital Project Description**	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.

Project Rationale A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option.

Service:	2.670	Regional Water Supply

Project Number	22-10	**Capital Project Title**	GVWSA/RWS Educational Videos	**Capital Project Description**	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.

Project Rationale The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop educational videos to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023. **Given development of a corporate wide media strategy in 2022, approved funding has been moved forward to ensure additional videos are designed to fit with the strategy and new video branding templates.**

Project Number	23-05	**Capital Project Title**	Spill Management Plan and Implementation	**Capital Project Description**	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.

Project Rationale The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year.

Project Number	**24-03**	**Capital Project Title**	**Biosecurity Risk Assessment & Procedures**	**Capital Project Description**	**Assess GVWSA biosecurity risks and develop mitigating protocols/procedures**

Project Rationale **There has already been work done to identify and assess possible sources of biosecurity risk to the GVWSA in the forms of entry of pathogens, invasive plant and animal species, contaminated soils and materials. The project is intended to document the biosecurity assessment and prepare and work with staff to implement practical procedures to mitigate the highest risks.**

Project Number	09-01	**Capital Project Title**	Leech River Watershed Restoration	**Capital Project Description**	A 17 year project to restore the Leech WSA lands for water supply.

Project Rationale A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Funding allocated by end of 2025 will be $5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges is considered.

Service:	2.670	Regional Water Supply

Project Number	16-01	**Capital Project Title**	Replace Gatehouse at Goldstream Entrance	**Capital Project Description**	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function

Project Rationale Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer has reached end of life and is unsuitable and located inside the secured area. A site design and purpose built facility with in/out roads, fencing and upgraded autogates (17-09) is planned requiring funding consistent with the project. The scope and scale of this project has increased since the current location is no longer considered feasible/advantageous for the upgrade. Preliminary design and cost estimates have been completed indicating the requested funding. The design and cost includes roadway changes and asphalt, automated gates, and the custom building.

Project Number	16-06	**Capital Project Title**	Goldstream IWS Field Office1	**Capital Project Description**	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.

Project Rationale Watershed Protection staff (26 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another old converted facility in the Goldstream area. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area and cost estimates. Carry forward funds from 2020 will be used to develop a design with building and site construction planned for 2022 and 2023. The disposition of the IWS gravel pit in Goldstream is expected to largely fund the new building. **Given a rough construction cost estimate of $7.5 million for the building and yard; an additional $1.2 million was added to the budget (in addition to the approved $500,000) in 2024. Budget design work in 2022 will provide more detailed cost estimates for construction to begin in 2023 and complete in 2024.**

Project Number	17-02	**Capital Project Title**	Leech River HydroMet System	**Capital Project Description**	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.

Project Rationale A 17 year $ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented ($10,000) prior to funding implementation beginning in 2018 ($80,000). Additional funding requests of $30,000 in 2020 (new total $100,000) and $10,000 in 2021 (new total $25,000) to provide assistance in accessing and addressing safety issues at new weather and hydrology monitoring sites and installing the equipment. Funding requests reflect difficult terrain and access to reach monitoring locations. **An additional $40,000 is requested to complete instrumentation of the Leech River system.**

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Project Number	18-05	**Capital Project Title**	GVWSA Forest Fuel Management/FireSmart Activities	**Capital Project Description**	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.

Project Rationale Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from $75,000 to $100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.

Project Number	19-02	**Capital Project Title**	Whiskey Creek Bridge Replacement (Sooke WSA)	**Capital Project Description**	Replacement of the existing undersized bridge with a longer and higher concrete structure.

Project Rationale Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. The project has been moved forward from 2022 to 2023 to allow higher priorities to be addressed first. **The bridge project is moved forward to 2024 with design work to begin in 2023.**

Project Number	19-19	**Capital Project Title**	Hydromet Upgrades Sooke and Goldstream	**Capital Project Description**	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.

Project Rationale Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. The proposed funds for 2020 have been increased by $20,000 to cover the costs associated with site preparation, addressing site safety issues and assistance with station installation. **Additional funding ($60,000) is requested in 2023 to complete required upgrades of the Sooke and Goldstream hydromet network.**

Project Number	20-01	**Capital Project Title**	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	**Capital Project Description**	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.

Project Rationale The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. The project has been moved forward from 2021 to 2022 to allow higher priorities to be addressed first. The project has been phased to replace the bridge in 2022 and replace the asphalt in 2023 with an increased budget allowance. **The project was moved forward by an additional year to 2023 (bridge installation) and 2024 (replace asphalt section of road). The project budget has been increased to reflect expected cost.**

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Project Number	20-29	**Capital Project Title**	GVWSA Gravel Crushing	**Capital Project Description**	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Project Rationale	Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026. **The need for additional gravel crushing has been pushed forward by one year to 2024.**				

Project Number	21-26	**Capital Project Title**	Road Deactivation/Rehabilitation in the GVWSA	**Capital Project Description**	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Project Rationale	A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated.				

Project Number	21-27	**Capital Project Title**	Autogate Installations on Primary Access Routes	**Capital Project Description**	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate tresspass into the GVWSA, and Drinking Water Protection Zone. One autogate is being installed in 2021, with three subsequent autogates to be installed during 2022 and 2023. The proposed autogates improve security by 24 hour recorded keycard access operation and improved location to increase security. **The third and fourth autogate are being deferred by an additional year to 2024 with an additional $50,000 added to the project budget to allow for additional design and siting considerations; and provincial, Fortis Gas and Island Corridor Foundation to process approvals before the work can be tendered.**				

Project Number	22-02	**Capital Project Title**	Muckpile Bridge Supply and Install (Deception)	**Capital Project Description**	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will alo improve fish passage and western toad migration. **Addition of funding for design work ahead of construction.**				

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Project Number	23-04	**Capital Project Title**	17S/Sooke Main Bridge Replacement	**Capital Project Description**	Undersized bridge replacement

Project Rationale The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. The project has been moved forward from 2023 to 2025 to allow higher priorities to be addressed first. **Addition of funding for design work ahead of construction.**

Project Number	22-11	**Capital Project Title**	Additional Boom Anchors for Sooke Lake Reservoir debris boom	**Capital Project Description**	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.

Project Rationale The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower. **An increased project budget (additional $20,000) is required to design and install the anchors.**

Project Number	23-10	**Capital Project Title**	Work platform for Sooke Lake Reservoir	**Capital Project Description**	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.

Project Rationale This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.

Project Number	23-11	**Capital Project Title**	Purchase and deployment of Second Wildfire Camera for Leech WSA, and analytic software	**Capital Project Description**	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.

Project Rationale Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades. **Funding in 2023 is earmarked for analytic software for both wildfire cameras and funding in 2024 is earmarked for purchase and deployment of the additional Leech camera.**

Project Number	**23-23**	**Capital Project Title**	**Brushcutting head for Excavator**	**Capital Project Description**	**The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.**

Project Rationale **The existing brush cutting head for the excavator is past end of life and requires replacement. The old head will be disposed of and offset the cost of the new head.**

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Project Number	16-10	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedness.
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to continue implementing these additional works and equipment.				

Project Number	17-13	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Project Rationale	This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.				

Project Number	19-15	**Capital Project Title**	Hydraulic Capacity Assessment and Transient Pressure Analysis	**Capital Project Description**	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				

Project Number	20-08	**Capital Project Title**	Regional Water DCC Program	**Capital Project Description**	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				

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Project Number	20-10	**Capital Project Title**	Condition & Vulnerability Assessment	**Capital Project Description**	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				

Project Number	21-05	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.				

Project Number	18-07	**Capital Project Title**	Replacement of UV System	**Capital Project Description**	Replacement of the UV system at the Goldstream Water Treatment Plant
Project Rationale	Two 24” UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24” stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections. Construction has been spread over two years to correspond with construction over the winter period.				

Project Number	18-08	**Capital Project Title**	Bulk Supply Meter Replacement Program	**Capital Project Description**	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements.				

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Project Number	18-15	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Study deficiencies in the current material protection and implement recommendations.

Project Rationale This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.

Project Number	18-18	**Capital Project Title**	Main No.3 Segment Replacement	**Capital Project Description**	Replacement of segments of Main No. 3 based upon previous studies.

Project Rationale The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will start in 2023 with detailed design and construction commencing in 2024 to 2027. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.

Project Number	19-05	**Capital Project Title**	Repairs - Kapoor Shutdown	**Capital Project Description**	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.

Project Rationale During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.

Project Number	19-23	**Capital Project Title**	Critical Spare Equipment Storage & Pipe Yard	**Capital Project Description**	Plan, design and construct a critical equipment storage building.

Project Rationale Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.

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Project Number	20-16	Capital Project Title	Cecelia Meter Replacement	Capital Project Description	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				

Project Number	20-17	Capital Project Title	Decommission & Conceptual Design of the Smith Hill Site	Capital Project Description	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				

Project Number	21-06	Capital Project Title	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Capital Project Description	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is at it's end of life and poses a risk of failure when required for use of lowering the high level gate barriers. Funds are required to replace the hoist.				

Project Number	21-09	Capital Project Title	Goldstream Water Chlorination Gas System Removal	Capital Project Description	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				

Service:	2.670	Regional Water Supply

Project Number	21-10	**Capital Project Title**	SCADA Masterplan and System Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

Project Number	21-11	**Capital Project Title**	RWS Supply Main No. 4 Upgrade	**Capital Project Description**	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 $21,975,000; Watkiss Way section of Main #1 $950,000; Watkiss PRV $1,250,000; Millstream PRV $1,350,000; Humpback PRV improvements $825,000; Five new PRVs $9,050,000.				

Project Number	22-14	**Capital Project Title**	Sooke River Intake Feasibility	**Capital Project Description**	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.				

Project Number	22-15	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	Supports current and future fire detection cameras.				

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Project Number	22-16	**Capital Project Title**	Goldstream WTP Drainage Improvements	**Capital Project Description**	Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	The Goldstream Water Treatment Plant is located near the Goldstream waterway, drainage improvements are required so that the Goldstream waterway is not impacted if there were to be a chlorine or ammonia spill.				

Project Number	22-17	**Capital Project Title**	Goldstream WTP Safety Improvements	**Capital Project Description**	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Water Treatment Plant is located near a public trail, safety improvements such as a notification system are required. Funds will be for design and construction.				

Project Number	16-16	**Capital Project Title**	Implications from Goldstream Dam Safety Review	**Capital Project Description**	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-17	**Capital Project Title**	Butchart Dam No. 5 Remediation Planning & Construction	**Capital Project Description**	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019. Phase 1 of the revised program is complete and the dam is now in the monitoring stage.				

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Project Number	17-25	**Capital Project Title**	Implications from Sooke Lake Dam Safety Review	**Capital Project Description**	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.				

Project Number	18-19	**Capital Project Title**	Sooke Lake Dam - Instrumentation System Improvements	**Capital Project Description**	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.				

Project Number	18-20	**Capital Project Title**	Sooke Lake Dam - Breach Risk Reduction Measures	**Capital Project Description**	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.				

Project Number	19-07	**Capital Project Title**	Integrate Dam Performance and Hydromet to SCADA	**Capital Project Description**	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.				

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Project Number	19-09	Capital Project Title	Cabin Pond Dams Decommissioning	Capital Project Description	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams have been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.				

Project Number	19-12	Capital Project Title	Goldstream Dams Instrumentation Improvements	Capital Project Description	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.				

Project Number	19-13	Capital Project Title	Dam Safety Instrumentation	Capital Project Description	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.				

Project Number	20-19	Capital Project Title	Goldstream System High Level Outlet Valve Replacements	Capital Project Description	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.				

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Project Number	Capital Project Title	Capital Project Description
21-03	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.

Project Rationale Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipcated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.

Project Number	Capital Project Title	Capital Project Description
21-04	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.

Project Rationale Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.

Project Number	Capital Project Title	Capital Project Description
21-21	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2022, installation in 2023

Project Rationale Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.

Project Number	Capital Project Title	Capital Project Description
22-08	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.

Project Rationale The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.

Project Number	Capital Project Title	Capital Project Description
23-07	Sooke Lake Dam Spillway and Gates Retrofit	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.

Project Rationale The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.

Service:	2.670	Regional Water Supply

Project Number	23-08	**Capital Project Title**	Regional Watershed Dams – Flood Forecasting System	**Capital Project Description**	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.

Project Rationale The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.

Project Number	23-09	**Capital Project Title**	Sooke Lake Dam - Dam Safety Review 2023	**Capital Project Description**	Conduct a Dam Safety Review to meet regulatory requirement.

Project Rationale Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.

Project Number	25-01	**Capital Project Title**	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	**Capital Project Description**	Conduct a Dam Safety Review to meet regulatory requirement.

Project Rationale The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.

Project Number	25-02	**Capital Project Title**	Probable Maximum Flood and Inflow Design Flood Updates	**Capital Project Description**	Update the previous edition from 2015 (recommended 10 year review cycle).

Project Rationale The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.

Service:	2.670	Regional Water Supply

Project Number	20-04	Capital Project Title	Sooke Lake HyDy Model Development	Capital Project Description	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Project Number	22-06	Capital Project Title	Sooke Lake Food Web Study	Capital Project Description	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.				

Project Number	23-06	Capital Project Title	GVDWS Nitrification Study	Capital Project Description	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	24-02	Capital Project Title	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	Capital Project Description	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Service:	2.670	Regional Water Supply

Project Number	17-27	**Capital Project Title**	Watershed Bridge and Culvert Replacement	**Capital Project Description**	Replacement of small culverts and bridges throughout the GVWSA.

Project Rationale This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.

Project Number	17-28	**Capital Project Title**	Watershed Security Infrastructure Upgrade and Replacement	**Capital Project Description**	New, upgrade and replacement of security infrastructure in the GVWSA.

Project Rationale The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.

Project Number	17-29	**Capital Project Title**	Water Supply Area Equipment Replacement	**Capital Project Description**	Hydrometeorological, fireweather and wildfire suppression equipment replacement.

Project Rationale This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional $50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by $20,000 as water quality equipment will be funded under a separate line item (21-17). **A revised level of funding is requested beginning in 2023 that reflects forecasted needs.**

Project Number	17-30	**Capital Project Title**	Transmission Main Repairs	**Capital Project Description**	Emergency repairs to the transmission mains.

Project Rationale Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.

Service:	2.670	Regional Water Supply

Project Number	17-31	Capital Project Title	Transmission System Components Replacement	Capital Project Description	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				

Project Number	17-33	Capital Project Title	Disinfection Equipment Parts Replacement	Capital Project Description	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				

Project Number	17-34	Capital Project Title	Supply System Computer Model Update	Capital Project Description	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				

Project Number	19-16	Capital Project Title	Dam Improvements	Capital Project Description	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry
Project Rationale	Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.				

Project Number	19-22	Capital Project Title	SCADA Repairs & Equipment Replacement	Capital Project Description	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.				

Service:	2.670	Regional Water Supply

Project Number	21-15	**Capital Project Title**	Corrosion Protection	**Capital Project Description**	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.				

Project Number	21-16	**Capital Project Title**	Valve Chamber Upgrades	**Capital Project Description**	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				

Project Number	21-17	**Capital Project Title**	Water Quality Equipment Replacement	**Capital Project Description**	Replacement of water quality equipment for the water quality lab and water quality operations
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, $20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				

Project Number	21-18	**Capital Project Title**	LIMS support	**Capital Project Description**	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Project Number	23-20	**Capital Project Title**	**Land Exchange/Acquisition**	**Capital Project Description**	**Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.**
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. From time to time, the RWS System requires acquisition of lands for infrastructure purposes. Funds will be used when needed to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands for the Regional Water Supply Area or System.				

Service:	2.670	Regional Water Supply

Project Number	17-35	**Capital Project Title**	Vehicle & Equipment Replacement (Funding from Replacement Fund)	**Capital Project Description**	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.				

Project Number	20-22	**Capital Project Title**	Vehicle for the Dam Safety Program	**Capital Project Description**	New Transit Van
Project Rationale	An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	20-23	**Capital Project Title**	Vehicle for the CSE Support Program	**Capital Project Description**	New Transit Van
Project Rationale	A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	21-30	**Capital Project Title**	Vehicle for Warehouse Operations	**Capital Project Description**	New pick up
Project Rationale	For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.				

Project Number	22-18	**Capital Project Title**	Electric Vehicle Charging Stations	**Capital Project Description**	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC
Project Rationale	EV Charging Stations Are required at 479 Island Hwy and the Watershed Protection FOC in order to charge the EV's being purchased during 2021, 2022 and future budget periods. The installation costs per charger is reduced when more than one is installed at a time. There are grants available that will cover approx. 50% of all costs.				

Project Number	23-21	**Capital Project Title**	EV Charging Stations Electrical Infrastructure	**Capital Project Description**	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations
Project Rationale	In support of the CRD's Climate Action Strategy to reduce the corporate GHG emissions. The CRD Fleet of vehicles is one of the larger contributors to the generation of GHG's. Integrated Water Services identified 44 of the approx. 100 vehicles that operate out of the 479 Island location for replacement with Electrical Vehicles by 2030. I preparation for providing the proper charging network at 479 an Electric Vehicle Fleet Conversion Study was completed in 2021.The results of the study was to upgrade the electrical infrastructure to accommodate the power needs of 44 charging points. It is proposed that phase 1 is started in 2023 to upgrade the electrical distribution system and provide 17 charging points. The larger portion of the costs will be to upgrade the electrical system. Phase 2 to allow for a further 27 charging points can be planned to accommodate the balance of EV vehicles pending their purchasing and delivery.				

Service:	2.670	Regional Water Supply

Project Number	23-22	**Capital Project Title**	Fuel Truck	**Capital Project Description**	Fuel tender truck
Project Rationale	At present the fueling of stationary emergency generators and equipment is done using a tidy tank. This requires several trips to the gas station. During the period when fuel was difficult to source it became apparent that Corporate Fleet needs to find a solution to the possibility that during an emergency fuel is available. The fuel truck will also be used during a watershed emergency to fuel equipment and vehicles.				

Project Number	23-30	**Capital Project Title**	Fleet Shop Hoist	**Capital Project Description**	Heavy Capacity Hoist for fleet maintenance
Project Rationale	The new larger and heavier vehicles are proving to be a challenge for the two hoists presently used in the Fleet worksho at 479 Island Hwy. Currently our hoists are rated for 18,000 lbs. It is proposed to replace one of the hoists with a 24,000 lbs hoist in the centre bay.				

Project Number	23-31	**Capital Project Title**	Purchase of land	**Capital Project Description**	Purchasing of land near 479 for future office space
Project Rationale	Purchasing of land near 479 for future office space				

Project Number	23-12	**Capital Project Title**	Project Delivery Strategy	**Capital Project Description**	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.
Project Rationale	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan. With over $2 billion in planned spending over the next 30 years, including individual projects up to $1 billion, a strategy is required on how to deliver the projects including project delivery models, assessment of consulting resources, contracting resources and internal staff resources.				

Project Number	23-13	**Capital Project Title**	Filtration Plant Planning & Design	**Capital Project Description**	Conduct a siting, conceptual design and detailed design for a filtration plant
Project Rationale	Identified in the 2022 Master Plan, planning, design and future construction of a Filtration Plant is required. Initial steps will include confirming site requirements, overview of integration with other system components, review of current and future technologies and preliminary engineering studies such as geotechnical once a site is confirmed.				

Project Number	23-14	**Capital Project Title**	Council Creek Crossing Hydrology Review	**Capital Project Description**	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.
Project Rationale	Council Creek runs through currently undersized culverts that need hydraulic assessment as well as hydrological confirmation of what flows they are expected to carry. If these culverts failed in an extreme storm event then supply mains may be affected negatively.				

Service:	2.670	Regional Water Supply

Project Number	23-24	**Capital Project Title**	East-West Connector (Filtration Plant to District of Sooke)	**Capital Project Description**	Planning and Conceptual Design of the East-West Supply Main from the proposed filtration plant to the District of Sooke
Project Rationale	Identified in the 2022 Master Plan, planning and conceptual design of an East- West Supply Main from the proposed filtration plant to the District of Sooke to maintain level of service and to account for growth.				

Project Number	23-25	**Capital Project Title**	Deep Northern Intake and Sooke Lake Pump Station	**Capital Project Description**	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of the Deep Northern Intake and Sooke Lake Pump Station is required to provide water supply and transmission capability from currently inaccessible parts of Sooke Lake into the water supply and treatment systems.				

Project Number	23-26	**Capital Project Title**	Transmission Main - Sooke Lake Pump Station to Head Tank	**Capital Project Description**	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master
Project Rationale	Identified in the 2022 Master Plan, planning and design of a pumpled transmission main from the future Sooke Lake Pump Station to the existing Head Tank.				

Project Number	23-27	**Capital Project Title**	Gravity Main - Sooke Lake to Head Tank	**Capital Project Description**	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022
Project Rationale	Identified in the 2022 Master Plan, planning and design of a gravity transmission main from Sooke Lake to the Head Tank to provide redundant water supply to the system.				

Project Number	23-28	**Capital Project Title**	Goldstream Reservoir Connector	**Capital Project Description**	Planning and Design of the Goldstream Reservoir Connector transmission main
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.				

Project Number	23-15	**Capital Project Title**	Mt Tolmie Reservoir Security	**Capital Project Description**	Conduct public consultation with conceptual designs for site security required at the Mt Tolmie Reservoir
Project Rationale	The Mt. Tolmie Reservoir requires site security upgrades that will impact the public interface. Conceptual designs of the proposed site security and public consultation is required.				

Service:	2.670	Regional Water Supply

Project Number	23-16	**Capital Project Title**	Humpback Channel Assessment and Upgrades	**Capital Project Description**	Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.
Project Rationale	Hydraulicly assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse. Recommendations from this assessment will inform future capital works to improve the flow path for overflows and additional stormwater entering the flow path and impacting downstream structures.				

Project Number	23-17	**Capital Project Title**	Main No. 4 - Mt Newton to Highway 17	**Capital Project Description**	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it
Project Rationale	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works. Replacement of this pipe is required to improve the seismic resilience of the supply main.				

Project Number	23-18	**Capital Project Title**	Sooke Lake Dam Spillway Channel Improvements	**Capital Project Description**	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.
Project Rationale	The Sooke Lake Dam spillway channel requires upgrading to prevent erosion when the sluice gates are fully open. Concurrently, the seepage weir blockage will be removed.				

Project Number	23-19	**Capital Project Title**	Charters Dam - Implications from Dam Safety Review	**Capital Project Description**	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam
Project Rationale	The Dam Safety Review for Charters Dam was completed in 2022. Funding is required to carry out recommendations from the review.				

Project Number	25-03	**Capital Project Title**	Transmission Main Upgrade Program	**Capital Project Description**	Identify, conceptually design, detail design and construct transmission main upgrades.
Project Rationale	Transmission mains that are nearing end of life due to long service require condition assessments and then design and construction of replacement mains where needed. This will be the start of an ongoing replacement program as transmission mains near end of life.				

Project Number	23-29	**Capital Project Title**	Mt. Tolmie Control Valve Replacement	**Capital Project Description**	Supply and installation of the Mt. Tolmie Reservoir Control Valve
Project Rationale	The Mt. Tolmie Reservoir Control Valve is nearing end of life and is in need of replacement prior to failure.				

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
• Repairs, upgrades and changes to the buildings (provisional $50,000)
• Painting of the buildings. (provisional $10,000 annually)
• Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)
• Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
• Support for repairs and maintenance of the present radio will continue for the next 3 years at least.
• There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2023 - 2027 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	2,730,476	2,762,670	2,310,573	2,091,613	2,119,522	2,063,007
Equipment purchases (Based on Capital Plan)	(320,000)	(995,000)	(843,000)	(630,000)	(775,000)	(855,000)
Transfer of assets intracompany	-					
Transfer from Operating Budget	297,540	393,653	497,590	563,409	602,235	638,415
Proceeds on disposals	38,185	149,250	126,450	94,500	116,250	128,250
Interest Income*	16,469					
Ending Balance $	**2,762,670**	**2,310,573**	**2,091,613**	**2,119,522**	**2,063,007**	**1,974,672**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

JDF Water Distribution

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 2.680 **JDF Water Distribution** **Commission: Juan De Fuca Water Distribution**

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood
City of Langford
Town of View Royal
Juan de Fuca Electoral Area
District of Metchosin
District of Sooke
District of Highlands

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities		$19,000,000
Borrowed:			$17,500,000
Remaining:	Expired		$1,500,000
Authorized:	MFA Bylaw No. 3981 - Juan de Fuca Water Distribution Facilities		$14,800,000
Borrowed:			$10,100,000
Remaining:	Expired		$4,700,000
Authorized:	MFA Bylaw No. 3164 - Juan de Fuca Water Distribution Facilities Development-DCC		$10,000,000
Borrowed:			$3,500,000
Remaining:	Expired		$6,500,000
Authorized:	MFA Bylaw No. 4379 - Juan de Fuca Water Distribution Facilities	2021	$14,800,000
Borrowed:			$0
Remaining:	Active		$14,800,000

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

Change in Budget 2022 to 2023 Service: 2.680 Juan de Fuca Water Distribution	Total Expenditure	Comments
2022 Budget	**22,560,391**	
Change in Labour:		
	190,190	Labour charges (salaries and overhead)
Total Change in Labour	190,190	
Other Changes:		
Transfers to Capital Fund	366,278	
Bulk Water Purchase	271,098	
Transfer to Equipment Replacement Fund (ERF)	325,963	Growth of ERF contribution driven by future vehicle replacement costs
Standard Overhead Allocation	160,579	
Allocation - vehicles	98,020	
Contract for Services	46,602	
Principal & Interest Payments	(30,209)	Debt retirement of LA3164-101 for $500,000
Other Costs	(18,517)	
Total Other Changes	1,219,814	
2023 Budget	**23,970,395**	

Summary of % Expense Increase	
Increased transfers to capital	1.6%
Additional required ERF contribution	1.4%
Additional cost due to increased bulk water rate	1.5%
Reduced bulk water consumption	-0.3%
Support services increase	0.7%
Balance of increase	1.3%
% expense increase from 2022:	***6.2%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable revenue and water sales variance of $180,200 (0.8%) as 2022 demand forecast is slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. This additional revenue will be partially offset by bulk water purchase overages. There is additional favourable operating variance of $158,800 (2.2%) largely related to temporary staff vacancies. The net surplus of $333,000 will be transferred to the Capital Reserve Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution

SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	**2023 BUDGET REQUEST** 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	TOTAL (COL 4, 5 & 6)	**FUTURE PROJECTIONS** 2024	2025	2026	2027
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES										
ALLOCATION - OPERATIONS	4,851,535	4,851,284	5,140,686	-	-	5,140,686	5,243,712	5,348,790	5,455,639	5,563,825
OPERATING - OTHER COSTS	873,371	825,966	809,318	-	-	809,318	791,381	726,573	696,811	694,739
SALARIES AND WAGES	550,949	442,817	565,643	-	-	565,643	577,789	590,193	602,854	615,802
CONTRACT FOR SERVICES	306,485	303,425	353,087	-	-	353,087	352,022	359,069	366,170	373,552
ALLOCATION - STANDARD OVERHEAD	560,992	560,992	721,571	-	-	721,571	736,003	750,723	765,737	781,052
TOTAL OPERATING EXPENDITURES	7,143,332	6,984,484	7,590,305	-	-	7,590,305	7,700,907	7,775,348	7,887,212	8,028,969
Percentage increase over prior year's board budget			6.26%			6.26%	1.46%	0.97%	1.44%	1.80%
BULK WATER PURCHASE	6,818,760	6,873,750	7,089,860	-	-	7,089,860	7,660,270	8,326,910	9,107,730	10,349,010
BULK WATER EXPENDITURES	6,818,760	6,873,750	7,089,860	-	-	7,089,860	7,660,270	8,326,910	9,107,730	10,349,010
			3.98%			3.98%				
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	6,374,922	6,738,461	6,741,200	-	-	6,741,200	7,346,169	8,420,118	9,522,047	9,933,712
TRANSFER TO DEBT RESERVE FUND	66,380	4,500	96,280	-	-	96,280	51,770	10,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	263,494	263,494	339,457	250,000	-	589,457	619,594	696,867	689,379	704,503
TOTAL CAPITAL EXPENDITURES & TRANSFERS	6,704,796	7,006,455	7,176,937	250,000	-	7,426,937	8,017,533	9,127,755	10,216,196	10,642,985
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	1,893,503	1,862,907	1,863,294	-	-	1,863,294	2,839,345	3,189,948	3,232,408	3,189,908
TOTAL DEBT EXPENDITURES	1,893,503	1,862,907	1,863,294	-	-	1,863,294	2,839,345	3,189,948	3,232,408	3,189,908
TOTAL EXPENDITURES	22,560,391	22,727,596	23,720,396	250,000	-	23,970,396	26,218,055	28,419,961	30,443,546	32,210,872
SOURCES OF FUNDING										
REVENUE - SALES	(22,342,320)	(22,522,500)	(23,419,020)	(35,000)	-	(23,454,020)	(25,772,485)	(28,011,005)	(30,036,116)	(31,798,879)
REVENUE - OTHER	(187,475)	(174,500)	(301,376)	(215,000)	-	(516,376)	(445,570)	(408,956)	(407,430)	(411,993)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(22,529,795)	(22,697,000)	(23,720,396)	(250,000)	-	(23,970,396)	(26,218,055)	(28,419,961)	(30,443,546)	(32,210,872)
SOURCES OF OTHER FUNDING										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(30,596)	(30,596)	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(22,560,391)	(22,727,596)	(23,720,396)	(250,000)	-	(23,970,396)	(26,218,055)	(28,419,961)	(30,443,546)	(32,210,872)
Percentage increase over prior year's board budget			5.14%			6.25%	9.38%	8.40%	7.12%	5.81%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.680 JDF Water Distribution	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$15,445,000	$25,715,000	$11,510,000	$8,355,000	$7,705,000	$6,355,000	$59,640,000
Vehicles	$990,000	$1,280,000	$855,000	$905,000	$774,000	$710,000	$4,524,000
	$16,435,000	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$9,295,000	$7,785,000	$6,790,000	$7,735,000	$7,685,000	$6,335,000	$36,330,000
Debenture Debt (New Debt Only)	$0	$9,200,000	$4,700,000	$600,000	$0	$0	$14,500,000
Equipment Replacement Fund	$990,000	$1,080,000	$855,000	$905,000	$774,000	$710,000	$4,324,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$2,760,000	$0	$0	$0	$0	$2,760,000
Reserve Fund	$6,150,000	$6,170,000	$20,000	$20,000	$20,000	$20,000	$6,250,000
	$16,435,000	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.670/2.680 Regional Water Supply & JDF Wate	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$1,100,000	$1,730,000	$530,000	$330,000	$330,000	$340,000	$3,260,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,100,000	$1,810,000	$610,000	$410,000	$410,000	$420,000	$3,660,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$1,100,000	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

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 preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **2.680**

Service Name: **JDF Water Distribution**

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
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	$150,000	S	WU	$0	$50,000	$100,000	$0	$0	$0	$150,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	$120,000	S	WU	$120,000	$120,000	$0	$0	$0	$0	$120,000
Capital													
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	$5,000,000	S	WU	$0	$1,000,000	**$1,000,000**	$1,000,000	$450,000	$0	$3,450,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at the JDF Reservoirs.	$1,250,000	S	WU	$400,000	$400,000	$0	$0	$0	$0	$400,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	$1,050,000	S	WU	$425,000	$425,000	**$350,000**	**$100,000**	$0	$0	$875,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	**$9,724,000**	S	WU	$1,300,000	$1,300,000	$0	$0	$0	$0	$1,300,000
18-05					S	Other	$0	**$410,000**	$0	$0	$0	$0	$410,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	**$450,000**	S	WU	$0	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	$50,000	S	WU	$0	$5,000	$5,000	$0	$0	$0	$10,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	$1,750,000	S	WU	$250,000	$250,000	**$500,000**	**$500,000**	**$500,000**	$0	$1,750,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report	**$25,200,000**	S	WU	$0	$3,000,000	**$3,300,000**	**$3,300,000**	**$3,300,000**	**$3,300,000**	$16,200,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	$700,000	S	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
20-07	Replacement	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.	$5,800,000	S	WU	$5,200,000	$5,200,000	$0	$0	$0	$0	$5,200,000
21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	$3,000,000	S	WU	$200,000	$200,000	**$2,800,000**	$0	$0	$0	$3,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	$1,800,000	S	WU	**$600,000**	**$900,000**	**$300,000**	**$300,000**	**$300,000**	$0	$1,800,000
22-01	New	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.	$500,000	S	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000
22-02	New	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	**$550,000**	S	WU	$100,000	$200,000	**$100,000**	**$100,000**	**$100,000**	$0	$500,000
23-03	New	**Seagirt Watermain Extension**	Seagirt water system is being replaced as part of inclusion into the JDF system.	$2,350,000	S	Other	$0	**$2,350,000**	$0	$0	$0	$0	**$2,350,000**
Sub-Total System Infrastructure Engineering and Operations				**$59,444,000**			**$9,295,000**	**$16,560,000**	**$8,505,000**	**$5,350,000**	**$4,700,000**	**$3,350,000**	**$38,465,000**
													$0
CUSTOMER AND TECHNICAL SERVICES													$0
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	$2,094,000	V	ERF	$990,000	$1,080,000	$855,000	$905,000	$774,000	**$710,000**	$4,324,000
23-02	**New**	**Vehicle to support the meter replacement program**	**Purchase of a Transit Van equiped with tools and equipment to support the meter replacement program**	**$200,000**	V	WU	$0	**$200,000**	$0	$0	$0	$0	$200,000
													$0
Sub-Total Customer and Technical Services				**$2,294,000**			**$990,000**	**$1,280,000**	**$855,000**	**$905,000**	**$774,000**	**$710,000**	**$4,524,000**

Service #: 2.680

Service Name: JDF Water Distribution

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
													$0
ANNUAL PROVISIONAL ITEMS													$0
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	$50,000	S	WU	$0	$10,000	$10,000	$10,000	$10,000	**$10,000**	$50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	$1,250,000	S	WU	$0	$250,000	$250,000	$250,000	$250,000	**$250,000**	$1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	$200,000	S	WU	$0	$40,000	$40,000	$40,000	$40,000	**$40,000**	$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	$2,250,000	S	WU	$0	$450,000	$450,000	$450,000	$450,000	**$450,000**	$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	$300,000	S	WU	$0	$60,000	$60,000	$60,000	$60,000	**$60,000**	$300,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	$1,125,000	S	WU	$0	$225,000	$225,000	$225,000	$225,000	**$225,000**	$1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	$6,500,000	S	WU	$0	$1,300,000	$1,300,000	$1,300,000	$1,300,000	**$1,300,000**	$6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	$750,000	S	WU	$0	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	$1,000,000	S	WU	$0	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
Sub-Total for Annual Provisional Items				**$14,925,000**			**$0**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$14,925,000**
													$0
DEVELOPMENT COST CHARGE (DCC)													$0
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	**$295,000**	S	Res	$150,000	$170,000	$20,000	$20,000	**$20,000**	**$20,000**	$250,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	$1,000,000	S	Res	$1,000,000	$1,000,000	$0	$0	$0	$0	$1,000,000
23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System	$9,110,000	S	Res	$5,000,000	$5,000,000	$0	$0	$0	$0	$5,000,000
													$0
Sub-Total for Development Cost Charges (DCC)				**$10,405,000**			**$6,150,000**	**$6,170,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$6,250,000**
			GRAND TOTAL	**$87,068,000**			**$16,435,000**	**$26,995,000**	**$12,365,000**	**$9,260,000**	**$8,479,000**	**$7,065,000**	**$64,164,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

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

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New - Expenditure for new asset only
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Replacement - Expenditure replaces an existing asset

Capital Project Title
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Capital Project Description
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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
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Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Service #: **2.670/2.680**
Service Name: **Regional Water Supply & JDF Water Distribution Combo**

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
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	**$1,000,000**	**$1,300,000**	**$200,000**	$0	$0	**$0**	$1,500,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$750,000	E	WU	$50,000	$50,000	$0	$0	$0	**$0**	$50,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$1,050,000	$1,430,000	$280,000	$80,000	$80,000	$80,000	$1,950,000
ANNUAL PROVISIONAL CAPITAL ITEMS													$0
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	**$45,000**	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	**$170,000**	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$50,000	$70,000	$20,000	$20,000	$20,000	**$30,000**	$160,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	**$15,000**	$75,000
													$0
													$0
													$0
Sub-Total for Annual Provisional Capital Items				$1,650,000			$50,000	$380,000	$330,000	$330,000	$330,000	$340,000	$1,710,000
			GRAND TOTAL	**$4,280,000**			**$1,100,000**	**$1,810,000**	**$610,000**	**$410,000**	**$410,000**	**$420,000**	**$3,660,000**

Service:	2.680	JDF Water Distribution

Project Number	16-03	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Combine past studies to plan out future capital expenditures.
Project Rationale	*Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.*				

Project Number	21-14	**Capital Project Title**	Fire Storage Analysis	**Capital Project Description**	Assess and update the fire flow upgrade program to inform future capital works.
Project Rationale	*In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.*				

Project Number	16-05	**Capital Project Title**	Comprehensive Pump Station Upgrades (10 year Program)	**Capital Project Description**	Continue pump station condition assessments, plan and carry out upgrades.
Project Rationale	*A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately $1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Ludlow has been delayed due to supply chain issues until late in 2022. Funds in 2023 are for design of and to start construction of the Coppermine PS and Bear Mountain PS #1.*				

Project Number	18-02	**Capital Project Title**	JDF Reservoir Upgrades	**Capital Project Description**	Reservoir improvements are required at the JDF Reservoirs.
Project Rationale	*Numerous deficiencies at the Walfred, Peacock and Helgesen reservoirs have been identified while operating the infrastructure. In 2021 planning and design of improvements such as valve reconfiguration, site drainage and controls will be undertaken in 2022 at the Peacock, Helgesen and Walfred reservoirs. Effort carrying forward in 2023 will be the completion of Walfred. All other works are complete.*				

Service:	2.680	JDF Water Distribution

Project Number	18-03	**Capital Project Title**	JDF Site Decommissioning Program	**Capital Project Description**	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional
Project Rationale	*Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Treanor pump station demolition was carried out. The Townsview PS and Tank started planning in 2021 and will continue through 2023.*				

Project Number	18-05	**Capital Project Title**	Rocky Point Upgrades	**Capital Project Description**	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.
Project Rationale	*Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. Cost sharing with DND for design and construction is underway with construction completion in spring 2023.*				

Project Number	18-06	**Capital Project Title**	Disaster Response Plan for Water Supply and Distribution	**Capital Project Description**	Determine and supply response equipment for disaster response.
Project Rationale	*Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed th*				

Project Number	19-06	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.
Project Rationale	*There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to disimilar metals. Funds are required to undertake a program to assess and prevent corrossion to existing pipes. A study started in 2021 will inform future works.*				

Service:	2.680	JDF Water Distribution

Project Number	19-09	**Capital Project Title**	Distribution System Seismic Resiliency Improvements	**Capital Project Description**	Determine and commence improvements to the distribution system to provide seismic resiliency.

Project Rationale *Determine and commence improvements to the distribution system to provide resiliency. In 2023, sites will be prioritized with design commencing in 2024 and construction starting in 2024.*

Project Number	20-03	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report

Project Rationale *This item is the 2021 to 2026 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program Update in 2021. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. 2023 funds will be allocated to the Goldstream AC Main Replacement project to supplement the Goldstream project budget due to higher than anticipated construction costs.*

Project Number	20-04	**Capital Project Title**	William Head & VGH Meter Replacement	**Capital Project Description**	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.

Project Rationale *Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds will be utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. Design will be completed in 2022 with construction starting in 2023.*

Project Number	20-07	**Capital Project Title**	Goldstream AC Replacement	**Capital Project Description**	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.

Project Rationale *The existing water main within Goldstream Rd, from VMP to Spencer Rd, is aging asbestos cement and identified as a risk for failure. Due to the numerous large connections to the RWS transmission main and complexity replacement of this water main cannot be carried out within the AC Replacement Program. The project was tendered in 2022 and came in over budget. It has now been combined with project 20-03, AC replacement project and will be completed in 2023 by CRD forces.*

Service:	2.680	JDF Water Distribution

Project Number	21-02	**Capital Project Title**	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	**Capital Project Description**	Replacement of aged, large diameter water main from Jacklin Rd to VMP

Project Rationale *According to corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and contruction costs, it is proposed to update the condition assessment to determine whether this project is still required or could be deferred.*

Project Number	22-01	**Capital Project Title**	East Sooke Interconnect Water Main	**Capital Project Description**	Construction approximately 430 m of watermain for system improvements.

Project Rationale ***Funds are required to design and construct approximatly 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.***

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure

Project Rationale ***Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure***

Project Number	16-06	**Capital Project Title**	Vehicle & equipment replacement (funding from replacement fund)	**Capital Project Description**	Vehicle and equipment replacement.

Project Rationale This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
17-07	Site Decommissioning - General	Planning for decommissioning of unused sites.

Project Rationale This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.

Project Number	Capital Project Title	Capital Project Description
17-09	Emergency Main Replacement	Major main replacement under emergencies.

Project Rationale This item is to fund the costs of responding to emergency major main breaks and conducting replacements.

Project Number	Capital Project Title	Capital Project Description
17-12	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.

Project Rationale This is an annual provision for the replacement of obsolete and worn out large (greater than 2” diameter) meters, adding new meters and upgrading meter vaults.

Project Number	Capital Project Title	Capital Project Description
17-13	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.

Project Rationale This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.

Service:	2.680	JDF Water Distribution

Project Number	17-15	**Capital Project Title**	Distribution System Improvements	**Capital Project Description**	Unplanned distribution system improvements.
Project Rationale	Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.				

Project Number	17-16	**Capital Project Title**	Hydraulic Model Yearly Update	**Capital Project Description**	Annual hydraulic model update.
Project Rationale	This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.				

Project Number	21-03	**Capital Project Title**	Hydrant & Flush Replacement, Upgrades and Additions	**Capital Project Description**	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.
Project Rationale	This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.				

Project Number	21-04	**Capital Project Title**	Residential Service & Meter Replacement	**Capital Project Description**	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.
Project Rationale	This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.				

Service:	2.680	JDF Water Distribution

Project Number	21-05	**Capital Project Title**	Pump Station Equipment Replacements	**Capital Project Description**	Unplanned pump station repairs and equipment replacement
Project Rationale	This is an annual provision for unplanned pump station repairs and equipment replacement.				

Project Number	21-06	**Capital Project Title**	SCADA Equipment Replacement	**Capital Project Description**	Unplanned replacement of SCADA and electrical equipment.
Project Rationale	This is an annual provision for unplanned SCADA and electrical equipment replacement.				

Project Number	21-07	**Capital Project Title**	Reservoir Equipment Replacement	**Capital Project Description**	Replacement or repairs to components at reservoir sites.
Project Rationale	This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.				

Project Number	21-09	**Capital Project Title**	Valve Replacement	**Capital Project Description**	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.
Project Rationale	This is an annual provisional for unplanned replacement of valves, including air valves and check valves.				

Service:	2.680	JDF Water Distribution

Project Number	16-07	**Capital Project Title**	Update DCC Bylaw (Comprehensive Update in 2022)	**Capital Project Description**	Planned update of the DCC Bylaw.
Project Rationale	This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled to start in 2022.				

Project Number	21-01	**Capital Project Title**	Sooke Henlyn Supply & Distribution Mains	**Capital Project Description**	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.
Project Rationale	Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.				

Project Number	23-01	**Capital Project Title**	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	**Capital Project Description**	Upgrades to complete the South Skirt Water System
Project Rationale	Design and construct Tank 4, Pump Station 7, McCallum Pump Station and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.				

Project Number	23-02	**Capital Project Title**	Vehicle to support the meter replacement program	**Capital Project Description**	Purchase of a Transit Van equiped with tools and equipment to support the meter replacement program
Project Rationale	A Transit Van equiped with tools and equipment is required for the on site work to be done during the multi year meter replacement program. It will be more effective to setup a vehicle with the required tools and fittings related to replacing meters rather than having to setup a different vehicle based on the operational needs of the day/week/month.				

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
23-03	Seagirt Watermain Extension	Seagirt water system is being replaced as part of inclusion into the JDF system.

Project Rationale	The Seagirt Improvement District is being included in the JDF Service. The distribution system is being replaced to meet JDF standards and is being funded by the Improvement District.

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
• Repairs, upgrades and changes to the buildings (provisional $50,000)
• Painting of the buildings. (provisional $10,000 annually)
• Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)
• Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
• Support for repairs and maintenance of the present radio will continue for the next 3 years at least.
• There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.680 Juan de Fuca Water Distribution
Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
DCC Reserve Account	10,029,191	6,059,191	8,239,191	10,419,191	12,599,191	14,799,191
Equipment Replacement Fund	792,405	463,862	356,706	284,323	315,802	416,805
Total	**10,899,202**	**6,600,661**	**8,673,507**	**10,781,126**	**12,992,607**	**15,293,612**

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2023 - 2027 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	13,147,386	10,029,191	6,059,191	8,239,191	10,419,191	12,599,191
Transfer to Cap Fund to fund DCC projects	(5,477,600)	(6,170,000)	(20,000)	(20,000)	(20,000)	-
Payment of P&I on LA 3164	(30,595)	-		-	-	-
Payment of DCC liability						
DCC's received From Member Municipalities	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	190,000					
Ending Balance $	**10,029,191**	**6,059,191**	**8,239,191**	**10,419,191**	**12,599,191**	**14,799,191**

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

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

2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2023 - 2027 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	556,248	585,011	792,405	463,862	356,706	284,323	315,802
Equipment purchases (Based on Capital Plan)	(232,664)	(70,000)	(1,080,000)	(855,000)	(905,000)	(774,000)	(710,000)
Transfer from Operating Budget	258,003	263,494	589,457	619,594	696,867	689,379	704,503
Proceeds on disposals		10,500	162,000	128,250	135,750	116,100	106,500
Interest Income*	3,424	3,400					
Ending Balance $	**585,011**	**792,405**	**463,862**	**356,706**	**284,323**	**315,802**	**416,805**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Florence Lake Water System

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 2.681 Florence Lake Water System **Commission: Juan De Fuca Water Distribution**

DEFINITION:

Florence Lake Water System is a water distribution local service of the regional district.
Establishment Bylaw No. 4393, July 14, 2021

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Florence Lake Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of Savory Road, Langford BC, in the area formerly known as the Florence Lake Improvement District.

PARTICIPATION:

Only the City of Langford includes a participating area for this service

MAXIMUM LEVY:

Greater of $75,000 or $6.3298 per $1,000 of actual assessments

COMMISSION:
Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

2.681 - Florence Lake Water System *- $0.3M Water System Upgrade*	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
DEBT SERVICING										
Debt Reserve Fund	3,000	-	3,000	-	-	3,000	-	-	-	-
MFA Principal Payment	-	-	-	-	-	-	16,730	16,730	16,730	16,730
MFA Interest Payment	5,738	7,350	11,988	-	-	11,988	12,600	12,600	12,600	12,600
Surplus carryforward to 2023		1,388	(1,388)			(1,388)				
TOTAL DEBT	**8,738**	**8,738**	**13,600**	**-**	**-**	**13,600**	**29,330**	**29,330**	**29,330**	**29,330**
REQUISITION - PARCEL TAX	**(8,738)**	**(8,738)**	**(13,600)**	**-**	**-**	**(13,600)**	**(29,330)**	**(29,330)**	**(29,330)**	**(29,330)**
Percentage increase over prior year Requisition			55.6%			55.6%	115.7%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Core Area Wastewater - Combined View

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

3.717 & 3.798C - Core Area Wastewater Combined Summary	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
3.717 - OPERATING COSTS:										
Allocation - IWS Operations	7,611,585	7,479,469	7,986,854	481,910	108,000	8,576,764	8,640,313	8,813,119	8,982,250	9,154,615
Allocation - Standard Overhead	1,401,804	1,401,804	2,243,336	-	-	2,243,336	2,288,203	2,333,967	2,380,647	2,428,259
Allocation - Enviro Monitoring & Marine Protection Programs	2,275,177	1,442,214	2,192,053	-	85,410	2,277,463	2,228,010	2,272,569	2,318,020	2,334,375
Biotreatment and Disposal	5,686,208	3,600,089	5,805,500	-	-	5,805,500	5,921,610	6,040,042	6,160,844	6,284,059
Operating - Other	1,996,820	2,988,165	2,810,630	-	-	2,810,630	2,882,552	2,956,668	3,020,195	3,085,698
Repairs & Maintenance	1,585,851	1,124,405	1,230,040	-	-	1,230,040	1,707,710	2,053,800	1,740,320	1,444,000
Electricity & Utilities	3,476,850	3,512,095	3,634,243	-	-	3,634,243	3,706,925	3,781,067	3,832,308	3,884,281
Supplies - Chemical & Other	4,241,410	2,180,234	2,582,240	-	-	2,582,240	2,633,890	2,686,552	2,718,815	2,751,480
TOTAL OPERATING COSTS	**28,275,705**	**23,728,475**	**28,484,896**	**481,910**	**193,410**	**29,160,216**	**30,009,213**	**30,937,784**	**31,153,399**	**31,366,767**
*Percentage Increase over prior year		-16.08%	0.74%	1.70%	0.68%	3.13%	2.91%	3.09%	0.70%	0.68%
3.717 - RESERVE:										
Transfer to Operating Reserve	1,028,086	3,294,981	600,000	-	-	600,000	612,000	624,240	680,000	738,160
Transfer to Equipment Replacement Fund	846,920	1,649,604	500,000	-	-	500,000	510,000	520,200	570,000	651,840
3.798C - RESERVE:										
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	3,121,119	3,360,087	3,121,119	-	-	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	4,821,437	4,821,437	4,893,237	-	144,288	5,037,525	1,004,930	5,418,160	5,489,960	5,561,760
TOTAL CAPITAL / RESERVES	**15,347,307**	**18,655,854**	**14,644,101**	**-**	**144,288**	**14,788,389**	**10,377,794**	**14,813,464**	**14,990,824**	**15,202,624**
CAWTP Debt	7,181,063	7,181,063	7,109,313	-	-	7,109,313	10,997,670	6,584,490	6,512,740	6,440,990
CAWW Debt	78,818	15,000	213,930	-	-	213,930	2,006,438	3,944,891	5,624,961	6,284,939
3.798C - Total Debt Expenditures	7,259,881	7,196,063	7,323,243	-	-	7,323,243	13,004,108	10,529,381	12,137,701	12,725,929
MFA Debt Reserve	192,380	17,230	192,660	-	-	192,660	208,410	192,860	86,360	38,360
TOTAL COSTS	**51,075,273**	**49,597,622**	**50,644,900**	**481,910**	**337,698**	**51,464,508**	**53,599,525**	**56,473,489**	**58,368,284**	**59,333,680**
*Percentage Increase over prior year		-2.89%	-0.84%	0.94%	0.66%	0.76%	4.15%	5.36%	3.36%	1.65%
Internal Recoveries	(1,122,000)	(204,000)	(1,108,080)	-	-	(1,108,080)	(1,112,240)	(1,116,480)	(1,120,810)	(1,125,226)
TOTAL COSTS LESS INTERNAL RECOVERIES	49,953,273	49,393,622	49,536,820	481,910	337,698	50,356,428	52,487,285	55,357,009	57,247,474	58,208,454
*Percentage Increase over prior year		-1.12%	-0.83%	0.96%	0.68%	0.81%	4.23%	5.47%	3.42%	1.68%
FUNDING SOURCES (REVENUE)										
Balance C/F from 2021 to 2022	(197,346)	(197,346)	-	-	-	-	-	-	-	-
Estimated Balance C/F from 2022 to 2023	-	193,410	-	-	(193,410)	(193,410)	-	-	-	-
Grants in Lieu of Taxes	(1,597,559)	(1,597,559)	(1,597,559)	-	-	(1,597,559)	(1,597,559)	(1,597,559)	(1,597,559)	(1,597,559)
Transfer from Operating Reserve	(366,241)	-	(147,000)	-	-	(147,000)	(603,000)	(927,000)	(600,000)	(290,000)
Revenue - Other	(21,740)	(21,740)	(20,870)	-	(144,288)	(165,158)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	**(2,182,886)**	**(1,623,235)**	**(1,765,429)**	**-**	**(337,698)**	**(2,103,127)**	**(2,221,429)**	**(2,545,429)**	**(2,218,429)**	**(1,908,429)**
REQUISITION	**(47,770,387)**	**(47,770,387)**	**(47,771,391)**	**(481,910)**	**-**	**(48,253,301)**	**(50,265,856)**	**(52,811,580)**	**(55,029,045)**	**(56,300,025)**
*Percentage increase over prior year		0.00%	0.00%	1.01%	0.00%	1.01%	4.17%	5.06%	4.20%	2.31%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Core Area Wastewater Operations

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.717 Core Area Wastewater Operations **Committee:** Core Area Liquid Waste Management

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfalls for member participants.

SERVICE DESCRIPTION:

This program is for the provision of sub-regional wastewater collection and treatment in the Core Area and Western Communities. Although the largest component of the program budget is for the operation and maintenance of the McLoughlin Point Wastewater Treatment and Residuals Treatment Plants and conveyance systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.798C

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

Capital Regional District Sewer and Water Services Operating Reserve Fund Bylaw No. 4144 (Dec 14, 2016)

Service: 3.717 Core Area Wastewater Operations **Committee:** Core Area Liquid Waste Management

COST SHARING ALLOCATION - ANNUAL FLOWS

	2021	2022	2023	2024	2025	2026
Colwood	3.72%	3.38%				
Esquimalt	6.64%	6.76%				
DND	0.40%	0.32%				
Langford	8.65%	9.61%				
Oak Bay	9.24%	8.83%				
Saanich	29.11%	29.57%				
Victoria	38.88%	38.38%				
View Royal	2.61%	2.36%				
Esquimalt Nation	0.08%	0.08%				
Songhees Nation	0.67%	0.70%				
	100%	**100%**				

Change in Budget 2022 to 2023 Service: 3.717 Core Area Wastewater Operations	Total Expenditure	Comments
2022 Budget	**30,150,711**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Allocation - IWS Operations	726,138	IBCs 8a-1.7 & 8a-1.8 - labour allocations from Wastewater Inflationary lifts and adjustment of labour requirements for optimal service level
Allocation - Facilities Management	197,241	Building Services taken over maintenance of WW facilities, increased service levels
Allocation - Infrastructure Engineering	41,695	Inflationary increases
Allocation - Standard Overhead	841,532	Change in funding structure for Standard Overhead
Allocation - Enviro Monitoring & Marine Protection Programs	123,961	IBC 8a-1.4 - Biosolids Research Assistant (one-time, 85k) IBC 8a-1.5 - Lab Technician Core Area (one-time, 108k) Reductions from other budgetary adjustments
Biotreatment and Disposal	118,792	HRMG operating costs
Repairs & Maintenance	(355,811)	Adjustment of budget to reflect operational requirements
Electricity and Natural Gas	(398,262)	Electricity budgets optimized as power requirements are more defined and understand from ongoing operational experience
Water	555,655	Budgets increased to align with operational requirements and treatment process at WWTP, Conveyance, and the Residual Treatment Facility
Supplies - Chemical & Other	(1,659,170)	Chemical composition and mix assessment reviewed as infrastructure operations begin to reach optimal state
Reserve Transfers	(775,006)	Contributions reassessed to align with revised cyclical maintenance requirements. Budget reallocated to cover increased Standard Overhead and other changes where necessary.
Operating - Other	692,740	Contract for services, Waste sludge and screenings disposal, inflationary lifts
Total Other Changes	109,505	
2023 Budget	**30,260,216**	

Summary of % Expense Increase	
2022 IBC Salary Annualization	0.0%
2023 IBC Expense	2.8%
Reduction capital transfers	-2.6%
Support Services	2.8%
Balance of increase	-2.7%
% expense increase from 2022:	**0.4%**
% Requisition increase from 2022 (if applicable):	***1.26%***

Requisition funding is 95.8% of service revenue

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

There is a favourable variance of $3.2M (10.8%) primarily due to operational deficiencies at the RTF, reduced electrical usage/demand, lower chemical consumption, and savings on repairs & maintenance for the new infrastructure. A small surplus of 193k will be carried forward to cover one-time costs in 2023 . The remainder of this variance will be split between the Equipment Replacement Fund ($802k) and the Operating Reserve Fund ($2.27M). The expected year end balance of the reserves before transfers is: ERF - $6.4M, ORF - $8.6M.

3.717 - Core Area Wasterwater Operations	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS:										
Allocation - IWS Operations	7,611,585	7,479,469	7,986,854	481,910	108,000	8,576,764	8,640,313	8,813,119	8,982,250	9,154,615
Allocation - Standard Overhead	1,401,804	1,401,804	2,243,336	-	-	2,243,336	2,288,203	2,333,967	2,380,647	2,428,259
Allocation - Enviro Monitoring & Marine Protection Programs	2,275,177	1,442,214	2,192,053	-	85,410	2,277,463	2,228,010	2,272,569	2,318,020	2,334,375
Biotreatment and Disposal	5,686,208	3,600,089	5,805,500	-	-	5,805,500	5,921,610	6,040,042	6,160,844	6,284,059
Operating - Other	1,996,820	2,988,165	2,810,630	-	-	2,810,630	2,882,552	2,956,668	3,020,195	3,085,698
Repairs & Maintenance	1,585,851	1,124,405	1,230,040	-	-	1,230,040	1,707,710	2,053,800	1,740,320	1,444,000
Electricity & Utilities	3,476,850	3,512,095	3,634,243	-	-	3,634,243	3,706,925	3,781,067	3,832,308	3,884,281
Supplies - Chemical & Other	4,241,410	2,180,234	2,582,240	-	-	2,582,240	2,633,890	2,686,552	2,718,815	2,751,480
TOTAL OPERATING COSTS	**28,275,705**	**23,728,475**	**28,484,896**	**481,910**	**193,410**	**29,160,216**	**30,009,213**	**30,937,784**	**31,153,399**	**31,366,767**
*Percentage Increase over prior year		-16.08%	0.74%	1.70%	0.68%	3.13%	2.91%	3.09%	0.70%	0.68%
RESERVE:										
Transfer to Operating Reserve	1,028,086	3,294,981	600,000	-	-	600,000	612,000	624,240	680,000	738,160
Transfer to Equipment Replacement Fund	846,920	1,649,604	500,000	-	-	500,000	510,000	520,200	570,000	651,840
TOTAL RESERVES	**1,875,006**	**4,944,585**	**1,100,000**	**-**	**-**	**1,100,000**	**1,122,000**	**1,144,440**	**1,250,000**	**1,390,000**
TOTAL COSTS	30,150,711	28,673,060	29,584,896	481,910	193,410	30,260,216	31,131,213	32,082,224	32,403,399	32,756,767
*Percentage Increase over prior year		-4.90%	-1.88%	1.60%	0.64%	0.36%	2.88%	3.05%	1.00%	1.09%
Internal Recoveries	(1,122,000)	(204,000)	(1,108,080)	-	-	(1,108,080)	(1,112,240)	(1,116,480)	(1,120,810)	(1,125,226)
OPERATING COSTS LESS INTERNAL RECOVERIES	29,028,711	28,469,060	28,476,816	481,910	193,410	29,152,136	30,018,973	30,965,744	31,282,589	31,631,541
*Percentage Increase over prior year		-1.93%	-1.90%	1.66%	0.67%	0.43%	2.97%	3.15%	1.02%	1.12%
REVENUE;										
Balance C/F from 2021 to 2022	(197,346)	(197,346)	-	-	-	-	-	-	-	-
Estimated Balance C/F from 2022 to 2023	-	193,410	-	-	(193,410)	(193,410)	-	-	-	-
Grants in Lieu of Taxes	(876,129)	(876,129)	(876,129)	-	-	(876,129)	(876,129)	(876,129)	(876,129)	(876,129)
Transfer from Operating Reserve	(366,241)	-	(147,000)	-	-	(147,000)	(603,000)	(927,000)	(600,000)	(290,000)
TOTAL REVENUE	**(1,439,716)**	**(880,065)**	**(1,023,129)**	**-**	**(193,410)**	**(1,216,539)**	**(1,479,129)**	**(1,803,129)**	**(1,476,129)**	**(1,166,129)**
REQUISITION	**(27,588,995)**	**(27,588,995)**	**(27,453,687)**	**(481,910)**	**-**	**(27,935,597)**	**(28,539,844)**	**(29,162,615)**	**(29,806,460)**	**(30,465,412)**
*Percentage increase over prior year		0.00%	-0.49%	1.75%	0.00%	1.26%	2.16%	2.18%	2.21%	2.21%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

3.717 Core Area Wastewater Operations Asset and Reserve Summary
Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Core Area Wastewater Operations

Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2021. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.

Summary

CAWW Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Operating Reserve Fund	10,687,360	11,140,360	11,149,360	10,846,600	10,926,600	11,374,760
Equipment Replacement Fund	7,190,320	7,290,320	6,680,320	6,800,520	6,970,520	7,222,360
Total	**17,877,680**	**18,430,680**	**17,829,680**	**17,647,120**	**17,897,120**	**18,597,120**

See attached reserve schedules for projected annual cash flows.

Profile

Core Area Wastewater Operations

Bylaw 4144 - Starting in 2021, the operating reserve account is established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expenses and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105543	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	7,698,620	10,687,360	11,140,360	11,149,360	10,846,600	10,926,600
Planned Purchase	(366,241)	(147,000)	(603,000)	(927,000)	(600,000)	(290,000)
Transfer from Ops Budget	3,294,981	600,000	612,000	624,240	680,000	738,160
Interest Income*	60,000					
Total projected year end balance	**10,687,360**	**11,140,360**	**11,149,360**	**10,846,600**	**10,926,600**	**11,374,760**

Assumptions/Background:

Transfer remaining balance from trunk budgets to fund amalgamated Core Area Wastewater service operating reserve fund.

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

ERF Reserve Fund Schedule SPWWTP

ERF: CAWW Fund for Equipment Replacement

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the CAWW System. Example motors, pumps etc.

Equipment Replacement Fund Fund: 1022 Fund Center: 102229	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	5,590,716	7,190,320	7,290,320	6,680,320	6,800,520	6,970,520
Planned Purchase (Based on Capital Plan)	(100,000)	(400,000)	(1,120,000)	(400,000)	(400,000)	(400,000)
Transfer IN (from Ops Budget)	1,649,604	500,000	510,000	520,200	570,000	651,840
Interest Income*	50,000					
Ending Balance $	**7,190,320**	**7,290,320**	**6,680,320**	**6,800,520**	**6,970,520**	**7,222,360**

Assumptions/Background:

Transfer remaining balance from trunk budgets to fund amalgamated Core Area Wastewater service equipment reserve fund.

* Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Debt - Core Area Wastewater Capital

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.798C Debt - Core Area Wastewater Capital **Committee:** Core Area Liquid Waste Management

DEFINITION:

Infrastructure improvements and capital work to all wastewater functions of the Capital Regional District.

PARTICIPATION:

Cost apportionment is based on capacity allocated to each participant.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

		Authorized	Borrowed	Remaining
Authorized:	LA Bylaw 4374	$ 22,700,000	$ -	$ 22,700,000
	LA Bylaw 4375	34,300,000	-	$ 34,300,000
Remaining:		**$ 57,000,000**	**$ -**	**$ 57,000,000**

CORE AREA WASTEWATER TREATMENT PLANT

Location	Allocation of Debt Servicing Costs
Colwood	4.24%
Esquimalt	6.60%
Esquimalt Nation	0.07%
Langford	12.63%
Oak Bay	6.39%
Saanich	30.34%
Songhees Nation	0.60%
Victoria	35.95%
View Royal	3.18%
Total	**100.00%**

FUNDING:

Requisition

3.798C - Debt - Core Area Wastewater Capital	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
CAPITAL / RESERVE										
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	3,121,119	3,360,087	3,121,119	-	-	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	4,821,437	4,821,437	4,893,237	-	144,288	5,037,525	1,004,930	5,418,160	5,489,960	5,561,760
TOTAL CAPITAL / RESERVES	**13,472,301**	**13,711,269**	**13,544,101**	**-**	**144,288**	**13,688,389**	**9,255,794**	**13,669,024**	**13,740,824**	**13,812,624**
CAWTP Debt	7,181,063	7,181,063	7,109,313	-	-	7,109,313	10,997,670	6,584,490	6,512,740	6,440,990
CAWW Debt	78,818	15,000	213,930	-	-	213,930	2,006,438	3,944,891	5,624,961	6,284,939
Total Debt Expenditures	7,259,881	7,196,063	7,323,243	-	-	7,323,243	13,004,108	10,529,381	12,137,701	12,725,929
MFA Debt Reserve	192,380	17,230	192,660	-	-	192,660	208,410	192,860	86,360	38,360
TOTAL OPERATING COSTS	**20,924,562**	**20,924,562**	**21,060,004**	**-**	**144,288**	**21,204,292**	**22,468,312**	**24,391,265**	**25,964,885**	**26,576,913**
*Percentage Increase over prior year			0.65%			1.34%	5.96%	8.56%	6.45%	2.36%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Surplus Balance carry forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own funds	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(721,430)	(721,430)	(721,430)	-	-	(721,430)	(721,430)	(721,430)	(721,430)	(721,430)
Revenue - Other	(21,740)	(21,740)	(20,870)	-	(144,288)	(165,158)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	**(743,170)**	**(743,170)**	**(742,300)**	**-**	**(144,288)**	**(886,588)**	**(742,300)**	**(742,300)**	**(742,300)**	**(742,300)**
REQUISITION	**(20,181,392)**	**(20,181,392)**	**(20,317,704)**	**-**	**-**	**(20,317,704)**	**(21,726,012)**	**(23,648,965)**	**(25,222,585)**	**(25,834,613)**
*Percentage increase over prior year			0.68%			0.68%	6.93%	8.85%	6.65%	2.43%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.798C Debt - Core Area Wastewater Capital	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$300,000	$0	$0	$0	$0	$300,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$29,540,000	$33,590,000	$21,325,000	$19,050,000	$8,400,000	$3,600,000	$85,965,000
Vehicles		$263,000	$263,000	$0	$0	$0	$0	$263,000
		$29,803,000	**$34,153,000**	**$21,325,000**	**$19,050,000**	**$8,400,000**	**$3,600,000**	**$86,528,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$13,473,000	$13,473,000	$0	$0	$0	$0	$13,473,000
Debenture Debt (New Debt Only)		$14,680,000	$17,630,000	$19,205,000	$17,650,000	$7,000,000	$2,200,000	$63,685,000
Equipment Replacement Fund		$400,000	$800,000	$1,120,000	$400,000	$400,000	$400,000	$3,120,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$1,250,000	$2,250,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$6,250,000
		$29,803,000	**$34,153,000**	**$21,325,000**	**$19,050,000**	**$8,400,000**	**$3,600,000**	**$86,528,000**

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 numerical 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 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 #: **3.798C**

Service Name: **Debt - Core Area Wastewater Treatment Program**

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
MCLOUGHLIN WASTEWATER TREATMENT PLANT													
The new McLoughlin WWTP was commissioned in January 2021. This is a new facility may require some upgrades to improve operational performance and/or health and safety items that are being revealed during the first few years of plant operation.													
16-01a	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$462,000,000	S	Grant	$0	$0	$0	$0	$0	$0	$0
16-01b	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$101,100,000	S	Debt	$0	$0	$0	$0	$0	$0	$0
16-01c	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$211,900,000	S	Cap	$13,210,000	$13,210,000	$0	$0	$0	$0	$13,210,000
20-02a	New	New Fleet Purchases	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy	$1,400,000	V	Cap	$263,000	$263,000	$0	$0	$0	$0	$263,000
PUMP STATIONS													
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.	$350,000	S	Res	$325,000	$325,000	$0	$0	$0	$0	$325,000
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	$2,250,000	S	Debt	$2,100,000	$2,100,000	$0	$0	$0	$0	$2,100,000
21-03	Renewal	Currie Major Electrical and Seismic Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.	$2,300,000	S	Debt	$300,000	$300,000	$1,900,000	$0	$0	$0	$2,200,000
21-04	Renewal	Craigflower Odour Control Upgrade	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.	$400,000	S	Debt	$300,000	$300,000	$0	$0	$0	$0	$300,000
21-05	Replacement	Harling PS - Complete Replacement	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.	**$2,300,000**	S	Debt	**$300,000**	**$300,000**	**$2,000,000**	$0	$0	$0	$2,300,000
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.	$200,000	S	Debt	$190,000	$190,000	$0	$0	$0	$0	$190,000
22-05	Replacement	Lang Cove Discharge Isolation Valves	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.	$400,000	S	ERF	$300,000	$300,000	$0	$0	$0	$0	$300,000
24-01	Renewal	Trent PLC Upgrade	The Programmable Logic Controller needs to be upgraded to meet new software standards.	$250,000	S	**ERF**	$0	$0	$250,000	$0	$0	$0	$250,000

Service #: 3.798C

Service Name: Debt - Core Area Wastewater Treatment Program

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**
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	$420,000	S	Debt	$0	$0	$420,000	$0	$0	$0	$420,000
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.	$230,000	S	Debt	$0	$0	$230,000	$0	$0	$0	$230,000
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$290,000	$0	$0	$0	$290,000
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$290,000	$0	$0	$0	$290,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.	$670,000	S	Debt	$0	$0	**$200,000**	$0	$0	$0	$200,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.		S	**ERF**	$0	$0	**$470,000**	$0	$0	$0	$470,000
GRAVITY SEWERS AND MANHOLES													
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.	$2,400,000	S	Debt	$350,000	$350,000	**$2,000,000**	$0	$0	$0	$2,350,000
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events. Complete an options study in 2023 and detailed design/construction between 2027-2030.	$15,000,000	S	Debt	$350,000	$350,000	$0	$0	$0	$0	$350,000
21-08	Replacement	Boundary Odour Control Replacement	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a pilot nitrate amendment study is being completed to see if improved dosing can mitigate odours.	$400,000	S	Res	$300,000	$300,000	$0	$0	$0	$0	$300,000
21-09	Renewal	Bowker Sewer Rehabilitation Ph1	Based on results of CCTV inspection about 2,000m of sewer along Shelbourne, Kings and from Trent PS to Newport needs to be relined.	$8,600,000	S	Debt	$7,600,000	$7,600,000	$0	$0	$0	$0	$7,600,000
21-10	Renewal	Sewer Cleaning and Inspection	Regional sewers should be cleaned and inspected on a 5-year cycle. The next 5-year cycle will recommence in 2024.	**$750,000**	S	Debt	$0	$0	$150,000	$150,000	$150,000	**$150,000**	$600,000
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.	$1,500,000	S	Debt	$200,000	$450,000	$250,000	$250,000	$250,000	$0	$1,200,000
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	$300,000	S	Debt	$0	$0	**$300,000**	$0	$0	$0	$300,000
24-10	**Renewal**	**East Coast Interceptor and Bowker Sewer Rehabilitation Ph2**	Based on results of CCTV inspection about 2,000m of sewer along Beach Dr (from Bowker to Broom) and along Doncastor and Transit Roads needs to be relined.	**$8,000,000**	S	Debt	**$0**	**$0**	**$8,000,000**	$0	$0	$0	**$8,000,000**
PRESSURE PIPES AND APPURTENANCES													
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	$500,000	S	Res	$400,000	$400,000	$0	$0	$0	$0	$400,000
21-13	New	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.	$9,600,000	S	Debt	$275,000	$275,000	**$300,000**	**$4,500,000**	**$4,500,000**	$0	$9,575,000
21-14	Renewal	Marigold Siphon Assessment	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.	$8,300,000	S	Debt	$375,000	$375,000	$0	$7,900,000	$0	$0	$8,275,000
22-02	Renewal	Gorge and Harriet Siphon Assessment	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$250,000	S	Res	$225,000	$225,000	$0	$0	$0	$0	$225,000
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	**$400,000**	$0	$0	$400,000
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	**$400,000**	$0	$0	$400,000
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$400,000	$0	$0	$400,000
27-01	**Study**	**Forcemain Pipe Assessment Study**	**There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.**	**$250,000**	S	Debt	$0	$0	$0	$0	$0	**$250,000**	$250,000
FLOW METERS													

Service #: 3.798C

Service Name: Debt - Core Area Wastewater Treatment Program

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**
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).	$250,000	S	Debt	$190,000	$190,000	$0	$0	$0	$0	$190,000
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.	$130,000	S	Debt	$100,000	$100,000	$0	$0	$0	$0	$100,000
21-17	New	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.	$200,000	S	Debt	$150,000	$150,000	$0	$0	$0	$0	$150,000
21-18	New	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.	$240,000	S	Debt	$180,000	$180,000	$0	$0	$0	$0	$180,000
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).	$190,000	S	Debt	$140,000	$140,000	$0	$0	$0	$0	$140,000
21-20	Replacement	Haultain, Hereward, Langford Replacement	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.	$40,000	S	Debt	$30,000	$30,000	$0	$0	$0	$0	$30,000
21-21	Replacement	Penrhyn Meter	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.	$90,000	S	Debt	$60,000	$60,000	$0	$0	$0	$0	$60,000
GENERAL													
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	$250,000	S	Debt	$240,000	$240,000	$0	$0	$0	$0	$240,000
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	$400,000	S	Debt	$300,000	$300,000	$0	$0	$0	$0	$300,000
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.	**$700,000**	S	Debt	$0	$200,000	$0	$200,000	$0	$200,000	$600,000
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.	**$3,900,000**	S	Debt	**$500,000**	**$1,250,000**	$750,000	$750,000	**$750,000**	**$750,000**	$4,250,000
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	$1,200,000	S	Debt	$150,000	$150,000	$0	**$500,000**	**$500,000**	$0	$1,150,000
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	$5,000,000	S	**Res**	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$1,000,000**	$5,000,000
21-27	New	New Infrastructure Optimization	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.	$500,000	S	Debt	$300,000	$300,000	$0	$0	$0	$0	$300,000
23-08	**New**	**Process & Mechanical Upgrades**	**Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations**	**$4,250,000**	**S**	**Debt**	$0	**$850,000**	**$850,000**	**$850,000**	**$850,000**	**$850,000**	**$4,250,000**
23-09	**New**	**Safety & Security Upgrades**	**Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety**	**$1,800,000**	**S**	**Debt**	$0	**$600,000**	**$600,000**	**$600,000**	$0	$0	**$1,800,000**
22-04	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.	**$600,000**	S	ERF	**$100,000**	**$200,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	$600,000
23-06	**Replacement**	**Annual Provisional Equipment Replacement**	**Replacement of at end of service life, including valves, variable frequency drives, capacitors.**	**$1,500,000**	**S**	**ERF**	$0	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$1,500,000**
23-07	**New**	**Enterprise Data Historian Management System**	**A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.**	**$300,000**	E	**Debt**	$0	**$300,000**	$0	$0	$0	$0	$300,000
OUTFALLS													
24-08	Renewal	Clover Point Outfall Retrofit	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.	$500,000	S	Debt	$0	$0	$500,000	$0	$0	$0	$500,000
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.	$750,000	S	Debt	$0	$0	$0	$750,000	$0	$0	$750,000
RESIDUAL SOLIDS													
24-09	**New**	**Centrate Return Line Automated Monitoring**	**Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.**	**$175,000**	**S**	**Debt**	$0	$0	**$175,000**	$0	**$0**	$0	**$175,000**
			GRAND TOTAL	**$866,765,000**			**$29,803,000**	**$34,153,000**	**$21,325,000**	**$19,050,000**	**$8,400,000**	**$3,600,000**	**$86,528,000**

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	16-01a	**Capital Project Title**	CAWTP	**Capital Project Description**	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as "Class A" Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Project Number	16-01b	**Capital Project Title**	CAWTP	**Capital Project Description**	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as "Class A" Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Project Number	16-01c	**Capital Project Title**	CAWTP	**Capital Project Description**	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as "Class A" Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	20-02a	**Capital Project Title**	New Fleet Purchases	**Capital Project Description**	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy
Project Rationale	Capital purchases required for integration with CRD operations and wastewater treatment system start-up. Purchases include vehicles and equipment.				

Project Number	21-01	**Capital Project Title**	Lang Cove Electrical and Building Upgrades	**Capital Project Description**	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.
Project Rationale	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.				

Project Number	21-02	**Capital Project Title**	Marigold Electrical and Building Upgrades	**Capital Project Description**	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.
Project Rationale	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.				

Project Number	21-03	**Capital Project Title**	Currie Major Electrical and Siesmic Upgrades	**Capital Project Description**	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs.
Project Rationale	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs. Assessment and VFD replacement in 2021 and other upgrades in 2022.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	21-04	**Capital Project Title**	Craigflower Odour Control Upgrade	**Capital Project Description**	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.
Project Rationale	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.				

Project Number	21-05	**Capital Project Title**	Harling PS - Complete Replacement	**Capital Project Description**	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.
Project Rationale	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. Detailed Design will be completed in 2021 and construction in 2022.				

Project Number	22-01	**Capital Project Title**	Odour Control HVAC Testing and Balancing	**Capital Project Description**	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.
Project Rationale	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.				

Project Number	22-05	**Capital Project Title**	Lang Cove Discharge Isolation Valves	**Capital Project Description**	Replace seized, direct burried isolation valves on at the Lang Cove pump station with new valves in a manhole.
Project Rationale	An isolation valve on the discharge force main of the Lang Cove pump station has failed, with no way of isolating the pump station for maintenance or an emergency. Additionally, there currently is no way to bypass the force main. Funds are required to design a bypass outlet, plan valve replacement, bypass pump the failed valve and replace the valve.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	24-01	**Capital Project Title**	Trent PLC Upgrade	**Capital Project Description**	The Programmable Logic Controller needs to be upgraded to meet new software standards.
Project Rationale	The PLC needs to be upgraded to meet new software standards and maintain reliability.				

Project Number	24-02	**Capital Project Title**	Hood Mechanical and Electrical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.				

Project Number	24-03	**Capital Project Title**	Currie Minor Mechanical and Electrical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.				

Project Number	24-04	**Capital Project Title**	Humber Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	24-05	**Capital Project Title**	Rutland Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.				

Project Number	24-06	**Capital Project Title**	Penrhyn Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.				

Project Number	21-06	**Capital Project Title**	Shoreline Trunk Sewer Upgrade	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.				

Project Number	21-07	**Capital Project Title**	Western Trunk Sewer Twinning	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events. Complete an options study in 2023 and detailed design/construction between 2027-2030.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2021/22 and detailed design/construction between 2026-2030.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	21-08	**Capital Project Title**	Boundary Odour Control Replacement	**Capital Project Description**	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a pilot nitrate amendment study is being completed to see if improved dosing can mitigate odours.
Project Rationale	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.				

Project Number	21-09	**Capital Project Title**	Bowker Sewer Rehabilitation Ph1	**Capital Project Description**	Based on results of CCTV inspection about 2,000m of sewer along Shelbourne, Kings and from Trent PS to Newport needs to be relined.
Project Rationale	Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.				

Project Number	21-10	**Capital Project Title**	Sewer Cleaning and Inspection	**Capital Project Description**	Regional sewers should be cleaned and inspected on a 5-year cycle. The next 5-year cycle will recommence in 2024.
Project Rationale	Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2021. The 5-year cycle will recommence in 2024.				

Project Number	21-11	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.
Project Rationale	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's will start in 2021.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	23-01	**Capital Project Title**	Cecelia Ravine Pipe Protection	**Capital Project Description**	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.
Project Rationale	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.				

Project Number	24-10	**Capital Project Title**	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	**Capital Project Description**	Based on results of CCTV inspection about 2,000m of sewer along Beach Dr (from Bowker to Broom) and along Doncastor and Transit Roads needs to be relined.
Project Rationale	Based on results of CCTV inspection about 2,000m of sewer along Beach Dr (from Bowker to Broom) and along Doncastor and Transit Roads needs to be relined.				

Project Number	21-12	**Capital Project Title**	Gorge Siphon Inlet Chamber Upgrade	**Capital Project Description**	The control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.
Project Rationale	The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.				

Project Number	21-13	**Capital Project Title**	Craigflower Forcemain Twinning	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	21-14	**Capital Project Title**	Marigold Siphon Assessment	**Capital Project Description**	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.
Project Rationale	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.				

Project Number	22-02	**Capital Project Title**	Gorge and Harriet Siphon Assessment	**Capital Project Description**	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.
Project Rationale	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.				

Project Number	23-02	**Capital Project Title**	Penrhyn Siphon Assessment	**Capital Project Description**	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.
Project Rationale	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.				

Project Number	24-07	**Capital Project Title**	Parsons Siphon Assessment	**Capital Project Description**	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.
Project Rationale	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	25-01	**Capital Project Title**	Admirals Siphon Assessment	**Capital Project Description**	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.
Project Rationale	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.				

Project Number	27-01	**Capital Project Title**	Forcemain Pipe Assessment Study	**Capital Project Description**	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.
Project Rationale	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.				

Project Number	21-15	**Capital Project Title**	Parsons Meter Replacement	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).				

Project Number	21-16	**Capital Project Title**	Gorge & Chapman Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.				

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	21-17	**Capital Project Title**	Esquimalt Nation Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.				

Project Number	21-18	**Capital Project Title**	Shoreline Trunk Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.				

Project Number	21-19	**Capital Project Title**	Selkirk Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).				

Project Number	21-20	**Capital Project Title**	Haultain, Hereward, Langford Replacement	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	21-21	**Capital Project Title**	Penrhyn Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.				

Project Number	21-22	**Capital Project Title**	Asset Management Plan Update	**Capital Project Description**	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.
Project Rationale	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.				

Project Number	21-23	**Capital Project Title**	DCC Program Development	**Capital Project Description**	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.
Project Rationale	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.				

Project Number	21-24	**Capital Project Title**	Record Drawing and Wastewater Agreement Updates	**Capital Project Description**	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.
Project Rationale	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
21-25	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.

Project Rationale Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. 2022 expenditures include $150,000 for Microwave Radio Upgrades.

Project Number	Capital Project Title	Capital Project Description
22-03	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.

Project Rationale Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.

Project Number	Capital Project Title	Capital Project Description
21-26	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.

Project Rationale Funds are required for unforeseen and unplanned emergency repairs can occur which require immediate attention.

Project Number	Capital Project Title	Capital Project Description
21-27	New Infrastructure Optimization	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.

Project Rationale Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.

Service: **3.798C** **Debt - Core Area Wastewater Treatment Program**

Project Number	23-08	**Capital Project Title**	Process & Mechanical Upgrades	**Capital Project Description**	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations
Project Rationale	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations in order to improve compliance with regulatory requirements, improve equipment and process efficiency, and reduce risk of pre-mature equipment failure.				

Project Number	23-09	**Capital Project Title**	Safety & Security Upgrades	**Capital Project Description**	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety
Project Rationale	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety. This includes constructing safe access platforms to complete maintenance at equipment that present a fall from heights risk and replacing access hatches and covers that present a worker safety risk in terms of fall from heights into a confined space.				

Project Number	22-04	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	23-06	**Capital Project Title**	Annual Provisional Equipment Replacement	**Capital Project Description**	Replacement of at end of service life, including valves, variable frequency drives, capacitors.
Project Rationale	Replacement of at end of service life, including valves, variable frequency drives, capacitors.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	23-07	**Capital Project Title**	Enterprise Data Historian Management System	**Capital Project Description**	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.
Project Rationale	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.				

Project Number	24-08	**Capital Project Title**	Clover Point Outfall Retrofit	**Capital Project Description**	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.
Project Rationale	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.				

Project Number	25-02	**Capital Project Title**	Macaulay Point Outfall Retrofit	**Capital Project Description**	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.
Project Rationale	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.				

Project Number	24-09	**Capital Project Title**	Centrate Return Line Automated Monitoring	**Capital Project Description**	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.
Project Rationale	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.				

3.798C Debt - Core Area Wastewater Capital Asset and Reserve Summary
Summary Schedule
2023 - 2027 Financial Plan

Reserve Schedule Summary

Core Area Wastewater

The Wastewater Treatment Project (WTP) provides tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is built to meet the provincial and federal regulations for treatment at December 31, 2020. The Project consists of three main elements: McLoughlin Point Wastewater Treatment Plant, Residuals Treatment Facility, and the Conveyance System

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	6,324,497	8,445,616	10,166,735	11,887,854	13,608,973	15,330,092
Debt Reserve Fund	11,282,406	16,319,931	17,324,861	22,743,021	28,232,981	33,794,741
Total	**17,606,903**	**24,765,547**	**27,491,597**	**34,630,876**	**41,841,955**	**49,124,834**

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule Core Area Wastewater

Bylaw 4378 - The capital reserve fund was established to provide funding for capital expenditures in respect of capital projects including but not limited to, land, machinery or equipment necessary for the replacement, extension or renewal of existing capital works and related debt servicing payments

Capital Reserve Schedule

Capital Reserve Fund

Fund: 1092	**Estimated**	**Budget**				
Fund Centre: 102227	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	3,913,637	6,324,497	8,445,616	10,166,735	11,887,854	13,608,973
Planned Purchase (Based on Capital Plan)	(1,500,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Transfer IN (from Ops Budget)	3,863,346	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer IN (North East Trunk CRF)	29,583					
Interest Income*	17,931					
Ending Balance $	**6,324,497**	**8,445,616**	**10,166,735**	**11,887,854**	**13,608,973**	**15,330,092**

Assumptions/Background:

The funding strategy for the capital reserve fund is based upon the 25 year replacement plan as by Stantec during the construction of the Core Area Wastewater Treatment Project

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

Debt Reserve Fund Schedule Core Area Wastewater

Bylaw 4377 - The debt reserve fund was established for the specified purpose of funding future debt servicing payments or debt retirements. Monies in the debt repayment reserve will fund debt servicing and early repayment of debts issued to fund the Core Area Wastewater Treatment Project

Debt Reserve Schedule

Debt Reserve Fund

Fund: 1093	**Estimated**	**Budget**				
Fund Center: 102228	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	6,389,959	11,282,406	16,319,931	17,324,861	22,743,021	28,232,981
Debt Payment	-	-	(4,341,430)	-	-	-
Transfer from Ops Budget	4,821,437	5,037,525	5,346,360	5,418,160	5,489,960	5,561,760
Interest Income*	71,010	-	-	-	-	-
Ending Balance $	**11,282,406**	**16,319,931**	**17,324,861**	**22,743,021**	**28,232,981**	**33,794,741**

Assumptions/Background:

The funding strategy for the debt reserve fund is based upon the project's financing plan as approved during the construction of the Core Area Wastewater Treatment Project. Repayment anticipated by 2031.

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Environmental Services - Operations

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 1.577 Environmental Services - Operations **Committee: Environmental Services**

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

Change in Budget 2022 to 2023 Service: 1.577 Environmental Services Operations	Total Expenditure	Comments
2022 Budget	**12,251,889**	
Change in Salaries:		
Base salary change	184,979	Inclusive of estimated collective agreement changes
Step increase/paygrade change	138,339	
Overtime/Standby/Auxiliary hours	28,950	
2.00 FTE Utility Operators	262,000	IBC 8a-1.7 Wastewater Treatment Operators - Core Area
1.00 FTE Manager Conveyance	168,000	IBC 8a-1.8 Wastewater Conveyance Operator Manager - Core Area
1.61 FTE Utility Operators	210,910	IBC 10a-1.7 SSI Water Operations
1.00 FTE Manager Operations	168,000	IBC 10a-1.8 SSI + SGI Operations Manager
Total Change in Salaries	1,161,178	
Other Changes:		
Standard Overhead Allocation	30,976	Increase in 2022 operating costs
Human Resources Allocation	10,705	Increase in 2022 salary budget; corporate safety resources
Purchase of net new equipment/vehicles	415,000	IBC 10a-1.7 & 10a-1.8, new EV for SPWW - one-time costs
ERF Transfer	177,101	Contributions raised to cover increased costs of future EV purchases
Operating Supplies	(202,390)	Savings on operating supplies following optimization of new infrastructure
Other Ops & Allocations	26,821	Inflation, other operational allocations
Total Other Changes	458,213	
2023 Budget	**13,871,280**	

Summary of % Expense Increase	
2022 IBC Salary Annualization	0.0%
2023 IBC Expense	10.0%
Increase capital transfers	1.4%
Support Services	0.3%
Balance of increase	1.4%
% expense increase from 2022:	***13.2%***
% Requisition increase from 2022 (if applicable):	*No requisition in service*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is one time a favourable variance of $906k (7.3%) due mainly to hiring challenges of vacant positions. A surplus carry forward of $415k will be used to purchase net new equipment and vehicles. The remainder of the surplus will be moved to the Equipment Replacement Fund, which has an expected year end balance of $2.3M before this transfer.

1.577 - Environmental Services - Operations	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	9,373,508	9,312,796	9,725,776	808,910	-	10,534,686	10,759,521	10,980,328	11,213,943	11,454,173
Allocation - Standard Overhead	566,440	566,440	597,416	-	-	597,416	609,365	621,552	633,983	646,663
Allocation - Human Resources	264,242	264,242	274,947	-	-	274,947	283,993	293,219	299,084	305,065
Allocation - Operations	528,008	528,008	522,290	-	-	522,290	533,167	544,373	555,821	567,496
Operating - Other	1,216,131	1,018,242	1,036,280	10,000	415,000	1,461,280	1,067,210	1,088,550	1,110,320	1,132,530
TOTAL OPERATING COSTS	**11,948,329**	**11,689,728**	**12,156,709**	**818,910**	**415,000**	**13,390,619**	**13,253,256**	**13,528,022**	**13,813,151**	**14,105,927**
*Percentage Increase over prior year		-2.16%	1.74%			12.07%	-1.03%	2.07%	2.11%	2.12%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	303,560	794,955	480,661	-	-	480,661	490,270	500,060	510,050	520,260
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**303,560**	**794,955**	**480,661**	**-**	**-**	**480,661**	**490,270**	**500,060**	**510,050**	**520,260**
TOTAL COSTS	12,251,889	12,484,683	12,637,370	818,910	415,000	13,871,280	13,743,526	14,028,082	14,323,201	14,626,187
*Percentage Increase over prior year		1.90%	3.15%			13.22%	-0.92%	2.07%	2.10%	2.12%
Internal Recoveries	(12,159,489)	(12,895,833)	(12,544,970)	(761,910)	-	(13,306,880)	(13,651,126)	(13,935,682)	(14,230,801)	(14,533,787)
OPERATING COSTS LESS INTERNAL RECOVERIES	92,400	(411,150)	92,400	57,000	415,000	564,400	92,400	92,400	92,400	92,400
*Percentage Increase over prior year		6.06%	3.17%			9.44%	2.59%	2.08%	2.12%	2.13%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Funds Carried Forward	-	415,000	-	-	(415,000)	(415,000)	-	-	-	-
Transfer from Own Funds	-	-	-	-	(57,000)	(57,000)	-	-	-	-
Recovery other	(92,400)	(3,850)	(92,400)	-	-	(92,400)	(92,400)	(92,400)	(92,400)	(92,400)
TOTAL REVENUE	**(92,400)**	**411,150**	**(92,400)**	**-**	**(472,000)**	**(564,400)**	**(92,400)**	**(92,400)**	**(92,400)**	**(92,400)**
REQUISITION	**-**	**-**	**-**	**(57,000)**	**57,000**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year			3.17%			9.44%	2.59%	2.08%	2.12%	2.13%
PARTICIPANTS:Costs recovered internally										
AUTHORIZATED POSITIONS:	69.39	69.39	69.39	5.61	-	75.00	75.00	75.00	75.00	75.00
IWS Operations										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.577 Environmental Services - Operations		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$47,500	$185,000	$125,000	$125,000	$125,000	$125,000	$685,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$1,075,000	$1,902,500	$369,000	$676,000	$630,000	$615,000	$4,192,500
			$1,122,500	**$2,087,500**	**$494,000**	**$801,000**	**$755,000**	**$740,000**	**$4,877,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$1,122,500	$2,082,500	$494,000	$801,000	$755,000	$740,000	$4,872,500
Grants (Federal, Provincial)		Grant	$0	$5,000	$0	$0	$0	$0	$5,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$1,122,500	**$2,087,500**	**$494,000**	**$801,000**	**$755,000**	**$740,000**	**$4,877,500**

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

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

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

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

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

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

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

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

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.

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

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

Service #: **1.577**
Service Name: **IW - Environmental Operations**

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
18-02	Replacement	Replace Computer Equipment	Computer replacements per IT cycle.	$100,000	E	ERF	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
18-03	**Replacement**	**Replace ERF Equipment**	**End of life replacement equipment; Gas techs, SCADA/Controls**	**$200,000**	**E**	**ERF**	$0	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$200,000**
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	$140,000	V	ERF	**$140,000**	**$210,000**	$0	$0	$0	$0	$210,000
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	$180,000	V	ERF	$0	$0	$180,000	$0	$0	$0	$180,000
19-03	Replacement	Replace IWOps Vehicle F00994	Vehicle replacement - end of life	$90,000	V	ERF	$0	$90,000	$0	$0	$0	$0	$90,000
19-05	Replacement	Replace IWOps Vehicle FQP081	Vehicle replacement - end of life	**$100,000**	V	ERF	$0	$0	$0	**$100,000**	$0	$0	$100,000
19-07	Replacement	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment	$75,000	E	ERF	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	$90,000	V	ERF	$0	$90,000	$0	$0	$0	$0	$90,000
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	$90,000	V	ERF	$0	$90,000	$0	$0	$0	$0	$90,000
20-11	Replacement	Replace IWOps Vehicle F01080	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
22-01	Replacement	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
22-02	Replacement	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life	$90,000	V	ERF	$90,000	$90,000	$0	$0	$0	$0	$90,000
23-15	**Replacement**	**Replace IWOps Vehicle F19009**	**Vehicle replacement - end of life**	**$90,000**	**V**	**ERF**	**$0**	**$90,000**	**$0**	**$0**	**$0**	**$0**	**$90,000**
22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life	$35,000	V	ERF	$35,000	$35,000	$0	$0	$0	$0	$35,000
22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life	$50,000	V	ERF	$50,000	$50,000	$0	$0	$0	$0	$50,000
22-06	Replacement	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck	Vehicle replacement - end of life	$220,000	V	ERF	$220,000	$220,000	$0	$0	$0	$0	$220,000
22-08	Replacement	Replace Mechanical and Electrical Equipment	End of life replacement of equipment	$67,500	E	ERF	$32,500	$55,000	$0	$0	$0	$0	$55,000
23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	Vehicle replacement - end of life	$40,000	V	ERF	$0	$40,000	$0	$0	$0	$0	$40,000

Service #: 1.577
Service Name: IW - Environmental Operations

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
23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	Vehicle replacement - end of life	**$80,000**	V	ERF	$0	$0	**$80,000**	$0	$0	$0	$80,000
23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	Vehicle replacement - end of life	$24,000	V	ERF	$0	$0	$0	$24,000	$0	$0	$24,000
23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	Vehicle replacement - end of life	$12,000	V	ERF	$0	$0	$0	$12,000	$0	$0	$12,000
23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	Vehicle replacement - end of life	$7,500	V	ERF	$0	$7,500	$0	$0	$0	$0	$7,500
23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	Vehicle replacement - end of life	$6,500	V	ERF	$0	$0	$6,500	$0	$0	$0	$6,500
23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	Vehicle replacement - end of life	$12,500	V	ERF	$0	$0	$12,500	$0	$0	$0	$12,500
23-09	**Replacement**	**Replace IWOps Vehicle F13009**	**Vehicle replacement - end of life**	**$90,000**	V	**ERF**	$0	**$90,000**	$0	$0	$0	$0	**$90,000**
23-10	**Replacement**	**Replace IWOps Vehicle F13010**	**Vehicle replacement - end of life**	**$90,000**	V	**ERF**	$0	**$90,000**	$0	$0	$0	$0	**$90,000**
23-11	**Replacement**	**F11027 2010 Mercedes Sprinter 25C144 Van**	**Vehicle replacement - end of life**	**$80,000**	V	**ERF**	$0	**$80,000**	$0	$0	$0	$0	$80,000
23-12	**Replacement**	**FWP076 2010 Ford F250 Super Duty**	**Vehicle replacement - end of life**	**$90,000**	V	**ERF**	$0	**$90,000**	$0	$0	$0	$0	$90,000
23-13	**Replacement**	**Replace EIC and Machine Shop Equipment**	**End of life replacement of equipment; EIC and Machine Shop**	**$250,000**	E	**ERF**	$0	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	$250,000
23-14	**New**	**Electric Vehicle Charger - Ganges WWTP**	**Ganges WWTP Level II Vehicle Charging Station**	**$5,000**	**E**	**Grant**	$0	**$5,000**	**$0**	**$0**	**$0**	**$0**	**$5,000**
24-01	Replacement	Replace IWOps Vehicle F13012	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$90,000	$0	$0	$0	$90,000
25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life	$100,000	V	ERF	$0	$0	$0	$100,000	$0	$0	$100,000
25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$90,000	$0	$0	$90,000
25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$90,000	$0	$0	$90,000
25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$90,000	$0	$0	$90,000
25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	Vehicle replacement - end of life	$80,000	V	ERF	$0	$0	$0	$80,000	$0	$0	$80,000
25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$90,000	$0	$0	$90,000
26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-03	Replacement	F18003 2018 Ford F150	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-04	Replacement	F18012 2018 Chevrolet Colorado	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
26-07	Replacement	F18014 2018 GMC Sierra 1500	Vehicle replacement - end of life	$90,000	V	ERF	$0	$0	$0	$0	$90,000	$0	$90,000
27-01	**Replacement**	**F19006 Crane Truck**	**Vehicle replacement - end of life**	**$250,000**	V	**ERF**	$0	$0	$0	$0	$0	**$250,000**	$250,000
27-02	**Replacement**	**F19007 Crane Truck**	**Vehicle replacement - end of life**	**$250,000**	V	**ERF**	$0	$0	$0	$0	$0	**$250,000**	$250,000
27-03	**Replacement**	**F19008 2019 F350**	**Vehicle replacement - end of life**	**$90,000**	V	**ERF**	$0	$0	$0	$0	$0	**$90,000**	$90,000
27-04	**Replacement**	**F19019 Pressure Washer Trailer**	**Vehicle replacement - end of life**	**$25,000**	V	**ERF**	$0	$0	$0	$0	$0	**$25,000**	$25,000
			GRAND TOTAL	**$4,820,000**			**$1,122,500**	**$2,087,500**	**$494,000**	**$801,000**	**$755,000**	**$740,000**	**$4,877,500**

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
18-02	Replace Computer Equipment	Computer replacements per IT cycle.

Project Rationale Replace Computer Equipment - Computer replacements per IT cycle.

Project Number	Capital Project Title	Capital Project Description
18-03	Replace ERF Equipment	End of life replacement equipment; Gas techs, SCADA/Controls

Project Rationale Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen

Project Number	Capital Project Title	Capital Project Description
19-01	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle FQS014 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-02	Replace IWOps Vehicle F00932	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F00932 - Vehicle replacement - end of life

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
19-03	Replace IWOps Vehicle F00994	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F00994 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-05	Replace IWOps Vehicle FQP081	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F01081 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-07	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment

Project Rationale End of life replacement of furniture and office equipment

Project Number	Capital Project Title	Capital Project Description
20-02	Replace IWOps Vehicle F11030	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F11030 - Vehicle replacement - end of life

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
20-04	Replace IWOps Vehicle F12009	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F12009 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-05	Replace IWOps Vehicle F12024	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F12024 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-06	Replace IWOps Vehicle F12002	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
20-11	Replace IWOps Vehicle F01080	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
21-02	Replace IWOps Vehicle F11033	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
21-03	Replace IWOps Vehicle F12029	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-01	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-02	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
23-15	Replace IWOps Vehicle F19009	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-03	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-05	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-06	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	IW - Environmental Operations

Project Number	22-08	**Capital Project Title**	Replace Mechanical and Electrical Equipment	**Capital Project Description**	End of life replacement of equipment
Project Rationale	End of life replacement				

Project Number	23-01	**Capital Project Title**	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-02	**Capital Project Title**	Replace IWOps Trailer F00753 1997 Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-03	**Capital Project Title**	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service:	1.577	IW - Environmental Operations

Project Number	23-05	**Capital Project Title**	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-06	**Capital Project Title**	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-07	**Capital Project Title**	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-08	**Capital Project Title**	Replace IWOps Trailer F01052 2008 Pace American Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service:	1.577	IW - Environmental Operations

Project Number	23-09	**Capital Project Title**	Replace IWOps Vehicle F13009	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-10	**Capital Project Title**	Replace IWOps Vehicle F13010	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-11	**Capital Project Title**	F11027 2010 Mercedes Sprinter 25C144 Van	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	23-12	**Capital Project Title**	FWP076 2010 Ford F250 Super Duty	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
23-13	Replace EIC and Machine Shop Equipment	End of life replacement of equipment; EIC and Machine Shop

Project Rationale End of life replacement of equipment; EIC and Machine Shop

Project Number	Capital Project Title	Capital Project Description
23-14	Electric Vehicle Charger - Ganges WWTP	Ganges WWTP Level II Vehicle Charging Station

Project Rationale Ganges WWTP Level II Vehicle Charging Station

Project Number	Capital Project Title	Capital Project Description
24-01	Replace IWOps Vehicle F13012	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-02	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	IW - Environmental Operations

Project Number	25-03	**Capital Project Title**	Replace IWOps Vehicle F17008 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	25-04	**Capital Project Title**	Replace IWOps Vehicle F17009 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	25-05	**Capital Project Title**	Replace IWOps Vehicle FQ7010 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	25-07	**Capital Project Title**	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
25-08	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-01	F17027 2018 Chevrolet Silverado 2500	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-02	F17029 2018 Chevrolet Silverado 3500	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-03	F18003 2018 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	IW - Environmental Operations

Project Number	26-04	**Capital Project Title**	F18012 2018 Chevrolet Colorado	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	26-05	**Capital Project Title**	F18010 2018 Ford Transit 250 Cargo Van	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	26-06	**Capital Project Title**	F18011 2018 Ford Transit 250 Cargo Van	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	26-07	**Capital Project Title**	F18014 2018 GMC Sierra 1500	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service:	1.577	IW - Environmental Operations

Project Number	Capital Project Title	Capital Project Description
27-01	F19006 Crane Truck	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
27-02	F19007 Crane Truck	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
27-03	F19008 2019 F350	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
27-04	F19019 Pressure Washer Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

1.577 Environmental Services - Operations Asset and Reserve Summary
Summary Schedule
2023 - 2027 Financial Plan

Reserve Schedule Summary

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	2,807,613	1,205,774	1,202,044	901,104	656,154	436,414
Operating Reserve Fund	975,190	918,190	918,190	918,190	918,190	918,190
Total	**3,782,803**	**2,123,964**	**2,120,234**	**1,819,294**	**1,574,344**	**1,354,604**

See attached reserve schedules for projected annual cash flows.

ERF Reserve Fund Schedule IWS Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers. ent

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 101451	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	2,505,158	2,807,613	1,205,774	1,202,044	901,104	656,154
Planned Purchase (Based on Capital Plan)	(512,500)	(2,082,500)	(494,000)	(801,000)	(755,000)	(740,000)
Transfer IN (from Ops Budget)	794,955	480,661	490,270	500,060	510,050	520,260
Proceeds of Disposal						
Interest Income*	20,000					
Ending Balance $	**2,807,613**	**1,205,774**	**1,202,044**	**901,104**	**656,154**	**436,414**

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

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

ORF Reserve Fund Schedule IWS Operations

IW ES Operations

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105516	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	965,190	975,190	918,190	918,190	918,190	918,190
Planned Purchase	-	(57,000)	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	10,000					
Ending Balance $	**975,190**	**918,190**	**918,190**	**918,190**	**918,190**	**918,190**

Assumptions/Background:

Funds are retained in the reserve for charge-out rate stabilization

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula Water Supply

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 2.610	Saanich Peninsula Water Supply	Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	$12,900,000	2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	$0	
Remaining:	$12,900,000	

Change in Budget 2022 to 2023

Service: 2.610 Saanich Peninsula Water Supply	**Total Expenditure**	**Comments**
2022 Budget	**7,517,025**	
Change in Labour:		
	29,700	Labour charges (salaries and overhead)
Total Change in Labour	29,700	
Other Changes:		
Bulk Water Purchase	(182,397)	Reduced consumption: First Nations to RWS
Transfers to Capital Reserve	-	
Standard Overhead Allocation	36,046	
Other Costs	7,023	
Total Other Changes	(139,328)	
2023 Budget	**7,407,397**	

Summary of % Expense Increase	
Reduced bulk water consumption	-5.8%
Additional cost due to increased bulk water rate	3.4%
Balance of increase	1.0%
% expense increase from 2022:	***-1.5%***

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Small favourable water sales variance of $55,000 (0.7%) due to forecasted 2022 demand being slightly higher than budgeted, but below prior year actual results due to more temperate spring and summer weather. This additional revenue will be used to offset bulk water purchase overages. There is additional favourable operating variance of $53,000 (0.7%) largely related to temporary staff vacancies. The net surplus of $71,000 will be transferred to the Capital Reserve Fund.

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 BUDGET REQUEST: 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES:										
ALLOCATION - OPERATIONS	1,080,447	1,023,117	1,110,880	-	-	1,110,880	1,133,090	1,155,752	1,178,865	1,202,450
UTILITIES	220,708	235,664	225,129	-	-	225,129	231,203	235,827	240,543	245,354
OPERATING - OTHER COSTS	182,041	171,356	183,910	-	-	183,910	188,892	194,034	199,347	204,837
ALLOCATION - STANDARD OVERHEAD	124,749	124,749	160,795	-	-	160,795	164,010	167,291	170,636	174,049
TOTAL OPERATING EXPENDITURES	1,607,945	1,554,886	1,680,714	-	-	1,680,714	1,717,195	1,752,904	1,789,391	1,826,690
*Percentage increase over prior year board budget			4.53%			4.53%	2.17%	2.08%	2.08%	2.08%
TOTAL BULK WATER EXPENDITURES	5,059,080	5,095,740	4,876,683	-	-	4,876,683	5,253,578	5,694,332	6,210,685	7,037,542
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	800,000	870,944	800,000	-	-	800,000	800,000	600,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	850,000	920,944	850,000	-	-	850,000	850,000	650,000	450,000	450,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	102,000	478,954	996,208	1,281,657
TOTAL DEBT EXPENDITURES	-	-	-	-	-	-	102,000	478,954	996,208	1,281,657
TOTAL EXPENDITURES	7,517,025	7,571,570	7,407,397	-	-	7,407,397	7,922,773	8,576,190	9,446,284	10,595,889
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(7,511,225)	(7,565,770)	(7,401,597)	155,000	-	(7,246,597)	(7,730,124)	(8,350,039)	(9,227,205)	(10,415,307)
REVENUE -OTHER	(5,800)	(5,800)	(5,800)	(155,000)	-	(160,800)	(192,649)	(226,151)	(219,079)	(180,582)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,517,025)	(7,571,570)	(7,407,397)	-	-	(7,407,397)	(7,922,773)	(8,576,190)	(9,446,284)	(10,595,889)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUSITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUSITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,517,025)	(7,571,570)	(7,407,397)	-	-	(7,407,397)	(7,922,773)	(8,576,190)	(9,446,284)	(10,595,889)
Percentage increase over prior year's board budget			-1.46%			-1.46%	6.96%	8.25%	10.15%	12.17%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.610 Saanich Peninsula Water Supply	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$250,000	$590,000	$350,000	$300,000	$300,000	$100,000	$1,640,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$3,490,000	$4,545,000	$2,870,000	$6,474,000	$4,810,000	$610,000	$19,309,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$3,740,000	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
Equipment Replacement Fund	$0	$220,000	$80,000	$80,000	$80,000	$80,000	$540,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$3,740,000	$4,915,000	$590,000	$1,144,000	$530,000	$330,000	$7,509,000
	$3,740,000	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**

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 #: **2.610**

Service Name: **Saanich Peninsula Water Supply**

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
SYSTEM UPGRADES AND REPLACEMENTS													
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness	$1,200,000	S	Res	$0	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	$110,000	S	Res	-	$10,000	$10,000	$10,000	-	-	$30,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	**$1,100,000**	S	Res	$815,000	**$1,100,000**	-	-	-	-	$1,100,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	$75,000	S	Res	$75,000	$75,000	-	-	-	-	$75,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	**$1,150,000**	E	Res	**$250,000**	**$450,000**	**$200,000**	**$200,000**	**$200,000**	-	$1,050,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	$14,700,000	S	Res	$1,700,000	$1,700,000	-	-	-	-	$1,700,000
21-05					S	Debt	-	-	**$2,550,000**	**$5,550,000**	**$4,500,000**	**$300,000**	$12,900,000
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	$116,972	S	Res	-	$116,972	$0	$0	$0	$0	$116,972
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	**$450,000**	E	Res	-	-	$150,000	**$100,000**	**$100,000**	**$100,000**	$450,000
22-03	New	Keating Cross Road Water Main	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet	$1,000,000	S	Res	$900,000	$900,000	-	-	-	-	$900,000
23-01	New	DCC Program Update	5-year update of the DCC program.	$500	S	Res	-	$500	-	-	-	-	$500
23-04	**Renewal**	**RTU & PLC Upgrade and Replacement**	**Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.**	**$140,000**	**E**	**ERF**	-	**$140,000**	-	-	-	-	$140,000
23-05	**Renewal**	**Bear Hill Tank Repairs**	**Conduct concrete repairs to the Bear Hill Tank.**	**$250,000**	**S**	**Res**	-	**$250,000**	-	-	-	-	$250,000
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	$6,040	S	Res	-	-	-	$6,040	-	-	$6,040
Sub-Total System Upgrades and Replacements				**$20,298,512**			**$3,740,000**	**$4,892,472**	**$3,060,000**	**$6,016,040**	**$4,950,000**	**$550,000**	**$19,468,512**
ANNUAL PROVISIONAL ITEMS													
23-02	**Renewal**	**Pump Station, Meter Station & Valve Repair and Replacements**	**Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.**	**$400,000**	**S**	**ERF**	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
23-03	**Renewal**	**Transmission Main & Storage Tank Repairs and Replacements**	**Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.**	**$400,000**	**S**	**Res**	-	**$80,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**	$400,000
Sub-Total Annual Provisional Items				**$800,000**			**$0**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$160,000**	**$800,000**
DEVELOPMENT COST CHARGE (DCC) PROGRAM													
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	$33,028	S	Res	-	$33,028	-	-	-	-	$33,028
23-01	New	DCC Program Update	5-year update of the DCC program.	$49,500	S	Res	-	$49,500	-	-	-	-	$49,500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	$597,960	S	Res	-	-	-	$597,960	-	-	$597,960
Sub-Total Development Cost Charge (DCC) Program				**$680,488**			**$0**	**$82,528**	**$0**	**$597,960**	**$0**	**$0**	**$680,488**
			GRAND TOTAL	**$21,779,000**			**$3,740,000**	**$5,135,000**	**$3,220,000**	**$6,774,000**	**$5,110,000**	**$710,000**	**$20,949,000**

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	18-04	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedeness
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.				

Project Number	19-01	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion
Project Rationale	The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.				

Project Number	20-02	**Capital Project Title**	Hamsterly Pump Station Backup Power Generator	**Capital Project Description**	Addition of a backup power generator at the Hamsterly Pump Station
Project Rationale	From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.				

Project Number	21-01	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.
Project Rationale	The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water suppply.				

Service:	2.610	Saanich Peninsula Water Supply

Project Number	21-04	**Capital Project Title**	SCADA Upgrades	**Capital Project Description**	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				

Project Number	21-05	**Capital Project Title**	SPW System Upgrade and Expansion	**Capital Project Description**	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bear Hill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bear Hill Section design and construction of new transmission main and PRV station $14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road $500,000.				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	22-03	**Capital Project Title**	Keating Cross Road Water Main	**Capital Project Description**	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet
Project Rationale	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI				

Service:	2.610	Saanich Peninsula Water Supply

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Review of the DCC program and identify any projects that may require a full DCC update.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.				

Project Number	22-01	**Capital Project Title**	Water Strategic Plan Update	**Capital Project Description**	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

Service:	2.610	Saanich Peninsula Water Supply

Project Number	23-02	**Capital Project Title**	Pump Station, Meter Station & Valve Repair and Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	23-03	**Capital Project Title**	Transmission Main & Storage Tank Repairs and Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations and planned capital improvements.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	23-04	**Capital Project Title**	RTU & PLC Upgrade and Replacement	**Capital Project Description**	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.
Project Rationale	Equipment and programming upgrades are required system wide but specifically at the Deep Cove and Hamsterly pump stations to deal with equipment and technology nearing end of life.				

Project Number	23-05	**Capital Project Title**	Bear Hill Tank Repairs	Capital Project Description	Conduct concrete repairs to the Bear Hill Tank.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

2.610 Saanich Peninsula Water
Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
DCC Reserve Account	2,073,133	2,109,133	2,026,605	2,026,605	1,428,645	1,428,645	1,428,645
Equipment Replacement Fund	1,834,251	1,835,961	1,665,961	1,635,961	1,605,961	1,575,961	1,545,961
Capital Reserve	4,148,061	4,649,565	617,093	827,093	881,053	751,053	821,053
Total	**8,055,445**	**8,594,659**	**4,309,659**	**4,489,659**	**3,915,659**	**3,755,659**	**3,795,659**

2.610 Saanich Peninsula Water
Development Cost Charges
2023 - 2027 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Actual	Estimated	Budget				
	2021	2022	2023	2024	2025	2026	2027
Beginning Balance	2,036,836	2,073,133	2,109,133	2,026,605	2,026,605	1,428,645	1,428,645
Transfers to Reserve							
Transfers from Reserve based on DCC-capital plan	-	-	(82,528)	-	(597,960)		-
DCC's received from Member Municipalities							
Interest Income*	36,297	36,000					
Ending Balance $	**2,073,133**	**2,109,133**	**2,026,605**	**2,026,605**	**1,428,645**	**1,428,645**	**1,428,645**

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Develoment Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

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

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2023 - 2027 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	**Actual**	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	1,809,620	1,834,250	1,835,961	1,665,961	1,635,961	1,605,961	1,575,961
Equipment purchases (Based on Capital Plan)	(37,080)	(60,000)	(220,000)	(80,000)	(80,000)	(80,000)	(80,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	11,711	11,711					
Ending Balance $	**1,834,251**	**1,835,961**	**1,665,961**	**1,635,961**	**1,605,961**	**1,575,961**	**1,545,961**

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

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

2.610 Saanich Peninsula Water
Capital Reserve Fund
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	**Actual**	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	5,651,881	4,148,061	4,649,565	617,093	827,093	881,053	751,053
Transfers from Reserve based on capital plan	(2,793,000)	(477,028)	(4,832,472)	(590,000)	(546,040)	(530,000)	(330,000)
Transfer from Capital Reserve (Unspent)	-	-	-	-	-	-	-
Transfer from Other (MFA etc.)	12,658	-	-	-	-	-	-
Transfer unspent capital funds from LA funds							
Transfer from Operating Budget	1,205,590	907,600	800,000	800,000	600,000	400,000	400,000
Interest Income*	70,932	70,932					
Ending Balance $	**4,148,061**	**4,649,565**	**617,093**	**827,093**	**881,053**	**751,053**	**821,053**

General Comments:
Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

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

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Saanich Peninsula Wastewater

COMMITTEE OF THE WHOLE

SEPTEMBER 2022

Service: 3.718 Saanich Peninsula Wastewater **Commission:** Saanich Peninsula Wastewater

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of $5,663,000 or $1.56 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

Location	Allocation for 2022
Airport	1.92%
Sidney	39.04%
Pauquachin	0.86%
Central Saanich	42.23%
North Saanich	15.39%
Tseycum	0.44%
IOS	0.11%
Total	100.0%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - Saanich Peninsula Wastewater	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Operating	2,728,416	2,681,355	2,647,580	-	-	2,647,580	2,850,885	2,745,334	2,915,925	2,867,751
Labour Charges	189,264	189,264	178,305	-	-	178,305	181,867	185,493	189,186	192,957
Heat Recovery	113,742	103,540	117,080	-	-	117,080	119,410	121,790	124,200	126,690
Biosolids Mgmt.	1,035,026	586,000	1,020,070	-	-	1,020,070	1,022,470	1,024,922	1,027,416	1,029,962
Allocation - Standard Overhead	78,057	78,057	82,890	-	-	82,890	84,548	86,239	87,964	89,723
TOTAL OPERATING COSTS	**4,144,505**	**3,638,216**	**4,045,925**	**-**	**-**	**4,045,925**	**4,259,180**	**4,163,778**	**4,344,691**	**4,307,083**
*Percentage Increase over prior year		-12.22%	-2.38%	0.00%	0.00%	-2.38%	5.27%	-2.24%	4.34%	-0.87%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	50,640	50,640	50,640	-	-	50,640	51,650	52,680	53,740	54,810
Transfer to Equipment Replacement Fund	118,020	569,999	118,020	-	-	118,020	120,390	122,800	125,260	127,760
Transfer to Capital Reserve Fund	367,930	367,930	367,930	-	-	367,930	375,290	355,460	336,170	386,890
Debt Reserve Fund	-	-	-	-	-	-	14,500	17,500	2,500	12,500
MFA Principal Payment	-	-	-	-	-	-	-	58,206	128,455	138,490
MFA Interest Payment	-	-	-	-	-	-	47,850	83,050	143,550	165,550
TOTAL CAPITAL / RESERVES	**536,590**	**988,569**	**536,590**	**-**	**-**	**536,590**	**609,680**	**689,696**	**789,675**	**886,000**
TOTAL COSTS	4,681,095	4,626,785	4,582,515	-	-	4,582,515	4,868,860	4,853,474	5,134,366	5,193,083
*Percentage Increase over prior year		-1.16%	-2.11%	0.00%	0.00%	-2.11%	6.25%	-0.32%	5.79%	1.14%
Internal Recovery - Other	(156,380)	(122,070)	(134,320)	-	-	(134,320)	(137,000)	(139,740)	(142,540)	(145,380)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,524,715	4,504,715	4,448,195	-	-	4,448,195	4,731,860	4,713,734	4,991,826	5,047,703
*Percentage Increase over prior year		-0.44%	-1.69%	0.00%	0.00%	-1.69%	6.38%	-0.38%	5.90%	1.12%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(5,295)	(5,295)	(5,295)	-	-	(5,295)	(5,295)	(5,295)	(5,295)	(5,295)
Transfer from Own Funds	(185,000)	(165,000)	(30,000)	-	-	(30,000)	(180,000)	(20,000)	(135,000)	(30,000)
TOTAL REVENUE	**(190,295)**	**(170,295)**	**(35,295)**	**-**	**-**	**(35,295)**	**(185,295)**	**(25,295)**	**(140,295)**	**(35,295)**
REQUISITION	**(4,334,420)**	**(4,334,420)**	**(4,412,900)**	**-**	**-**	**(4,412,900)**	**(4,546,565)**	**(4,688,439)**	**(4,851,531)**	**(5,012,408)**
*Percentage increase over prior year		0.00%	1.81%	0.00%	0.00%	1.81%	3.03%	3.12%	3.48%	3.32%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.718 Saanich Peninsula Wastewater	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$50,000	$200,000	$1,120,000	$1,100,000	$350,000	$250,000	$3,020,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$1,320,000	$2,570,000	$1,225,000	$900,000	$150,000	$1,450,000	$6,295,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,370,000	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$1,450,000	$1,750,000	$250,000	$1,250,000	$4,700,000
Equipment Replacement Fund		$130,000	$430,000	$170,000	$150,000	$150,000	$150,000	$1,050,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$1,240,000	$2,340,000	$725,000	$100,000	$100,000	$300,000	$3,565,000
		$1,370,000	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**

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 numerical 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 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 #: **3.718**

Service Name: **Saanich Peninsula Wastewater**

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
WASTEWATER TREATMENT PLANT													
20-02	Renewal	Replace Aerators in Oxidation Ditches	The WWTP was getting low dissolved oxygen during low flow, high load periods. As assessment of the aerators is required with recommendations on process improvements or aerator replacement.	$200,000	E	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-05	Renewal	SPWWTP HVAC Fan Assessments	The HVAC fans in the MCC room, washrooms, and pump room were identified as requiring replacement. Facilities Management will the fans and upgrade/replace if required.	$200,000	S	Res	$40,000	$140,000	$0	$0	$0	$0	$140,000
23-03	**Renewal**	**Odour Control Upgrade Construction**	**Upon completion of the KWL assessment and proposed design in 2021, odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.**	**$1,500,000**	**S**	**Res**	**$0**	**$1,000,000**	**$500,000**	**$0**	**$0**	**$0**	**$1,500,000**
23-04	**Replacement**	**Replace SCADA Servers and Ethernet Upgrades**	**Existing servers are EOL and need to be replaced to meet current CRD specifications and standards**	**$250,000**	**S**	**ERF**	**$130,000**	**$130,000**	$0	$0	$0	$0	**$130,000**
24-01	**Renewal**	**Sludge Tanks and Process Sump Cleaning and Repairs**	**Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.**	**$500,000**	**S**	**Debt**	$0	$0	$0	**$500,000**	$0	$0	**$500,000**
27-01	**Renewal**	**SPWWTP Road Upgrades**	**Construct drainage and pavement replacement on the SPWWTP access road.**	**$300,000**	S	**Res**	$0	$0	$0	$0	$0	**$300,000**	$300,000
28-01	**Study**	**Bazan Bay Outfall Inspection**	**Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.**	**$250,000**	S	**Res**	$0	$0	$0	$0	$0	$0	$0
24-02	**Replacement**	**Standby Power Assessment and Replacement**	**Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.**	**$950,000**	**E**	**Debt**	$0	$0	**$200,000**	**$750,000**	$0	$0	$950,000
24-03	**Replacement**	**SCADA Equipment Replacement**	**Project to review and address the maturation of SCADA hardware throughout the service areas.**	**$1,000,000**	E	**Debt**	$0	$0	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$1,000,000**
24-04	**Replacement**	**SPWWTP PLC Replacement**	**PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.**	**$500,000**	E	**Debt**	$0	$0	**$500,000**	**$0**	**$0**	**$0**	**$500,000**
PUMP STATIONS													
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$250,000	S	Debt	$0	$0	$250,000	$0	$0	$0	$250,000
GENERAL													

Service #: 3.718

Service Name: Saanich Peninsula Wastewater

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**
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades are being completed at a number of facilities and the detailed design will be completed at SPWWTP.	$575,000	S	Res	$150,000	$150,000	$0	$0	$0	$0	$150,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	$85,000	E	ERF	$0	**$50,000**	**$0**	$0	$0	$0	$50,000
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	$750,000	S	ERF	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	**$350,000**	E	Res	$0	$0	$150,000	**$100,000**	**$100,000**	$0	$350,000
23-02	**Renewal**	**Electrical & Control Upgrades**	**Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.**	**$120,000**	E	**ERF**	$0	**$100,000**	**$20,000**	$0	$0	$0	$120,000
GRAVITY SEWERS & MANHOLES													
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 800m may need to be relined within the next 5 years.	$1,100,000	S	Res	$1,000,000	$1,000,000	$0	$0	$0	$0	$1,000,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.	$500,000	S	Debt	$0	$0	$250,000	$250,000	$0	$0	$500,000
27-02	**Renewal**	**Trunk Sewer Relining - Ph2**	**Based upon CCTV inspection, about another 800m of 500mm dia asbestos cement sewer should be lined in 2027.**	**$1,000,000**	**S**	**Debt**	$0	$0	$0	$0	$0	**$1,000,000**	$1,000,000
PRESSURE PIPES & APPERTUNANCES													
DEVELOPMENT COST CHARGE (DCC) PROJECTS													
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	**$75,000**	S	Res	$0	$0	**$75,000**	$0	$0	$0	$75,000
			GRAND TOTAL	**$10,455,000**			**$1,370,000**	**$2,770,000**	**$2,345,000**	**$2,000,000**	**$500,000**	**$1,700,000**	**$9,315,000**

Service:	3.718	Saanich Peninsula Wastewater

Project Number	Capital Project Title	Capital Project Description
20-02	Replace Aerators in Oxidation Ditches	The WWTP was getting low dissolved oxygen during low flow, high load periods. As assessment of the aerators is required with recommendations on process improvements or aerator replacement.

Project Rationale The current aerators are at the end of life and are undersized necessitating replacement to maintain the treatment capacity of the existing WWTP. Funds are required to procure and install new aerators.

Project Number	Capital Project Title	Capital Project Description
21-05	SPWWTP HVAC Fan Assessments	The HVAC fans in the MCC room, washrooms, and pump room were identified as requiring replacement. Facilities Management will the fans and upgrade/replace if required.

Project Rationale The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.

Project Number	Capital Project Title	Capital Project Description
23-03	Odour Control Upgrade Construction	Upon completion of the KWL assessment and proposed design in 2021, odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.

Project Rationale The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.

Project Number	Capital Project Title	Capital Project Description
23-04	Replace SCADA Servers and Ethernet Upgrades	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards

Project Rationale The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.

Service:	3.718	Saanich Peninsula Wastewater

Project Number	Capital Project Title	Capital Project Description
24-01	Sludge Tanks and Process Sump Cleaning and Repairs	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.

Project Rationale Primary Clarifier No. 1 and the oxidation tanks have had detailed structural assessments, funds are required to conduct a detailed assessment of primary clarifier No. 2 and the sludge tanks to determine whether concrete repairs are required similar to the oxidation tanks and primary clarifier No. 1.

Project Number	Capital Project Title	Capital Project Description
27-01	SPWWTP Road Upgrades	Construct drainage and pavement replacement on the SPWWTP access road.

Project Rationale The access road to the SPWWTP will be 27 years old and is showing localized pavement failure. Additionally, the road drainage system requires some rehabilitation to maintain its function. Funds are required to design the drainage improvements and pavement repairs, and carry out the improvements.

Project Number	Capital Project Title	Capital Project Description
28-01	Bazan Bay Outfall Inspection	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.

Project Rationale The Bazan Bay outfall was electromagnetically inspected in 2018 after past dive inspections found holes in the outfall. The electromagetic inspection found that the outfall was generally in good shape. A follow up electromagnetic inspection is required to ensure that the cathodic protection system is functioning as designed to protect the outfall pipe.

Project Number	Capital Project Title	Capital Project Description
24-02	Standby Power Assessment and Replacement	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.

Project Rationale The Bazan Bay outfall was electromagnetically inspected in 2018 after past dive inspections found holes in the outfall. The electromagetic inspection found that the outfall was generally in good shape. A follow up electromagnetic inspection is required to ensure that the cathodic protection system is functioning as designed to protect the outfall pipe.

Service:	3.718	Saanich Peninsula Wastewater

Project Number	Capital Project Title	Capital Project Description
24-03	SCADA Equipment Replacement	Project to review and address the maturation of SCADA hardware throughout the service areas.

Project Rationale The Bazan Bay outfall was electromagnetically inspected in 2018 after past dive inspections found holes in the outfall. The electromagetic inspection found that the outfall was generally in good shape. A follow up electromagnetic inspection is required to ensure that the cathodic protection system is functioning as designed to protect the outfall pipe.

Project Number	Capital Project Title	Capital Project Description
24-04	SPWWTP PLC Replacement	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.

Project Rationale The Bazan Bay outfall was electromagnetically inspected in 2018 after past dive inspections found holes in the outfall. The electromagetic inspection found that the outfall was generally in good shape. A follow up electromagnetic inspection is required to ensure that the cathodic protection system is functioning as designed to protect the outfall pipe.

Project Number	Capital Project Title	Capital Project Description
21-02	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.

Project Rationale The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.

Project Number	Capital Project Title	Capital Project Description
19-06	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades are being completed at a number of facilities and the detailed design will be completed at SPWWTP.

Project Rationale In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design (2020); SPWWTP Odour Control Improvements Construction (2021).

Service:	3.718	Saanich Peninsula Wastewater

Project Number	Capital Project Title	Capital Project Description
21-04	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.

Project Rationale End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.

Project Number	Capital Project Title	Capital Project Description
18-10	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.

Project Rationale Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.

Project Number	Capital Project Title	Capital Project Description
22-02	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.

Project Rationale Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.

Project Number	Capital Project Title	Capital Project Description
23-02	Electrical & Control Upgrades	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.

Project Rationale The Sidney PS PLC and RTU have been discontinued by the manufacturer, leaving no support if they fail. Additionally, the Sidney PS, Keating PS and SPWWTP have control systems on outdated control software no longer supported by current hardware and operating systems. Funds are required to replace the Sidney PS PLC and RTU and update the programming of the control software to a supported hardware and operating system.

Service:	3.718	Saanich Peninsula Wastewater

Project Number	Capital Project Title	Capital Project Description
20-03	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 800m may need to be relined within the next 5 years.

Project Rationale The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting at the most northern section of the Sidney Trunk main.

Project Number	Capital Project Title	Capital Project Description
20-04	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.

Project Rationale During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.

Project Number	Capital Project Title	Capital Project Description
27-02	Trunk Sewer Relining - Ph2	Based upon CCTV inspection, about another 800m of 500mm dia asbestos cement sewer should be lined in 2027.

Project Rationale The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left.

Project Number	Capital Project Title	Capital Project Description
23-01	DCC Program - 5-year Update	5-year update of the DCC program.

Project Rationale This item is for a planned review and update of the DCC Program.

Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Sewer Capital Reserve Funds	933,846	371,776	192,066	617,526	1,023,696	1,280,586
Equipment Replacement Fund	1,007,222	695,242	645,632	618,432	593,692	571,452
Maintenance Reserve Fund	415,354	435,994	307,644	340,324	259,064	283,874
Total	**2,356,422**	**1,503,012**	**1,145,342**	**1,576,282**	**1,876,452**	**2,135,912**

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 101356	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	278,488	253,488	123,488	18,488	38,488	58,488
Planned Capital Expenditure (Based on Capital Plan)	-	-	(75,000)	-	-	-
Transfer OUT - To Capital Reserve	(200,000)	(300,000)	(200,000)	(150,000)	(150,000)	(150,000)
Transfer IN - DCC Funding	170,000	170,000	170,000	170,000	170,000	170,000
Interest Income	5,000	-	-	-	-	-
Ending Balance $	**253,488**	**123,488**	**18,488**	**38,488**	**58,488**	**78,488**

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 102022	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	1,534,428	680,358	248,288	173,578	579,038	965,208
Planned Capital Expenditure	(1,450,000)	(1,100,000)	(650,000)	(100,000)	(100,000)	(300,000)
Transfer from Ops Budget	367,930	367,930	375,290	355,460	336,170	386,890
Planned transfer from DCC Funds	200,000	300,000	200,000	150,000	150,000	150,000
Funding return	-					
Interest Income*	28,000	-	-	-	-	-
Ending Balance $	**680,358**	**248,288**	**173,578**	**579,038**	**965,208**	**1,202,098**

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

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

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps… There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP
Fund: 1022
Fund Center: 101700

	Estimated	Budget				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	646,793	1,007,222	695,242	645,632	618,432	593,692
Planned Purchase (Based on Capital Plan)	(213,570)	(430,000)	(170,000)	(150,000)	(150,000)	(150,000)
Transfer IN (from Ops Budget)	569,999	118,020	120,390	122,800	125,260	127,760
Interest Income*	4,000					
Ending Balance $	**1,007,222**	**695,242**	**645,632**	**618,432**	**593,692**	**571,452**

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105204	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	517,714	415,354	435,994	307,644	340,324	259,064
Planned Purchase	(165,000)	(30,000)	(180,000)	(20,000)	(135,000)	(30,000)
Transfer from Ops Budget	50,640	50,640	51,650	52,680	53,740	54,810
Interest Income*	12,000	-	-	-	-	-
Ending Balance $	**415,354**	**435,994**	**307,644**	**340,324**	**259,064**	**283,874**

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

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

January 2023 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget* $	Capital Budget $	Funding Source
Integrated Water Services						
	Utility Operator	2.00 FTE; ongoing	8a-1.7 Wastewater Treatment Operations	262,000		Allocation
	Manager, Core Area Conveyance Ops	1.00 FTE; ongoing	8a-1.8 Wastewater Treatment Manager	168,000		Allocation
	Manager, SSI and SGI Operations	1.00 FTE; ongoing	10a-8 Supervisor SSI+SGI Operations	111,000		Allocation
	Utility Operator	1.61 FTE; ongoing	10a-7 SSI Water Operations	140,610		Allocation
	IW Ops - Vehicle - Utility Operator		10a-7 SSI Water Operations	90,000		Surplus Carry-forward
	IW Ops - Vehicle - Manager, SSI and SGI Operations		10a-8 Supervisor SSI+SGI Operations	90,000		Surplus Carry-forward
	IW Ops - ATCO Trailer - Manager, SSI and SGI Operations		10a-8 Supervisor SSI+SGI Operations	150,000		Surplus Carry-forward
	SaanPen Wastewater - Odour Control Upgrade Construction				1,000,000	Capital Reserve
	Core Area Wastewater - Process & Mechanical Upgrades				850,000	Debt
	Core Area Wastewater - Safety & Security Upgrades				600,000	Debt
	Core Area Wastewater - Annual Provisional Equipment Replacement				300,000	Equipment Reserve
	RWS Vehicle for the Dam Safety Program				20,000	Capital Funds on Hand
	RWS Vehicle for the CSE Support Program				55,000	Capital Funds on Hand
	RWS Vehicle for Warehouse Operations				28,000	Capital Funds on Hand
	JDF Seagirt Watermain Extension				2,350,000	Other
	JDF Vehicle for the Meter Replacement Program				200,000	Capital Funds on Hand
Environmental Resource Management						
	Food Waste Attendant	1.00 FTE; term extended 2 years	9b-0.3 Food Waste Attendant	-		Fee for Service
	Aggregate Production for Internal Use				4,663,149	Reserve
	Food Waste Transfer Station Relocation Planning				250,000	ERF
	Sedimentation Pond Relining				1,000,000	Debt
	Cell 4 Liner Installation				7,200,000	Debt
	Storm Water Sedimentation Pond Emergency Repairs				250,000	Reserve
	Gas Flare, Candlestick & LFG Blowers				2,610,000	Debt
	Contractor Workshop Relocation				1,250,000	Debt
	Cell 4, 5 & 6 gas well layout Plan				150,000	Debt
	North End Commercial Access Improvements				450,000	Reserve
	Cell 5 & 6 GRW				750,000	Debt
	Hartland Amenity Project				2,000,000	Reserve
Environmental Protection						
	Laboratory Technician 2	1.00 FTE; term extended 1 year	8a-1.5 Lab Technician Core Area	1,673		Allocation
Capital Regional Housing Corporation						
	Property Manager, Maintenance	1.00 Ongoing	1a-2 CRHC Operations	90,984		Fee for Service
	Property Manager, Tenant Engagement	1.00 Ongoing	1a-2 CRHC Operations	90,984		Fee for Service
	Property Manager, Tenant Admin Coordinator	1.00 Ongoing	1a-2 CRHC Operations	90,984		Fee for Service
	Tenant Services Assistant	1.00 Ongoing	1a-2 CRHC Operations	80,515		Fee for Service
	Property Assistant	1.00 Ongoing	1a-2 CRHC Operations	80,515		Fee for Service
	Caretaker	1.00 Ongoing	1a-2 CRHC Operations	73,080		Fee for Service
Land Banking & Housing						
	Communication Coordinator	1.00 Jan 2023-Dec 2026	1a-2 CRHC Operations	77,446		Grant
Electoral Area Administration - Salt Spring Island						
	Admin Clerk	0.20 Ongoing	15a-1.1 SSI Admin Support	2,999		Allocation
Information Technology						
	Website Business Analyst	1.00 FTE; Term 2023-2024	15f-1.15 Digital Communications Governance	117,069		Operating Reserve
	SAP Functional Analyst	3.00 FTE; Term 2023-2026	15f-1.9 SAP Lifecycle Replacement	504,077		Capital Reserve
	Consultancy, Technology and Licensing		15f-1.23 EPDMS	-	635,000	Capital Reserve
Financial Services						
	Business Analyst	2.00 FTE; Term 2023-2026	15f-1.9 SAP Lifecycle Replacement	248,602		Capital Reserve
	Financial Analyst	0.50 FTE; Term 2023-2024	1a-2 CRHC Operations (Support)	54,982		Surplus Carry-forward
	Financial Analyst	0.25 FTE; Ongoing	15f-1.24 Finance Support	20,129		Allocation/Requisition

January 2023 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget* $	Capital Budget $	Funding Source
Health & Capital Planning						
	Senior Project Coordinator	1.00 FTE; Term extended 2 years	14a-1 Health & Capital Planning	4,706		CRHD Reserve
Electoral Area Administration - Southern Gulf Islands						
	Consulting for SGI Housing Strategy		1a-11 SGI Housing Strategy	8,000		Operating Reserve
Pender Fire						
	Fire Truck Replacement				215,000	Equipment Reserve
East Sooke Fire						
	Replacement of Tender Truck no. 2				300,000	Equipment Reserve
SSI Community Transit						
	O&M facility plan				50,000	Capital Reserve
SSI Pool & Park Land						
	Repairs to pool structure				90,000	Grant, Capital Reserve
	Design and replacement of pool electrical				250,000	Grant, Capital Reserve
	Replace heat pumps for pool				80,000	Grant, Equipment Reserve
SSI Highland/Fernwood Water						
	Undertake a Referendum/AAP				40,000	Capital Reserve
	Design and construction of back up power system				240,000	Grant
Fulford Water						
	Replace aging AC water mains				200,000	Grant
SSI Septage/Composting						
	Design review, sizing, and installation of grit chamber				20,000	Capital Reserve
Ganges Sewer						
	Purchase and install MBR cassette lifting brackets				65,000	Grant, Capital Reserve
Maliview Sewer						
	Upgrade WWTP RBC process to MBBR process to meet regulatory requirements				2,010,000	Grant, Debt
	Replace or repair collection pipe and manholes				200,000	Grant, Debt
Animal Care						
	Replacement of vehicles (shared with Bylaw)				25,000	Equipment Reserve
Bylaw Enforcement						
	Replacement of Bylaw vehicle				150,000	Equipment Reserve
* Incremental Operating Budget impact from 2022				**2,558,355**	**30,546,149**	

Board Directed Initiatives

First Nations						
	Government to Government Relationship Building			250,000	-	Requisition

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **2023 Preliminary Electoral Area Budget Review**

ISSUE SUMMARY

To present the 2023 Electoral Area budgets and obtain recommendation from the Electoral Areas Committee (EAC) to forward, along with initiatives for implementation as of January 1, 2023, to the Capital Regional District Board (Board) for provisional plan approval.

BACKGROUND

The Capital Regional District (CRD) provides a range of regional, sub-regional, and local services to the community. Regional services are provided to the entire region, sub-regional services are provided to groups of participating Municipalities, First Nations and Electoral Areas, and Local Services are provided to single Municipalities, Electoral Areas or to groups of residents within local service areas. The CRD provides services to approximately 23,300 Electoral Area residents.[1]

Budgets for review are specific to Electoral Area (EA) services in the Juan de Fuca EA (JDF), the Salt Spring Island EA (SSI), and the Southern Gulf Islands EA (SGI). EA services delivered are established by the *Local Government Act and* Service Establishment Bylaws, the Board strategic plan, and corporate service plans.

Budget Approval Process

Under budget direction provided by the Board, review and recommendation for approval of all EA service budgets, including local service commission budgets, is delegated to the EAC. These budgets will be included in the preliminary 2023 CRD Financial Plan to be presented to the CRD Board on September 21, 2022. Also, on this date regional and sub-regional budgets will be presented for all participants to review and approve.

Review and approval of the budgets by local EA commissions will take place between September and November 2022 consistent with commission bylaws and handbook guidelines. Changes from commission reviews will be considered by the Board for final budget approval in March 2023.

Service Planning and Budget Development

The 2022 service planning process marked the fourth and final year of the four-year strategic and corporate planning cycle. The planning cycle is designed to ensure alignment and implementation of strategic objectives during the election term. A new corporate plan will be prepared to incorporate new and revised priorities following local government elections this fall. Any changes to service levels and financial plans to be brought forward in the annual planning cycle.

[1] 2021 Census Data

As part of the planning process, the Executive Leadership Team (ELT) has met multiple times over recent months to review individual service plans, initiative business cases (IBCs), and financial implications in alignment with the corporate plan and Board approved financial planning guidelines. ELT has prioritized initiatives in consideration of fiscal constraints, organizational capacity, and workforce pressures.

Budget development is based on resources required for delivery of core services, impacts of new initiatives through service planning, proposed capital programing, and other cost pressures such as inflation and contractual agreements. Service budgets include operating and capital plans in addition to any changes in reserve funds. A detailed discussion of main budget drivers for each EA is included in this report supported by Appendices A, B, and C.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
1. That the 2023 Electoral Area Services Budgets be given provisional approval as presented; and
2. That the new initiatives identified in Appendix D for January 1, 2023, implementation be approved for expenditure.

Alternative 2
The Electoral Areas Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
1. That the 2023 Electoral Area Services Budgets be given provisional approval with specific direction on amendments; and
2. That the new initiatives identified in Appendix D for January 1, 2023, implementation be approved with specific direction on amendments.

IMPLICATIONS

Financial Implications

Requisition

Table 1 summarizes the change in tax requisition from 2022 final to 2023 provisional for each EA.

Table 1: 2023 Provisional vs 2022 Final Requisition

	2023 Provisional Requisition		2022 Final Requisition		$M Change		% Change
	$M	$ Per HH	$M	$ Per HH	$M	$ Per HH	Per HH
Juan de Fuca	2.66	682	2.58	663	0.08	18.71	2.8%
Salt Spring Island	7.49	1,140	7.23	1,101	0.26	38.81	3.5%
Southern Gulf Island	3.64	536	3.57	525	0.07	10.65	2.0%

Requisition increases are inclusive of all regional, sub-regional, and EA services in addition to the Capital Regional Hospital District (CRHD). However, Table 1 excludes changes in specified and defined area services within each EA. It should also be noted that regional and sub-regional service budgets may change as service plans and budgets are deliberated at Committee of the Whole and the Board at the end of September.

The actual tax rates impact to EA residents will vary depending on the specified and defined service areas in which they reside in addition to their individual 2023 property assessment values. The 2023 preliminary requisition impact shown in Table 1 (above) reflects the 2022 assessment values from BC Assessments. New assessment information will be incorporated in the final budget when revised data is released by BC Assessments in early February 2023.

Detailed Requisition summaries by service area are included in Appendix A-1 (JDF), Appendix B-1 (SSI), and Appendix C-1 (SGI).

Operating Budget Overview

Table 2 summarizes the change in expenditures for each EA in the 2023 provisional budget compared to the 2022 final budget, for individual EA budgets only (excludes Regional, Sub-regional and CRHD services).

Table 2: Summary of Operating Budget (in $ millions) by EA

	2023 Provisional Plan $M	2022 Financial Plan $M*	$M Change	% Change
Juan de Fuca	4.63	4.38	0.25	5.8%
Salt Spring Island	10.28	9.86	0.42	4.3%
Southern Gulf Island	7.90	7.75	0.15	2.0%
Total	**22.81**	**21.99**	**0.82**	**3.7%**

*Based on Amendment Financial Plan (Bylaw No. 4498)

- JDF: The Provisional 2023 operating budget is $ 4.63 million, an increase of $0.25 million or 5.8% from 2022. The primary driver of this increase is new debt servicing costs on behalf of the Vancouver Island Regional Library (the "Library"), which has no impact on the JDF requisition as the actual cost is fully recovered from the Library. The minor increase in operating expenses is due to inflationary adjustments partially offset by discontinued one-time expenses from 2022. Transfer to reserves have increased in support of lifecycle replacement estimates and capital programs.

- SSI: The provisional 2023 operating budget is $10.28 million, an increase of $0.42 million or 4.3% from 2022. The increase in operating expenditure is primarily due to the annualization contract costs for Economic Development Coordinator and the SSI Community Centre, the higher BC Transit costs and one-time cyclical maintenance costs (ORF-funded) for local utility services. Transfer to reserves have increased primarily in support of lifecycle replacement estimates and capital programs. The minor increase in debt servicing costs is primarily due to the new debt for the Maliview Estates Sewer System upgrade project.

- SGI: The provisional 2023 operating budget is $7.9 million, an increase of $0.15 million or 2% from 2022. The primary driver of this increase is new debt servicing costs for major capital projects for South Galiano Fire and Magic Lake Estates Wastewater services. The minor

increase in operating expenses is due to inflationary adjustments partially offset by discontinued one-time expenses from 2022. The minor decrease in transfer to reserves is to lessen the new debt servicing costs pressure while still in alignment with reserves planning principle and guidelines.

The Operating Budget Overview summary of notable changes by service and by expenditure type are included in Appendix A-2 (JDF), Appendix B-2 (SSI) and Appendix C-2 (SGI).

Capital Budget Overview

Capital plan highlights including capital projects over $100,000 for each EA, are summarized in Appendix A-3 (JDF), Appendix B-3 (SSI), and Appendix C-3 (SGI).

Capital plans are developed through a process of reviewing:
- projects in progress
- condition of existing assets and infrastructure
- regulatory, environmental, risk, health and safety
- new or renewal initiatives prioritized by communities

The following table summarizes the capital plan by Electoral Area.

Table 3 - Summary of Capital Plan by Electoral Area (in $ millions)

	2023 Capital Plan $M	2022 Capital Plan $M*	$M Change	% Change
Juan de Fuca	2.22	1.24	0.98	79.4%
Salt Spring Island	6.22	6.66	(0.44)	-6.7%
Southern Gulf Island	7.69	8.09	(0.40)	-5.0%
Total	**16.13**	**15.99**	**0.14**	**0.8%**

*Based on Amendment Financial Plan (Bylaw No. 4498)

- JDF: Provisional 2023 capital plan is $2.22 million, an increase of $0.98 million or 79.4% from 2022. The increase is primarily due to new projects including a firetruck replacement for Willis Point Fire Protection $650k, East Sooke Fire Protection $300k, and playground equipment for JDF EA Parks in Port Renfrew $160k. There is an additional $100k for Port Renfrew Water to design a supply system replacement. Increases in capital are offset by projects completing by the end of 2022, including Self-contained Breathing Apparatus (SCBA) packs $(130k) for Otter Point Fire.

- SSI: Provisional 2023 capital plan is $6.22 million, a decrease of $0.44 million or 6.7% from 2022. New projects in 2023 include upgrades to the Maliview Estates Sewer Treatment Plant $2 million, and the design and replacement of pool electrical in the SSI Park Land & Recreation service $250k. Increases in capital are offset by projects completing by the end of 2022, including upgrades to Centennial Park $(600k) and the Recreation Centre expansion project $(1.2 million) in the SSI Community Parks service; and purchases of parkland $(850k) in the SSI Park Land & Recreation service in 2022.

- SGI: Provisional 2023 capital plan is $7.69 million, a decrease of $0.40 million or 5.0% from 2022. Capital spending will increase $757k in 2023 for Magic Lakes Estates Wastewater Treatment Plant Upgrade project. Increases in capital are offset by projects completing by the

end of 2022, including a mini pumper for Pender Fire $(400k); Money Lake Dam seismic reinforcement for Lyall Harbour Water $(390k); and the design and construction of adjustable intakes $(200k), and process pipe replacement $(200k) for Magic Lake Estates Water.

The 2023 Capital Plan Summary overview are included in Appendix A-4 (JDF), Appendix B-4 (SSI) and Appendix C-4 (SGI).

Capital projects are typically funded by annual contributions from operating, grants, reserves and/or long-term debt. Grant funding can have a significant impact on the implementation of the plan as program intakes and results are unknown during the planning process. When changes in funding occurs, Financial Plan Amendments are prepared and presented for approval to proceed.

Advanced Approvals

Advanced approval is requested in situations where the commencement or continuity of work before March 2023 is required to address operational needs. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders must be issued and where a delay can have negative impacts on service delivery. Items identified as required activities to begin in advance of the March final budget are listed in Appendix D.

Summary

The attached 2023 EA budget packages in Appendix A (JDF), Appendix B (SSI) and Appendix C (SGI), which include operating and capital, are provided for provisional approval. Appendix D contains items that, as a result of business requirements, need early approval in advance of the March final budget.

The provisional budget is subject to change as a result of the final 2022 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and Electoral Area directors prior to final approval of the Financial Plan bylaw by March 31.

CONCLUSION

The 2023 Electoral Area budgets have been delegated to the EAC by the CRD Board for review and provisional approval. Overall, the 2023 Electoral Area preliminary budget has been prepared based on the service plans and provide ongoing CRD services that respond to the varying needs of the three Electoral Area communities.

RECOMMENDATION

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

1. That the 2023 Electoral Area Services Budgets be given provisional approval as presented; and
2. That the new initiatives identified in Appendix D for January 1, 2023, implementation be approved for expenditure.

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

ATTACHMENT(S)

Appendix A: Budget Packages – Juan de Fuca
Appendix B: Budget Packages – Salt Spring Island
Appendix C: Budget Packages – Southern Gulf Islands
Appendix D: January 2023 Approvals

Appendix A-1: Requisition Summary (JDF)

	Electoral Area Juan de Fuca	Provisional 2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	 %	Change in cost per avg household/Parcel $	 %
1.010	Legislative & General Government	190,364	48.74	185,794	47.57	4,570	2.5%	1.17	2.5%
1.101	G.I.S.	2,176	0.56	2,120	0.54	56	2.7%	0.01	2.7%
1.112	Regional Grant in Aid	265	0.07	-	-	265	100.0%	0.07	100.0%
1.224	Community Health - Homeless Sec.	8,305	2.13	10,736	2.75	(2,431)	-22.6%	(0.62)	-22.6%
1.280	Regional Parks	280,834	71.90	272,633	69.80	8,200	3.0%	2.10	3.0%
1.280A	Regional Parks - Land Acquisition	-	-	1,411	0.36	(1,411)	-100.0%	(0.36)	-100.0%
1.309	Climate Action and Adaptation	26,634	6.82	21,794	5.58	4,841	22.2%	1.24	22.2%
1.310	Land Banking & Housing	26,105	6.68	25,485	6.52	621	2.4%	0.16	2.4%
1.324	Regional Planning Service	21,663	5.55	21,059	5.39	603	2.9%	0.15	2.9%
1.335	Geo-Spatial Referencing System	2,847	0.73	2,794	0.72	53	1.9%	0.01	1.9%
1.374	Regional Emergency Program Support	2,108	0.54	2,047	0.52	61	3.0%	0.02	3.0%
1.375	Hazardous Material Incident Response	5,164	1.32	5,014	1.28	150	3.0%	0.04	3.0%
1.911	Call Answer	2,431	0.62	2,360	0.60	71	3.0%	0.02	3.0%
1.921	Regional CREST Contribution	23,091	5.91	22,418	5.74	673	3.0%	0.17	3.0%
	Total Regional	**591,985**	**$151.56**	**$575,663**	**$147.38**	**$16,322**	**2.8%**	**$4.18**	**2.8%**
1.126	Victoria Family Court Committee	237	0.06	237	0.06	-	0.0%	-	0.0%
1.128	Greater Victoria Police Victim Services	835	1.73	822	1.70	13	1.6%	0.03	1.6%
1.230	Traffic Safety Commission	1,342	0.34	1,342	0.34	-	0.0%	-	0.0%
1.313	Animal Care Services	66,134	16.93	64,208	16.44	1,926	3.0%	0.49	3.0%
1.330	Regional Growth Strategy	5,718	1.46	5,551	1.42	166	3.0%	0.04	3.0%
1.913	Fire Dispatch	36,118	9.25	35,092	8.98	1,026	2.9%	0.26	2.9%
3.701	Millstream Remediation	2,279	0.58	4,616	1.18	(2,337)	-50.6%	(0.60)	-50.6%
	Total Sub-Regional	**$112,663**	**$30.36**	**$111,869**	**$30.13**	**$795**	**0.7%**	**$0.23**	**0.8%**
1.103	Elections	14,422	3.69	14,422	3.69	(0)	0.0%	(0.00)	0.0%
1.104	U.B.C.M.	2,727	0.70	2,647	0.68	79	3.0%	0.02	3.0%
1.318	Building Inspection	105,551	27.02	102,477	26.24	3,074	3.0%	0.79	3.0%
1.320	Noise Control	9,241	2.37	8,968	2.30	273	3.0%	0.07	3.0%
1.322	Nuisances & Unsightly Premises	12,347	3.16	11,983	3.07	364	3.0%	0.09	3.0%
1.372	Electoral Area Emergency Program	34,384	8.80	33,381	8.55	1,002	3.0%	0.26	3.0%
	Total Joint Electoral Area	**$178,671**	**$45.74**	**$173,879**	**$44.52**	**$4,792**	**2.8%**	**$1.23**	**2.8%**
1.109	Electoral Area Admin Exp-JDF	63,123	16.16	60,129	15.39	2,994	5.0%	0.77	5.0%
1.317	JDF Building Numbering	13,295	3.40	12,902	3.30	393	3.0%	0.10	3.0%
1.319	Soil Deposit Removal	5,859	1.50	5,682	1.45	177	3.1%	0.05	3.1%
1.325	Electoral Area Services - Planning	718,640	183.99	697,706	178.63	20,934	3.0%	5.36	3.0%
1.340	JDF Livestock Injury Compensation	3,158	0.81	3,150	0.81	8	0.3%	0.00	0.3%
1.370	Juan de Fuca Emergency Program	89,719	22.97	88,578	22.68	1,141	1.3%	0.29	1.3%
1.377	JDF Search and Rescue	69,952	17.91	69,952	17.91	-	0.0%	-	0.0%
1.405	JDF EA - Community Parks	199,051	50.96	193,274	49.48	5,777	3.0%	1.48	3.0%
1.924	Emergency Comm - Crest - J.D.F.	144,644	37.03	125,143	32.04	19,501	15.6%	4.99	15.6%
	Total JDF Electoral Area	**$1,307,441**	**$334.74**	**$1,256,516**	**$321.70**	**$50,925**	**4.1%**	**$13.04**	**4.1%**
	Total Capital Regional District	**$2,190,761**	**$562.40**	**$2,117,927**	**$543.73**	**$72,834**	**3.4%**	**$18.67**	**3.4%**
	Cost/average residential property	$562.40		$543.73		$18.67			
CRHD	Capital Regional Hospital District	466,986	119.56	466,847	119.52	139	0.0%	0.04	0.0%
	Total CRD and CRHD	**$2,657,747**	**$681.96**	**$2,584,775**	**$663.26**	**$72,972**	**2.8%**	**$18.71**	**2.8%**
	Average residential assessment - 2022	**$849,943**		**$849,943**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	 %	Change in Avg HH $	 %
REGIONAL				
Legislative & General Government	4,570	0.2%	1.17	0.2%
Regional Parks	8,200	0.3%	2.10	0.3%
Climate Action and Adaptation	4,841	0.2%	1.24	0.2%
JDF EA				
Electoral Area Services - Planning	20,934	0.8%	5.36	0.8%
JDF EA - Community Parks	5,777	0.2%	1.48	0.2%
Emergency Comm - Crest - J.D.F.	19,501	0.8%	4.99	0.8%
Capital Regional Hospital District	139	0.0%	0.04	0.0%
Other	9,010	0.3%	2.33	0.4%
Total	72,972	**2.8%**	18.71	**2.8%**

	Juan de Fuca Local/Specified/Defined Services	Provisional 2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	 %	Change in cost per avg household/Parcel $	 %
1.119	Vancouver Island Regional Library	331,760	97.07	322,102	94.25	9,658	3.0%	2.83	3.0%
1.121	Sooke Regional Museum	78,651	23.01	76,361	22.34	2,290	3.0%	0.67	3.0%
1.133	Langford E.A. - Greater Victoria Public Library	32,435	67.19	31,491	65.23	944	3.0%	1.96	3.0%
1.232	Port Renfrew Street Lighting	3,589	40.91	3,485	39.72	104	3.0%	1.19	3.0%
1.350	Willis Point Fire Protection	145,282	610.78	141,330	594.17	3,952	2.8%	16.61	2.8%
1.353	Otter Point Fire Protection	554,473	507.84	539,558	494.18	14,915	2.8%	13.66	2.8%
1.354	Malahat Fire Protection	67,560	726.62	65,597	705.51	1,963	3.0%	21.11	3.0%
1.355	Durrance Road Fire Protection	3,016	349.20	3,020	349.66	(4)	-0.1%	(0.46)	-0.1%
1.357	East Sooke Fire Protection	492,703	556.01	479,055	540.61	13,648	2.8%	15.40	2.8%
1.358	Port Renfrew Fire Protection	99,111	256.78	96,622	250.33	2,489	2.6%	6.45	2.6%
1.360	Shirley Fire Protection	202,170	611.80	167,487	506.84	34,683	20.7%	104.96	20.7%
1.40X	SEAPARC	772,113	252.16	751,115	245.31	20,998	2.8%	6.86	2.8%
1.408	JDF EA - Community Recreation	71,600	20.95	69,508	20.34	2,092	3.0%	0.61	3.0%
1.523	Port Renfrew Refuse Disposal	34,870	90.14	33,852	87.51	1,018	3.0%	2.63	3.0%
2.650	Port Renfrew Water	66,243	329.14	64,508	320.52	1,735	2.7%	8.62	2.7%
2.691	Wilderness Mountain	66,701	823.21	61,900	763.96	4,801	7.8%	59.25	7.8%
3.700	Septage Disposal - JDF Service Area	-	-	464	0.13	(464)	-100.0%	(0.13)	-100.0%
3.755	Regional Source Control - Port Renfrew Sewer	726	8.06	705	7.82	21	3.0%	0.23	3.0%
3.850	Port Renfrew Sewer	64,750	739.95	62,294	711.88	2,456	3.9%	28.07	3.9%
	Total JdF Local/Specified/Defined Requisition	**$3,087,752**		**$2,970,453**		**$117,299**			
	Average residential assessment - 2022	**$849,943**		**$849,943**					

Appendix A-2

Juan de Fuca - Operating Budget Highlights - Gross Expenditure (+/- 3.0% and +/- $20,000)

JDF Services +/- 3.0% and +/- $20,000	Gross Expenditure 2023	Gross Expenditure 2022	Changes $	Changes %	Main Budget Driver
1.114 - Grant-in-Aid - JDF	29,956	54,425	(24,469)	-45.0%	• One-time expense in 2022 funded by $18.5k COVID 19 Safe Restart Grant
1.325 - Electoral Area Services - Planning	848,371	807,042	41,329	5.1%	• Salary increase inclusive of estimated contract changes, $23K • One-time orthophotos in 2023, $13.5k - funded by Operating Reserve Fund (ORF)
Total Juan de Fuca Electoral Area	**878,327**	**861,467**	**16,860**	**2.0%**	
1.129 - Vancouver Island Regional Libray - Debt	339,466	180,600	158,866	88.0%	• Increased debt costs - $6 million long-term MFA debt in 2022 on behalf of VIRL
1.360 - Shirley Fire Protection	193,332	158,639	34,693	21.9%	• Ongoing increase in salaries expense
1.369 - EA Fire Services - JDF	97,529	141,568	(44,039)	-31.1%	• One-time Fire Governance Review in 2022 - funded by Operating Reserve Fund (ORF)
Total Local/Specified/Defined Area	**630,327**	**480,807**	**149,520**	**31.1%**	
Other (Services not meeting criteria above)	3,120,274	3,034,950	85,324	2.8%	
Total Juan de Fuca	**4,628,928**	**4,377,223**	**251,704**	**5.8%**	

Juan de Fuca - Operating Budget by Expenditure Type (in $ millions)

Expenditure Type	Provisional Plan $M 2023	Financial Plan $M* 2022	Changes $M	Changes %
Operations	3.50	3.49	0.01	0.3%
Capital Funding	0.03	0.03	-	-
Debt Servicing	0.52	0.30	0.22	73.0%
Transfer to Reserves	0.58	0.56	0.02	3.6%
Total Juan de Fuca	**4.63**	**4.38**	**0.25**	**5.8%**

*Based on Amendment Financial Plan (Bylaw No. 4498)

Appendix A-3

Juan de Fuca 2023 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
1.325 Community Planning		
Otter Point Ground Water Study for Official Community Plan (OCP)	100	Grants
Port Renfrew Official Community Plan (OCP) Review & Update	100	Grants
Protective Services		
1.350 Willis Point Fire Protection		
Engine 2 Replacement	650	Reserves, Debt
1.357 East Sooke Fire Protection		
Tender 2 Replacement	300	Reserves
Recreation & Cultural Services		
1.405 JDF EA Parks		
Port Renfrew Playground Equipment	160	Grants
Coppermine Park-Playground Improvements	100	Grants
Water		
2.650 Port Renfrew Water		
Supply System Replacement Design	100	Grants

Total Projects ≥ $100K	1,510
Total Projects < $100K	706
Total 2023 Capital Projects	2,216

Appendix A-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - JDF
2023

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.109	JDF Admin. Expenditures						-							-
1.318	Building Inspection	7,300	11,300				18,600			18,600				18,600
1.325	Community Planning	37,700			200,000		237,700			37,700	200,000			237,700
1.350	Willis Point Fire	87,030	650,000	18,000	10,000		765,030		275,000	447,000		43,030		765,030
1.353	Otter Point Fire	28,300		40,000			68,300			28,300		40,000		68,300
1.357	East Sooke Fire	31,795	300,000	10,000			341,795			316,295		25,500		341,795
1.358	Port Renfrew Fire	33,000					33,000			33,000				33,000
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.405	JDF EA Community Parks & Recreation				490,000	50,000	540,000	5,000			535,000			540,000
1.523	Port Renfrew Refuse Disposal				12,000		12,000					12,000		12,000
2.650	Port Renfrew Water	10,000			100,000		110,000				100,000	10,000		110,000
2.691	Wilderness Mountain Water Service				15,000		15,000					15,000		15,000
3.850	Port Renfrew Sewer				65,000		65,000				50,000	15,000		65,000
TOTAL		**245,125**	**961,300**	**68,000**	**892,000**	**50,000**	**2,216,425**	**5,000**	**275,000**	**890,895**	**885,000**	**160,530**	**-**	**2,216,425**

Appendix A-5: JDF Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

JUAN DE FUCA

1.109 Administration

1.114 Grants in Aid

1.119 Vancouver Island Regional Library

1.121 Sooke Museum

1.129 Vancouver Island Regional Library-Debt

1.133 Greater Victoria Public Library

1.232 Port Renfrew Street Lighting

1.317 JDF Building Numbering

1.319 Soil Deposit and Removal

1.325 Community Planning

1.340 Livestock Injury Compensation

1.350 Willis Point Fire

1.353 Otter Point Fire

Appendix A-5: JDF Service Budgets

1.354 Malahat Fire
1.355 Durrance Road Fire
1.357 East Sooke Fire
1.358 Port Renfrew Fire
1.360 Shirley Fire
1.369 EA Fire Services - JDF & SGI
1.370 JDF Emergency Program
1.377 JDF Search and Rescue
1.405 JDF Community Parks
1.408 JDF Community Recreation
1.523 Port Renfrew Refuse Disposal
1.924 Emergency Communications – CREST
2.650 Port Renfrew Water
2.691 Wilderness Mountain Water
3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Elections

EAC REVIEW

SEPTEMBER 2022

Service: 1.103 **Elections** **Committee: Electoral Areas**

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Electoral Area Elections	162,500	162,500	-	-	-	-	-	-	177,620	-
Islands Trust	74,900	74,900	-	-	-	-	-	-	81,870	-
Allocations and Insurance	32	32	380	-	-	380	400	420	13,038	460
TOTAL OPERATING COSTS	**237,432**	**237,432**	**380**	**-**	**-**	**380**	**400**	**420**	**272,528**	**460**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,500	25,500	65,200	-	-	65,200	65,200	65,200	-	65,200
TOTAL COSTS	**262,932**	**262,932**	**65,580**	**-**	**-**	**65,580**	**65,600**	**65,620**	**272,528**	**65,660**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(122,457)	(122,457)	-	-	-	-	-	-	(125,038)	-
Recovery from Islands Trust	(74,900)	(74,900)	-	-	-	-	-	-	(81,870)	-
Other Income	(84)	(84)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(197,441)**	**(197,441)**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(206,998)**	**(90)**
REQUISITION	**(65,491)**	**(65,491)**	**(65,490)**	**-**	**-**	**(65,490)**	**(65,510)**	**(65,530)**	**(65,530)**	**(65,570)**
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.1%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2022	2023	2024	2025	2026	2027
Beginning Balance		103,359	6,402	71,602	136,802	202,002	76,964
Transfer from Op Budget		25,500	65,200	65,200	65,200	-	65,200
Transfer to Op Budget		(122,457)	-	-	-	(125,038)	-
Interest Income		-					
Ending Balance $		**6,402**	**71,602**	**136,802**	**202,002**	**76,964**	**142,164**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

CAPITAL REGIONAL DISTRICT

2023 Budget

UBCM

EAC REVIEW

SEPTEMBER 2022

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Areas**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Membership Fee	12,945	12,067	13,002	-	-	13,002	13,260	13,523	13,797	14,071
TOTAL COSTS	**12,945**	**12,067**	**13,002**	**-**	**-**	**13,002**	**13,260**	**13,523**	**13,797**	**14,071**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	848	(848)	-	-	(848)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,147)	(1,147)	-	-	-	-	-	-	-	-
Other Revenue	(76)	(46)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(1,223)**	**(345)**	**(928)**	**-**	**-**	**(928)**	**(80)**	**(80)**	**(80)**	**(80)**
REQUISITION	**(11,722)**	**(11,722)**	**(12,074)**	**-**	**-**	**(12,074)**	**(13,180)**	**(13,443)**	**(13,717)**	**(13,991)**
*Percentage increase over prior year Requisition						3.0%	9.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Building Inspection

EAC Review

SEPTEMBER 2022

Service: 1.318 Building Inspection **Committee: Electoral Areas**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2022 to 2023
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2022 Budget	**1,792,001**	
Change in Salaries:		
Base salary change	25,500	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(4,022)	
Overtime and auxiliary wages	15,886	Due to increased construction activity
Total Change in Salaries	37,364	
Other Changes:		
Standard Overhead Allocation	10,290	Increase in 2022 operating costs
Human Resources Allocation	971	
Building Occupancy Allocation	6,581	
Bylaw Enforcement Allocation	5,000	Cost recovery from Bylaw services to issue fines for building infractions
Emergency Program Allocation	1,345	Increase in salaries due to step increase/paygrade change from sender: 1.372 Emergency Planning Coordination
Staff Training and Development	2,930	Wood stove inspection training course
Office Supplies	2,100	First aid supplies and safety equipment
Equipment Purchases and Vehicle Maintenance	7,660	Earth quake equipment, cell phone boosters, and satellite phone
Other (Travel, Licenses, Electricity)	6,893	
Total Other Changes	43,770	
2023 Budget	**1,873,135**	

Summary of % Expense Increase	
Auxiliary labour due to increased construction activity	0.9%
Equipment and maintenance	0.4%
Building infraction enforcement (Bylaw allocation)	0.3%
Training and Development	0.2%
Balance of increase	2.8%
% expense increase from 2022:	***4.5%***
% Requisition increase from 2022 (if applicable):	***3.0%***

Requisition funding is 25.0% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at $149,640 (11.4%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in 2022. Operating expenditures are projected at $147,935 (-8.5%) lower than budget primarily due to staff vacancies and lower travel expenses. The $297,575 favourable variance will be transferred to the Operating Reserve Fund ($247,575), which has an expected year end balance of $226,999 before this transfer; and the Equipment Replacement Fund ($50,000), which has an expected year end balance of $94,830 before this transfer.

1.318 - Building Inspection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	1,197,922	1,092,247	1,235,286	-	-	1,235,286	1,261,679	1,288,627	1,316,163	1,344,285
Telecommunications	36,610	21,557	37,710	-	-	37,710	38,470	39,230	40,020	40,820
Legal Expenses	10,600	10,600	10,920	-	-	10,920	11,140	11,360	11,590	11,820
Building Rent	34,880	34,880	35,480	-	-	35,480	36,090	36,810	37,550	38,300
Supplies	16,700	17,888	18,800	-	-	18,800	17,540	17,900	18,260	18,620
Allocations	298,869	300,410	324,529	-	-	324,529	337,519	347,458	356,968	366,799
Other Operating Expenses	153,120	123,184	167,110	-	-	167,110	169,710	173,140	176,640	180,210
TOTAL OPERATING COSTS	**1,748,701**	**1,600,766**	**1,829,835**	**-**	**-**	**1,829,835**	**1,872,148**	**1,914,525**	**1,957,191**	**2,000,854**
*Percentage Increase over prior year						4.6%	2.3%	2.3%	2.2%	2.2%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	20,000	70,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	247,575	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**20,000**	**317,575**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,792,001**	**1,941,641**	**1,873,135**	**-**	**-**	**1,873,135**	**1,915,448**	**1,957,825**	**2,000,491**	**2,044,154**
*Percentage Increase over prior year						4.5%	2.3%	2.2%	2.2%	2.2%
Internal Recoveries	(30,076)	(30,076)	(30,980)	-	-	(30,980)	(31,600)	(32,230)	(32,870)	(33,530)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,761,925**	**1,911,565**	**1,842,155**	**-**	**-**	**1,842,155**	**1,883,848**	**1,925,595**	**1,967,621**	**2,010,624**
FUNDING SOURCES (REVENUE)						4.6%	2.3%	2.2%	2.2%	2.2%
Transfer from Operating Reserve Fund	(66,235)	(66,235)	(51,755)	-	-	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Permit Fees Revenue	(1,200,000)	(1,350,000)	(1,280,000)	-	-	(1,280,000)	(1,305,600)	(1,331,710)	(1,358,350)	(1,385,510)
Contract Revenue	(37,510)	(37,150)	(38,640)	-	-	(38,640)	(39,410)	(40,200)	(41,010)	(41,830)
Grants in Lieu of Taxes	(1,802)	(1,802)	(1,720)	-	-	(1,720)	(1,750)	(1,790)	(1,830)	(1,880)
Revenue - Other	(2,610)	(2,610)	(2,660)	-	-	(2,660)	(2,710)	(2,760)	(2,820)	(2,900)
TOTAL REVENUE	**(1,308,157)**	**(1,457,797)**	**(1,374,775)**	**-**	**-**	**(1,374,775)**	**(1,407,118)**	**(1,439,335)**	**(1,471,631)**	**(1,504,714)**
REQUISITION	**(453,768)**	**(453,768)**	**(467,380)**	**-**	**-**	**(467,380)**	**(476,730)**	**(486,260)**	**(495,990)**	**(505,910)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	10.2		10.2			10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.318 Building Inspection	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$1,300	$32,300	$5,500	$4,500	$6,000	$6,000	$54,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$50,000	$0	$0	$50,000	$0	$100,000
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$1,300	$82,300	$5,500	$4,500	$56,000	$6,000	$154,300
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.318
Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$145,000	V	ERF	$0	$50,000	$0	$0	$50,000	$0	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$30,600	E	ERF	$0	$6,000	$5,500	$4,500	$6,000	$6,000	$28,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$0	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$1,300	$1,300	$0	$0	$0	$0	$1,300
			GRAND TOTAL	**$176,900**			**$1,300**	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

Service: **1.318** **Building Inspection**

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	**Capital Project Title**	Furniture Replacement	**Capital Project Description**	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Building Inspection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	473,418	421,663	364,015	301,140	233,519	160,925
Equipment Replacement Fund	144,830	82,530	97,030	112,530	76,530	90,530
Total	**618,247**	**504,192**	**461,044**	**413,669**	**310,048**	**251,454**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105544	2022	2023	2024	2025	2026	2027
Beginning Balance		292,078	473,418	421,663	364,015	301,140	233,519
Transfer from Ops Budget		247,575	-	-	-	-	-
Transfer to Ops Budget		(66,235)	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Interest Income		-					
Ending Balance $		**473,418**	**421,663**	**364,015**	**301,140**	**233,519**	**160,925**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2022	2023	2024	2025	2026	2027
Beginning Balance		208,730	144,830	82,530	97,030	112,530	76,530
Transfer from Ops Budget		70,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(133,900)	(82,300)	(5,500)	(4,500)	(56,000)	(6,000)
Interest Income		-					
Ending Balance $		**144,830**	**82,530**	**97,030**	**112,530**	**76,530**	**90,530**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

NOISE CONTROL

EAC REVIEW

SEPTEMBER 2022

Service: 1.320 **Noise Control** **Committee: Electoral Areas**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Legal	6,900	1,500	7,110	-	-	7,110	7,250	7,400	7,550	7,700
Allocations	2,597	2,597	2,678	-	-	2,678	2,731	2,782	2,834	2,886
Internal Time Charges	30,474	30,474	31,390	-	-	31,390	32,020	32,650	33,310	33,970
Other Operating Expenses	50	65	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**40,021**	**34,636**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Operating Reserve Fund	-	5,335	-	-	-	-	-	-	-	-
TOTAL COSTS	**40,021**	**39,971**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(160)	(160)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
Revenue - Other	(150)	(100)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(310)**	**(260)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(39,711)**	**(39,711)**	**(40,918)**	**-**	**-**	**(40,918)**	**(41,741)**	**(42,572)**	**(43,434)**	**(44,296)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2022	2023	2024	2025	2026	2027
Beginning Balance		15,454	20,789	20,789	20,789	20,789	20,789
Transfer from Ops Budget		5,335	-	-	-	-	-
Interest Income		-					
Ending Balance $		**20,789**	**20,789**	**20,789**	**20,789**	**20,789**	**20,789**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

SEPTEMBER 2022

Service: 1.322 **Nuisance & Unsightly Premises** **Committee: Electoral Areas**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Legal	2,130	500	2,190	-	-	2,190	2,230	2,270	2,320	2,370
Allocations	3,240	3,240	3,346	-	-	3,346	3,412	3,477	3,542	3,609
Internal Time Charges	47,685	47,685	49,130	-	-	49,130	50,100	51,100	52,120	53,160
Other Operating Expenses	320	320	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**53,375**	**51,745**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	1,630	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**1,630**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**53,375**	**53,375**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(213)	(213)	(213)	-	-	(213)	(220)	(220)	(220)	(220)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(313)**	**(313)**	**(313)**	**-**	**-**	**(313)**	**(320)**	**(320)**	**(320)**	**(320)**
REQUISITION	**(53,062)**	**(53,062)**	**(54,673)**	**-**	**-**	**(54,673)**	**(55,742)**	**(56,847)**	**(57,982)**	**(59,139)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2022	2023	2024	2025	2026	2027
Beginning Balance		11,693	13,323	13,323	13,323	13,323	13,323
Transfer from Ops Budget		1,630	-	-	-	-	-
Interest Income		-					
Ending Balance $		**13,323**	**13,323**	**13,323**	**13,323**	**13,323**	**13,323**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Electoral Area Emergency Planning Coordination

EAC REVIEW

SEPTEMBER 2022

Service: 1.372 **Emergency Planning Coordination** **Committee: Planning and Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries	538,896	528,836	567,137	-	-	567,137	579,331	591,790	604,508	617,502
Travel Expenses	1,860	1,000	1,920	-	-	1,920	1,960	2,000	2,040	2,080
Telecommunications	6,950	6,950	7,160	-	-	7,160	7,300	7,450	7,600	7,750
Staff Training & Development	1,650	2,537	1,700	-	-	1,700	1,730	1,760	1,800	1,840
Supplies	2,050	1,900	2,110	-	-	2,110	2,150	2,190	2,230	2,270
Allocations	62,608	62,608	63,573	-	-	63,573	65,045	66,555	67,884	69,243
Other Operating Expenses	8,750	9,101	9,260	-	-	9,260	9,450	9,640	9,830	10,020
TOTAL OPERATING COSTS	**622,764**	**612,932**	**652,860**	**-**	**-**	**652,860**	**666,966**	**681,385**	**695,892**	**710,705**
*Percentage Increase over prior year						4.8%	2.2%	2.2%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	7,500	17,332	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,500**	**17,332**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**630,264**	**630,264**	**660,360**	**-**	**-**	**660,360**	**674,466**	**688,885**	**703,392**	**718,205**
Internal Recoveries	(468,860)	(468,860)	(492,300)	-	-	(492,300)	(507,070)	(522,280)	(537,950)	(551,400)
OPERATING COSTS LESS INTERNAL RECOVERIES	**161,404**	**161,404**	**168,060**	**-**	**-**	**168,060**	**167,396**	**166,605**	**165,442**	**166,805**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(12,674)	(12,674)	(14,870)	-	-	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Grants in Lieu of Taxes	(597)	(597)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
Revenue - Other	(320)	(320)	(330)	-	-	(330)	(330)	(330)	(330)	(330)
TOTAL REVENUE	**(13,591)**	**(13,591)**	**(15,810)**	**-**	**-**	**(15,810)**	**(12,124)**	**(8,201)**	**(3,870)**	**(2,005)**
REQUISITION	**(147,813)**	**(147,813)**	**(152,250)**	**-**	**-**	**(152,250)**	**(155,272)**	**(158,404)**	**(161,572)**	**(164,800)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.372 Emergency Planning Coordination		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$2,500	$0	$0	$0	$2,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$70,000	$70,000
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$2,500	$0	$0	$70,000	$72,500
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$2,500	$0	$0	$0	$2,500
23-01	Replacement	Vehicle Replacement	Vehicle replacement	$70,000	V	ERF	$0	$0	$0	$0	$0	$70,000	$70,000
			GRAND TOTAL	**$72,500**			**$0**	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	48,765	33,895	22,721	15,480	12,580	11,555
Equipment Replacement Fund	49,587	57,087	62,087	69,587	77,087	14,587
Total	**98,352**	**90,982**	**84,808**	**85,067**	**89,667**	**26,142**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105545**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		61,439	48,765	33,895	22,721	15,480	12,580
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(12,674)	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Interest Income		-					
Ending Balance $		**48,765**	**33,895**	**22,721**	**15,480**	**12,580**	**11,555**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101985**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		32,255	49,587	57,087	62,087	69,587	77,087
Transfer from Op Budget		17,332	7,500	7,500	7,500	7,500	7,500
Planned Purchase		-	-	(2,500)	-	-	(70,000)
Interest Income		-					
Ending Balance $		**49,587**	**57,087**	**62,087**	**69,587**	**77,087**	**14,587**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2023 Budget

Admin. Expenditures (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.109 JDF Admin. Expenditures **Committee: Electoral Areas**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.109 - Admin. Expenditures (JDF)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Director's Remuneration	47,789	46,289	49,129	-	-	49,129	50,110	51,110	52,130	53,170
Travel	1,710	1,760	1,760	-	-	1,760	1,800	1,840	1,880	1,920
Allocations	8,038	8,038	13,192	-	-	13,192	13,456	13,721	13,997	14,275
Contingency	3,000	-	-	-	-	-	-	-	-	-
Other Operating Expenses	3,300	3,220	3,720	-	-	3,720	3,800	3,880	3,960	4,040
TOTAL OPERATING COSTS	**63,837**	**59,307**	**67,801**	**-**	**-**	**67,801**	**69,166**	**70,551**	**71,967**	**73,405**
*Percentage Increase over prior year						6.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	4,530	(4,530)	-	-	(4,530)	-	-	-	-
Balance c/fwd from 2021 to 2022	(3,570)	(3,570)	-	-	-	-	-	-	-	-
Revenue - Other	(138)	(138)	(148)	-	-	(148)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(3,708)**	**822**	**(4,678)**	**-**	**-**	**(4,678)**	**(150)**	**(150)**	**(150)**	**(150)**
REQUISITION	**(60,129)**	**(60,129)**	**(63,123)**	**-**	**-**	**(63,123)**	**(69,016)**	**(70,401)**	**(71,817)**	**(73,255)**
*Percentage increase over prior year Requisition						5.0%	9.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.109 JDF Admin. Expenditures	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$2,000	$0	$2,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$0**	**$2,000**	**$0**	**$2,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$2,000	$0	$2,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$0**	**$2,000**	**$0**	**$2,000**

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 #: 1.109

Service Name: JDF Admin. Expenditures

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
26-01	Replacement	Computer	Computer Replacement	$2,000	E	ERF	$0	$0	$0	$0	$2,000	$0	$2,000
			GRAND TOTAL	**$2,000**			**$0**	**$0**	**$0**	**$0**	**$2,000**	**$0**	**$2,000**

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Equipment Replacement Fund

ERF Group: JDFADMIN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101839	2022	2023	2024	2025	2026	2027
Beginning Balance		10,880	8,880	8,880	8,880	8,880	6,880
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		(2,000)	-	-	-	(2,000)	-
Interest Income		-					
Ending Balance $		**8,880**	**8,880**	**8,880**	**8,880**	**6,880**	**6,880**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

JDF Grants in Aid

EAC Review

SEPTEMBER 2022

Service: 1.114 JDF Grants in Aid **Committee:** Electoral Areas

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).
* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

Greater of $65,484 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $146,700.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.114 - JDF Grants in Aid	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Grants in Aid	51,172	21,506	27,235	-	-	27,235	20,000	20,000	20,000	20,000
Allocations	3,253	3,253	2,721	-	-	2,721	2,776	2,831	2,888	2,946
TOTAL OPERATING COSTS	**54,425**	**24,759**	**29,956**	**-**	**-**	**29,956**	**22,776**	**22,831**	**22,888**	**22,946**
*Percentage Increase over prior year						-45.0%	-24.0%	0.2%	0.2%	0.3%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	29,666	(29,666)	-	-	(29,666)	-	-	-	-
Balance c/fwd from 2021 to 2022	(54,135)	(54,135)	-	-	-	-	-	-	-	-
Other Income	(290)	(290)	(290)	-	-	(290)	(290)	(290)	(290)	(290)
TOTAL REVENUE	**(54,425)**	**(24,759)**	**(29,956)**	**-**	**-**	**(29,956)**	**(290)**	**(290)**	**(290)**	**(290)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**(22,486)**	**(22,541)**	**(22,598)**	**(22,656)**
*Requisition increase over prior year						N/A	N/A	0.2%	0.3%	0.3%

CAPITAL REGIONAL DISTRICT

2023 Budget

Vancouver Island Regional Library

EAC Review

SEPTEMBER 2022

Service: 1.119 Vancouver Island Regional Library **Committee: Electoral Areas**

2020 Budget

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997)

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994 the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.119 - Vancouver Island Regional Library	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to Vancouver Island Regional Library	315,360	315,360	324,820	-	-	324,820	331,320	337,950	344,710	351,600
Allocations	6,218	6,218	6,456	-	-	6,456	6,585	6,717	6,852	6,989
Other Operating Expenses	1,240	1,079	1,240	-	-	1,240	1,240	1,240	1,240	1,240
TOTAL COSTS	**322,818**	**322,657**	**332,516**	**-**	**-**	**332,516**	**339,145**	**345,907**	**352,802**	**359,829**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	161	(161)	-	-	(161)	-	-	-	-
Balance c/fwd from 2021 to 2022	(141)	(141)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(325)	(325)	(335)	-	-	(335)	(340)	(350)	(360)	(370)
Other Revenue	(250)	(250)	(260)	-	-	(260)	(260)	(260)	(260)	(260)
TOTAL REVENUE	**(716)**	**(555)**	**(756)**	**-**	**-**	**(756)**	**(600)**	**(610)**	**(620)**	**(630)**
REQUISITION	**(322,102)**	**(322,102)**	**(331,760)**	**-**	**-**	**(331,760)**	**(338,545)**	**(345,297)**	**(352,182)**	**(359,199)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Sooke Regional Museum

EAC REVIEW

SEPTEMBER 2022

Service: 1.121 **Sooke Regional Museum** **Committee: Electoral Areas**

DEFINITION:

A specified area established to provide annual financial assistance to the Sooke Regional Historical Society for the purpose of operating, maintaining and developing the Sooke Region Museum (Bylaw No. 1189 - November 23, 1983); increased levy amendment Bylaw No. 1538 - June 10, 1987, converted by Bylaw No. 3751 - March 2011, both Sooke Region Museum services (1.120 & 1.121) merged into one by Bylaw No. 3827 - July 2012, increased levy Bylaw No. 3942 - April 16, 2014

SERVICE DESCRIPTION:

This service provides an annual contribution in support of the Sooke Region Museum operations and historical programs. The service was established in 1983 and is administered by the Sooke Region Historical Society.

PARTICIPATION:

Western portions of the Juan de Fuca Electoral Area and the District of Sooke.

MAXIMUM LEVY:

Greater of $191,000 or $0.063 / $1,000 of actual assessed value of land and improvements. To a maximum of $460,757.

FUNDING:

Requisition

1.121 - Sooke Regional Museum	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to Sooke Regional Museum	211,890	211,890	218,000	-	-	218,000	222,360	226,810	231,350	235,980
Allocations	3,932	3,932	4,318	-	-	4,318	4,404	4,492	4,582	4,674
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL COSTS	**215,882**	**215,882**	**222,378**	**-**	**-**	**222,378**	**226,824**	**231,362**	**235,992**	**240,714**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	100	(100)	-	-	(100)	-	-	-	-
Balance c/fwd from 2021 to 2022	(200)	(200)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(341)	(341)	(380)	-	-	(380)	(390)	(400)	(410)	(420)
Other Revenue	-	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(541)**	**(541)**	**(580)**	**-**	**-**	**(580)**	**(490)**	**(500)**	**(510)**	**(520)**
REQUISITION	**(215,341)**	**(215,341)**	**(221,798)**	**-**	**-**	**(221,798)**	**(226,334)**	**(230,862)**	**(235,482)**	**(240,194)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Vancouver Island Regional Library-Debt

EAC Review

SEPTEMBER 2022

Change in Budget 2022 to 2023 Service: 1.129 Vancouver Island Regional Library-Debt	Total Expenditure	Comments
2022 Budget	**180,600**	
Other Changes:		
Debt Charges	158,866	$6 million long-term MFA debt in 2022 on behalf of VIRL
Total Other Changes	158,866	
2023 Budget	**339,466**	

Summary of % Expense Increase	
Increase debt expense	88.0%
Balance of increase	0.0%
% expense increase from 2022:	***88.0%***
% Requisition increase from 2022:	***0.0%***

Requisition funding is 0% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

No variance is expected because all debt costs are recovered by Vancouver Island Regional Library (VIRL).

1.129 - Vancouver Island Regional Library-Debt	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
DEBT										
MFA Debt Reserve Fund	60,000	60,000	1,200	-	-	1,200	1,200	1,200	1,200	1,200
MFA Debt Principal	-	-	136,666	-	-	136,666	136,666	136,666	136,666	136,666
MFA Debt Interest	120,600	173,043	201,600	-	-	201,600	201,600	201,600	201,600	201,600
TOTAL DEBT	**180,600**	**233,043**	**339,466**	**-**	**-**	**339,466**	**339,466**	**339,466**	**339,466**	**339,466**
*Percentage Increase over prior year						88.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Payment from VIRL	(180,600)	(233,043)	(339,466)	-	-	(339,466)	(339,466)	(339,466)	(339,466)	(339,466)
TOTAL REVENUE	**(180,600)**	**(233,043)**	**(339,466)**	**-**	**-**	**(339,466)**	**(339,466)**	**(339,466)**	**(339,466)**	**(339,466)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

2023 Budget

Langford EA - GVPL

EAC Review

SEPTEMBER 2022

Service: 1.133 Langford EA - GVPL **Committee: Electoral Areas**

DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $183,000 or $0.33 / $1,000 of actual assessed value of land and improvements.

FUNDING:

Requsition

1.133 - Langford EA - GVPL	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to Greater Victoria Public Library	31,470	31,470	31,890	-	-	31,890	32,530	33,180	33,840	34,520
Allocations	622	622	642	-	-	642	655	668	681	695
Other Operating Expenses	10	-	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	**32,102**	**32,092**	**32,542**	**-**	**-**	**32,542**	**33,195**	**33,858**	**34,531**	**35,225**
*Percentage Increase over prior year						1.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	17	(17)	-	-	(17)	-	-	-	-
Balance c/fwd from 2021 to 2022	(524)	(524)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Interest Income	-	(7)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(611)**	**(601)**	**(107)**	**-**	**-**	**(107)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(31,491)**	**(31,491)**	**(32,435)**	**-**	**-**	**(32,435)**	**(33,105)**	**(33,768)**	**(34,441)**	**(35,135)**
*Percentage increase over prior year Requisition						3.0%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Port Renfrew Street Lighting

EAC Review

SEPTEMBER 2022

Service: 1.232 **Port Renfrew Street Lighting** **Committee: Electoral Areas**

DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

Greater of $7,500 or $3.42 / $1,000 of actual assessed value of land and improvements. To a maximum of $158,564.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770 in 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

1.232 - Port Renfrew Street Lighting	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Electricity	7,240	7,050	7,380	-	-	7,380	7,530	7,680	7,830	7,990
Allocations	444	444	449	-	-	449	458	467	477	486
Contingency	1,200	-	1,150	-	-	1,150	1,200	1,200	1,200	1,200
Other Operating Expenses	100	100	100	-	-	100	100	100	100	100
TOTAL COSTS	**8,984**	**7,594**	**9,079**	**-**	**-**	**9,079**	**9,288**	**9,447**	**9,607**	**9,776**
*Percentage Increase over prior year						1.1%	2.3%	1.7%	1.7%	1.8%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	1,390	(1,390)	-	-	(1,390)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,520)	(1,520)	-	-	-	-	-	-	-	-
User Charges	(3,654)	(3,654)	(3,760)	-	-	(3,760)	(3,840)	(3,920)	(4,000)	(4,080)
Grants in Lieu of Taxes	(75)	(75)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Revenue - Other	(250)	(250)	(260)	-	-	(260)	(270)	(280)	(290)	(300)
TOTAL REVENUE	**(5,499)**	**(4,109)**	**(5,490)**	**-**	**-**	**(5,490)**	**(4,190)**	**(4,280)**	**(4,370)**	**(4,460)**
REQUISITION - PARCEL TAX	**(3,485)**	**(3,485)**	**(3,589)**	**-**	**-**	**(3,589)**	**(5,098)**	**(5,167)**	**(5,237)**	**(5,316)**
*Percentage increase over prior year										
User Fee						2.9%	2.1%	2.1%	2.0%	2.0%
Requisition						3.0%	42.0%	1.4%	1.4%	1.5%
Combined						**2.9%**	**21.6%**	**1.7%**	**1.7%**	**1.7%**

CAPITAL REGIONAL DISTRICT

2023 Budget

JDF Building Numbering

EAC Review

SEPTEMBER 2022

Service: 1.317 **JDF Building Numbering** **Committee: Electoral Areas**

DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area. Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.317 - JDF Building Numbering	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Building Inspection	12,034	12,034	12,390	-	-	12,390	12,640	12,890	13,150	13,410
Allocations	645	645	655	-	-	655	668	681	695	709
Other Operating Expenses	420	280	430	-	-	430	440	450	460	470
TOTAL COSTS	**13,099**	**12,959**	**13,475**	**-**	**-**	**13,475**	**13,748**	**14,021**	**14,305**	**14,589**
*Percentage Increase over prior year						2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	140	(140)	-	-	(140)	-	-	-	-
Balance c/fwd from 2021 to 2022	(157)	(157)	-	-	-	-	-	-	-	-
Other Income	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(197)**	**(57)**	**(180)**	**-**	**-**	**(180)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(12,902)**	**(12,902)**	**(13,295)**	**-**	**-**	**(13,295)**	**(13,708)**	**(13,981)**	**(14,265)**	**(14,549)**
*Percentage increase over prior year Requisition						3.0%	3.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Soil Deposit and Removal

EAC Review

SEPTEMBER 2022

Service: 1.319 Soil Deposit and Removal **Committee: Electoral Areas**

DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by CRD Bylaw Officers, who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Participants consist solely of the Juan de Fuca Electoral Area. Requisition to all participants on the basis of prior year caseload.

Participants Electoral Area	2000 est	Percentage
JDF EA	1	100%

MAXIMUM LEVY:

Net cost of this function not to exceed $50,000.

FUNDING:

Requisition

1.319 - Soil Deposit and Removal	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	1,206	1,206	1,249	-	-	1,249	1,274	1,295	1,317	1,339
Internal Time Charges	4,486	4,486	4,620	-	-	4,620	4,710	4,810	4,900	5,000
Other Operating Expenses	30	30	30	-	-	30	30	30	30	30
TOTAL OPERATING COSTS	**5,722**	**5,722**	**5,899**	**-**	**-**	**5,899**	**6,014**	**6,135**	**6,247**	**6,369**
*Percentage Increase over prior year						3.1%	1.9%	2.0%	1.8%	2.0%
FUNDING SOURCES (REVENUE)										
Interest Income	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(40)**	**(40)**	**(40)**	**-**	**-**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(5,682)**	**(5,682)**	**(5,859)**	**-**	**-**	**(5,859)**	**(5,974)**	**(6,095)**	**(6,207)**	**(6,329)**
*Percentage increase over prior year Requisition						3.1%	2.0%	2.0%	1.8%	2.0%

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit and Removal - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105405	2022	2023	2024	2025	2026	2027
Beginning Balance		70,228	70,228	70,228	70,228	70,228	70,228
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**70,228**	**70,228**	**70,228**	**70,228**	**70,228**	**70,228**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Community Planning (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.325 Community Planning **Committee: Electoral Areas**

DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

1.325 - Community Planning (JDF)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	463,171	400,294	486,541	-	-	486,541	496,799	507,285	517,995	528,933
Consultants	5,180	5,180	5,340	-	-	5,340	5,440	5,540	5,660	5,780
Legal Expenses	10,000	10,000	10,300	-	-	10,300	10,510	10,720	10,930	11,150
LIDAR Photography	-	-	13,500	-	-	13,500	-	13,770	-	14,045
Supplies	9,020	3,830	9,290	-	-	9,290	9,480	9,670	9,860	10,050
Land Use and Advisory Planning Cttees	15,340	14,020	15,810	-	-	15,810	16,130	15,790	15,920	16,060
Allocations	136,578	136,578	137,210	-	-	137,210	141,083	145,016	147,956	150,954
Labour Charges	32,083	32,083	33,050	-	-	33,050	33,710	34,380	35,070	35,770
Other Operating Expenses	59,900	55,875	61,560	-	-	61,560	62,830	64,140	65,470	66,820
TOTAL OPERATING COSTS	**731,272**	**657,860**	**772,601**	**-**	**-**	**772,601**	**775,982**	**806,311**	**808,861**	**839,562**
*Percentage Increase over prior year						5.7%	0.4%	3.9%	0.3%	3.8%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	-	47,623	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**5,000**	**52,623**	**5,000**	**-**	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	**807,042**	**781,253**	**848,371**	**-**	**-**	**848,371**	**851,752**	**882,081**	**884,631**	**915,332**
Internal Recoveries	(26,420)	(26,420)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
OPERATING COSTS LESS INTERNAL RECOVERIES	**780,622**	**754,833**	**816,311**	**-**	**-**	**816,311**	**819,052**	**848,731**	**850,611**	**880,632**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(35,269)	-	(49,971)	-	-	(49,971)	(38,312)	(53,301)	(40,201)	(54,942)
Processing Fee Revenue	(45,000)	(55,000)	(45,000)	-	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Grants in Lieu of Taxes	(1,067)	(1,067)	(1,100)	-	-	(1,100)	(1,120)	(1,140)	(1,160)	(1,180)
Revenue - Other	(1,580)	(1,060)	(1,600)	-	-	(1,600)	(1,610)	(1,620)	(1,630)	(1,640)
TOTAL REVENUE	**(82,916)**	**(57,127)**	**(97,671)**	**-**	**-**	**(97,671)**	**(86,042)**	**(101,061)**	**(87,991)**	**(102,762)**
REQUISITION	**(697,706)**	**(697,706)**	**(718,640)**	**-**	**-**	**(718,640)**	**(733,010)**	**(747,670)**	**(762,620)**	**(777,870)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS Salaried	3.7	3.7	3.7			3.7	3.7	3.7	3.7	3.7

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.325 Community Planning	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$35,000	$37,700	$4,800	$3,250	$0	$2,700	$48,450
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$100,000	$200,000	$0	$0	$0	$0	$200,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$135,000	**$237,700**	**$4,800**	**$3,250**	**$0**	**$2,700**	**$248,450**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$35,000	$37,700	$4,800	$3,250	$0	$2,700	$48,450
Grants (Federal, Provincial)	Grant	$100,000	$200,000	$0	$0	$0	$0	$200,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$135,000	**$237,700**	**$4,800**	**$3,250**	**$0**	**$2,700**	**$248,450**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

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

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

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

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.

Service #: 1.325
Service Name: Community Planning

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Computer Equipment	Computer Replacement	$8,150	E	ERF	$0	$2,700	$4,800	$3,250	$0	$2,700	$13,450
22-01	Replacement	Vehicle	Vehicle Replacement	$35,000	E	ERF	$35,000	$35,000	$0	$0	$0	$0	$35,000
22-02	Study	Otter Point Ground Water Study (for OCP)	Study of ground water availability to aid in land use decision making and support OCP policy	$100,000	S	Grant	$100,000	$100,000	$0	$0	$0	$0	$100,000
23-01	Study	Port Renfrew OCP	Port Renfrew Official Community Plan Review and Update	$50,000	S	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
			GRAND TOTAL	**$193,150**			**$135,000**	**$237,700**	**$4,800**	**$3,250**	**$0**	**$2,700**	**$248,450**

Service:	1.325	Community Planning

Project Number	22-02	**Capital Project Title**	Otter Point Ground Water Study (for OCP)	**Capital Project Description**	Study of ground water availability to aid in land use decision making and support OCP policy
Project Rationale	Public comments received in response to a number of recent development proposals have raised concern that there is insuffient ground water resources to support both existing development and new development. The OCP supports development in rural areas where there are sufficient ground water resources and the development will not put resources at risk of contamination or depletion. The study will provide information to help determine this. The study may lead to further studies and monitoring.				

Project Number	23-01	**Capital Project Title**	Port Renfrew OCP	**Capital Project Description**	Port Renfrew Official Community Plan Review and Update
Project Rationale	Port Renfrew Official Community Plan requires review and update.				

Project Number	20-01	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Replacement
Project Rationale	Computer replacement				

Project Number	22-01	**Capital Project Title**	Vehicle	**Capital Project Description**	Vehicle Replacement
Project Rationale	Vehicle replacement				

Community Planning (JDF)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	362,862	312,891	274,579	221,278	181,077	126,135
Equipment Replacement Fund	95,511	62,811	63,011	64,761	69,761	72,061
Total	**458,373**	**375,702**	**337,590**	**286,039**	**250,838**	**198,196**

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105408	2022	2023	2024	2025	2026	2027
Beginning Balance		315,239	362,862	312,891	274,579	221,278	181,077
Transfer from Ops Budget		47,623	-	-	-	-	-
Transfer to Ops Budget - Core		-	(36,471)	(38,312)	(39,531)	(40,201)	(40,897)
Transfer to Ops Budget - Orthophotos		-	(13,500)	-	(13,770)	-	(14,045)
Interest Income		-					
Ending Balance $		**362,862**	**312,891**	**274,579**	**221,278**	**181,077**	**126,135**

Assumptions/Background:

For unforeseen legal expenses; ongoing air photo updates; election expenses

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Equipment Replacement Fund

ERF Group: CMPLAN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101428**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		135,511	95,511	62,811	63,011	64,761	69,761
Transfer from Ops Budget		5,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(45,000)	(37,700)	(4,800)	(3,250)	-	(2,700)
Interest Income		-					
Ending Balance $		**95,511**	**62,811**	**63,011**	**64,761**	**69,761**	**72,061**

Assumptions/Background:

Maintain balance sufficient to fund required asset replacements

CAPITAL REGIONAL DISTRICT

2023 Budget

JDF Livestock Injury Compensation

EAC Review

SEPTEMBER 2022

Service: 1.340 **JDF Livestock Injury Compensation** **Committee: Electoral Area**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Juan de Fuca) Bylaw No. 1, 2021)

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.340 - JDF Livestock Injury Compensation	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	150	150	158	-	-	158	161	164	167	170
Compensation Claim Payments	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**3,150**	**3,150**	**3,158**	**-**	**-**	**3,158**	**3,161**	**3,164**	**3,167**	**3,170**
*Percentage Increase over prior year						0.3%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
REQUISITION	**(3,150)**	**(3,150)**	**(3,158)**	**-**	**-**	**(3,158)**	**(3,161)**	**(3,164)**	**(3,167)**	**(3,170)**
*Percentage increase over prior year Requisition						0.3%	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

Willis Point Fire Protection & Recreation

EAC Review

SEPTEMBER 2022

Service: 1.350 **Willis Point Fire** **Committee: Electoral Areas**

DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.
Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004)

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Wills Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of $41,000 or $1.71 / $1,000" to a maximum of $452,560.

FUNDING:

Requisition

1.350 - Willis Point Fire Protection & Recreation	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Fire Protection Costs										
Travel - Vehicles	14,200	13,700	14,630	-	-	14,630	14,920	15,220	15,520	15,830
Insurance	7,890	7,890	8,430	-	-	8,430	8,710	9,020	9,340	9,660
Utilities	12,300	12,300	12,550	-	-	12,550	12,800	13,060	13,320	13,590
Staff Development	24,080	16,639	24,800	-	-	24,800	25,290	25,790	26,310	26,830
Allocations	6,174	6,554	5,851	-	-	5,851	5,968	6,087	6,209	6,333
Operating - Other	37,269	36,529	36,300	-	-	36,300	37,020	37,740	38,490	39,250
TOTAL FIRE PROTECTION COSTS	**101,913**	**93,612**	**102,561**	**-**	**-**	**102,561**	**104,708**	**106,917**	**109,189**	**111,493**
Recreation Costs:										
Recreation Expenses	15,100	13,893	10,310	-	-	10,310	9,460	9,610	9,760	9,910
TOTAL OPERATING COSTS	**117,013**	**107,505**	**112,871**	**-**	**-**	**112,871**	**114,168**	**116,527**	**118,949**	**121,403**
*Percentage Increase over prior year						0.6%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES / DEBT										
Capital Equipment Purchases	6,300	6,300	6,490	-	-	6,490	6,620	6,750	6,890	7,030
Transfer to Equipment Replacement Fund	47,055	47,055	55,000	-	-	55,000	40,000	45,000	50,000	50,000
Transfer to Reserve Fund	7,500	7,500	5,000	-	-	5,000	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	-	-	2,750	-	-	2,750	-	-	-	-
MFA Debt Principal	-	-	-	-	-	-	15,336	15,336	15,336	15,336
MFA Debt Interest	-	-	2,888	-	-	2,888	11,550	11,550	11,550	11,550
TOTAL CAPITAL / RESERVES / DEBT	**60,855**	**60,855**	**72,128**	**-**	**-**	**72,128**	**78,506**	**83,636**	**88,776**	**88,916**
TOTAL COSTS	**177,868**	**168,360**	**184,999**	**-**	**-**	**184,999**	**192,674**	**200,163**	**207,725**	**210,319**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	10,178	(10,178)	-	-	(10,178)	-	-	-	-
Balance c/fwd from 2021 to 2022	(9,919)	(9,919)	-	-	-	-	-	-	-	-
Rental Revenue	(29,030)	(29,450)	(29,050)	-	-	(29,050)	(29,060)	(29,070)	(29,080)	(29,090)
Other Revenue	(4,820)	(5,070)	(7,720)	-	-	(7,720)	(5,060)	(5,160)	(5,260)	(5,360)
TOTAL REVENUE	**(43,769)**	**(34,261)**	**(46,948)**	**-**	**-**	**(46,948)**	**(34,120)**	**(34,230)**	**(34,340)**	**(34,450)**
REQUISITION	**(134,099)**	**(134,099)**	**(138,051)**	**-**	**-**	**(138,051)**	**(158,554)**	**(165,933)**	**(173,385)**	**(175,869)**
*Percentage increase over prior year Requisition						2.9%	14.9%	4.7%	4.5%	1.4%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.350 Willis Point Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$18,000	$3,500	$0	$0	$0	$21,500
Equipment		E	$21,030	$87,030	$6,000	$56,000	$0	$0	$149,030
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$10,000	$0	$0	$0	$0	$10,000
Vehicles		V	$0	$650,000	$0	$0	$0	$0	$650,000
			$21,030	**$765,030**	**$9,500**	**$56,000**	**$0**	**$0**	**$830,530**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$275,000	$0	$0	$0	$0	$275,000
Equipment Replacement Fund		ERF	$6,000	$447,000	$6,000	$56,000	$0	$0	$509,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$15,030	$43,030	$3,500	$0	$0	$0	$46,530
			$21,030	**$765,030**	**$9,500**	**$56,000**	**$0**	**$0**	**$830,530**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.350
Service Name: Willis Point Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-03	Renewal	handicap access	ramp and handrail	$8,000	B	Res	$0	$8,000	$0	$0	$0	$0	$8,000
20-04	Renewal	hall paint	upper hall	$5,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
22-02	Renewal	emergency exit	rear of hall	$12,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
22-03	Renewal	paving entrance for hall	paving apron in front of hall	$15,030	E	Res	$15,030	$15,030	$0	$0	$0	$0	$15,030
23-03	Renewal	kitchen renos	renovate kitchen	$3,500	B	Res	$0	$0	$3,500	$0	$0	$0	$3,500
23-04	Replacement	Engine 2 Replacement	Replace Engine 2 as per requriements of Fire Underwriters. 1994 Ford to be replaced by 2023 at latest (29 years max)	$650,000	V	Debt	$0	$275,000	$0	$0	$0	$0	$275,000
23-04	Replacement	Engine 2 Replacement	Replace Engine 2 as per requriements of Fire Underwriters. 1994 Ford to be replaced by 2023 at latest (29 years max)		V	ERF	$0	$375,000	$0	$0	$0	$0	$375,000
23-05	Study	Referendum or Alternative Approval Process - Borrowing for Engine 2 replacement	Undertake a referendum or AAP to borrow funds to carry out the project.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-01	Replacement	Turn Out Gear	Replace 10 sets every 5 years. Life span of 10 years. Total 20 sets budgeted for.	$24,000	E	ERF	$0	$6,000	$6,000	$6,000	$0	$0	$18,000
23-01	Replacement	Auto Extrication Equipment	Replace every 15 years. Holmatro 2008	$60,000	E	ERF	$0	$60,000	$0	$0	$0	$0	$60,000
22-01	Replacement	Hose	Replace 20x50 foot hose every 10 years	$6,000	E	ERF	$6,000	$6,000	$0	$0	$0	$0	$6,000
25-01	New	Community Water Cisterns for Fire Protection	Install 4 new ~25,000 gallon water cisterns around community.	$200,000	E	ERF	$0	$0	$0	$50,000	$0	$0	$50,000
			GRAND TOTAL	**$993,530**			**$21,030**	**$765,030**	**$9,500**	**$56,000**	**$0**	**$0**	**$830,530**

Willis Point Fire Protection & Recreation
Reserves Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	156,591	118,561	120,061	125,061	130,061	135,061
Equipment Replacement Fund	497,432	105,432	139,432	128,432	178,432	228,432
Total	**654,022**	**223,992**	**259,492**	**253,492**	**308,492**	**363,492**

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Capital Reserve Fund - Bylaw 2189

Surplus money from the operation of the fire protection service and recreational facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1014	Estimated	Budget				
Fund Centre:	101358	2022	2023	2024	2025	2026	2027
Beginning Balance		149,091	156,591	118,561	120,061	125,061	130,061
Transfer from Ops Budget		7,500	5,000	5,000	5,000	5,000	5,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		-	(43,030)	(3,500)	-	-	-
Interest Income		-					
Ending Balance $		**156,591**	**118,561**	**120,061**	**125,061**	**130,061**	**135,061**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.
ERF Group: WILLISPT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101429	2022	2023	2024	2025	2026	2027
Beginning Balance		456,377	497,432	105,432	139,432	128,432	178,432
Transfer from Ops Budget		47,055	55,000	40,000	45,000	50,000	50,000
Expenditures		(6,000)	(447,000)	(6,000)	(56,000)	-	-
Interest Income		-					
Ending Balance $		**497,432**	**105,432**	**139,432**	**128,432**	**178,432**	**228,432**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Otter Point Fire

EAC Review

SEPTEMBER 2022

Service: 1.353 Otter Point Fire **Committee:** Electoral Areas

DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act.
Local Service Area #17 - G (762).

COMMISION:

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Greater of $125,000 or $2.50 / $1,000. To a maximum of $1,996,718.

FUNDING:

Requisition

1.353 - Otter Point Fire	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Fire Chief Salary and Honorariums	79,310	79,310	81,670	-	-	81,670	83,300	84,970	86,670	88,400
Travel & Vehicles	23,560	23,560	24,260	-	-	24,260	24,740	25,230	25,730	26,240
Contract for Services	116,280	116,280	119,770	-	-	119,770	122,170	124,610	127,100	129,640
Insurance	12,170	12,170	12,480	-	-	12,480	12,910	13,350	13,810	14,280
Staff Training	24,480	24,480	25,210	-	-	25,210	25,710	26,220	26,740	27,270
Recruiting and Retention	15,300	15,300	15,760	-	-	15,760	16,080	16,400	16,730	17,060
Maintenance	19,540	19,540	20,130	-	-	20,130	20,520	20,930	21,360	21,790
Internal Allocations	17,108	17,108	17,743	-	-	17,743	18,098	18,460	18,829	19,205
Operating - Supplies	18,890	18,890	19,460	-	-	19,460	19,840	20,240	20,640	21,040
Operating - Other	28,220	28,220	28,930	-	-	28,930	29,480	30,030	30,590	31,160
TOTAL OPERATING COSTS	**354,858**	**354,858**	**365,413**	**-**	**-**	**365,413**	**372,848**	**380,440**	**388,199**	**396,085**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Capital Equipment Purchases	5,500	5,500	5,670	-	-	5,670	5,780	5,900	6,020	6,140
Transfer to Capital Reserve Fund	40,800	40,800	42,000	-	-	42,000	45,000	48,000	50,000	50,000
Transfer to Equipment Replacement Fund	115,000	115,000	118,000	-	-	118,000	120,000	122,000	124,000	126,000
TOTAL CAPITAL / RESERVES	**161,300**	**161,300**	**165,670**	**-**	**-**	**165,670**	**170,780**	**175,900**	**180,020**	**182,140**
TOTAL COSTS	**516,158**	**516,158**	**531,083**	**-**	**-**	**531,083**	**543,628**	**556,340**	**568,219**	**578,225**
FUNDING SOURCES (REVENUE)										
Revenue - Other	(320)	(320)	(330)	-	-	(330)	(330)	(330)	(330)	(330)
TOTAL REVENUE	**(320)**	**(320)**	**(330)**	**-**	**-**	**(330)**	**(330)**	**(330)**	**(330)**	**(330)**
REQUISITION	**(515,838)**	**(515,838)**	**(530,753)**	**-**	**-**	**(530,753)**	**(543,298)**	**(556,010)**	**(567,889)**	**(577,895)**
*Percentage increase over prior year Requisition						2.9%	2.4%	2.3%	2.1%	1.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.353 Otter Point Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$40,000	$40,000	$40,000	$40,000	$0	$160,000
Equipment		E	$0	$28,300	$15,000	$15,000	$20,000	$0	$78,300
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$68,300**	**$55,000**	**$55,000**	**$60,000**	**$0**	**$238,300**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$28,300	$15,000	$15,000	$20,000	$0	$78,300
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$40,000	$40,000	$40,000	$40,000	$0	$160,000
			$0	**$68,300**	**$55,000**	**$55,000**	**$60,000**	**$0**	**$238,300**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.353

Service Name: Otter Point Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
17-02	Replacement	Turnout Gear/Pagers/Hose	Turnout Gear/Pagers/Hose	$79,300	E	ERF	$0	$28,300	$15,000	$15,000	$20,000	$0	$78,300
19-02	Replacement	Replace driveway pavement	Replace driveway pavement	$100,000	B	Res	$0	$0	$0	$0	$40,000	$0	$40,000
20-01	Replacement	Replace roof	Replace roof	$40,000	B	Res	$0	$0	$0	$40,000	$0	$0	$40,000
22-02	Replacement	Building Expansion. Back Office	Building Expansion. Back Office	$40,000	B	Res	$0	$40,000	$0	$0	$0	$0	$40,000
22-03	Replacement	Building and Siding	Building and Siding	$40,000	B	Res	$0	$0	$40,000	$0	$0	$0	$40,000
			GRAND TOTAL	**$299,300**			**$0**	**$68,300**	**$55,000**	**$55,000**	**$60,000**	**$0**	**$238,300**

Otter Point Fire
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	6,602	8,602	13,602	21,602	31,602	81,602
Equipment Replacement Fund	75,850	165,550	270,550	377,550	481,550	607,550
Total	**82,453**	**174,153**	**284,153**	**399,153**	**513,153**	**689,153**

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Capital Reserve Fund - Bylaw 3995

For improvements, repairs and replacement of Firehall and training centre

Reserve Cash Flow

Fund:	1090	Estimated	Budget				
Fund Centre:	102164	2022	2023	2024	2025	2026	2027
Beginning Balance		25,802	6,602	8,602	13,602	21,602	31,602
Transfer from Ops Budget		40,800	42,000	45,000	48,000	50,000	50,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(60,000)	(40,000)	(40,000)	(40,000)	(40,000)	-
Interest Income		-					
Ending Balance $		**6,602**	**8,602**	**13,602**	**21,602**	**31,602**	**81,602**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Equipment Replacement Fund

ERF Group: OTTERFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101432	2022	2023	2024	2025	2026	2027
Beginning Balance		101,850	75,850	165,550	270,550	377,550	481,550
Transfer from Ops Budget		115,000	118,000	120,000	122,000	124,000	126,000
Expenditures		(141,000)	(28,300)	(15,000)	(15,000)	(20,000)	-
Interest Income		-					
Ending Balance $		**75,850**	**165,550**	**270,550**	**377,550**	**481,550**	**607,550**

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

CAPITAL REGIONAL DISTRICT

2023 Budget

Malahat Fire Protection

EAC Review

SEPTEMBER 2022

Service: 1.354 Malahat Fire **Committee: Electoral Areas**

DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of $22,400 or $1.28 / $1,000 to a maximum of $116,985.

FUNDING:

Requisition

1.354 - Malahat Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment to Cowichan Valley Regional District	62,400	62,400	64,270	-	-	64,270	65,560	66,870	68,210	69,570
Other Operating Expenses	3,201	3,201	3,290	-	-	3,290	3,356	3,423	3,491	3,560
TOTAL COSTS	**65,601**	**65,601**	**67,560**	**-**	**-**	**67,560**	**68,916**	**70,293**	**71,701**	**73,130**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(4)	(4)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(4)**	**(4)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**(65,597)**	**(65,597)**	**(67,560)**	**-**	**-**	**(67,560)**	**(68,916)**	**(70,293)**	**(71,701)**	**(73,130)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Durrance Road Fire Protection

EAC Review

SEPTEMBER 2022

Service: 1.355 Durrance Road Fire **Committee:** Electoral Areas

DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of $1,350 or $0.70 / $1,000 to maximum of $5,846.

FUNDING:

Parcel Tax

1.355 - Durrance Road Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	219	219	216	-	-	216	219	221	224	227
TOTAL OPERATING COSTS	**2,719**	**2,719**	**2,716**	**-**	**-**	**2,716**	**2,719**	**2,721**	**2,724**	**2,727**
*Percentage Increase over prior year						-0.1%	0.1%	0.1%	0.1%	0.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve	301	301	300	-	-	300	300	300	300	300
TOTAL COSTS	**3,020**	**3,020**	**3,016**	**-**	**-**	**3,016**	**3,019**	**3,021**	**3,024**	**3,027**
*Percentage Increase over prior year						-0.1%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
REQUISITION - PARCEL TAX	**(3,020)**	**(3,020)**	**(3,016)**	**-**	**-**	**(3,016)**	**(3,019)**	**(3,021)**	**(3,024)**	**(3,027)**
*Percentage increase over prior year Requisition						-0.1%	0.1%	0.1%	0.1%	0.1%

Reserve Schedule

Reserve Fund: 1.355 Durrance road Fire Protection - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105400	2022	2023	2024	2025	2026	2027
Beginning Balance		2,517	2,818	3,118	3,418	3,718	4,018
Transfer from Op Budget		301	300	300	300	300	300
Interest Income		-					
Ending Balance $		**2,818**	**3,118**	**3,418**	**3,718**	**4,018**	**4,318**

Assumptions/Background:

To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

CAPITAL REGIONAL DISTRICT

2023 Budget

East Sooke Fire Protection

EAC Review

SEPTEMBER 2022

Service: 1.357 East Sooke Fire **Committee: Electoral Areas**

DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2013) states "greater of $550,000 or $1.310 / $1,000" of actual assessments. To a maximum of $1,155,883.

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function
(Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	$ 2,120,000
Borrowed: 2014, 3.0%	$ 1,800,000
Borrowed: 2016, 2.1%	$ 150,000
Remaining	$ 170,000

1.357 - East Sooke Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	75,330	75,330	75,340	-	-	75,340	76,850	78,390	79,960	81,560
Travel - Vehicles	33,510	33,510	35,510	-	-	35,510	36,220	36,950	37,690	38,450
Insurance	5,625	5,625	6,035	-	-	6,035	6,280	6,540	6,810	7,090
Contract for Service/Legal Expenses	10,520	10,520	10,840	-	-	10,840	11,060	11,280	11,510	11,740
Maintenance	11,730	11,730	12,080	-	-	12,080	12,320	12,570	12,820	13,070
Staff Training	19,240	19,240	25,000	-	-	25,000	25,500	26,010	26,530	27,060
Internal Allocations	11,367	11,367	15,161	-	-	15,161	15,464	15,774	16,089	16,411
Operating - Supplies	30,993	30,993	29,382	-	-	29,382	29,970	30,570	31,190	31,810
Contingency	15,300	15,300	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Operating - Other	39,100	40,178	43,170	-	-	43,170	44,010	44,870	45,730	46,610
TOTAL FIRE DEP OPERATING COSTS	**252,715**	**253,793**	**267,518**	**-**	**-**	**267,518**	**272,974**	**278,564**	**284,249**	**290,041**
*Percentage Increase over prior year						5.9%	2.0%	2.0%	2.0%	2.0%
TOTAL COMMUNITY HALL OPERATING COSTS	50,055	31,005	38,860	-	-	38,860	20,200	20,600	21,000	21,410
TOTAL OPERATING COSTS	**302,770**	**284,798**	**306,378**	**-**	**-**	**306,378**	**293,174**	**299,164**	**305,249**	**311,451**
Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	95,000	117,624	103,362	-	-	103,362	108,400	113,500	118,750	124,100
TOTAL CAPITAL / RESERVES	**95,000**	**117,624**	**103,362**	**-**	**-**	**103,362**	**108,400**	**113,500**	**118,750**	**124,100**
DEBT SERVICING										
MFA Debt Reserve Fund	450	450	380	-	-	380	380	380	380	380
Principal Payment	97,959	97,959	97,959	-	-	97,959	97,959	97,959	97,959	97,959
Interest Payment	57,150	57,150	57,150	-	-	57,150	57,150	57,150	57,150	57,150
TOTAL DEBT SERVICING	**155,559**	**155,559**	**155,489**	**-**	**-**	**155,489**	**155,489**	**155,489**	**155,489**	**155,489**
TOTAL COSTS	**553,329**	**557,981**	**565,229**	**-**	**-**	**565,229**	**557,063**	**568,153**	**579,488**	**591,040**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	19,050	(19,050)	-	-	(19,050)	-	-	-	-
Balance c/fwd from 2021 to 2022	(27,238)	(27,238)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(45,000)	(68,702)	(56,350)	-	-	(56,350)	(57,480)	(58,630)	(59,800)	(61,000)
MFA Debt Reserve Fund Earning	(450)	(450)	(380)	-	-	(380)	(380)	(380)	(380)	(380)
Rental Revenue	(24,650)	(24,650)	(19,610)	-	-	(19,610)	(20,000)	(20,400)	(20,800)	(21,210)
Other Income	(1,060)	(1,060)	(1,260)	-	-	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)
TOTAL REVENUE	**(98,398)**	**(103,050)**	**(96,650)**	**-**	**-**	**(96,650)**	**(79,120)**	**(80,670)**	**(82,240)**	**(83,850)**
REQUISITION	**(454,931)**	**(454,931)**	**(468,579)**	**-**	**-**	**(468,579)**	**(477,943)**	**(487,483)**	**(497,248)**	**(507,190)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.357 East Sooke Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$10,000	$10,000	$0	$0	$0	$0	$10,000
Equipment		E	$10,500	$31,795	$16,551	$19,512	$41,578	$18,850	$128,286
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$150,000	$300,000	$160,000	$0	$0	$0	$460,000
			$170,500	**$341,795**	**$176,551**	**$19,512**	**$41,578**	**$18,850**	**$598,286**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$150,000	$316,295	$176,551	$19,512	$41,578	$18,850	$572,786
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$20,500	$25,500	$0	$0	$0	$0	$25,500
			$170,500	**$341,795**	**$176,551**	**$19,512**	**$41,578**	**$18,850**	**$598,286**

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

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

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

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

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.357

Service Name: East Sooke Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
17-05	Replacement	Turn out Gear	Turn out Gear	$51,702	E	ERF	$0	$12,795	$13,051	$13,312	$13,578	$13,850	$66,586
18-01	Replacement	Tender 2	Tender 2 Replacement	$300,000	V	ERF	$150,000	$300,000	$0	$0	$0	$0	$300,000
19-01	Replacement	Squad Car	Replace Squad Car 1999 Vehicle	$160,000	V	ERF	$0	$0	$160,000	$0	$0	$0	$160,000
21-03	Replacement	Extrication gear	Replacement of extrication gear (jaws of life)	$23,000	E	ERF	$0	$0	$0	$0	$23,000	$0	$23,000
21-04	Replacement	Landscaping	ESVFD yard	$10,000	B	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-05	Replacement	Roof seal replacement	Roof seal replacement	$5,000	E	ERF	$0	$0	$0	$0	$5,000	$0	$5,000
22-01	Replacement	Pagers	Replacement of old pagers	$10,500	E	ERF	$0	$3,500	$3,500	$0	$0	$0	$7,000
22-02	Replacement	Hoses	Replacement of structure fire hoses	$6,200	E	ERF	$0	$0	$0	$6,200	$0	$0	$6,200
23-01	New	Tablet trial	Equip Trucks with Tablets for up to date incident information and preplans	$5,000	E	Res	$0	$5,000	$0	$0	$0	$0	$5,000
27-01	Replacement	Rope for Rope Rescue	Replacement of Ropes and other Rope Rescue Equipment	$5,000	E	ERF	$0	$0	$0	$0	$0	$5,000	$5,000
22-04	Replacement	East Sooke Community Hall capital projects	East Sooke Community Hall capital projects	$10,500	E	Res	$10,500	$10,500	$0	$0	$0	$0	$10,500
			GRAND TOTAL	**$586,902**			**$170,500**	**$341,795**	**$176,551**	**$19,512**	**$41,578**	**$18,850**	**$598,286**

East Sooke Fire Protection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund-Fire Dep	30,999	15,999	15,999	15,999	15,999	15,999
Capital Reserve Fund-Comm Hall	12,000	1,500	1,500	1,500	1,500	1,500
Equipment Replacement Fund	608,534	395,601	327,450	421,438	498,610	603,860
Total	**651,534**	**413,101**	**344,950**	**438,938**	**516,110**	**621,360**

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund:	1079	Estimated	Budget				
Fund Centre:	101309	2022	2023	2024	2025	2026	2027
Beginning Balance		30,999	30,999	15,999	15,999	15,999	15,999
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		(45,000)	(15,000)	-	-	-	-
Transfer from ERF		45,000	-	-	-	-	-
Interest Income		-					
Ending Balance $		**30,999**	**15,999**	**15,999**	**15,999**	**15,999**	**15,999**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.357 East Sooke Community Hall - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund:	1079	Estimated	Budget				
Fund Centre:	102246	2022	2023	2024	2025	2026	2027
Beginning Balance		12,000	12,000	1,500	1,500	1,500	1,500
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	(10,500)	-	-	-	-
Interest Income		-					
Ending Balance $		**12,000**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**

Assumptions/Background:

New Reserve intended for Capital projects in Community Hall

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Equipment Replacement Fund

ERF Group: ESOOKFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101948	2022	2023	2024	2025	2026	2027
Beginning Balance		551,954	608,534	395,601	327,450	421,438	498,610
Transfer from Ops Budget		117,624	103,362	108,400	113,500	118,750	124,100
Planned Purchase		(16,044)	(316,295)	(176,551)	(19,512)	(41,578)	(18,850)
Transfer to CRF		(45,000)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**608,534**	**395,601**	**327,450**	**421,438**	**498,610**	**603,860**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Port Renfrew Fire

EAC Review

SEPTEMBER 2022

Service: 1.358 **Port Renfrew Fire** **Committee: Electoral Areas**

DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

MAXIMUM LEVY:

Greater of $10,000 or $2.52 / $1,000 to a maximum of $390,337.

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow $40,000 - $0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		$	-

FUNDING:

User fee and requisition.

1.358 - Port Renfrew Fire	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries, Wages, Benefits	36,510	36,510	37,240	-	-	37,240	37,980	38,740	39,510	40,300
Materials and Supplies	17,600	17,600	18,130	-	-	18,130	18,500	18,870	19,240	19,630
Repairs and Maintenance	2,360	2,360	2,430	-	-	2,430	2,480	2,530	2,580	2,630
Utilities	13,750	13,750	14,110	-	-	14,110	14,390	14,680	14,980	15,280
Allocations	6,029	6,029	6,338	-	-	6,338	6,465	6,594	6,726	6,860
Other Operating Expense	50,500	50,500	52,320	-	-	52,320	53,430	54,580	55,750	56,940
TOTAL OPERATING COSTS	**126,749**	**126,749**	**130,568**	**-**	**-**	**130,568**	**133,245**	**135,994**	**138,786**	**141,640**
*Percentage Increase over prior year						3.0%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	25,000	25,000	25,000	-	-	25,000	25,000	28,000	28,000	28,000
TOTAL CAPITAL / RESERVES	**25,000**	**25,000**	**25,000**	**-**	**-**	**25,000**	**25,000**	**28,000**	**28,000**	**28,000**
TOTAL FIRE OPERATING COSTS	**151,749**	**151,749**	**155,568**	**-**	**-**	**155,568**	**158,245**	**163,994**	**166,786**	**169,640**
Debt Charges	2,908	2,908	2,908	-	-	2,908	2,908	-	-	-
TOTAL COSTS	**154,657**	**154,657**	**158,476**	**-**	**-**	**158,476**	**161,153**	**163,994**	**166,786**	**169,640**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(966)	(966)	(990)	-	-	(990)	(1,010)	(1,030)	(1,050)	(1,070)
User Charge	(61,610)	(61,610)	(62,906)	-	-	(62,906)	(63,969)	(65,102)	(66,210)	(67,344)
Other Revenue	(210)	(210)	(220)	-	-	(220)	(220)	(210)	(210)	(210)
TOTAL REVENUE	**(62,786)**	**(62,786)**	**(64,116)**	**-**	**-**	**(64,116)**	**(65,199)**	**(66,342)**	**(67,470)**	**(68,624)**
REQUISITION	**(91,871)**	**(91,871)**	**(94,360)**	**-**	**-**	**(94,360)**	**(95,954)**	**(97,652)**	**(99,316)**	**(101,016)**
*Percentage increase over prior year Requisition						2.7%	1.7%	1.8%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.358 Port Renfrew Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$33,000	$33,000	$0	$0	$0	$0	$33,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$33,000	**$33,000**	**$0**	**$0**	**$0**	**$0**	**$33,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$33,000	$33,000	$0	$0	$0	$0	$33,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$33,000	**$33,000**	**$0**	**$0**	**$0**	**$0**	**$33,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.358

Service Name: Port Renfrew Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Replacement	Repelling package	Repelling package	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-01	Replacement	Protective Clothing	Rescue Jackets	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-02	Replacement	Telecommunications	Pagers	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-03	Replacement	Telecommunications	Replacement Satellite Phone	$3,000	E	ERF	$3,000	$3,000	$0	$0	$0	$0	$3,000
			GRAND TOTAL	**$33,000**			**$33,000**	**$33,000**	**$0**	**$0**	**$0**	**$0**	**$33,000**

Port Renfrew Fire
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	47,399	47,399	47,399	47,399	47,399	47,399
Equipment Replacement Fund	201,515	193,515	218,515	246,515	274,515	302,515
Total	**248,914**	**240,914**	**265,914**	**293,914**	**321,914**	**349,914**

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Capital Reserve Fund - Bylaw 2702

Surplus money from the operation may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1089	Estimated	Budget				
Fund Centre:	102161	2022	2023	2024	2025	2026	2027
Beginning Balance		47,399	47,399	47,399	47,399	47,399	47,399
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**47,399**	**47,399**	**47,399**	**47,399**	**47,399**	**47,399**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Equipment Replacement Fund

ERF Group: PTRENFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101434	2022	2023	2024	2025	2026	2027
Beginning Balance		176,515	201,515	193,515	218,515	246,515	274,515
Transfer from Ops Budget		25,000	25,000	25,000	28,000	28,000	28,000
Planned Purchase		-	(33,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**201,515**	**193,515**	**218,515**	**246,515**	**274,515**	**302,515**

Assumptions/Background:

Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

CAPITAL REGIONAL DISTRICT

2023 Budget

Shirley Fire Protection

EAC Review

SEPTEMBER 2022

Service: 1.360 **Shirley Fire Department** **Committee: Electoral Areas**

DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $18,200 or $1.31 / $1,000 to a maximum of $415,385.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

1.360 - Shirley Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Honoraria	11,110	11,110	11,330	30,000	-	41,330	42,160	43,000	43,860	44,740
Travel - Vehicles	6,160	6,160	6,340	-	-	6,340	6,470	6,600	6,730	6,860
Insurance	7,800	7,800	8,150	-	-	8,150	8,400	8,660	8,930	9,210
Maintenance	9,970	9,970	10,270	-	-	10,270	10,470	10,690	10,910	11,130
Staff Development	7,010	7,010	7,220	-	-	7,220	7,360	7,510	7,660	7,810
Internal Allocations	4,159	4,159	4,382	-	-	4,382	4,470	4,559	4,650	4,743
Operating - Supplies	22,220	22,220	22,890	-	-	22,890	23,350	23,820	24,300	24,790
Contingency	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Purchases - Equipment	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Operating - Other	16,210	16,210	16,750	-	-	16,750	17,070	17,390	17,720	18,050
TOTAL OPERATING COSTS	**97,639**	**97,639**	**100,332**	**30,000**	**-**	**130,332**	**132,750**	**135,229**	**137,760**	**140,333**
*Percentage Increase over prior year			2.8%			33.5%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	36,000	36,000	38,000	-	-	38,000	40,000	40,000	40,000	40,000
Transfer to Capital Reserve Fund	25,000	25,000	25,000	-	-	25,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVES	**61,000**	**61,000**	**63,000**	**-**	**-**	**63,000**	**65,000**	**65,000**	**65,000**	**65,000**
TOTAL COSTS	**158,639**	**158,639**	**163,332**	**30,000**	**-**	**193,332**	**197,750**	**200,229**	**202,760**	**205,333**
FUNDING SOURCES (REVENUE)										
Interest Income	(200)	(200)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(200)**	**(200)**	**(210)**	**-**	**-**	**(210)**	**(210)**	**(210)**	**(210)**	**(210)**
REQUISITION	**(158,439)**	**(158,439)**	**(163,122)**	**(30,000)**	**-**	**(193,122)**	**(197,540)**	**(200,019)**	**(202,550)**	**(205,123)**
*Percentage increase over prior year Requisition			3.0%			21.9%	2.3%	1.3%	1.3%	1.3%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.360 Shirley Fire Department		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$10,000	$10,000	$0	$0	$0	$0	$10,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$10,000	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$10,000	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.360

Service Name: Shirley Fire Department

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-01	Replacement	Firefighting Equipment	Firefighting Equipment	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	$10,000			$10,000	$10,000	$0	$0	$0	$0	$10,000

Shirley Fire Protection
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	130,985	155,985	180,985	205,985	230,985	255,985
Equipment Replacement Fund	323,842	351,842	391,842	431,842	471,842	511,842
Total	**454,827**	**507,827**	**572,827**	**637,827**	**702,827**	**767,827**

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Capital Reserve Fund - Bylaw 2938

Surplus money from the operation may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	**1062**	**Estimated**	**Budget**				
Fund Centre:	**101701**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		105,985	130,985	155,985	180,985	205,985	230,985
Transfer from Ops Budget		25,000	25,000	25,000	25,000	25,000	25,000
Transfer from Cap Fund		-					
Interest Income		-					
Ending Balance $		**130,985**	**155,985**	**180,985**	**205,985**	**230,985**	**255,985**

Assumptions/Background:

Transfers in accordance with long term capital plan

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Equipment Replacement Fund

ERF Group: SHIRFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101436	2022	2023	2024	2025	2026	2027
Beginning Balance		287,842	323,842	351,842	391,842	431,842	471,842
Transfer from Ops Budget		36,000	38,000	40,000	40,000	40,000	40,000
Planned Purchase		-	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**323,842**	**351,842**	**391,842**	**431,842**	**471,842**	**511,842**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Electoral Area Fire Services

EAC Review

SEPTEMBER 2022

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Areas**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2022		BUDGET REQUEST	2023			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Fire Services Compliance and Coordination	76,310	68,679	-	-	77,840	77,840	-	-	-	-
Contract for Service	115,640	113,000	26,500	-	-	26,500	27,030	27,570	28,120	28,680
Staff Training & Development	5,210	4,689	5,370	-	-	5,370	5,477	5,590	5,700	5,810
Software Licenses	11,840	10,656	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Allocations	85,773	85,773	90,126	-	-	90,126	92,725	95,408	98,165	100,566
Contingency	2,070	-	2,000	-	-	2,000	1,304	560	-	-
Other Operating Expenses	2,080	1,975	2,130	-	-	2,130	2,160	2,190	2,220	2,250
TOTAL OPERATING COSTS	**298,923**	**284,772**	**128,126**	**-**	**77,840**	**205,966**	**130,736**	**133,398**	**136,325**	**139,466**
*Percentage Increase over prior year			-57.1%			-31.1%	-36.5%	2.0%	2.2%	2.3%
CAPITAL / RESERVE										
Equipment Purchases	3,760	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	17,911	-	-	-	-	14,197	11,535	8,819	6,049
TOTAL CAPITAL / RESERVE	**3,760**	**17,911**	**2,500**	**-**	**-**	**2,500**	**16,697**	**14,035**	**11,108**	**7,967**
TOTAL COSTS	**302,683**	**302,683**	**130,626**	**-**	**77,840**	**208,466**	**147,433**	**147,433**	**147,433**	**147,433**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(155,270)	(155,270)	-	-	(61,033)	(61,033)	-	-	-	-
Interest Income	(100)	(100)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	**(155,370)**	**(155,370)**	**(120)**	**-**	**(61,033)**	**(61,153)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(147,313)**	**(147,313)**	**(130,506)**	**-**	**(16,807)**	**(147,313)**	**(147,313)**	**(147,313)**	**(147,313)**	**(147,313)**
*Percentage increase over prior year Requisition			-11.4%			0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2022	2023	2024	2025	2026	2027
Beginning Balance		336,571	199,212	138,179	152,376	163,911	172,730
Transfer from Ops Budget		17,911	-	14,197	11,535	8,819	6,049
Transfer to Ops Budget		(155,270)	(61,033)	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**199,212**	**138,179**	**152,376**	**163,911**	**172,730**	**178,779**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Emergency Program (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.370 JDF Emergency Program **Committee: Electoral Areas**

DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.370 - Emergency Program (JDF)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Travel Expense	5,070	2,700	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Contract for Services	22,500	22,500	22,950	-	-	22,950	23,410	23,880	24,360	24,850
Neighbourhood Program	1,480	1,070	1,240	-	-	1,240	1,270	1,300	1,330	1,360
Emergency Social Services	5,270	3,890	5,028	-	-	5,028	5,130	5,230	5,330	5,430
Staff Training & Development	3,040	-	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Supplies	4,160	2,900	5,311	-	-	5,311	5,420	5,530	5,640	5,750
Allocations	13,773	13,773	13,943	-	-	13,943	14,381	14,824	15,127	15,435
Other Operating Expenses	17,640	15,760	19,107	-	-	19,107	19,490	19,880	20,280	20,700
TOTAL OPERATING COSTS	**72,933**	**62,593**	**74,079**	**-**	**-**	**74,079**	**75,731**	**77,404**	**78,957**	**80,545**
*Percentage Increase over prior year						1.6%	2.2%	2.2%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	4,000	14,340	4,000	-	-	4,000	4,000	4,000	4,000	4,000
TOTAL CAPITAL / RESERVE	**4,000**	**14,340**	**4,000**	**-**	**-**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**
Building Borrowing Repayment to Facilities Reserve	11,880	11,880	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	**88,813**	**88,813**	**89,959**	**-**	**-**	**89,959**	**91,611**	**93,284**	**94,837**	**96,425**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(135)	(135)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(235)**	**(235)**	**(240)**	**-**	**-**	**(240)**	**(240)**	**(240)**	**(240)**	**(240)**
REQUISITION	**(88,578)**	**(88,578)**	**(89,719)**	**-**	**-**	**(89,719)**	**(91,371)**	**(93,044)**	**(94,597)**	**(96,185)**
*Percentage increase over prior year Requisition						1.3%	1.8%	1.8%	1.7%	1.7%

Reserve Schedule

Reserve Fund: 1.370 Emergency Program (JDF) - Equipment Replacement Fund

ERF Group: JDFEMERG.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101785**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		98,181	100,811	104,811	108,811	112,811	116,811
Transfer from Ops Budget		14,340	4,000	4,000	4,000	4,000	4,000
Expenditures		(11,710)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**100,811**	**104,811**	**108,811**	**112,811**	**116,811**	**120,811**

Assumptions/Background:

Reserve for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2023 Budget

Search and Rescue (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.377 JDF Search and Rescue **Committee: Electoral Areas**

DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administrates the service.

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $62,000 or $0.102 / $1,000 on actual assessed value of land and improvements. To a maximum of $299,269.

FUNDING:

Requisition

1.377 - Search and Rescue (JDF)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	8,350	8,350	8,350	-	-	8,350	8,520	8,690	8,860	9,040
Building Rent	23,550	23,550	23,550	-	-	23,550	24,020	24,500	24,990	25,490
Staff Training & Development	16,750	11,750	16,750	-	-	16,750	17,090	17,430	17,780	18,140
Supplies	11,930	11,930	11,930	-	-	11,930	12,160	12,410	12,172	10,979
Allocations	4,244	4,244	4,354	-	-	4,354	4,441	4,530	4,620	4,713
Other Operating Expenses	22,250	22,250	22,450	-	-	22,450	22,930	23,410	23,900	24,400
TOTAL OPERATING COSTS	**87,074**	**82,074**	**87,384**	**-**	**-**	**87,384**	**89,161**	**90,970**	**92,322**	**92,762**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	1.5%	0.5%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	3,968	8,968	3,658	-	-	3,658	2,301	922	-	-
TOTAL CAPITAL / RESERVE	**3,968**	**8,968**	**3,658**	**-**	**-**	**3,658**	**2,301**	**922**	**-**	**-**
TOTAL COSTS	**91,042**	**91,042**	**91,042**	**-**	**-**	**91,042**	**91,462**	**91,892**	**92,322**	**92,762**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	(21,000)	(21,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,280)	(22,720)
TOTAL REVENUE	**(21,090)**	**(21,090)**	**(21,090)**	**-**	**-**	**(21,090)**	**(21,510)**	**(21,940)**	**(22,370)**	**(22,810)**
REQUISITION	**(69,952)**	**(69,952)**	**(69,952)**	**-**	**-**	**(69,952)**	**(69,952)**	**(69,952)**	**(69,952)**	**(69,952)**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.377 Search and Rescue (JDF) - Equipment Replacement Fund

ERF Group: JDFSAR.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101986	2022	2023	2024	2025	2026	2027
Beginning Balance		33,702	42,670	46,328	48,629	49,551	49,551
Transfer from Ops Budget		8,968	3,658	2,301	922	-	-
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**42,670**	**46,328**	**48,629**	**49,551**	**49,551**	**49,551**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

EA - Community Parks (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.405 JDF EA Community Parks & Recreation **Committee:** Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

Greater of $227,173 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $440,101.
(Bylaw 4087, Amend bylaw 245, March, 2016)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

1.405 - EA - Community Parks (JDF)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	97,316	97,316	102,759	-	-	102,759	104,912	107,104	109,344	111,635
Contract for Services	20,750	20,750	21,370	-	-	21,370	21,800	22,240	22,680	23,130
Vehicles	5,190	5,190	5,350	-	-	5,350	5,460	5,570	5,680	5,790
Supplies	8,300	8,300	8,550	-	-	8,550	8,720	8,890	9,070	9,250
Allocations	31,365	31,365	32,242	-	-	32,242	32,922	33,618	34,293	34,982
Other Operating Expenses	13,625	12,265	11,430	-	-	11,430	11,650	11,870	12,110	12,360
TOTAL OPERATING COSTS	**176,546**	**175,186**	**181,701**	**-**	**-**	**181,701**	**185,464**	**189,292**	**193,177**	**197,147**
*Percentage Increase over prior year						2.9%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	12,000	13,360	10,250	-	-	10,250	12,000	12,000	12,000	12,000
Transfer to Equipment Replacement Fund	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL CAPITAL / RESERVES	**20,000**	**21,360**	**18,250**	**-**	**-**	**18,250**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL COSTS	**196,546**	**196,546**	**199,951**	**-**	**-**	**199,951**	**205,464**	**209,292**	**213,177**	**217,147**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(2,455)	(2,455)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(297)	(297)	(310)	-	-	(310)	(280)	(290)	(300)	(310)
Revenue - Other	(520)	(520)	(590)	-	-	(590)	(600)	(610)	(620)	(630)
TOTAL REVENUE	**(3,272)**	**(3,272)**	**(900)**	**-**	**-**	**(900)**	**(880)**	**(900)**	**(920)**	**(940)**
REQUISITION	**(193,274)**	**(193,274)**	**(199,051)**	**-**	**-**	**(199,051)**	**(204,584)**	**(208,392)**	**(212,257)**	**(216,207)**
*Percentage increase over prior year Requisition						3.0%	2.8%	1.9%	1.9%	1.9%
AUTHORIZED POSITIONS Salaried FTE	0.42	0.42	0.42			0.42	0.42	0.42	0.42	0.42

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.405 JDF EA Community Parks & Rec.	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$50,000	$50,000	$50,000	$0	$0	$0	$100,000
Engineered Structures	S	$0	$490,000	$20,000	$0	$0	$0	$510,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$50,000	**$540,000**	**$70,000**	**$0**	**$0**	**$0**	**$610,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$5,000	$0	$0	$0	$0	$5,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$50,000	$535,000	$70,000	$0	$0	$0	$605,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$50,000	**$540,000**	**$70,000**	**$0**	**$0**	**$0**	**$610,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.405

Service Name: JDF EA Community Parks & Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Renewal	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	$100,000	L	Grant	$50,000	$50,000	$50,000	$0	$0	$0	$100,000
22-02	Renewal	Chubb Rd - Dock Installation	Install dock system at Chubb Rd on Kemp Lake	$75,000	S	Grant	$0	$25,000	$0	$0	$0	$0	$25,000
23-01	New	Port Renfrew Playground Equipment	Installation of new playground equipment in Port Renfrew	$160,000	S	Grant	$0	$160,000	$0	$0	$0	$0	$160,000
23-02	New	Elrose Park trail construction	Construct a Multi-use trail at Elrose Park	$45,000	S	Grant	$0	$45,000	$0	$0	$0	$0	$45,000
23-03	New	Priest Cabin Park Trail Construction	Construct a trail at Priest Cabin connecting to Matterhorn Access Trail	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
23-04	New	Starlink WiFi -Port Renfrew Community Centre	Install and operate a "Starlink" WiFi system possibly in conjunction with VI Library	$15,000	S	Grant	$0	$15,000	$0	$0	$0	$0	$15,000
23-05	New	Trail Construction Wigglesworth Lake Park	Trail and other park infrastructure at Wrigglesworth Lake Park (to facilitate park transfer to Regional Parks	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
23-06	New	Trail Construction Admirals Forest Park	Construct/remediate trails at the recently purchased Admirals Forest Property	$40,000	S	Grant	$0	$20,000	$20,000	$0	$0	$0	$40,000
23-07	New	Playground Improvements Coppermine Park	Replace wooden playground equipment with new equipment Coppermine Park	$100,000	S	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
23-08	New	Trail and Park remediation Butler Park	Butler Park trail and park remediation	$20,000	S	Grant	$0	$20,000	$0	$0	$0	$0	$20,000
23-09	New	Fencing for Storage Compound	Installed fencing/gate to create secure storage compound for Parks equipment and materials	$5,000	S	Cap		$5,000					$5,000
			GRAND TOTAL	**$660,000**			**$50,000**	**$540,000**	**$70,000**	**$0**	**$0**	**$0**	**$610,000**

EA - Community Parks (JDF)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Land Reserve Fund	2,839	13,089	25,089	37,089	49,089	61,089
Equipment Replacement Fund	117,184	125,184	133,184	141,184	149,184	157,184
Total	**120,023**	**138,273**	**158,273**	**178,273**	**198,273**	**218,273**

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Land Reserve Fund - Bylaw 1133

Pursuant to Section 686 of the Municipal Act the Regional District may, by by-law approved by the Minister of Municipal Affairs, dispose of any portion of land dedicated to the Public for the purpose of a park by subdivision plan deposited in the Land Titles Office, and provide that the proceeds shall be placed in a reserve fund for the purpose of acquiring other lands suitable for park purposes within the Sooke Electoral Area.

Reserve Cash Flow

Fund:	1034	Estimated	Budget				
Fund Centre:	101378	2022	2023	2024	2025	2026	2027
Beginning Balance		597,479	2,839	13,089	25,089	37,089	49,089
Transfer from Ops Budget		13,360	10,250	12,000	12,000	12,000	12,000
Land Acquisition		(563,000)	-	-	-	-	-
Transfer to Cap Fund		(45,000)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**2,839**	**13,089**	**25,089**	**37,089**	**49,089**	**61,089**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Equipment Replacement Fund

ERF Group: JDFEAPRK.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102158	2022	2023	2024	2025	2026	2027
Beginning Balance		109,184	117,184	125,184	133,184	141,184	149,184
Transfer from Parks Ops Budget		8,000	8,000	8,000	8,000	8,000	8,000
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**117,184**	**125,184**	**133,184**	**141,184**	**149,184**	**157,184**

Assumptions/Background:

Transfers limited by maximum requisition level. Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2023 Budget

EA - Community Recreation (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.408 JDF EA Community Recreation **Committee:** Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $155,741.

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area. Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

1.408 - EA - Community Recreation (JDF)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	44,214	43,944	46,632	-	-	46,632	47,610	48,609	49,620	50,655
Recreation Programs	14,300	14,300	13,785	-	-	13,785	13,935	14,103	14,280	14,471
Maintenance	4,150	4,150	4,270	-	-	4,270	4,360	4,450	4,540	4,630
Utilities & fuel	6,220	6,220	6,400	-	-	6,400	6,530	6,660	6,790	6,920
Supplies	930	930	950	-	-	950	970	990	1,010	1,030
Allocations	12,584	12,584	12,863	-	-	12,863	13,137	13,411	13,683	13,957
Other Operating Expenses	7,730	7,730	7,930	-	-	7,930	8,140	8,350	8,580	8,810
TOTAL OPERATING COSTS	**90,128**	**89,858**	**92,830**	**-**	**-**	**92,830**	**94,682**	**96,573**	**98,503**	**100,473**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	270	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**270**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**90,128**	**90,128**	**92,830**	**-**	**-**	**92,830**	**94,682**	**96,573**	**98,503**	**100,473**
FUNDING SOURCES (REVENUE)										
Rentals	(20,400)	(20,400)	(21,010)	-	-	(21,010)	(21,430)	(21,860)	(22,300)	(22,750)
Revenue - Other	(220)	(220)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(20,620)**	**(20,620)**	**(21,230)**	**-**	**-**	**(21,230)**	**(21,650)**	**(22,080)**	**(22,520)**	**(22,970)**
REQUISITION	**(69,508)**	**(69,508)**	**(71,600)**	**-**	**-**	**(71,600)**	**(73,032)**	**(74,493)**	**(75,983)**	**(77,503)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	0.18	0.18	0.18			0.18	0.18	0.18	0.18	0.18

Reserve Schedule

Reserve Fund: 1.408 Community Recreation (JDF) - Equipment Replacement Fund

ERF Group: To be created in 2022

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	TBD	2022	2023	2024	2025	2026	2027
Beginning Balance		-	270	270	270	270	270
Transfer from Ops Budget		270	-	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**270**	**270**	**270**	**270**	**270**	**270**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Port Renfrew Refuse Disposal

EAC Review

SEPTEMBER 2022

Service: 1.523 Port Renfrew Refuse Disposal **Committee: Electoral Areas**

DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

$15.18 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,362,486.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

1.523 - Port Renfrew Refuse Disposal	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	26,000	26,000	26,950	-	-	26,950	27,490	28,040	28,600	29,170
Contracts	49,220	49,220	54,005	-	-	54,005	55,090	56,200	57,320	58,470
Allocations	4,037	4,037	4,175	-	-	4,175	4,258	4,344	4,430	4,519
Electricity	1,170	1,170	1,170	-	-	1,170	1,190	1,210	1,230	1,250
Other Operating Expenses	3,070	3,070	3,120	-	-	3,120	3,170	3,220	3,270	3,330
TOTAL OPERATING COSTS	**83,497**	**83,497**	**89,420**	**-**	**-**	**89,420**	**91,198**	**93,014**	**94,850**	**96,739**
*Percentage Increase over prior year						7.1%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	4,000	4,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVES	**6,000**	**6,000**	**4,000**	**-**	**-**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**
TOTAL COSTS	**89,497**	**89,497**	**93,420**	**-**	**-**	**93,420**	**95,198**	**97,014**	**98,850**	**100,739**
Internal Recovery	(17,000)	(17,000)	(17,860)	-	-	(17,860)	(18,220)	(18,580)	(18,950)	(19,330)
NET COSTS	**72,497**	**72,497**	**75,560**	**-**	**-**	**75,560**	**76,978**	**78,434**	**79,900**	**81,409**
FUNDING SOURCES (REVENUE)										
Sale - Recyclables	(4,000)	(4,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Recovery Cost	(34,248)	(34,248)	(35,280)	-	-	(35,280)	(35,990)	(36,710)	(37,440)	(38,190)
Grants in Lieu of Taxes	(347)	(347)	(360)	-	-	(360)	(370)	(380)	(390)	(400)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(38,645)**	**(38,645)**	**(40,690)**	**-**	**-**	**(40,690)**	**(41,410)**	**(42,140)**	**(42,880)**	**(43,640)**
REQUISITION	**(33,852)**	**(33,852)**	**(34,870)**	**-**	**-**	**(34,870)**	**(35,568)**	**(36,294)**	**(37,020)**	**(37,769)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.523 Port Renfrew Refuse Disposal	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$12,000	$0	$0	$0	$0	$12,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$12,000**	**$0**	**$0**	**$0**	**$0**	**$12,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$12,000	$0	$0	$0	$0	$12,000
		$0	**$12,000**	**$0**	**$0**	**$0**	**$0**	**$12,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

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

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

Service #: 1.523

Service Name: Port Renfrew Refuse Disposal

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	New	Covered recyclables storage	Required storage is needed in order to protect recyclables from the elements. It is also a contractual requirement under our agreement with Recycle BC.	$12,000	S	Res	$0	$12,000	$0	$0	$0	$0	$12,000
			GRAND TOTAL	**$12,000**			**$0**	**$12,000**	**$0**	**$0**	**$0**	**$0**	**$12,000**

Port Renfrew Refuse Disposal
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	34,260	24,260	26,260	28,260	30,260	32,260
Equipment Replacement Fund	39,871	41,871	43,871	45,871	47,871	49,871
Total	**74,131**	**66,131**	**70,131**	**74,131**	**78,131**	**82,131**

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Capital Reserve Fund - Bylaw 2665

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them, and extension or renewal of existing capital works.

Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1021	Estimated	Budget				
Fund Centre:	101365	2022	2023	2024	2025	2026	2027
Beginning Balance		55,260	34,260	24,260	26,260	28,260	30,260
Transfer from Ops Budget		4,000	2,000	2,000	2,000	2,000	2,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(25,000)	(12,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**34,260**	**24,260**	**26,260**	**28,260**	**30,260**	**32,260**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Equipment Replacement Fund

The Equipment Replacement Fund established for the purpose of vehicle and equipment replacement.
Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.
ERF Group: PTRENREF.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101448	2022	2023	2024	2025	2026	2027
Beginning Balance		37,871	39,871	41,871	43,871	45,871	47,871
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Transfer from Cap Fund		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**39,871**	**41,871**	**43,871**	**45,871**	**47,871**	**49,871**

CAPITAL REGIONAL DISTRICT

2023 Budget

Emergency Comm - CREST (JDF)

EAC Review

SEPTEMBER 2022

Service: 1.924 JDF Emergency Comm. - CREST **Committee:** Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.924 - Emergency Comm - CREST (JDF)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to CREST	113,461	113,461	115,687	17,526	-	133,213	135,880	138,600	141,370	144,200
Allocations	2,387	2,387	2,471	-	-	2,471	2,520	2,571	2,622	2,675
Other Operating Expenses	7,700	7,700	9,200	-	-	9,200	9,370	9,540	9,720	9,900
TOTAL OPERATING COSTS	**123,548**	**123,548**	**127,358**	**17,526**	**-**	**144,884**	**147,770**	**150,711**	**153,712**	**156,775**
*Percentage Increase over prior year			3.1%	14.2%		17.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance C/fwd from 2021 to 2022	1,854	1,854	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(189)	(189)	(190)	-	-	(190)	(190)	(190)	(190)	(190)
Revenue-Other	(70)	(70)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**1,595**	**1,595**	**(240)**	**-**	**-**	**(240)**	**(240)**	**(240)**	**(240)**	**(240)**
REQUISITION	**(125,143)**	**(125,143)**	**(127,118)**	**(17,526)**	**-**	**(144,644)**	**(147,530)**	**(150,471)**	**(153,472)**	**(156,535)**
*Percentage increase over prior year Requisition			1.6%	14.0%		15.6%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Port Renfrew Water

EAC Review

SEPTEMBER 2022

Service: 2.650 **Port Renfrew Water** **Committee: Electoral Areas**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992).

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 of actual assessed value of land and improvements. To a maximum of $2,451,379.

COMMISSION:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

User Charge:
50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system.

Parcel Tax:
50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:
At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997).

2.650 - Port Renfrew Water	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Repairs & Maintenance	8,730	8,670	8,980	-	-	8,980	9,160	9,340	9,520	9,700
Allocations - Operations	79,280	79,280	80,530	-	-	80,530	82,140	83,780	85,460	87,170
Allocations - Other	8,932	8,932	9,831	-	-	9,831	10,029	10,230	10,435	10,644
Electricity	4,770	5,300	5,300	-	-	5,300	5,410	5,520	5,630	5,740
Supplies	3,310	3,900	3,410	-	-	3,410	3,470	3,530	3,600	3,670
Water Testing	2,244	2,244	2,289	-	-	2,289	2,334	2,381	2,429	2,477
Other Operating Expenses	15,840	16,040	3,260	-	-	3,260	3,340	3,430	3,520	16,610
TOTAL OPERATING COSTS	**123,106**	**124,366**	**113,600**	**-**	**-**	**113,600**	**115,883**	**118,211**	**120,594**	**136,011**
*Percentage Increase over prior year			-7.7%			-7.7%	2.0%	2.0%	2.0%	12.8%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	10,000	10,000	5,000	-	-	5,000	5,000	5,000	5,000	15,000
Transfer to Capital Reserve Fund	10,000	8,740	15,000	-	-	15,000	20,000	3,000	7,000	30,000
MFA Debt Reserve Fund	-	-	-	-	-	-	5,413	4,500	-	2,000
Interest Payments	-	-	-	-	-	-	6,630	32,036	48,574	51,024
Principal Payments	-	-	-	-	-	-	-	15,847	29,021	29,021
TOTAL DEBT / RESERVES	**20,000**	**18,740**	**20,000**	**-**	**-**	**20,000**	**37,043**	**60,383**	**89,595**	**127,045**
TOTAL COSTS	**143,106**	**143,106**	**133,600**	**-**	**-**	**133,600**	**152,926**	**178,594**	**210,189**	**263,056**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(13,000)	(13,000)	-	-	-	-	-	-	-	(13,000)
User Charges	(64,508)	(64,508)	(66,247)	-	-	(66,247)	(75,903)	(88,732)	(104,525)	(124,453)
Other Revenue	(1,090)	(1,090)	(1,110)	-	-	(1,110)	(1,120)	(1,130)	(1,140)	(1,150)
TOTAL REVENUE	**(78,598)**	**(78,598)**	**(67,357)**	**-**	**-**	**(67,357)**	**(77,023)**	**(89,862)**	**(105,665)**	**(138,603)**
REQUISITION - PARCEL TAX	**(64,508)**	**(64,508)**	**(66,243)**	**-**	**-**	**(66,243)**	**(75,903)**	**(88,732)**	**(104,525)**	**(124,453)**
*Percentage increase over prior year										
User Fees			2.7%			2.7%	14.6%	16.9%	17.8%	19.1%
Requisition			2.7%			2.7%	14.6%	16.9%	17.8%	19.1%
Combined			**2.7%**			**2.7%**	**14.6%**	**16.9%**	**17.8%**	**19.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.650 Port Renfrew Water	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$10,000	$260,000	$10,000	$10,000	$300,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$100,000	$1,638,918	$200,000	$0	$200,000	$2,138,918
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$110,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,438,918**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$541,306	$450,000	$0	$200,000	$1,191,306
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$100,000	$1,082,612	$0	$0	$0	$1,182,612
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$10,000	$25,000	$10,000	$10,000	$10,000	$65,000
	$0	**$110,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,438,918**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.650

Service Name: Port Renfrew Water

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	$95,000	E	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
22-01	Replacement	Alternative Approval Process	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.	$1,623,918	S	Grant	$0	$0	$1,082,612	$0	$0	$0	$1,082,612
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.		S	Debt	$0	$0	$541,306	$0	$0	$0	$541,306
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.	$400,000	S	Debt	$0	$0	$0	$200,000	$0	$200,000	$400,000
23-03	Replacement	Miscellaneous Repairs & Replacements	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof	$250,000	E	Debt	$0	$0	$0	$250,000	$0	$0	$250,000
23-04	Replacement	Supply System Replacement Design	Design for replacement of the remainder of the asbestos cement supply system.	$100,000	S	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
			GRAND TOTAL	**$2,483,918**			**$0**	**$110,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,438,918**

Service: 2.650 Port Renfrew Water

Project Number	20-01	**Capital Project Title**	Hydrant Replacement Program	**Capital Project Description**	Hydrants are reaching their end of life and require replacement.
Project Rationale	The hydrants in the water system are nearing their end of life. To maintain fire protection planned hydrant replacement is required.				

Project Number	22-01	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program
Project Rationale	A referendum is required to seek elector consent to borrow to fund the supply system replacement, AC pipe replacement, and SCADA replacements.				

Project Number	23-01	**Capital Project Title**	Supply System Replacement	**Capital Project Description**	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.
Project Rationale	The 2017 project to replace a section of the aging asbestos supply pipe from the water treatment plant to the distribution system was complete. Funds are required to replace the remaining approximately 1.4 km of pipe so that service is maintained.				

Project Number	23-02	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.
Project Rationale	There have been frequent pipe breaks with the existing asbestos cement pipe, replacement is required to maintain the level of service. Funds are requried to design and develop a replacement program and replace priority pipe, starting with pipe in the Beach Camp area and Queesto Drv and Tsonoqua Drv, approximately 1 km of pipe.				

Project Number	23-03	**Capital Project Title**	Miscellaneous Repairs & Replacements	**Capital Project Description**	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof
Project Rationale	The SCADA equipment is nearing its end of life and requires replacement before the equipment fails.The water treatment roof has had some minor repairs to address leaks, but requires replacement.				

Project Number	23-04	**Capital Project Title**	Supply System Replacement Design	**Capital Project Description**	Design for replacement of the remainder of the asbestos cement supply system.
Project Rationale	Design for replacement of the remainder of the asbestos cement supply system.				

Port Renfrew Water
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	1,071	6,071	11,071	16,071	21,071	23,071
Capital Reserve Fund	51,240	56,240	51,240	44,240	41,240	61,240
Total	**52,311**	**62,311**	**62,311**	**60,311**	**62,311**	**84,311**

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105536	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	4,071	1,071	6,071	11,071	16,071	21,071
Transfer from Ops Budget	10,000	5,000	5,000	5,000	5,000	15,000
Expenditures	(13,000)	-	-	-	-	(13,000)
Planned Maintenance Activity	Tree clearing for high voltage hydro lines					Tree clearing for high voltage hydro lines
Interest Income	-					
Ending Balance $	**1,071**	**6,071**	**11,071**	**16,071**	**21,071**	**23,071**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Capital Reserve Fund - Bylaw 2577

The Capital Reserve Fund established for general capital services and facilities in the Port Renfrew Water Supply and Port Renfrew Sewer System local service area to be used for capital expenditures for the utilities, and redemption of debentures issued for the utilities.

Reserve Cash Flow

Fund: 1026 Fund Centre: 101370	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	52,500	51,240	56,240	51,240	44,240	41,240
Transfer from Ops Budget	8,740	15,000	20,000	3,000	7,000	30,000
Transfer from Cap Fund	-					
Transfer to Cap Fund	(10,000)	(10,000)	(25,000)	(10,000)	(10,000)	(10,000)
Interest Income	-					
Ending Balance $	**51,240**	**56,240**	**51,240**	**44,240**	**41,240**	**61,240**

Assumptions/Background:

-Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2023 Budget

Wilderness Mountain Water

EAC Review

SEPTEMBER 2022

Service: 2.691 Wilderness Mountain Water Service **Committee: Electoral Areas**

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of $130,000 or $3.27/ $1,000 of actual assessed value of land and improvements. To a maximum of $295,317.

MAXIMUM CAPITAL DEBT:

Maximum Authorized:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:
Water Consumption charge will be collected from each Single Family Equivalent connected to the water system

User Charge:
Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:
Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

2.691 - Wilderness Mountain Water	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	900	1,023	930	-	5,000	5,930	950	970	990	1,010
Allocations	9,700	9,558	10,434	-	-	10,434	10,642	10,855	11,072	11,294
Electricity	6,700	6,039	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Supplies	23,860	22,360	25,050	-	-	25,050	25,550	26,070	26,600	27,130
Labour Charges	80,000	80,000	72,150	-	-	72,150	77,590	85,070	80,570	88,100
Insurance	1,460	1,460	1,440	-	-	1,440	1,510	1,580	1,650	1,730
Water Testing	9,000	9,000	9,180	-	-	9,180	9,364	9,551	9,742	9,937
Other Operating Expenses	1,970	4,510	2,030	-	-	2,030	2,060	2,100	2,140	2,180
TOTAL OPERATING COSTS	**133,590**	**133,950**	**128,114**	**-**	**5,000**	**133,114**	**134,706**	**143,376**	**140,084**	**148,851**
*Percentage Increase over prior year			-4.10%		3.7%	-0.4%	1.2%	6.4%	-2.3%	6.3%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	-	-	6,000	-	-	6,000	6,000	5,000	25,000	40,000
Transfer to Operating Reserve Fund	6,000	6,000	6,000	-	-	6,000	8,000	5,000	15,000	20,000
MFA Debt Reserve Fund	70	70	60	-	-	60	5,060	60	60	60
MFA Debt Principal	14,033	14,033	14,033	-	-	14,033	14,033	28,671	28,671	28,671
MFA Debt Interest	9,554	9,554	9,554	-	-	9,554	15,679	34,054	34,054	29,277
TOTAL DEBT / RESERVES	**29,657**	**29,657**	**35,647**	**-**	**-**	**35,647**	**48,772**	**72,785**	**102,785**	**118,008**
TOTAL COSTS	**163,247**	**163,607**	**163,761**	**-**	**5,000**	**168,761**	**183,478**	**216,161**	**242,869**	**266,859**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	(5,000)	(5,000)	(4,000)	(10,000)	(4,000)	(10,000)
User Charges	(73,467)	(73,467)	(79,190)	-	-	(79,190)	(90,734)	(105,735)	(124,114)	(134,250)
Sale - Water	(17,760)	(17,760)	(17,760)	-	-	(17,760)	(17,760)	(17,760)	(17,760)	(17,760)
Other Revenue	(120)	(480)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	**(101,347)**	**(101,707)**	**(97,060)**	**-**	**(5,000)**	**(102,060)**	**(112,604)**	**(133,605)**	**(145,984)**	**(162,120)**
REQUISITION - PARCEL TAX	**(61,900)**	**(61,900)**	**(66,701)**	**-**	**-**	**(66,701)**	**(70,874)**	**(82,556)**	**(96,885)**	**(104,739)**
*Percentage increase over prior year										
User Charge			7.8%			7.8%	14.6%	16.5%	17.4%	8.2%
Water Sale			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Requisition			7.8%			7.8%	6.3%	16.5%	17.4%	8.1%
Combined			**6.9%**			**6.9%**	**9.6%**	**14.9%**	**15.9%**	**7.5%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.691 Wilderness Mountain Water Service	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$15,000	$15,000	$500,000	$0	$0	$0	$515,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$15,000	**$15,000**	**$500,000**	**$0**	**$0**	**$0**	**$515,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$500,000	$0	$0	$0	$500,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$15,000	$15,000	$0	$0	$0	$0	$15,000
		$15,000	**$15,000**	**$500,000**	**$0**	**$0**	**$0**	**$515,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.691
Service Name: Wilderness Mountain Water Service

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-01	New	Alternative Approval Process	Undertake an Alternative Approval Process to borrow funds for water treatment plant upgrades.	$15,000	S	Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
23-01	New	Water Treatment Plant Upgrades	Water Treatment Plant Upgrades	$500,000	S	Debt	$0	$0	$500,000	$0	$0	$0	$500,000
			GRAND TOTAL	**$515,000**			**$15,000**	**$15,000**	**$500,000**	**$0**	**$0**	**$0**	**$515,000**

Service:	2.691	Wilderness Mountain Water Service

Project Number	Capital Project Title	Capital Project Description
22-01	Alternative Approval Process	Undertake an Alternative Approval Process to borrow funds for water treatment plant upgrades.

Project Rationale A conceptual water treatment plant upgrade design was carried out in 2022 to inform the borrowing bylaw. An alternative approval process is required for voter assent to borrow funds to carry out the improvements.

Project Number	Capital Project Title	Capital Project Description
23-01	Water Treatment Plant Upgrades	Water Treatment Plant Upgrades

Project Rationale Carry out detailed design and construction of the water treatment plant upgrades for the water treatment plant.

Wilderness Mountain Reserves
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	7,613	8,613	12,613	7,613	18,613	28,613
Capital Reserve Fund	42,351	33,351	39,351	44,351	69,351	109,351
Total	**49,965**	**41,965**	**51,965**	**51,965**	**87,965**	**137,965**

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500	**Estimated**	**Budget**				
Fund Centre: 105540	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	11,613	7,613	8,613	12,613	7,613	18,613
Transfer from Ops Budget	6,000	6,000	8,000	5,000	15,000	20,000
Transfer to Ops Budget	(10,000)	(5,000)	(4,000)	(10,000)	(4,000)	(10,000)
Planned Maintenance Activity	Reservoir Cleaning and Inspection	PRV Maintenance And pump station walk way repair	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection
Interest Income	-					
Ending Balance $	**7,613**	**8,613**	**12,613**	**7,613**	**18,613**	**28,613**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water - Capital Reserve Fund - Bylaw 3535

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or related debt servicing payments.

Surplus monies from the operation of the Wilderness Mountain Water Service may be paid from time to time into the Reserve Fund.

Reserve Cash Flow

Fund:	1075	Estimated	Budget				
Fund Centre:	101994	2022	2023	2024	2025	2026	2027
Beginning Balance		47,351	42,351	33,351	39,351	44,351	69,351
Transfer from Ops Budget		-	6,000	6,000	5,000	25,000	40,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(5,000)	(15,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**42,351**	**33,351**	**39,351**	**44,351**	**69,351**	**109,351**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Port Renfrew Sewer

EAC Review

SEPTEMBER 2022

Service: 3.850 Port Renfrew Sewer **Committee: Electoral Areas**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 on actual assessed value of land and improvements. To a maximum of $847,528.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005)

FUNDING:

User Charge:	50% of operating cost to be imposed as an annual user fee to each connected property.
Parcel Tax:	50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.
Connection Charge:	Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

3.850 - Port Renfrew Sewer	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Grit Disposal	9,441	13,000	12,000	-	-	12,000	12,240	12,480	12,730	12,980
Electricity	6,900	6,200	7,110	-	-	7,110	7,250	7,400	7,550	7,700
Supplies	2,580	1,710	2,660	-	-	2,660	2,710	2,760	2,810	2,870
Allocations - Operations	57,925	57,925	59,198	-	-	59,198	60,384	61,590	62,826	64,083
Allocations - Other	17,224	17,224	17,446	-	-	17,446	17,797	18,154	18,515	18,883
Other Operating Expenses	10,290	10,190	10,580	-	-	10,580	10,800	11,030	11,260	11,490
TOTAL OPERATING COSTS	**104,360**	**106,249**	**108,994**	**-**	**-**	**108,994**	**111,181**	**113,414**	**115,691**	**118,006**
*Percentage Increase over prior year						4.4%	2.0%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve	18,000	17,006	18,000	-	-	18,000	20,000	5,000	2,000	12,000
Transfer to Operating Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	6,000
MFA Debt Reserve Fund	-	-	-	-	-	-	1,500	13,500	4,000	-
MFA Debt Principal	-	-	-	-	-	-	-	4,390	43,910	55,620
MFA Debt Interest	-	-	-	-	-	-	1,838	23,888	78,400	93,100
TOTAL DEBT / RESERVES	**22,000**	**21,006**	**22,000**	**-**	**-**	**22,000**	**27,338**	**50,778**	**132,310**	**166,720**
TOTAL COSTS	**126,360**	**127,255**	**130,994**	**-**	**-**	**130,994**	**138,519**	**164,192**	**248,001**	**284,726**
FUNDING SOURCES (REVENUE)										
User Charges	(62,595)	(62,595)	(64,734)	-	-	(64,734)	(68,489)	(81,311)	(123,200)	(141,548)
Grants in Lieu of Taxes	(1,371)	(1,371)	(1,410)	-	-	(1,410)	(1,440)	(1,470)	(1,500)	(1,530)
Other Revenue	(100)	(995)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(64,066)**	**(64,961)**	**(66,244)**	**-**	**-**	**(66,244)**	**(70,029)**	**(82,881)**	**(124,800)**	**(143,178)**
REQUISITION - PARCEL TAX	**(62,294)**	**(62,294)**	**(64,750)**	**-**	**-**	**(64,750)**	**(68,490)**	**(81,311)**	**(123,201)**	**(141,548)**
*Percentage increase over prior year										
User Fees						3.4%	5.8%	18.7%	51.5%	14.9%
Requisition						3.9%	5.8%	18.7%	51.5%	14.9%
Combined						**3.7%**	**5.8%**	**18.7%**	**51.5%**	**14.9%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.850 Port Renfrew Sewer		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$65,000	$65,000	$150,000	$1,350,000	$400,000	$0	$1,965,000
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$65,000	**$65,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,965,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$150,000	$1,350,000	$400,000	$0	$1,900,000
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$50,000	$50,000	$0	$0	$0	$0	$50,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
			$65,000	**$65,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,965,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 3.850

Service Name: Port Renfrew Sewer

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-01	Replacement	Genset Upgrade	A new genset is required to provide standy power for the whole WWTP.	$60,000	S	Grant	$50,000	$50,000	$0	$0	$0	$0	$50,000
22-02	Renewal	Alternative Approval Process	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).	$15,000	S	Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
23-01	Replacement	Phase 1 - System Renewal - Outfall and Sewer Replacement	Design and install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration.	$1,500,000	S	Debt	$0	$0	$150,000	$1,350,000	$0	$0	$1,500,000
25-01	Renewal	Phase 2 - System Renewal - New WWTP and Pump Station	Design a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP (design complete in 2025, construction is anticipated to start in 2027).	$400,000	S	Debt	$0	$0	$0	$0	$400,000	$0	$400,000
			GRAND TOTAL	**$1,975,000**			**$65,000**	**$65,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,965,000**

Service: **3.850** **Port Renfrew Sewer**

Project Number	22-01	**Capital Project Title**	Genset Upgrade	**Capital Project Description**	A new genset is required to provide standy power for the whole WWTP.
Project Rationale	The existing genset only provides standby power for the influent pumps. During a power outage the blowers do not operate and this is out of compliance with the regulations. A new genset is required to provide standy power for the whole WWTP.				

Project Number	22-02	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).
Project Rationale	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).				

Project Number	23-01	**Capital Project Title**	Phase 1 - System Renewal - Outfall and Sewer Replacement	**Capital Project Description**	Design and install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration.
Project Rationale	Install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration. Design the outfall/sewer upgrades and obtain regulatory and First Nation approvals in 2023, and install the outfall/sewers in 2024.				

Project Number	25-01	**Capital Project Title**	Phase 2 - System Renewal - New WWTP and Pump Station	**Capital Project Description**	Design a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP (design complete in 2025, construction is anticipated to start in 2027).
Project Rationale	Install a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP. The plant is to be designed so that additional modules can be added for increased capacity as the septic systems are converted into the sewer service and the community grows. Commence with design in 2025 and construction in 2027 or when grants and funds from developers are received.				

Port Renfrew Sewer
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	4,349	8,349	12,349	16,349	20,349	26,349
Capital Reserve Fund	24,618	27,618	47,618	52,618	54,618	66,618
Total	**28,967**	**35,967**	**59,967**	**68,967**	**74,967**	**92,967**

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund:	1500	Esimated	Budget				
Fund Centre:	105537	2022	2023	2024	2025	2026	2027
Beginning Balance		349	4,349	8,349	12,349	16,349	20,349
Transfer from Ops Budget		4,000	4,000	4,000	4,000	4,000	6,000
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**4,349**	**8,349**	**12,349**	**16,349**	**20,349**	**26,349**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Capital Reserve Fund - Bylaw 2139

Surplus money from the operation of the sewer system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1044	Esimated	Budget				
Fund Centre:	101388	2022	2023	2024	2025	2026	2027
Beginning Balance		7,612	24,618	27,618	47,618	52,618	54,618
Transfer from Ops Budget		17,006	18,000	20,000	5,000	2,000	12,000
Transfer to Cap Fund		-	(15,000)	-	-	-	-
Transfer from Cap Fund		-					
Interest Income		-					
Ending Balance $		**24,618**	**27,618**	**47,618**	**52,618**	**54,618**	**66,618**

Assumptions/Background:

Transfer as much as operating budget will allow.

Appendix B-1: Requisition Summary (SSI)

	Electoral Area Salt Spring Island	Provisional 2023	Cost per Avg. Res Asst/ Parcel	 2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	 %	Change in cost per avg household/Parcel $	 %
1.010	Legislative & General Government	371,322	56.03	362,408	54.69	8,914	2.5%	1.35	2.5%
1.101	G.I.S.	4,245	0.64	4,135	0.62	110	2.7%	0.02	2.7%
1.112	Regional Grant in Aid	516	0.08	-	-	516	100.0%	0.08	100.0%
1.224	Community Health - Homeless Sec.	16,199	2.44	20,941	3.16	(4,742)	-22.6%	(0.72)	-22.6%
1.280	Regional Parks	547,792	82.66	531,796	80.25	15,996	3.0%	2.41	3.0%
1.280A	Regional Parks - Land Acquisition	-	-	2,753	0.42	(2,753)	-100.0%	(0.42)	-100.0%
1.309	Climate Action and Adaptation	54,046	8.16	44,223	6.67	9,823	22.2%	1.48	22.2%
1.310	Land Banking & Housing	50,920	7.68	49,710	7.50	1,210	2.4%	0.18	2.4%
1.324	Regional Planning Service	42,255	6.38	41,078	6.20	1,177	2.9%	0.18	2.9%
1.335	Geo-Spatial Referencing System	5,552	0.84	5,449	0.82	103	1.9%	0.02	1.9%
1.374	Regional Emergency Program Support	4,277	0.65	4,153	0.63	125	3.0%	0.02	3.0%
1.375	Hazardous Material Incident Response	10,479	1.58	10,174	1.54	305	3.0%	0.05	3.0%
1.911	Call Answer	5,184	0.78	5,033	0.76	151	3.0%	0.02	3.0%
1.921	Regional CREST Contribution	49,247	7.43	47,812	7.22	1,434	3.0%	0.22	3.0%
	Total Regional	**1,162,036**	**$175.35**	**$1,129,666**	**$170.47**	**$32,370**	**2.9%**	**$4.88**	**2.9%**
1.230	Traffic Safety Commission	2,618	0.40	2,618	0.40	-	0.0%	-	0.0%
1.311	Regional Housing Trust Fund	37,699	5.69	35,984	5.43	1,715	4.8%	0.26	4.8%
1.313	Animal Care Services	129,000	19.47	125,243	18.90	3,757	3.0%	0.57	3.0%
1.913	Fire Dispatch	77,030	11.62	74,842	11.29	2,188	2.9%	0.33	2.9%
	Total Sub-Regional	**$246,347**	**$37.17**	**$238,686**	**$36.02**	**$7,660**	**3.2%**	**$1.16**	**3.2%**
1.103	Elections	28,131	4.25	28,132	4.25	(0)	0.0%	(0.00)	0.0%
1.104	U.B.C.M.	5,319	0.80	5,164	0.78	155	3.0%	0.02	3.0%
1.318	Building Inspection	205,887	31.07	199,891	30.16	5,996	3.0%	0.90	3.0%
1.320	Noise Control	18,025	2.72	17,493	2.64	532	3.0%	0.08	3.0%
1.322	Nuisances & Unsightly Premises	24,084	3.63	23,375	3.53	710	3.0%	0.11	3.0%
1.372	Electoral Area Emergency Program	67,068	10.12	65,114	9.83	1,955	3.0%	0.29	3.0%
	Total Joint Electoral Area	**$348,515**	**$52.59**	**$339,168**	**$51.18**	**$9,347**	**2.8%**	**$1.41**	**2.8%**
1.111	Electoral Area Admin Exp-SSI	536,447	80.95	517,490	78.09	18,957	3.7%	2.86	3.7%
1.116	Grants in Aid - Salt Spring Island	36,558	5.52	50,056	7.55	(13,498)	-27.0%	(2.04)	-27.0%
1.124	SSI Economic Development Commission	121,721	18.37	98,237	14.82	23,484	23.9%	3.54	23.9%
1.141	Salt Spring Island Public Library	685,683	103.47	663,620	100.14	22,063	3.3%	3.33	3.3%
1.236	Salt Spring Island Fernwood Dock	25,888	5.69	25,679	5.64	209	0.8%	0.05	0.8%
1.238A	Community Transit (S.S.I.)	223,600	33.74	194,711	29.38	28,889	14.8%	4.36	14.8%
1.238B	Community Transportation (S.S.I.)	162,826	24.57	171,045	25.81	(8,219)	-4.8%	(1.24)	-4.8%
1.299	Salt Spring Island Arts	122,519	18.49	121,677	18.36	842	0.7%	0.13	0.7%
1.316	SSI House Numbering	9,849	1.49	9,586	1.45	263	2.7%	0.04	2.7%
1.342	SSI Livestock Injury Compensation	3,158	0.48	3,150	0.48	8	0.3%	0.00	0.3%
1.371	S.S.I. Emergency Program	126,745	19.13	127,913	19.30	(1,168)	-0.9%	(0.18)	-0.9%
1.378	SSI Search and Rescue	25,704	3.88	24,955	3.77	749	3.0%	0.11	3.0%
1.455	Salt Spring Island Community Parks	548,862	82.82	458,072	69.12	90,790	19.8%	13.70	19.8%
1.458	Salt Spring Island Community Rec	60,330	9.10	54,582	8.24	5,748	10.5%	0.87	10.5%
1.459	Salt Spring Island Park, Land & Rec Prog	1,574,097	237.54	1,548,095	233.61	26,002	1.7%	3.92	1.7%
1.535	Stormwater Quality Management - S.S.I.	23,778	3.59	27,940	4.22	(4,162)	-14.9%	(0.63)	-14.9%
1.925	Emergency Comm - Crest - S.S.I.	146,533	22.11	142,827	21.55	3,706	2.6%	0.56	2.6%
3.705	S.S.I. Liquid Waste Disposal**	386,975	66.42	375,768	64.50	11,207	3.0%	1.92	3.0%
	Total SSI Electoral Area	**$4,821,273**	**$737.35**	**$4,615,403**	**$706.03**	**$205,870**	**4.5%**	**$31.31**	**4.4%**
	Total Capital Regional District	**$6,578,170**	**$1,002.47**	**$6,322,923**	**$963.70**	**$255,247**	**4.0%**	**$38.76**	**4.0%**
	Cost/average residential property	$1,002.47		$963.70		$38.76			
CRHD	Capital Regional Hospital District	910,900	137.46	910,629	137.42	271	0.0%	0.04	0.0%
	Total CRD and CRHD	**$7,489,070**	**$1,139.92**	**$7,233,552**	**$1,101.12**	**$255,518**	**3.5%**	**$38.81**	**3.5%**
	Average residential assessment - 2022	**$977,176**		**$977,176**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	 %	Change in Avg HH $	 %
REGIONAL				
Legislative & General Government	8,914	0.1%	1.35	0.1%
Regional Parks	15,996	0.2%	2.41	0.2%
Climate Action and Adaptation	9,823	0.1%	1.48	0.1%
SSI EA				
Electoral Area Admin Exp-SSI	18,957	0.3%	2.86	0.3%
SSI Economic Development Commission	23,484	0.3%	3.54	0.3%
Salt Spring Island Public Library	22,063	0.3%	3.33	0.3%
Community Transit (S.S.I.)	28,889	0.4%	4.36	0.4%
Salt Spring Island Community Parks	90,790	1.3%	13.70	1.2%
Salt Spring Island Park, Land & Rec Prog	26,002	0.4%	3.92	0.4%
S.S.I. Liquid Waste Disposal**	11,207	0.2%	1.92	0.2%
Capital Regional Hospital District	271	0.0%	0.04	0.0%
Other	(878)	0.0%	(0.12)	0.0%
Total	**255,518**	**3.5%**	**38.81**	**3.5%**

	Salt Spring Island Local/Specified/Defined Services	Provisional 2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	 %	Change in cost per avg household/Parcel $	 %
1.234	Salt Spring Island Street Lighting	27,468	4.25	26,668	4.13	800	3.00%	0.12	3.00%
2.620	SSI Highland Water System	30,801	128.82	30,832	128.95	(31)	-0.10%	(0.13)	-0.10%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	0.00%	-	0.00%
2.624	Beddis Water	90,318	680.07	74,960	564.43	15,358	20.5%	115.64	20.5%
2.626	Fulford Water	48,925	398.58	47,500	386.97	1,425	3.00%	11.61	3.00%
2.628	Cedar Lane Water	16,200	307.96	15,000	285.14	1,200	8.0%	22.81	8.0%
2.660	Fernwood Water	14,371	179.24	14,413	179.76	(42)	-0.29%	(0.52)	-0.29%
3.755	Regional Source Control - Maliview/Ganges Sewer	6,786	$16.54	6,588	$16.06	198	3.00%	0.48	3.00%
3.810	Ganges Sewer	59,891	148.17	58,147	143.86	1,744	3.00%	4.31	3.00%
3.820	Maliview Estates Sewer System	4,900	52.02	4,760	50.54	140	2.94%	1.49	2.94%
	Total Local/Specified/Defined Services	**374,660**		**353,868**		**20,792**			
	Average residential assessment - 2022	**$977,176**		**$977,176**					

Appendix B-2

Salt Spring Island - Operating Budget Highlights - Gross Expenditure (+/- 3.0% and +/- $20,000)

SSI Services +/- 3.0% and +/- $20,000	Gross Expenditure 2023	Gross Expenditure 2022	Changes $	Changes %	Main Budget Driver
1.116 - Grant-in-Aid - SSI	75,935	106,961	(31,026)	-29.0%	• One-time expense in 2022 funded by $35k COVID 19 Safe Restart Grant
1.124 - SSI Economic Development Commission	142,331	100,822	41,509	41.2%	• Annualization of Economic Development Coordinator (EDC), $20k • One-time contribution to NGOs, $20k - funded by Operating Reserve Fund (ORF)
1.141 - Salt Spring Island Public Library	687,239	665,268	21,971	3.3%	• Increased contribution to SSI Public Library
1.238A - Community Transit - SSI	566,223	507,996	58,227	11.5%	• Higher BC Transit costs (fuel, maintenance, and lease fees), $35k • Increased transfer to Capital Reserve Fund (CRF) to support capital plan, $20k
1.459 - Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,110,175	1,988,640	121,535	6.1%	• Annualization of SSI Community Centre expenses, IBC 13a-1.5, $60k (offset by program revenue) • Salary increase for contract changes and additional auxiliary staff for pool to open on Sundays, $69k
3.705 - S.S.I. Liquid Waste Disposal	1,038,365	991,525	46,840	4.7%	• Increased sludge hauling costs due to increased disposal costs and volume, $35k • 2023 IBC 10a-1.8: Manager, SSI and SGI Operations (IWS), $10k for service delivery
Total Salt Spring Island Electoral Area	**4,620,268**	**4,361,212**	**259,056**	**5.9%**	
2.624 - Beddis Water	317,178	270,499	46,679	17.3%	• Increased transfer to Capital Reserve Fund (CRF) to support capital plan
3.810 - Ganges Sewer	1,187,263	1,085,199	102,064	9.4%	• One-time cyclical maintenance in 2023, $80k - funded by Operating Reserve Fund (ORF) • 2023 IBC 10a-1.8: Manager, SSI and SGI Operations (IWS) $23k for service delivery
Total Local/Specified/Defined Area	**1,504,441**	**1,355,698**	**148,743**	**11.0%**	
Other (Services not meeting criteria above)	4,154,933	4,143,576	11,357	0.3%	
Total Salt Spring Island	**10,279,642**	**9,860,486**	**419,156**	**4.3%**	

Salt Spring Island - Operating Budget by Expenditure Type (in $ millions)

Expenditure Type	Provisional Plan $M 2023	Financial Plan $M* 2022	Changes $M	Changes %
Operations	8.64	8.31	0.33	4.0%
Capital Funding	-	-	-	-
Debt Servicing	0.71	0.70	0.01	1.4%
Transfer to Reserves	0.93	0.85	0.08	9.4%
Total Salt Spring Island	**10.28**	**9.86**	**0.42**	**4.3%**

*Based on Amendment Financial Plan (Bylaw No. 4498)

Appendix B-3

Salt Spring Islands 2023 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Planning & Development		
1.238B SSI Community Transportation		
Construction Program for Pathway Network	200	Grants
Recreation & Cultural Services		
1.459 SSI Park Land & Rec		
Sport Field Development	390	Grants, Reserve
Feasability study, design & construction of a new park maintenance facility	100	Reserves
Designs and replacement of pool electrical	250	Grants, Reserve
Water		
2.621 Highland/Fernwood Water		
Replace DAF waste Pump Construction	129	Grants, Capital on hand
Design and Construction of back up power system	240	Grants
2.622 Cedars of Tuam Water		
Design and construct new well and dist. System	270	Grants, Debt
2.626 Fulford Water		
Water main assessment & replacement strategy and detailed design	270	Grants, Capital on hand
2.628 Cedar Lane Water		
WTP Manganese removal construction	165	Debt, Grants
Sewer		
3.820 Maliview Estates Sewer		
Upgrading current RBC process WWTP to MBBR process	2,010	Grants, Debt
Collection system repairs and/or renewal	200	Grants, Debt
I&I program (MOE Requirement)	120	Debt

Total Projects ≥ $100K	4,344
Total Projects < $100K	1,874
Total 2023 Capital Projects	6,218

Appendix B-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SSI
2023

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.111	SSI Admin. Expenditures	8,900					8,900			8,900				8,900
1.141	SSI Public Library			10,000			10,000					10,000		10,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				53,000		53,000					53,000		53,000
1.238A	Community Transit (SSI)				50,000		50,000					50,000		50,000
1.238B	Community Transportation (SSI)	45,000			370,000		415,000				212,500	202,500		415,000
1.318	Building Inspection	14,212	22,000				36,212			36,212				36,212
1.371	SSI Emergency Program	19,317					19,317					19,317		19,317
1.455	SSI Community Parks	30,000	75,000		145,000		250,000			30,000	105,000	115,000		250,000
1.458	SSI Community Recreation	10,000			30,000		40,000			5,000		35,000		40,000
1.459	SSI Park Land & Rec Programs	362,500	40,000	240,000	390,000	45,000	1,077,500			52,500	565,000	460,000		1,077,500
2.620	Highland Water (SSI)				70,000		70,000	70,000						70,000
2.621	Highland & Fernwood Water (SSI)	40,000			504,000		544,000	59,000			420,000	65,000		544,000
2.622	Cedars of Tuam Water (SSI)				270,000		270,000		92,000		178,000			270,000
2.624	Beddis Water (SSI)	39,000			135,000		174,000				102,000	72,000		174,000
2.626	Fulford Water (SSI)	66,100			270,000		336,100	70,000			260,000	6,100		336,100
2.628	Cedar Lane Water (SSI)	22,000			165,000		187,000		90,000		95,000	2,000		187,000
3.705	SSI Septage / Composting				35,000		35,000					35,000		35,000
3.810	Ganges Sewer Utility (SSI)		77,000		235,000		312,000	50,000			182,000	80,000		312,000
3.820	Maliview Sewer Utility (SSI)				2,330,000		2,330,000		341,000		1,989,000			2,330,000
	TOTAL	**657,029**	**214,000**	**250,000**	**5,052,000**	**45,000**	**6,218,029**	**249,000**	**523,000**	**132,612**	**4,108,500**	**1,204,917**	**-**	**6,218,029**

Appendix B-5: SSI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SALT SPRING ISLANDS

1.111 SSI Administration

1.116 SSI Grants in Aid

1.124 SSI Economic Development

1.141 SSI Public Library

1.234 SSI Street Lighting

1.236 Fernwood Dock

1.238A Community Transit

1.238B Community Transportation

1.299 SSI Arts

1.316 SSI Building Numbering

1.342 Livestock Injury Compensation

1.371 SSI Emergency Program

1.378 SSI Search and Rescue

Appendix B-5: SSI Service Budgets

1.45X SSI Parks & Recreation
1.455 SSI Parks
1.458 SSI Recreation
1.459 SSI Pool & Parks Land
1.535 Stormwater Quality Management
1.925 SSI Emergency Comm-CREST
2.620 Highland Water
2.621 Highland/Fernwood Water
2.622 Cedars of Tuam Water
2.624 Beddis Water
2.626 Fulford Water
2.628 Cedar Lane Water
2.660 Fernwood Water
3.705 Septage/Composting
3.810 Ganges Sewer
3.820 Maliview Sewer

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Elections

EAC REVIEW

SEPTEMBER 2022

Service: 1.103 Elections **Committee:** Electoral Areas

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Electoral Area Elections	162,500	162,500	-	-	-	-	-	-	177,620	-
Islands Trust	74,900	74,900	-	-	-	-	-	-	81,870	-
Allocations and Insurance	32	32	380	-	-	380	400	420	13,038	460
TOTAL OPERATING COSTS	**237,432**	**237,432**	**380**	**-**	**-**	**380**	**400**	**420**	**272,528**	**460**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,500	25,500	65,200	-	-	65,200	65,200	65,200	-	65,200
TOTAL COSTS	**262,932**	**262,932**	**65,580**	**-**	**-**	**65,580**	**65,600**	**65,620**	**272,528**	**65,660**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(122,457)	(122,457)	-	-	-	-	-	-	(125,038)	-
Recovery from Islands Trust	(74,900)	(74,900)	-	-	-	-	-	-	(81,870)	-
Other Income	(84)	(84)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(197,441)**	**(197,441)**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(206,998)**	**(90)**
REQUISITION	**(65,491)**	**(65,491)**	**(65,490)**	**-**	**-**	**(65,490)**	**(65,510)**	**(65,530)**	**(65,530)**	**(65,570)**
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.1%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2022	2023	2024	2025	2026	2027
Beginning Balance		103,359	6,402	71,602	136,802	202,002	76,964
Transfer from Op Budget		25,500	65,200	65,200	65,200	-	65,200
Transfer to Op Budget		(122,457)	-	-	-	(125,038)	-
Interest Income		-					
Ending Balance $		**6,402**	**71,602**	**136,802**	**202,002**	**76,964**	**142,164**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

CAPITAL REGIONAL DISTRICT

2023 Budget

UBCM

EAC REVIEW

SEPTEMBER 2022

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Areas**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Membership Fee	12,945	12,067	13,002	-	-	13,002	13,260	13,523	13,797	14,071
TOTAL COSTS	**12,945**	**12,067**	**13,002**	**-**	**-**	**13,002**	**13,260**	**13,523**	**13,797**	**14,071**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	848	(848)	-	-	(848)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,147)	(1,147)	-	-	-	-	-	-	-	-
Other Revenue	(76)	(46)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(1,223)**	**(345)**	**(928)**	**-**	**-**	**(928)**	**(80)**	**(80)**	**(80)**	**(80)**
REQUISITION	**(11,722)**	**(11,722)**	**(12,074)**	**-**	**-**	**(12,074)**	**(13,180)**	**(13,443)**	**(13,717)**	**(13,991)**
*Percentage increase over prior year Requisition						3.0%	9.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Building Inspection

EAC Review

SEPTEMBER 2022

Service: 1.318 Building Inspection **Committee: Electoral Areas**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2022 to 2023
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2022 Budget	**1,792,001**	
Change in Salaries:		
Base salary change	25,500	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(4,022)	
Overtime and auxiliary wages	15,886	Due to increased construction activity
Total Change in Salaries	37,364	
Other Changes:		
Standard Overhead Allocation	10,290	Increase in 2022 operating costs
Human Resources Allocation	971	
Building Occupancy Allocation	6,581	
Bylaw Enforcement Allocation	5,000	Cost recovery from Bylaw services to issue fines for building infractions
Emergency Program Allocation	1,345	Increase in salaries due to step increase/paygrade change from sender: 1.372 Emergency Planning Coordination
Staff Training and Development	2,930	Wood stove inspection training course
Office Supplies	2,100	First aid supplies and safety equipment
Equipment Purchases and Vehicle Maintenance	7,660	Earth quake equipment, cell phone boosters, and satellite phone
Other (Travel, Licenses, Electricity)	6,893	
Total Other Changes	43,770	
2023 Budget	**1,873,135**	

Summary of % Expense Increase	
Auxiliary labour due to increased construction activity	0.9%
Equipment and maintenance	0.4%
Building infraction enforcement (Bylaw allocation)	0.3%
Training and Development	0.2%
Balance of increase	2.8%
% expense increase from 2022:	***4.5%***
% Requisition increase from 2022 (if applicable):	***3.0%***

Requisition funding is 25.0% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at $149,640 (11.4%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in 2022. Operating expenditures are projected at $147,935 (-8.5%) lower than budget primarily due to staff vacancies and lower travel expenses. The $297,575 favourable variance will be transferred to the Operating Reserve Fund ($247,575), which has an expected year end balance of $226,999 before this transfer; and the Equipment Replacement Fund ($50,000), which has an expected year end balance of $94,830 before this transfer.

1.318 - Building Inspection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	1,197,922	1,092,247	1,235,286	-	-	1,235,286	1,261,679	1,288,627	1,316,163	1,344,285
Telecommunications	36,610	21,557	37,710	-	-	37,710	38,470	39,230	40,020	40,820
Legal Expenses	10,600	10,600	10,920	-	-	10,920	11,140	11,360	11,590	11,820
Building Rent	34,880	34,880	35,480	-	-	35,480	36,090	36,810	37,550	38,300
Supplies	16,700	17,888	18,800	-	-	18,800	17,540	17,900	18,260	18,620
Allocations	298,869	300,410	324,529	-	-	324,529	337,519	347,458	356,968	366,799
Other Operating Expenses	153,120	123,184	167,110	-	-	167,110	169,710	173,140	176,640	180,210
TOTAL OPERATING COSTS	**1,748,701**	**1,600,766**	**1,829,835**	**-**	**-**	**1,829,835**	**1,872,148**	**1,914,525**	**1,957,191**	**2,000,854**
*Percentage Increase over prior year						4.6%	2.3%	2.3%	2.2%	2.2%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	20,000	70,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	247,575	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**20,000**	**317,575**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,792,001**	**1,941,641**	**1,873,135**	**-**	**-**	**1,873,135**	**1,915,448**	**1,957,825**	**2,000,491**	**2,044,154**
*Percentage Increase over prior year						4.5%	2.3%	2.2%	2.2%	2.2%
Internal Recoveries	(30,076)	(30,076)	(30,980)	-	-	(30,980)	(31,600)	(32,230)	(32,870)	(33,530)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,761,925**	**1,911,565**	**1,842,155**	**-**	**-**	**1,842,155**	**1,883,848**	**1,925,595**	**1,967,621**	**2,010,624**
FUNDING SOURCES (REVENUE)						4.6%	2.3%	2.2%	2.2%	2.2%
Transfer from Operating Reserve Fund	(66,235)	(66,235)	(51,755)	-	-	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Permit Fees Revenue	(1,200,000)	(1,350,000)	(1,280,000)	-	-	(1,280,000)	(1,305,600)	(1,331,710)	(1,358,350)	(1,385,510)
Contract Revenue	(37,510)	(37,150)	(38,640)	-	-	(38,640)	(39,410)	(40,200)	(41,010)	(41,830)
Grants in Lieu of Taxes	(1,802)	(1,802)	(1,720)	-	-	(1,720)	(1,750)	(1,790)	(1,830)	(1,880)
Revenue - Other	(2,610)	(2,610)	(2,660)	-	-	(2,660)	(2,710)	(2,760)	(2,820)	(2,900)
TOTAL REVENUE	**(1,308,157)**	**(1,457,797)**	**(1,374,775)**	**-**	**-**	**(1,374,775)**	**(1,407,118)**	**(1,439,335)**	**(1,471,631)**	**(1,504,714)**
REQUISITION	**(453,768)**	**(453,768)**	**(467,380)**	**-**	**-**	**(467,380)**	**(476,730)**	**(486,260)**	**(495,990)**	**(505,910)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	10.2	10.2	10.2			10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.318 Building Inspection	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$1,300	$32,300	$5,500	$4,500	$6,000	$6,000	$54,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$50,000	$0	$0	$50,000	$0	$100,000
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$1,300	$82,300	$5,500	$4,500	$56,000	$6,000	$154,300
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.318
Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$145,000	V	ERF	$0	$50,000	$0	$0	$50,000	$0	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$30,600	E	ERF	$0	$6,000	$5,500	$4,500	$6,000	$6,000	$28,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$0	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$1,300	$1,300	$0	$0	$0	$0	$1,300
			GRAND TOTAL	**$176,900**			**$1,300**	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

Service: **1.318** **Building Inspection**

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	**Capital Project Title**	Furniture Replacement	**Capital Project Description**	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Building Inspection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	473,418	421,663	364,015	301,140	233,519	160,925
Equipment Replacement Fund	144,830	82,530	97,030	112,530	76,530	90,530
Total	**618,247**	**504,192**	**461,044**	**413,669**	**310,048**	**251,454**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105544	2022	2023	2024	2025	2026	2027
Beginning Balance		292,078	473,418	421,663	364,015	301,140	233,519
Transfer from Ops Budget		247,575	-	-	-	-	-
Transfer to Ops Budget		(66,235)	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Interest Income		-					
Ending Balance $		**473,418**	**421,663**	**364,015**	**301,140**	**233,519**	**160,925**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2022	2023	2024	2025	2026	2027
Beginning Balance		208,730	144,830	82,530	97,030	112,530	76,530
Transfer from Ops Budget		70,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(133,900)	(82,300)	(5,500)	(4,500)	(56,000)	(6,000)
Interest Income		-					
Ending Balance $		**144,830**	**82,530**	**97,030**	**112,530**	**76,530**	**90,530**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

NOISE CONTROL

EAC REVIEW

SEPTEMBER 2022

Service: 1.320 **Noise Control** **Committee: Electoral Areas**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Legal	6,900	1,500	7,110	-	-	7,110	7,250	7,400	7,550	7,700
Allocations	2,597	2,597	2,678	-	-	2,678	2,731	2,782	2,834	2,886
Internal Time Charges	30,474	30,474	31,390	-	-	31,390	32,020	32,650	33,310	33,970
Other Operating Expenses	50	65	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**40,021**	**34,636**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Operating Reserve Fund	-	5,335	-	-	-	-	-	-	-	-
TOTAL COSTS	**40,021**	**39,971**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(160)	(160)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
Revenue - Other	(150)	(100)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(310)**	**(260)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(39,711)**	**(39,711)**	**(40,918)**	**-**	**-**	**(40,918)**	**(41,741)**	**(42,572)**	**(43,434)**	**(44,296)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2022	2023	2024	2025	2026	2027
Beginning Balance		15,454	20,789	20,789	20,789	20,789	20,789
Transfer from Ops Budget		5,335	-	-	-	-	-
Interest Income		-					
Ending Balance $		**20,789**	**20,789**	**20,789**	**20,789**	**20,789**	**20,789**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

SEPTEMBER 2022

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Areas**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Legal	2,130	500	2,190	-	-	2,190	2,230	2,270	2,320	2,370
Allocations	3,240	3,240	3,346	-	-	3,346	3,412	3,477	3,542	3,609
Internal Time Charges	47,685	47,685	49,130	-	-	49,130	50,100	51,100	52,120	53,160
Other Operating Expenses	320	320	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**53,375**	**51,745**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	1,630	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**1,630**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**53,375**	**53,375**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(213)	(213)	(213)	-	-	(213)	(220)	(220)	(220)	(220)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(313)**	**(313)**	**(313)**	**-**	**-**	**(313)**	**(320)**	**(320)**	**(320)**	**(320)**
REQUISITION	**(53,062)**	**(53,062)**	**(54,673)**	**-**	**-**	**(54,673)**	**(55,742)**	**(56,847)**	**(57,982)**	**(59,139)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2022	2023	2024	2025	2026	2027
Beginning Balance		11,693	13,323	13,323	13,323	13,323	13,323
Transfer from Ops Budget		1,630	-	-	-	-	-
Interest Income		-					
Ending Balance $		**13,323**	**13,323**	**13,323**	**13,323**	**13,323**	**13,323**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Electoral Area Emergency Planning Coordination

EAC REVIEW

SEPTEMBER 2022

Service: 1.372 Emergency Planning Coordination **Committee: Planning and Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries	538,896	528,836	567,137	-	-	567,137	579,331	591,790	604,508	617,502
Travel Expenses	1,860	1,000	1,920	-	-	1,920	1,960	2,000	2,040	2,080
Telecommunications	6,950	6,950	7,160	-	-	7,160	7,300	7,450	7,600	7,750
Staff Training & Development	1,650	2,537	1,700	-	-	1,700	1,730	1,760	1,800	1,840
Supplies	2,050	1,900	2,110	-	-	2,110	2,150	2,190	2,230	2,270
Allocations	62,608	62,608	63,573	-	-	63,573	65,045	66,555	67,884	69,243
Other Operating Expenses	8,750	9,101	9,260	-	-	9,260	9,450	9,640	9,830	10,020
TOTAL OPERATING COSTS	**622,764**	**612,932**	**652,860**	**-**	**-**	**652,860**	**666,966**	**681,385**	**695,892**	**710,705**
*Percentage Increase over prior year						4.8%	2.2%	2.2%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	7,500	17,332	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,500**	**17,332**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**630,264**	**630,264**	**660,360**	**-**	**-**	**660,360**	**674,466**	**688,885**	**703,392**	**718,205**
Internal Recoveries	(468,860)	(468,860)	(492,300)	-	-	(492,300)	(507,070)	(522,280)	(537,950)	(551,400)
OPERATING COSTS LESS INTERNAL RECOVERIES	**161,404**	**161,404**	**168,060**	**-**	**-**	**168,060**	**167,396**	**166,605**	**165,442**	**166,805**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(12,674)	(12,674)	(14,870)	-	-	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Grants in Lieu of Taxes	(597)	(597)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
Revenue - Other	(320)	(320)	(330)	-	-	(330)	(330)	(330)	(330)	(330)
TOTAL REVENUE	**(13,591)**	**(13,591)**	**(15,810)**	**-**	**-**	**(15,810)**	**(12,124)**	**(8,201)**	**(3,870)**	**(2,005)**
REQUISITION	**(147,813)**	**(147,813)**	**(152,250)**	**-**	**-**	**(152,250)**	**(155,272)**	**(158,404)**	**(161,572)**	**(164,800)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.372 Emergency Planning Coordination		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$2,500	$0	$0	$0	$2,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$70,000	$70,000
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$2,500	$0	$0	$70,000	$72,500
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$2,500	$0	$0	$0	$2,500
23-01	Replacement	Vehicle Replacement	Vehicle replacement	$70,000	V	ERF	$0	$0	$0	$0	$0	$70,000	$70,000
			GRAND TOTAL	**$72,500**			**$0**	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	48,765	33,895	22,721	15,480	12,580	11,555
Equipment Replacement Fund	49,587	57,087	62,087	69,587	77,087	14,587
Total	**98,352**	**90,982**	**84,808**	**85,067**	**89,667**	**26,142**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105545**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		61,439	48,765	33,895	22,721	15,480	12,580
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(12,674)	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Interest Income		-					
Ending Balance $		**48,765**	**33,895**	**22,721**	**15,480**	**12,580**	**11,555**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101985**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		32,255	49,587	57,087	62,087	69,587	77,087
Transfer from Op Budget		17,332	7,500	7,500	7,500	7,500	7,500
Planned Purchase		-	-	(2,500)	-	-	(70,000)
Interest Income		-					
Ending Balance $		**49,587**	**57,087**	**62,087**	**69,587**	**77,087**	**14,587**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2023 Budget

Admin Expenditures (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.111 **SSI Admin. Expenditures** **Committee: Electoral Areas**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

1.111 - Admin Expenditures (SSI) Director & Management	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Director Admin	101,837	94,837	82,519	-	-	82,519	84,202	85,906	87,641	89,405
Management Services	886,608	876,788	929,499	2,999	-	932,498	952,557	982,014	993,616	1,014,682
TOTAL OPERATING COSTS	**988,445**	**971,625**	**1,012,018**	**2,999**	**-**	**1,015,017**	**1,036,759**	**1,067,920**	**1,081,257**	**1,104,087**
*Percentage Increase over prior year			2.4%	0.3%		2.7%	2.1%	3.0%	1.2%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	500	7,500	1,400	-	-	1,400	11,400	11,400	11,400	11,400
TOTAL CAPITAL / RESERVES	**500**	**7,500**	**1,400**	**-**	**-**	**1,400**	**11,400**	**11,400**	**11,400**	**11,400**
TOTAL COSTS	**988,945**	**979,125**	**1,013,418**	**2,999**	**-**	**1,016,417**	**1,048,159**	**1,079,320**	**1,092,657**	**1,115,487**
Labour Recovery	(245,510)	(245,510)	(256,920)	-	-	(256,920)	(262,440)	(268,080)	(273,780)	(279,620)
Internal Allocations	(205,206)	(205,206)	(209,531)	(2,999)	-	(212,530)	(217,090)	(221,710)	(226,350)	(231,040)
TOTAL RECOVERIES	**(450,716)**	**(450,716)**	**(466,451)**	**(2,999)**	**-**	**(469,450)**	**(479,530)**	**(489,790)**	**(500,130)**	**(510,660)**
COSTS LESS INTERNAL RECOVERIES	**538,229**	**528,409**	**546,967**	**-**	**-**	**546,967**	**568,629**	**589,530**	**592,527**	**604,827**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2022 to 2023	-	9,820	(9,820)	-	-	(9,820)	-	-	-	-
Balance C/F from 2021 to 2022	(20,050)	(20,050)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(369)	(369)	(370)	-	-	(370)	(380)	(390)	(400)	(410)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Other Income	(320)	(320)	(330)	-	-	(330)	(340)	(350)	(360)	(370)
TOTAL REVENUE	**(20,739)**	**(10,919)**	**(10,520)**	**-**	**-**	**(10,520)**	**(720)**	**(740)**	**(760)**	**(780)**
REQUISITION	**(517,490)**	**(517,490)**	**(536,447)**	**-**	**-**	**(536,447)**	**(567,909)**	**(588,790)**	**(591,767)**	**(604,047)**
*Percentage increase over prior year Requisition			3.7%			3.7%	5.9%	3.7%	0.5%	2.1%
FTE's	5.8	5.8	5.8	0.2		6.0	6.0	6.0	6.0	6.0

1.111 - Admin Expenditures (SSI) Director Admin	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	55,829	55,829	57,877	-	-	57,877	59,057	60,253	61,475	62,722
Contract for Services	15,000	15,000	-	-	-	-	-	-	-	-
Allocations	11,843	11,843	11,662	-	-	11,662	11,895	12,133	12,376	12,623
Travel & Training	5,660	2,000	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Building Rental	7,045	7,045	7,260	-	-	7,260	7,410	7,560	7,710	7,860
Operating - Other	6,460	3,120	3,720	-	-	3,720	3,800	3,880	3,960	4,040
TOTAL OPERATING COSTS	**101,837**	**94,837**	**82,519**	**-**	**-**	**82,519**	**84,202**	**85,906**	**87,641**	**89,405**
*Percentage Increase over prior year						-19.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	500	7,500	1,400	-	-	1,400	1,400	1,400	1,400	1,400
TOTAL CAPITAL / RESERVES	**500**	**7,500**	**1,400**	**-**	**-**	**1,400**	**1,400**	**1,400**	**1,400**	**1,400**
TOTAL COSTS	**102,337**	**102,337**	**83,919**	**-**	**-**	**83,919**	**85,602**	**87,306**	**89,041**	**90,805**
FUNDING SOURCES (REVENUE)										
Balance C/F from 2021 to 2022	(20,050)	(20,050)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(62)	(62)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Other Income	(320)	(320)	(330)	-	-	(330)	(340)	(350)	(360)	(370)
TOTAL REVENUE	**(20,432)**	**(20,432)**	**(390)**	**-**	**-**	**(390)**	**(400)**	**(410)**	**(420)**	**(430)**
REQUISITION	**(81,905)**	**(81,905)**	**(83,529)**	**-**	**-**	**(83,529)**	**(85,202)**	**(86,896)**	**(88,621)**	**(90,375)**
*Percentage increase over prior year Requisition			2.0%			2.0%	2.0%	2.0%	2.0%	2.0%

1.111 - Admin Expenditures (SSI) Management Services	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries and Wages	697,281	697,281	734,348	2,999	-	737,347	753,230	769,454	786,023	802,945
Allocations	50,527	50,527	49,591	-	-	49,591	50,867	52,170	53,213	54,277
Vehicles & Travel	9,060	11,000	9,500	-	-	9,500	9,690	9,880	10,070	10,270
Legal Expenses	5,000	-	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Staff Training, Moving & Dues	14,000	7,500	15,000	-	-	15,000	15,300	15,600	15,900	16,220
Operating - Other	110,740	110,480	116,060	-	-	116,060	118,370	129,710	123,110	125,560
TOTAL OPERATING COSTS	**886,608**	**876,788**	**929,499**	**2,999**	**-**	**932,498**	**952,557**	**982,014**	**993,616**	**1,014,682**
*Percentage Increase over prior year			4.8%	0.3%		5.2%	2.2%	3.1%	1.2%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	**-**	**-**	**-**	**-**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**886,608**	**876,788**	**929,499**	**2,999**	**-**	**932,498**	**962,557**	**992,014**	**1,003,616**	**1,024,682**
Labour Recovery	(245,510)	(245,510)	(256,920)	-	-	(256,920)	(262,440)	(268,080)	(273,780)	(279,620)
Internal Allocations	(205,206)	(205,206)	(209,531)	(2,999)	-	(212,530)	(217,090)	(221,710)	(226,350)	(231,040)
TOTAL RECOVERIES	**(450,716)**	**(450,716)**	**(466,451)**	**(2,999)**	**-**	**(469,450)**	**(479,530)**	**(489,790)**	**(500,130)**	**(510,660)**
COSTS LESS INTERNAL RECOVERIES	**435,892**	**426,072**	**463,048**	**-**	**-**	**463,048**	**483,027**	**502,224**	**503,486**	**514,022**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2022 to 2023	-	9,820	(9,820)	-	-	(9,820)	-	-	-	-
Grants in Lieu of Taxes	(307)	(307)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(307)**	**9,513**	**(10,130)**	**-**	**-**	**(10,130)**	**(320)**	**(330)**	**(340)**	**(350)**
REQUISITION	**(435,585)**	**(435,585)**	**(452,918)**	**-**	**-**	**(452,918)**	**(482,707)**	**(501,894)**	**(503,146)**	**(513,672)**
*Percentage increase over prior year Requisition			4.0%			4.0%	6.6%	4.0%	0.2%	2.1%
FTE's	5.8	5.8	5.8	0.2		6.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.111 SSI Admin. Expenditures	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$8,900	$7,400	$4,000	$9,400	$0	$29,700
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$50,000	$0	$0	$50,000
	$0	**$8,900**	**$7,400**	**$54,000**	**$9,400**	**$0**	**$79,700**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$8,900	$7,400	$54,000	$9,400	$0	$79,700
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$8,900**	**$7,400**	**$54,000**	**$9,400**	**$0**	**$79,700**

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 #: 1.111
Service Name: SSI Admin. Expenditures

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
23-01	Replacement	Computer	Computer Replacement - SSI Admin	$25,600	E	ERF	$0	$4,800	$7,400	$4,000	$9,400	$0	$25,600
23-02	Replacement	Computer	Computer Replacement - Director	$4,100	E	ERF	$0	$4,100	$0	$0	$0	$0	$4,100
25-01	New	Vehicle	Electric vehicle	$50,000	V	ERF	$0	$0	$0	$50,000	$0	$0	$50,000
			GRAND TOTAL	**$79,700**			**$0**	**$8,900**	**$7,400**	**$54,000**	**$9,400**	**$0**	**$79,700**

Admin Expenditures (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund - Management	62,186	57,386	59,986	15,986	16,586	26,586
Equipment Replacement Fund - Director	17,243	14,543	15,943	17,343	18,743	20,143
Total	**79,429**	**71,929**	**75,929**	**33,329**	**35,329**	**46,729**

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Management

ERF Group: EASSIMGMT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102119	2022	2023	2024	2025	2026	2027
Beginning Balance		70,786	62,186	57,386	59,986	15,986	16,586
Transfer from Ops Budget		-	-	10,000	10,000	10,000	10,000
Planned Purchase		(8,600)	(4,800)	(7,400)	(54,000)	(9,400)	-
Interest Income		-					
Ending Balance $		**62,186**	**57,386**	**59,986**	**15,986**	**16,586**	**26,586**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Director

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101837**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		12,223	17,243	14,543	15,943	17,343	18,743
Transfer from Ops Budget		7,500	1,400	1,400	1,400	1,400	1,400
Planned Purchase		(2,480)	(4,100)	-	-	-	-
Interest Income		-					
Ending Balance $		**17,243**	**14,543**	**15,943**	**17,343**	**18,743**	**20,143**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Grants in Aid

EAC Review

SEPTEMBER 2022

Service: 1.116 SSI Grants in Aid **Committee: Electoral Areas**

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of $152,452 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $308,893.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.116 - SSI Grants in Aid	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Grants in Aid	104,127	65,000	68,647	-	-	68,647	50,000	50,000	50,000	50,000
Allocations	2,834	2,834	5,348	1,940	-	7,288	7,435	7,584	7,745	7,899
TOTAL OPERATING COSTS	**106,961**	**67,834**	**73,995**	**1,940**	**-**	**75,935**	**57,435**	**57,584**	**57,745**	**57,899**
*Percentage Increase over prior year			-30.8%	1.8%		-29.0%	-24.4%	0.3%	0.3%	0.3%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	39,127	(39,127)	-	-	(39,127)	-	-	-	-
Balance c/fwd from 2021 to 2022	(56,669)	(56,669)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(36)	(36)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Other Revenue	(200)	(200)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(56,905)**	**(17,778)**	**(39,377)**	**-**	**-**	**(39,377)**	**(250)**	**(250)**	**(250)**	**(250)**
REQUISITION	**(50,056)**	**(50,056)**	**(34,618)**	**(1,940)**	**-**	**(36,558)**	**(57,185)**	**(57,334)**	**(57,495)**	**(57,649)**
*Percentage increase over prior year Requisition			-30.8%	3.9%		-27.0%	56.4%	0.3%	0.3%	0.3%

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Economic Development

EAC Review

SEPTEMBER 2022

Service: 1.124 **SSI Economic Development** **Committee: Electoral Areas**

DEFINITION:

Community Economic Sustainability Commission Establishing Bylaw No. 3727 (amendment 4482), with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated

COMMISSION:

SSI Community Economic Sustainability Commission

FUNDING:

Requisition

Change in Budget 2022 to 2023
Service: 1.124 SSI Economic Development

	Total Expenditure	Comments
2022 Budget	**100,822**	
Other Changes:		
Annualization of Economic Development Coordinator (EDC)	20,000	SSI Community Economic Development Commission November 22, 2021
2023 one-time contribution for Program Development	20,000	Funding support for local NGOs - funded by ORF
Other	1,509	
Total Other Changes	41,509	
2023 Budget	**142,331**	

Summary of % Expense Increase		
Annualization of Economic Development Coordinator (EDO)	19.8%	
2023 one-time contribution for Program Development	19.8%	
Balance of increase	1.5%	
% expense increase from 2022:	***41.2%***	
% Requisition increase from 2022:	***23.9%***	*Requisition funding is 86.0% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is an estmiated one-time favourable variance of $16,975 (16.8%) due mainly to savings on webpage maintenance, contract for services and program development. This variance will be transferred to the Operating Reserve, which has an expected year end balance of $6,680 before this transfer.

1.124 - SSI Economic Development	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contract for Services - EDO	25,000	20,000	25,750	20,000	-	45,750	71,670	77,600	79,150	80,730
Website Maintenance	15,000	7,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Project Costs	20,000	15,000	20,000	-	20,000	40,000	20,000	20,000	20,000	20,000
Third Payment Payments	20,000	20,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Internal Allocations	11,642	11,642	12,181	-	-	12,181	12,442	12,695	12,960	13,217
Operating - Other	9,180	10,205	9,400	-	-	9,400	9,590	9,780	9,980	10,180
TOTAL OPERATING COSTS	**100,822**	**83,847**	**102,331**	**20,000**	**20,000**	**142,331**	**148,702**	**155,075**	**157,090**	**159,127**
*Percentage Increase over prior year			1.5%	19.8%	19.8%	41.2%	4.5%	4.3%	1.3%	1.3%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	16,975	-	-	-	-	420	5,935	7,140	8,385
TOTAL COSTS	**100,822**	**100,822**	**102,331**	**20,000**	**20,000**	**142,331**	**149,122**	**161,010**	**164,230**	**167,512**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(2,000)	(2,000)	-	-	(20,000)	(20,000)	-	-	-	-
Grants in Lieu of Taxes	(55)	(55)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Other Income	(530)	(530)	(550)	-	-	(550)	(560)	(570)	(580)	(590)
TOTAL REVENUE	**(2,585)**	**(2,585)**	**(610)**	**-**	**(20,000)**	**(20,610)**	**(620)**	**(630)**	**(640)**	**(650)**
REQUISITION	**(98,237)**	**(98,237)**	**(101,721)**	**(20,000)**	**-**	**(121,721)**	**(148,502)**	**(160,380)**	**(163,590)**	**(166,862)**
*Percentage increase over prior year Requisition			3.5%	20.4%		23.9%	22.0%	8.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105534	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	8,680	23,655	3,655	4,075	10,010	17,150
Transfer from Ops Budget	16,975	-	420	5,935	7,140	8,385
Transfer to Ops Budget - Core Budget	(2,000)	-	-	-	-	-
Transfer to Ops Budget - Project	-	(20,000)	-	-	-	-
Interest Income	-					
Ending Balance $	**23,655**	**3,655**	**4,075**	**10,010**	**17,150**	**25,535**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Public Library

EAC Review

SEPTEMBER 2022

Service: 1.141 SSI Public Library **Committee:** Electoral Areas

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of $600,000 or $0.186 / $1,000 of actual assessed value of land and improvements. To a maximum of $1,149,080.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		$ -

FUNDING:

Requisition

1.141 - SSI Public Library	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contribution to Library	445,850	445,850	465,850	-	-	465,850	475,170	484,670	494,360	504,250
Allocations	30,138	30,138	24,644	-	-	24,644	25,137	25,640	26,152	26,676
Insurance	7,170	7,170	8,150	-	-	8,150	8,560	8,990	9,440	9,910
Other Operating Expenses	6,573	4,573	6,693	-	-	6,693	6,768	6,848	6,928	7,008
Contingency	2,500	-	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL OPERATING COSTS	**492,231**	**487,731**	**507,837**	**-**	**-**	**507,837**	**518,135**	**528,648**	**539,380**	**550,344**
*Percentage Increase over prior year			3.2%			3.2%	2.0%	2.0%	2.0%	2.0%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	26,780	31,280	33,255	-	-	33,255	36,700	40,190	43,745	184,120
MFA Debt Reserve Fund	650	650	540	-	-	540	540	540	540	540
MFA Principal Payment	112,357	112,357	112,357	-	-	112,357	112,357	112,357	112,357	4,994
MFA Interest Payment	33,250	33,250	33,250	-	-	33,250	33,250	33,250	33,250	3,850
TOTAL DEBT / RESERVE	**173,037**	**177,537**	**179,402**	**-**	**-**	**179,402**	**182,847**	**186,337**	**189,892**	**193,504**
TOTAL COSTS	**665,268**	**665,268**	**687,239**	**-**	**-**	**687,239**	**700,982**	**714,985**	**729,272**	**743,848**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(472)	(472)	(490)	-	-	(490)	(500)	(510)	(520)	(530)
MFA Debt reserve fund earnings	(650)	(650)	(540)	-	-	(540)	(540)	(540)	(540)	(540)
Other Income	(526)	(526)	(526)	-	-	(526)	(540)	(550)	(560)	(570)
TOTAL REVENUE	**(1,648)**	**(1,648)**	**(1,556)**	**-**	**-**	**(1,556)**	**(1,580)**	**(1,600)**	**(1,620)**	**(1,640)**
REQUISITION	**(663,620)**	**(663,620)**	**(685,683)**	**-**	**-**	**(685,683)**	**(699,402)**	**(713,385)**	**(727,652)**	**(742,208)**
*Percentage increase over prior year Requisition			3.3%			3.3%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.141 SSI Public Library		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$10,000	$0	$0	$0	$0	$10,000
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$10,000	$0	$0	$0	$0	$10,000
			$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.141
Service Name: SSI Public Library

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$10,000**			**$0**	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

Service:	1.141	SSI Public Library

Project Number	23-01	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	Unforseen Emergency Repairs
Project Rationale	Interior renovations to add additional offices and remodel various estions of the library.				

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
-Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
-Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1084	Estimated	Budget				
Fund Centre:	102136	2022	2023	2024	2025	2026	2027
Beginning Balance		64,670	45,800	69,055	105,755	145,945	189,690
Transfer from Ops Budget		31,280	33,255	36,700	40,190	43,745	184,120
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(50,150)	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**45,800**	**69,055**	**105,755**	**145,945**	**189,690**	**373,810**

Assumptions/Backgrounds:
Building and capital reserve fund are new. Fund should be maintained at level required to pay for capital improvements and repairs.

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Street Lighting

EAC Review

SEPTEMBER 2022

Service: 1.234 **SSI Street Lighting** **Committee: Electoral Areas**

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of $24,370 or $0.0075 / $1,000 of actual assessed value of land and improvements. To a maximum of $45,392.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Electricity	24,900	25,448	25,650	-	-	25,650	26,160	26,680	27,210	27,750
Allocations	1,300	1,300	1,310	-	-	1,310	1,336	1,363	1,390	1,418
TOTAL COSTS	**26,200**	**26,748**	**26,960**	**-**	**-**	**26,960**	**27,496**	**28,043**	**28,600**	**29,168**
*Percentage Increase over prior year						2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	(548)	548	-	-	548	-	-	-	-
Balance c/fwd from 2021 to 2022	504	504	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(16)	(16)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**468**	**(80)**	**508**	**-**	**-**	**508**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(26,668)**	**(26,668)**	**(27,468)**	**-**	**-**	**(27,468)**	**(27,456)**	**(28,003)**	**(28,560)**	**(29,128)**
*Percentage increase over prior year Requisition						3.0%	0.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Fernwood Dock (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock) **Committee: Salt Spring Island Parks & Recreation**

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately $280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Parks and Recreation Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of $162,800 or $0.05 / $1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of $308,893.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).
Salt Spring Island Parks and Recreation Commission (Bylaw #4293 No.1, 2019)

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Repairs & Maintenance	3,500	3,500	3,610	-	-	3,610	3,680	3,750	3,830	3,910
Insurance	3,220	3,220	3,256	-	-	3,256	3,420	3,590	3,770	3,950
Supplies	760	760	790	-	-	790	800	810	820	830
Allocations	6,177	6,177	6,142	-	-	6,142	6,268	6,394	6,521	6,648
Other Operating Expenses	2,190	2,190	2,260	-	-	2,260	2,300	2,340	2,380	2,420
TOTAL OPERATING COSTS	**15,847**	**15,847**	**16,058**	**-**	**-**	**16,058**	**16,468**	**16,884**	**17,321**	**17,758**
*Percentage Increase over prior year						1.3%	2.6%	2.5%	2.6%	2.5%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	**10,000**	**10,000**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**25,847**	**25,847**	**26,058**	**-**	**-**	**26,058**	**26,468**	**26,884**	**27,321**	**27,758**
FUNDING SOURCES (REVENUE)										
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(38)	(38)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(168)**	**(168)**	**(170)**	**-**	**-**	**(170)**	**(170)**	**(170)**	**(170)**	**(170)**
REQUISITION - PARCEL TAX	**(25,679)**	**(25,679)**	**(25,888)**	**-**	**-**	**(25,888)**	**(26,298)**	**(26,714)**	**(27,151)**	**(27,588)**
*Percentage increase over prior year Requisition						0.8%	1.6%	1.6%	1.6%	1.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.236 SSI Small Craft Harbour (Fernwood)		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$47,500	$53,000	$150,000	$0	$0	$0	$203,000
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$47,500	**$53,000**	**$150,000**	**$0**	**$0**	**$0**	**$203,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$50,000	$0	$0	$0	$50,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$47,500	$53,000	$100,000	$0	$0	$0	$153,000
			$47,500	**$53,000**	**$150,000**	**$0**	**$0**	**$0**	**$203,000**

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

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

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

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

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

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 = Economic benefit to the organization.

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

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

Service #: 1.236

Service Name: SSI Small Craft Harbour (Fernwood Dock)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-02	Renewal	Painting and Repairs	Paint and replace rotten deck boards, float rail and antisplip gangway.	$50,000	S	Res	$45,000	$50,000	$0	$0	$0	$0	$50,000
21-01	Renewal	Rub Boards	Replace rub boards as identified in 2019 condition assessment	$3,000	S	Res	$2,500	$3,000	$0	$0	$0	$0	$3,000
22-01	New	Anticipated work from 2019 inspection	Replace and repair damaged sections	$100,000	S	Res	$0	$0	$100,000	$0	$0	$0	$100,000
22-01	Renewal	Anticipated work from 2019 inspection	CWF or Grant funding required to replace and repair damaged sections	$50,000	S	Grant	$0	$0	$50,000	$0	$0	$0	$50,000
			GRAND TOTAL	**$203,000**			**$47,500**	**$53,000**	**$150,000**	**$0**	**$0**	**$0**	**$203,000**

Service:	1.236	SSI Small Craft Harbour (Fernwood Dock)

Project Number	21-02	Capital Project Title	Painting and Repairs	Capital Project Description	Paint and replace rotten deck boards, float rail and antisplip gangway.
Project Rationale	Repairs as identified in the 2019 Supplimentary Condition Assessment Report				

Project Number	21-01	Capital Project Title	Rub Boards	Capital Project Description	Replace rub boards as identified in 2019 condition assessment
Project Rationale	Repairs as identified in the 2019 Supplimentary Condition Assessment Report				

Project Number	22-01	Capital Project Title	Anticipated work from 2019 inspection	Capital Project Description	Replace and repair damaged sections
Project Rationale	Repairs as identified in the 2019 Supplimentary Condition Assessment Report				

Project Number	22-01	Capital Project Title	Anticipated work from 2019 inspection	Capital Project Description	Replace and repair damaged sections
Project Rationale	Grant funding required to address repairs identified in the 2019 Condition Assessment Report.				

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund - Bylaw 3808

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1080	Estimated	Budget				
Fund Centre:	102111	2022	2023	2024	2025	2026	2027
Beginning Balance		192,539	155,039	112,039	22,039	32,039	42,039
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(47,500)	(53,000)	(100,000)	-	-	-
Interest Income		-					
Ending Balance $		**155,039**	**112,039**	**22,039**	**32,039**	**42,039**	**52,039**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Community Transit (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.238 SSI Community Transit & Transportation — **Commission:** SSI Transportation
1.238A Community Transit (SSI)

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $71,750 or $0.026 / $1,000 of actual assessed value of land and improvements. To a maximum of $469,517.

COMMISSION:

Salt Spring Island Transportation Commission.

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

Change in Budget 2022 to 2023

Service: 1.238A Community Transit	**Total Expenditure**	**Comments**
2022 Budget	**507,996**	
Other Changes:		
Standard Overhead Allocation	2,535	Increase in 2022 operating costs
BC Transit Municipal Obligation	34,722	Higher BC Transit costs (fuel, maintenance, and lease fees)
Transfer to Capital Reserve	20,000	To support capital plan
Other	970	
Total Other Changes	58,227	
2023 Budget	**566,223**	

Summary of % Expense Increase		
Increased BC Transit costs	6.8%	
Transfer to capital reserve	3.9%	
Balance of increase	0.7%	
% expense increase from 2022:	***11.5%***	
% Requisition increase from 2022 (if applicable):	***20.0%***	*Requisition funding is 41.3% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at $61,036 (12.0%) higher than budget due to higher transit pass revenue and safe restart funding. Operating expenditures are projected at $20,787 (4.2%) higher than budget due to higher fees from BC Transit primarily due to increased fuel, maintenance, and vehicle lease costs. The $40,249 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of $172,186 before this transfer.

1.238A - Community Transit (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Gross Municipal Obligation	469,371	490,158	504,093	-	-	504,093	513,542	523,814	534,290	544,976
Allocations	22,625	22,625	25,180	-	-	25,180	25,683	26,196	26,719	27,252
Other Operating Expenses	1,000	1,000	1,950	-	-	1,950	2,010	2,080	2,150	2,220
TOTAL OPERATING COSTS	**492,996**	**513,783**	**531,223**	**-**	**-**	**531,223**	**541,235**	**552,090**	**563,159**	**574,448**
*Percentage Increase over prior year						7.8%	1.9%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	15,000	15,000	15,000	20,000	-	35,000	35,000	35,000	35,000	35,000
Transfer to Operating Reserve Fund	-	40,249		-	-	-	-	-	375	11,935
TOTAL CAPITAL / RESERVES	**15,000**	**55,249**	**15,000**	**20,000**	**-**	**35,000**	**35,000**	**35,000**	**35,375**	**46,935**
TOTAL COSTS	**507,996**	**569,032**	**546,223**	**20,000**	**-**	**566,223**	**576,235**	**587,090**	**598,534**	**621,383**
*Percentage Increase over prior year						11.5%	1.8%	1.9%	1.9%	3.8%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(130,000)	(130,000)	(125,585)	-	-	(125,585)	(69,780)	(14,446)	-	-
Transit Pass Revenue	(154,591)	(165,624)	(195,020)	-	-	(195,020)	(225,455)	(229,964)	(234,564)	(239,255)
Safe Restart Funding Allocation (2021)	(28,044)	(78,047)	-	-	(21,368)	(21,368)	-	-	-	-
Other Income	(520)	(520)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Grants in Lieu of Taxes	(130)	(130)	(130)	-	-	(130)	(160)	(160)	(160)	(160)
TOTAL REVENUE	**(313,285)**	**(374,321)**	**(321,255)**	**-**	**(21,368)**	**(342,623)**	**(295,915)**	**(245,090)**	**(235,244)**	**(239,935)**
REQUISITION	**(194,711)**	**(194,711)**	**(224,968)**	**(20,000)**	**21,368**	**(223,600)**	**(280,320)**	**(342,000)**	**(363,290)**	**(381,448)**
*Percentage increase over prior year Requisition			15.5%	10.3%	-11.0%	14.8%	25.4%	22.0%	6.2%	5.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.238A Community Transit (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$50,000	$40,000	$40,000	$40,000	$40,000	$210,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$50,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$210,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$5,000	$5,000	$5,000	$5,000	$20,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$50,000	$35,000	$35,000	$35,000	$35,000	$190,000
		$0	**$50,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$210,000**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.238A

Service Name: Community Transit (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$140,000	S	Res	$0	$0	$35,000	$35,000	$35,000	$35,000	$140,000
23-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$20,000	S	Grant	$0	$0	$5,000	$5,000	$5,000	$5,000	$20,000
23-02	New	O & M Facility Plan	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
				$210,000			**$0**	**$50,000**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$210,000**

Service:	1.238A	Community Transit (SSI)

Project Number	Capital Project Title	Capital Project Description
23-01	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.

Project Rationale Continuation of the Art Inpsired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.

Project Number	Capital Project Title	Capital Project Description
23-01	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.

Project Rationale Continuation of the Art Inpsired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.

Project Number	Capital Project Title	Capital Project Description
23-02	O & M Facility Plan	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.

Project Rationale O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.

Community Transit (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	212,435	86,850	17,070	2,624	2,999	14,934
Capital Reserve Fund	23,324	8,324	8,324	8,324	8,324	8,324
Total	**235,759**	**95,174**	**25,394**	**10,948**	**11,323**	**23,258**

Reserve Schedule

Reserve Fund: 1.238A SSI Transit - Operating Reserve Fund - Bylaw 4146

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105409	2022	2023	2024	2025	2026	2027
Beginning Balance		302,186	212,435	86,850	17,070	2,624	2,999
Transfer from Ops Budget		40,249	-	-	-	375	11,935
Transfer to Ops Budget		(130,000)	(125,585)	(69,780)	(14,446)	-	-
Interest Income		-					
Ending Balance $		**212,435**	**86,850**	**17,070**	**2,624**	**2,999**	**14,934**

Assumptions/Background:

To fund service expansions & bus leasing costs

Reserve Schedule

Reserve Fund: 1.238A SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capitalworks and related debt servicing payments.

Reserve Cash Flow

Fund:	1091	Estimated	Budget				
Fund Centre:	102201	2022	2023	2024	2025	2026	2027
Beginning Balance		43,324	23,324	8,324	8,324	8,324	8,324
Transfer from Ops Budget		15,000	35,000	35,000	35,000	35,000	35,000
Planned Purchase		(35,000)	(50,000)	(35,000)	(35,000)	(35,000)	(35,000)
Interest Income		-					
Ending Balance $		**23,324**	**8,324**	**8,324**	**8,324**	**8,324**	**8,324**

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilties, land acquisition as well as machinery or equipmnent necessary for capital works and related dept servicing.

CAPITAL REGIONAL DISTRICT

2023 Budget

Community Transportation (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.238 SSI Community Transit & Transportation — **Commission:** SSI Transportation
1.238B Community Transportation (SSI)

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $146,250 or $0.044 / $1,000 of actual assesses value of land and improvements. To a maximum of $271,825.

COMMISSION:

Salt Spring Island Transportation Commission.

FUNDING:

Requisition

1.238B - Community Transportation (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	59,274	59,274	57,301	-	-	57,301	58,525	59,763	61,014	62,258
Labour Cost	21,312	21,312	22,030	-	-	22,030	22,470	22,930	23,400	23,880
Other Operating Expenses	1,620	1,110	1,655	-	-	1,655	1,670	1,700	1,730	1,760
TOTAL OPERATING COSTS	**82,206**	**81,696**	**80,986**	**-**	**-**	**80,986**	**82,665**	**84,393**	**86,144**	**87,898**
*Percentage Increase over prior year						-1.5%	2.1%	2.1%	2.1%	2.0%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	85,000	85,000	78,000	-	-	78,000	80,000	81,500	83,000	84,500
Transfer to Operating Reserve Fund	5,000	5,510	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL DEBT / RESERVES	**90,000**	**90,510**	**83,000**	**-**	**-**	**83,000**	**85,000**	**86,500**	**88,000**	**89,500**
TOTAL COSTS	**172,206**	**172,206**	**163,986**	**-**	**-**	**163,986**	**167,665**	**170,893**	**174,144**	**177,398**
FUNDING SOURCES (REVENUE)										
Other Income	(1,040)	(1,040)	(1,040)	-	-	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)
Grants in Lieu of Taxes	(121)	(121)	(120)	-	-	(120)	(130)	(130)	(130)	(130)
TOTAL REVENUE	**(1,161)**	**(1,161)**	**(1,160)**	**-**	**-**	**(1,160)**	**(1,170)**	**(1,170)**	**(1,170)**	**(1,170)**
REQUISITION	**(171,045)**	**(171,045)**	**(162,826)**	**-**	**-**	**(162,826)**	**(166,495)**	**(169,723)**	**(172,974)**	**(176,228)**
*Percentage increase over prior year Requisition						-4.8%	2.3%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.238B Community Transportation (SSI)		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$45,000	$0	$0	$0	$0	$45,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$260,000	$370,000	$220,000	$112,500	$96,000	$106,000	$904,500
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$260,000	**$415,000**	**$220,000**	**$112,500**	**$96,000**	**$106,000**	**$949,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$200,000	$212,500	$200,000	$75,000	$60,000	$60,000	$607,500
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$60,000	$202,500	$20,000	$37,500	$36,000	$46,000	$342,000
			$260,000	**$415,000**	**$220,000**	**$112,500**	**$96,000**	**$106,000**	**$949,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.238B

Service Name: Community Transportation (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-04	New	Construction Program for Pathway Network	Construction of pathway at Merchant Mews to just south of Leisure Lane.	$220,000	S	Grant	$200,000	$200,000	$0	$0	$0	$0	$200,000
22-06	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Removal of barriers along Lower Ganges Road from Baker Road south.	$10,000	S	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-08	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north.	$50,000	S	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
22-12	New	Design and Construction of Pathway	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.	$250,000	S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
22-12	New				S	Res	$0	$0	$20,000	$0	$0	$0	$20,000
22-14	New	Design and Construction of Pathway	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.	$107,500	S	Grant	$0	$0	$0	$75,000	$0	$0	$75,000
22-14	New				S	Res	$0	$0	$0	$7,500	$0	$0	$7,500
23-01	New	Design and Construction of Pathway	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management	$96,000	S	Res	$0	$0	$0	$30,000	$6,000	$0	$36,000
23-01	New		Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road.		S	Grant	$0	$0	$0	$0	$60,000	$0	$60,000
23-03	New	Design Pathway along harbour side on Lower Ganges Road.	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
23-04	New	Installation of Speed Boards	Investigation and installation of Speed Boards at various locations (5) in and around Ganges.	$27,500	S	Res	$0	$27,500	$0	$0	$0	$0	$27,500
23-04			Investigation and installation of Speed Boards at various locations (5) in and around Ganges. ICBC will fund $2,500 per board.	$12,500	S	Grant	$0	$12,500	$0	$0	$0	$0	$12,500
24-01	New	Design and Construction of Pathway	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.	$96,000	S	Res	$0	$0	$0	$0	$30,000	$6,000	$36,000
24-01	New				S	Grant	$0	$0	$0	$0	$0	$60,000	$60,000
25-01	New	Design and Construction of Pathway	Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.	$205,000	S	Res	$0	$0	$0	$0	$0	$40,000	$40,000
22-09	New	Pathway Standards Development	Develop a set of standards and specifications for pathway design, construction and maintenance.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
23-05	New	Snow Removal Equipment	Purchase of a skid steer loader and trailer c/w snow blade and bucket for snow removal.	$45,000	E	Res	$0	$45,000	$0	$0	$0	$0	$45,000
			GRAND TOTAL	**$1,189,500**			**$260,000**	**$415,000**	**$220,000**	**$112,500**	**$96,000**	**$106,000**	**$949,500**

Service:	1.238B	Community transportation (SSI)

Project Number	22-04	**Capital Project Title**	Construction Program for Pathway Network	**Capital Project Description**	Construction of pathway at Merchant Mews to just south of Leisure Lane.
Project Rationale	This is a pathway to benefit users from a safety and access perspective from the Merchant Mews commercial area connecting it to pathways that lead to Ganges.				

Project Number	22-06	**Capital Project Title**	Lower Ganges Road - Barrier and Retaining Wall Modifications	**Capital Project Description**	Removal of barriers along Lower Ganges Road from Baker Road south.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated.				

Project Number	22-08	**Capital Project Title**	Lower Ganges Road - Barrier and Retaining Wall Modifications	**Capital Project Description**	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated from Booth Canal Road north along Lower Ganges Road				

Project Number	22-12	**Capital Project Title**	Design and Construction of Pathway	**Capital Project Description**	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.
Project Rationale	This project is part of the Active Transportation network. Design and construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.				

Project Number	22-14	**Capital Project Title**	Design and Construction of Pathway	**Capital Project Description**	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.
Project Rationale	This project is part of the Active transportation. Design and construction of pathway network sections that have been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.				

Project Number	23-01	**Capital Project Title**	Design and Construction of Pathway	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management
Project Rationale	This project is part of the Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management.				

Project Number	23-03	**Capital Project Title**	Design Pathway along harbour side on Lower Ganges Road.	**Capital Project Description**	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.
Project Rationale	This project is part of the Active Transportation network. Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Ra				

Project Number	23-04	**Capital Project Title**	Installation of Speed Boards	**Capital Project Description**	Investigation and installation of Speed Boards at various locations (5) in and around Ganges.
Project Rationale	Investigation and installation of Speed Boards at various locations (5) in and around Ganges. ICBC will fund $2,500 per board.				

Project Number	24-01	**Capital Project Title**	Design and Construction of Pathway	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.
Project Rationale	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.				

Project Number	25-01	**Capital Project Title**	Design and Construction of Pathway	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.
Project Rationale	Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.				

Project Number	22-09	**Capital Project Title**	Pathway Standards Development	**Capital Project Description**	Develop a set of standards and specifications for pathway design, construction and maintenance.
Project Rationale	Develop a set of standards and specifications for pathway design, construction and maintenance.				

Project Number	23-05	**Capital Project Title**	Snow Removal Equipment	**Capital Project Description**	Purchase of a skid steer loader and trailer c/w snow blade and bucket for snow removal.
Project Rationale	Purchase of a skid steer loader and trailer c/w snow blade and bucket for snow removal for sow removal and sidewalk maintenance.				

Community Transportation (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	19,110	24,110	29,110	34,110	39,110	44,110
Pathways CRF	288,960	164,460	224,460	268,460	315,460	353,960
Sidewalks CRF	284	284	284	284	284	284
North Ganges Transportation Plan	6,181	6,181	6,181	6,181	6,181	6,181
Total	**314,535**	**195,035**	**260,035**	**309,035**	**361,035**	**404,535**

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105539	2022	2023	2024	2025	2026	2027
Beginning Balance		13,600	19,110	24,110	29,110	34,110	39,110
Transfer from Ops Budget		5,510	5,000	5,000	5,000	5,000	5,000
Interest Income		-					
Ending Balance $		**19,110**	**24,110**	**29,110**	**34,110**	**39,110**	**44,110**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102142	2022	2023	2024	2025	2026	2027
Beginning Balance		69,767	288,960	164,460	224,460	268,460	315,460
Transfer from Ops Budget		85,000	78,000	80,000	81,500	83,000	84,500
Transfer from Capital Fund		272,033	-	-	-	-	-
Planned Purchase		(137,840)	(202,500)	(20,000)	(37,500)	(36,000)	(46,000)
Interest Income		-	-	-	-	-	-
Ending Balance $		**288,960**	**164,460**	**224,460**	**268,460**	**315,460**	**353,960**

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servcing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102147	2022	2023	2024	2025	2026	2027
Beginning Balance		27,444	284	284	284	284	284
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		(27,160)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**284**	**284**	**284**	**284**	**284**	**284**

Assumptions/Background:

Funds received from property owners for sidewalks infront of their properties

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102148	2022	2023	2024	2025	2026	2027
Beginning Balance		6,181	6,181	6,181	6,181	6,181	6,181
Interest Income		-					
Ending Balance $		**6,181**	**6,181**	**6,181**	**6,181**	**6,181**	**6,181**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Salt Spring Island Arts

EAC Review

SEPTEMBER 2022

Service: 1.299 SSI Arts **Committee: Electoral Areas**

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $93,050 or $0.031 / $1,000 of actual assessed value of land and improvements. To a maximum of $191,513.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Art Centre Society	82,348	82,348	83,993	-	-	83,993	85,673	87,388	89,138	90,923
Gulf Islands Community Arts Council	35,292	35,292	35,997	-	-	35,997	36,717	37,452	38,202	38,967
Allocations	2,370	2,370	2,404	-	-	2,404	2,452	2,501	2,551	2,602
Other Operating Expenses	200	200	210	-	-	210	210	210	210	210
TOTAL COSTS	**120,210**	**120,210**	**122,604**	**-**	**-**	**122,604**	**125,052**	**127,551**	**130,101**	**132,702**
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	1,552	1,552	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(85)	(85)	(85)	-	-	(85)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**1,467**	**1,467**	**(85)**	**-**	**-**	**(85)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(121,677)**	**(121,677)**	**(122,519)**	**-**	**-**	**(122,519)**	**(124,962)**	**(127,461)**	**(130,011)**	**(132,612)**
*Percentage increase over prior year Requisition						0.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Building Numbering

EAC Review

SEPTEMBER 2022

Service: 1.316 **SSI Building Numbering** **Committee: Electoral Areas**

DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.316 - SSI Building Numbering	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Building Inspection	9,094	9,094	9,370	-	-	9,370	9,560	9,750	9,940	10,140
Allocations	473	473	479	-	-	479	489	499	509	519
Other Operating Expenses	20	20	20	-	-	20	20	20	20	20
TOTAL COSTS	**9,587**	**9,587**	**9,869**	**-**	**-**	**9,869**	**10,069**	**10,269**	**10,469**	**10,679**
*Percentage Increase over prior year						2.9%	2.0%	2.0%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	19	19	-	-	-	-	-	-	-	-
Other Revenue	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(1)**	**(1)**	**(20)**	**-**	**-**	**(20)**	**(20)**	**(20)**	**(20)**	**(20)**
REQUISITION	**(9,586)**	**(9,586)**	**(9,849)**	**-**	**-**	**(9,849)**	**(10,049)**	**(10,249)**	**(10,449)**	**(10,659)**
*Percentage increase over prior year Requisition						2.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Livestock Injury Compensation

EAC Review

SEPTEMBER 2022

Service: 1.342 SSI Livestock Injury Compensation **Committee: Electoral Area**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Salt Spring Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Salt Spring Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.342 - SSI Livestock Injury Compensation	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	150	150	158	-	-	158	161	164	167	170
Compensation Claim Payments	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**3,150**	**3,150**	**3,158**	**-**	**-**	**3,158**	**3,161**	**3,164**	**3,167**	**3,170**
*Percentage Increase over prior year						0.3%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
REQUISITION	**(3,150)**	**(3,150)**	**(3,158)**	**-**	**-**	**(3,158)**	**(3,161)**	**(3,164)**	**(3,167)**	**(3,170)**
*Percentage increase over prior year Requisition						0.3%	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Emergency Program

EAC Review

SEPTEMBER 2022

Service: 1.371 SSI Emergency Program **Committee: Electoral Areas**

DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.
Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.
Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.
Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

1.371 - SSI Emergency Program	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Travel Expense	1,530	1,500	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Contract for Services	78,510	78,200	85,878	-	-	85,878	87,600	89,350	91,130	92,960
Neighbourhood Program	4,490	2,524	3,070	-	-	3,070	3,130	3,190	3,250	3,310
Emergency Social Services	100	520	300	-	-	300	310	320	330	340
Building Rent	14,898	14,000	14,000	-	-	14,000	14,000	14,000	14,000	14,000
Staff Training & Development	2,040	2,000	2,200	-	-	2,200	2,240	2,280	2,330	2,380
Supplies	5,360	8,124	5,472	-	-	5,472	5,590	5,710	5,830	5,950
Allocations	6,955	6,955	6,505	-	-	6,505	6,635	6,768	6,903	7,041
Other Operating Expenses	16,220	16,280	15,997	-	-	15,997	16,350	16,720	17,100	17,480
TOTAL OPERATING COSTS	**130,103**	**130,103**	**134,922**	**-**	**-**	**134,922**	**137,385**	**139,898**	**142,463**	**145,081**
*Percentage Increase over prior year						3.7%	1.8%	1.8%	1.8%	1.8%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(2,000)	(2,000)	(7,987)	-	-	(7,987)	(7,915)	(7,842)	(7,770)	(7,698)
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(2,190)**	**(2,190)**	**(8,177)**	**-**	**-**	**(8,177)**	**(8,105)**	**(8,032)**	**(7,960)**	**(7,888)**
REQUISITION	**(127,913)**	**(127,913)**	**(126,745)**	**-**	**-**	**(126,745)**	**(129,280)**	**(131,866)**	**(134,503)**	**(137,193)**
*Percentage increase over prior year Requisition						-0.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.371 SSI Emergency Program	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$19,317	$0	$0	$0	$0	$19,317
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$19,317**	**$0**	**$0**	**$0**	**$0**	**$19,317**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$19,317	$0	$0	$0	$0	$19,317
	$0	**$19,317**	**$0**	**$0**	**$0**	**$0**	**$19,317**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.371

Service Name: SSI Emergency Program

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	New	Seacan Purchase	Purchase and installation of Seacan for Emergeny Program storage	$12,317	E	Res	$0	$12,317	$0	$0	$0	$0	$12,317
23-02	Replacement	Computer Upgrades	Regularly scheduled replacement of Emergency Program computer equiptment	$7,000	E	Res	$0	$7,000	$0	$0	$0	$0	$7,000
			GRAND TOTAL	**$19,317**			**$0**	**$19,317**	**$0**	**$0**	**$0**	**$0**	**$19,317**

SSI Emergency Program
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	42,572	23,255	23,255	23,255	23,255	23,255
Operating Reserve Fund	60,611	52,624	44,709	36,867	29,097	21,399
Equipment Replacement Fund	853	853	853	853	853	853
Total	**104,036**	**76,732**	**68,817**	**60,975**	**53,205**	**45,507**

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Capital Reserve Fund - Bylaw 3389

Reserve established for capital expenditures for or in respect of capital projects, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund:	1073	Estimated	Budget				
Fund Centre:	101949	2022	2023	2024	2025	2026	2027
Beginning Balance		42,572	42,572	23,255	23,255	23,255	23,255
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	(19,317)	-	-	-	-
Interest Income		-					
Ending Balance $		**42,572**	**23,255**	**23,255**	**23,255**	**23,255**	**23,255**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105402	2022	2023	2024	2025	2026	2027
Beginning Balance		62,611	60,611	52,624	44,709	36,867	29,097
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(2,000)	(7,987)	(7,915)	(7,842)	(7,770)	(7,698)
Interest Income		-					
Ending Balance $		**60,611**	**52,624**	**44,709**	**36,867**	**29,097**	**21,399**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Equipment Replacement Fund

ERF Group: SSIEMERG.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101437	2022	2023	2024	2025	2026	2027
Beginning Balance		853	853	853	853	853	853
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**853**	**853**	**853**	**853**	**853**	**853**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Search and Rescue

EAC Review

SEPTEMBER 2022

Service: 1.378 SSI Search and Rescue **Committee: Electoral Areas**

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $15,000 or $0.0053 / $1,000 on actual assessed value of land and improvements. To a maximum of $32,743.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contribution to SSI SAR	31,365	24,165	31,365	-	-	31,365	31,171	31,138	31,104	31,069
Society Allocations	1,415	1,415	1,639	-	-	1,639	1,672	1,705	1,739	1,774
TOTAL COSTS	**32,780**	**25,580**	**33,004**	**-**	**-**	**33,004**	**32,843**	**32,843**	**32,843**	**32,843**
*Percentage Increase over prior year						0.7%	-0.5%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	7,200	(7,200)	-	-	(7,200)	-	-	-	-
Balance c/fwd from 2021 to 2022	(7,728)	(7,728)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(17)	(17)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(7,825)**	**(625)**	**(7,300)**	**-**	**-**	**(7,300)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(24,955)**	**(24,955)**	**(25,704)**	**-**	**-**	**(25,704)**	**(32,743)**	**(32,743)**	**(32,743)**	**(32,743)**
*Percentage increase over prior year Requisition						3.0%	27.4%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Salt Spring Island Parks and Recreation

EAC Review

SEPTEMBER 2022

1.455 / 1.458 / 1.459 Salt Spring Island Recreation - All Service Areas	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Swimming Pool	906,133	881,282	916,220	20,000	-	936,220	955,406	974,956	994,931	1,015,295
Park Land	851,838	880,063	886,581	63,334	-	949,915	1,009,393	1,042,294	1,064,182	1,050,143
Community Recreation	264,803	261,877	267,719	15,000	-	282,719	288,541	295,218	301,247	307,403
Community Parks	1,000,496	956,716	1,001,040	(30,168)	-	970,872	991,357	1,012,247	1,033,448	1,055,074
TOTAL OPERATING COSTS	**3,023,270**	**2,979,938**	**3,071,560**	**68,166**	**-**	**3,139,726**	**3,244,697**	**3,324,715**	**3,393,808**	**3,427,915**
*Percentage Increase			1.6%	2.3%		3.9%	3.3%	2.5%	2.1%	1.0%
CAPITAL / RESERVE										
Swimming Pool	100,000	101,195	107,500	-	(40,000)	67,500	140,000	145,000	150,000	150,000
Park Land	130,359	136,384	141,000	15,000	-	156,000	251,000	217,500	217,500	217,500
Community Recreation	-	2,574	-	-	-	-	-	-	-	-
Community Parks	8,600	8,600	10,000	5,000	-	15,000	25,500	25,500	25,500	25,500
DEBT CHARGES	310	762	540	-	-	540	90	90	411,840	933,199
TOTAL CAPITAL / RESERVES	239,269	249,515	259,040	20,000	(40,000)	239,040	416,590	388,090	804,840	1,326,199
TOTAL COSTS	**3,262,539**	**3,229,453**	**3,330,600**	**88,166**	**(40,000)**	**3,378,766**	**3,661,287**	**3,712,805**	**4,198,648**	**4,754,114**
Internal Recoveries	(498,738)	(498,738)	(476,328)	-	-	(476,328)	(485,860)	(495,556)	(505,454)	(515,560)
OPERATING LESS RECOVERIES	**2,763,801**	**2,730,715**	**2,854,272**	**88,166**	**(40,000)**	**2,902,438**	**3,175,427**	**3,217,249**	**3,693,194**	**4,238,554**
FUNDING SOURCES (REVENUE)										
Swimming Pool	(293,915)	(270,711)	(292,480)	(14,610)	-	(307,090)	(292,830)	(298,670)	(304,640)	(310,720)
Park Land	(45,850)	(80,100)	(40,090)	(103,460)	-	(143,550)	(146,420)	(149,340)	(149,560)	(152,530)
Community Recreation	(210,221)	(209,869)	(207,389)	(5,000)	(10,000)	(222,389)	(227,262)	(232,716)	(237,491)	(241,657)
Community Parks	(153,066)	(109,286)	(128,320)	82,200	-	(46,120)	(46,940)	(47,780)	(48,640)	(49,510)
TOTAL REVENUE	(703,052)	(669,966)	(668,279)	(40,870)	(10,000)	(719,149)	(713,452)	(728,506)	(740,331)	(754,417)
REQUISITION	**(2,060,749)**	**(2,060,749)**	**(2,185,993)**	**(47,296)**	**50,000**	**(2,183,289)**	**(2,461,975)**	**(2,488,743)**	**(2,952,863)**	**(3,484,137)**
*Percentage increase over prior year requisition			6.1%	2.3%	-2.4%	5.9%	12.8%	1.1%	18.6%	18.0%
AUTHORIZIED POSITIONS: Salaried	12.33	12.33	12.33			12.33	12.33	12.33	12.33	12.33

1.45X SSI Pool, Park Land, Community Recreation, and Community Parks Reserves Summary
2023 - 2027 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
1.459 SSI Pool & Park Land						
Operating Reserve Fund - SSI Pool & Park Land	33,631	23,631	53,631	68,631	98,631	128,631
Capital Reserve Fund - SSI Pool	152,461	44,961	29,961	44,961	109,961	174,961
Capital Reserve Fund - SSI Park Land	250,547	20,547	55,547	130,547	195,547	250,547
Capital Reserve Fund - Park Land Acquisition	562,498	562,498	62,498	62,498	62,498	62,498
Equipment Replacement Fund - SSI Pool	41,210	28,710	43,710	63,710	73,710	83,710
Subtotal	**1,040,347**	**680,347**	**245,347**	**370,347**	**540,347**	**700,347**
1.458 SSI Community Recreation						
Operating Reserve Fund	10,796	10,796	10,796	10,796	10,796	10,796
Capital Reserve Fund - Community Recreation Facilities	140,698	111,698	17,698	19,198	20,698	22,198
Equipment Replacement Fund	10,362	10,362	10,362	10,362	10,362	10,362
Subtotal	**161,856**	**132,856**	**38,856**	**40,356**	**41,856**	**43,356**
1.455 SSI Community Parks						
Operating Reserve Fund	-	5,000	10,000	15,000	20,000	25,000
Capital Reserve Fund - Community Parks	68,859	3,859	23,859	3,859	23,859	23,859
Capital Reserve Fund - Community Park Facilities	11,953	1,953	6,953	26,953	16,953	41,953
Equipment Replacement Fund	70,082	50,082	45,582	2,082	3,582	5,082
Subtotal	**150,894**	**60,894**	**86,394**	**47,894**	**64,394**	**95,894**
Ending Balance $	**1,353,096**	**874,096**	**370,596**	**458,596**	**646,596**	**839,596**

CAPITAL REGIONAL DISTRICT

2023 Budget

Salt Spring Island - Community Parks

EAC Review

SEPTEMBER 2022

Service: 1.455 SSI Community Parks **Committee:** Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks.
Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $498,297 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $926,678.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

1.455 - Salt Spring Island Recreation - Community Parks	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries	462,595	429,525	474,631	3,360	-	477,991	488,253	498,737	509,447	520,387
Maintenance, Security & Insurance	40,830	30,870	35,690	-	-	35,690	36,620	37,560	38,540	39,550
Internal Allocations	135,451	135,451	141,684	(17,012)	-	124,672	127,344	130,070	132,671	135,327
Utilities & Operating - Supplies	33,775	33,510	39,460	-	-	39,460	40,240	41,020	41,830	42,650
Contract for Services	37,550	38,125	31,295	(21,500)	-	9,795	9,990	10,190	10,400	10,610
Travel - Vehicles	25,060	24,000	24,090	-	-	24,090	24,570	25,060	25,560	26,070
Parks Maintenance Labour	208,370	208,370	195,610	-	-	195,610	199,520	203,500	207,560	211,700
Bylaw Labour	56,865	56,865	58,580	4,984	-	63,564	64,820	66,110	67,440	68,780
TOTAL OPERATING COSTS	**1,000,496**	**956,716**	**1,001,040**	**(30,168)**	**-**	**970,872**	**991,357**	**1,012,247**	**1,033,448**	**1,055,074**
*Percentage Increase			0.1%	-3.2%		-3.0%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,500	5,500	5,500	5,500
Transfer to Capital Reserve Fund	3,600	3,600	5,000	-	-	5,000	15,000	15,000	15,000	15,000
Transfer to Operating Reserve Fund	-	-	-	5,000	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	**8,600**	**8,600**	**10,000**	**5,000**	**-**	**15,000**	**25,500**	**25,500**	**25,500**	**25,500**
DEBT CHARGES	-	-	-	-	-	-	-	-	233,750	358,888
TOTAL COST	**1,009,096**	**965,316**	**1,011,040**	**(25,168)**	**-**	**985,872**	**1,016,857**	**1,037,747**	**1,292,698**	**1,439,462**
Internal Time Recovery	(397,958)	(397,958)	(390,890)	-	-	(390,890)	(398,700)	(406,650)	(414,770)	(423,060)
TOTAL COSTS NET OF RECOVERIES	**611,138**	**567,358**	**620,150**	**(25,168)**	**-**	**594,982**	**618,157**	**631,097**	**877,928**	**1,016,402**
FUNDING SOURCES (REVENUE)										
Rental Income	(117,200)	(90,020)	(117,300)	82,200	-	(35,100)	(35,800)	(36,510)	(37,240)	(37,990)
Other Grant	(9,968)	(9,968)	-	-	-	-	-	-	-	-
Revenue-Other	(25,898)	(9,298)	(11,020)	-	-	(11,020)	(11,140)	(11,270)	(11,400)	(11,520)
TOTAL REVENUE	(153,066)	(109,286)	(128,320)	82,200	-	(46,120)	(46,940)	(47,780)	(48,640)	(49,510)
REQUISITION	**(458,072)**	**(458,072)**	**(491,830)**	**(57,032)**	**-**	**(548,862)**	**(571,217)**	**(583,317)**	**(829,288)**	**(966,892)**
*Percentage increase over prior year requisition			7.4%	12.5%		19.8%	4.1%	2.1%	42.2%	16.6%
AUTHORIZED POSITIONS:										
Salaried	5.1	5.1	5.1			5.1	5.1	5.1	5.1	5.1
User Funding	19.2%					5.9%	5.8%	5.8%	4.2%	3.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.455 SSI Community Parks		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$10,000	$30,000	$20,000	$20,000	$15,000	$15,000	$100,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$15,000	$145,000	$305,000	$70,000	$5,095,000	$40,000	$5,655,000
Vehicles		V	$0	$75,000	$0	$130,000	$0	$20,000	$225,000
			$25,000	**$250,000**	**$325,000**	**$220,000**	**$5,110,000**	**$75,000**	**$5,980,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$5,000,000	$0	$5,000,000
Equipment Replacement Fund		ERF	$10,000	$30,000	$20,000	$60,000	$15,000	$15,000	$140,000
Grants (Federal, Provincial)		Grant	$0	$105,000	$275,000	$105,000	$50,000	$30,000	$565,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$15,000	$115,000	$30,000	$55,000	$45,000	$30,000	$275,000
			$25,000	**$250,000**	**$325,000**	**$220,000**	**$5,110,000**	**$75,000**	**$5,980,000**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.455
Service Name: SSI Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-07	Renewal	Improve Beach Accesses	Upgrades and improvements required for existing beach accesses on MOTI right of ways.	$60,000	S	Res	$0	$0	$10,000	$0	$10,000	$0	$20,000
19-07	Renewal				S	Grant	$0	$0	$20,000	$0	$20,000	$0	$40,000
19-09	Replacement	ERF for maintenance equipment	Replace maintenance equipment (Flat deck trailer, push mower, weed eater, chainsaws)	$115,000	E	ERF	$10,000	$30,000	$20,000	$20,000	$15,000	$15,000	$100,000
20-05	Renewal	Centennial Park Boardwalk Upgrades	Repair existing boardwalk & gazebo based on 2020 structural assessment	$150,000	S	Res	$5,000	$10,000	$10,000	$5,000	$25,000	$0	$50,000
20-05	Renewal		CWF/Grant funding required for boardwalk repairs		S	Grant	$0	$25,000	$25,000	$25,000	$0	$0	$75,000
20-06	New	Construction of Ganges Boardwalk	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. CWF have been allocated to design work. 10k from reserves is required to fund CRD staff/engineering time	$5,015,000	S	Res	$5,000	$10,000	$0	$0	$0	$0	$10,000
20-06	New		Debt funding required for boardwalk project		S	Debt	$0	$0	$0	$0	$5,000,000	$0	$5,000,000
20-08	New	Centennial Park Upgrades	Upgrades or replacement of park features and ammenities	$1,000,000	S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
21-01	New	Linear Park Development	Trial and parking upgrades or development	$200,000	S	Res	$5,000	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
21-01	New		CWF/Grant funding required for trail development		S	Grant	$0	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
21-05	Replacement	Vehicle Replacement	Replace maintenance truck with EV	$90,000	V	ERF	$0	$0	$0	$40,000	$0	$0	$40,000
21-05	Replacement		CWF to upgrade vehicle replacement to EV		V	Grant	$0	$0	$0	$50,000	$0	$0	$50,000
21-06	New	New Maintenance Machinery	2022 EV mower, 2023 gator, 2025 tractor, 2027 skid steer	$120,000	V	Res	$0	$35,000	$0	$40,000	$0	$20,000	$95,000
21-08	New	New Park Maintenance Truck	Partial funding for new EV truck. Additional funding in ParkLand CRF	$40,000	V	Res	$0	$40,000	$0	$0	$0	$0	$40,000
22-03	Renewal	Playground Upgrades	Upgrade and replace gravel at Portlock and Drummond Playground	$60,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-03	Renewal		CWF/Grant funding required for playground upgrades		S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
			GRAND TOTAL	**$6,850,000**			**$25,000**	**$250,000**	**$325,000**	**$220,000**	**$5,110,000**	**$75,000**	**$5,980,000**

Service:	1.455	SSI Community Parks

Project Number	19-07	**Capital Project Title**	Improve Beach Accesses	**Capital Project Description**	Upgrades and improvements required for existing beach accesses on MOTI right of ways.
Project Rationale	Upgrades required for existing beach accesses				

Project Number	19-09	**Capital Project Title**	ERF for maintenance equipment	**Capital Project Description**	Replace maintenance equipment (Flat deck trailer, push mower, weed eater, chainsaws)
Project Rationale	Replacement of equipment that has reached its end of life.				

Project Number	20-05	**Capital Project Title**	Centennial Park Boardwalk Upgrades	**Capital Project Description**	Repair existing boardwalk & gazebo based on 2020 structural assessment
Project Rationale					

Project Number	20-06	**Capital Project Title**	Construction of Ganges Boardwalk	**Capital Project Description**	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. CWF have been allocated to design work. 10k from reserves is required to fund CRD staff/engineering time
Project Rationale	Project is dependant on securing tenure along the foreshore				

Project Number	20-08	**Capital Project Title**	Centennial Park Upgrades	**Capital Project Description**	Upgrades or replacement of park features and ammenities
Project Rationale	Upgrades based on the 2016 Centennial Park Master Plan				

Project Number	21-01	**Capital Project Title**	Linear Park Development	**Capital Project Description**	Trial and parking upgrades or development
Project Rationale	Upgrade existing trail network, develop new trails, improve or expand parking				

Project Number	21-05	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Replace maintenance truck with EV
Project Rationale	Additional vehicle required for park maintenance				

Project Number	21-06	**Capital Project Title**	New Maintenance Machinery	**Capital Project Description**	2022 EV mower, 2023 gator, 2025 tractor, 2027 skid steer
Project Rationale					

Project Number	21-08	**Capital Project Title**	New Park Maintenance Truck	**Capital Project Description**	Partial funding for new EV truck. Additional funding in ParkLand CRF
Project Rationale	Additional vehicle required for park maintenance				

Project Number	22-03	**Capital Project Title**	Playground Upgrades	**Capital Project Description**	Upgrade and replace gravel at Portlock and Drummond Playground
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
1.455 SSI Community Parks						
Operating Reserve Fund	-	5,000	10,000	15,000	20,000	25,000
Capital Reserve Fund - Community Parks	68,859	3,859	23,859	3,859	23,859	23,859
Capital Reserve Fund - Community Park Facilities	11,953	1,953	6,953	26,953	16,953	41,953
Equipment Replacement Fund	70,082	50,082	45,582	2,082	3,582	5,082
Ending Balance $	**150,894**	**60,894**	**86,394**	**47,894**	**64,394**	**95,894**

Assumptions/Background:

Reserve Schedule

1.455 - Community Parks - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105548	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	-	-	5,000	10,000	15,000	20,000
Transfer from Ops Budget	-	5,000	5,000	5,000	5,000	5,000
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance $	**-**	**5,000**	**10,000**	**15,000**	**20,000**	**25,000**

Assumptions/Background:

Reserve Schedule

1.455 - Community Parks - Capital Reserve Fund

Bylaw 3085

Reserve Cash Flow

Fund: 1064 / Fund Centre: 101792	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	77,459	68,859	3,859	23,859	3,859	23,859
Transfer from Ops Budget	13,600	20,000	30,000	30,000	30,000	30,000
Expenditures (Based on Capital Plan)	(22,200)	(85,000)	(10,000)	(50,000)	(10,000)	(30,000)
Interest Income	-					
Ending Balance $	**68,859**	**3,859**	**23,859**	**3,859**	**23,859**	**23,859**

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.455 - Community Park Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund:	1060	Estimated	Budget				
Fund Centre:	102030	2022	2023	2024	2025	2026	2027
Beginning Balance		11,953	11,953	1,953	6,953	26,953	16,953
Transfer from Ops Budget		20,000	20,000	25,000	25,000	25,000	25,000
Expenditures (Based on Capital Plan)		(20,000)	(30,000)	(20,000)	(5,000)	(35,000)	-
Interest Income		-					
Ending Balance $		**11,953**	**1,953**	**6,953**	**26,953**	**16,953**	**41,953**

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

Reserve Schedule

Reserve Fund: 1.455 SSI Parks - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: 1022 / Fund Centre: 101444	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	102,582	70,082	50,082	45,582	2,082	3,582
Transfer from Ops Budget	12,500	10,000	15,500	16,500	16,500	16,500
Expenditures (Based on Capital Plan)	(45,000)	(30,000)	(20,000)	(60,000)	(15,000)	(15,000)
Interest Income	-					
Ending Balance $	**70,082**	**50,082**	**45,582**	**2,082**	**3,582**	**5,082**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2023 Budget

Salt Spring Island - Community Recreation

EAC Review

SEPTEMBER 2022

Service: 1.458 **SSI Community Recreation** **Committee: Salt Spring Island Parks & Recreation**

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $488,050.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

1.458 - Salt Spring Island - Community Recreation Programs	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Salaries and Wages	118,098	115,911	131,145	15,000	-	146,145	149,158	152,239	155,378	158,577
Recreation Programs	95,004	88,712	84,440	-	-	84,440	86,130	88,600	90,390	92,220
Internal Allocations	38,131	38,131	37,974	-	-	37,974	38,783	39,599	40,389	41,196
Travel and Insurance	6,180	2,180	2,230	-	-	2,230	2,290	2,350	2,410	2,470
Other Operating	7,390	16,943	11,930	-	-	11,930	12,180	12,430	12,680	12,940
TOTAL OPERATING COSTS	**264,803**	**261,877**	**267,719**	**15,000**	**-**	**282,719**	**288,541**	**295,218**	**301,247**	**307,403**
*Percentage Increase			1.1%	5.7%		6.8%	2.1%	2.3%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	2,574	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	2,574	-	-	-	-	-	-	-	-
TOTAL COSTS	**264,803**	**264,451**	**267,719**	**15,000**	**-**	**282,719**	**288,541**	**295,218**	**301,247**	**307,403**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(210,183)	(193,869)	(207,349)	(5,000)	-	(212,349)	(227,222)	(232,676)	(237,451)	(241,617)
Grants in Lieu of Taxes	(38)	(38)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Federal Grant	-	(10,962)	-	-	(10,000)	(10,000)	-	-	-	-
Revenue - Other	-	(5,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(210,221)	(209,869)	(207,389)	(5,000)	(10,000)	(222,389)	(227,262)	(232,716)	(237,491)	(241,657)
REQUISITION	**(54,582)**	**(54,582)**	**(60,330)**	**(10,000)**	**10,000**	**(60,330)**	**(61,279)**	**(62,502)**	**(63,756)**	**(65,746)**
*Percentage increase over prior year requisition			10.5%			10.5%	1.6%	2.0%	2.0%	3.1%
AUTHORIZED POSITIONS:										
Salaried	0.7	0.7	0.7			0.7	0.7	0.7	0.7	0.7
User Funding %	79.4%					75.1%	78.7%	78.8%	78.8%	78.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.458 SSI Community Recreation		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$10,000	$5,000	$10,000	$5,000	$10,000	$40,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$30,000	$30,000	$800,000	$0	$5,000	$0	$835,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$30,000	**$40,000**	**$805,000**	**$10,000**	**$10,000**	**$10,000**	**$875,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Grants (Federal, Provincial)	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
Donations / Third Party Funding	Other	$0	$0	$500,000	$0	$0	$0	$500,000
Reserve Fund	Res	$30,000	$35,000	$100,000	$5,000	$5,000	$5,000	$150,000
		$30,000	**$40,000**	**$805,000**	**$10,000**	**$10,000**	**$10,000**	**$875,000**

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

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

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

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S - Engineering Structure
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V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
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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
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Project Drivers
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Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

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

Service #: 1.458

Service Name: SSI Community Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-09	Replacement	Office and Computer Equipment	Upgrade and replace office and computer equipment	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
21-07	Renewal	Tennis Court Upgrades	Resurface tennis courts	$35,000	S	Res	$20,000	$20,000	$0	$0	$0	$0	$20,000
21-09	Replacement	Replace Tennis Courts	Tennis court replacement required to mediate drainage issues and replace cracked pads	$300,000	S	Res	$0	$0	$100,000	$0	$0	$0	$100,000
21-09	Replacement	Replace Tennis Courts	Grant funding required for tennis court replacement		S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
22-01	Study	Skate Board Park Condition Assessment	Assess Kanaka skate board park	$5,000	S	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
22-02	Renewal	Bike Park Annual Repairs and Upgrades	Uprades and repiars to Lions Bike Park	$10,000	S	Res	$5,000	$5,000	$0	$0	$5,000	$0	$10,000
23-06	New	Recreation Program Equipment	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors	$15,000	E	Res	$0	$5,000	$0	$5,000	$0	$5,000	$15,000
24-01	New	Multiposrt Court / Pickleball Courts	Installation of a covered multisport court with four pickleball courts	$500,000	S	Other	$0	$0	$500,000	$0	$0	$0	$500,000
			GRAND TOTAL	**$890,000**			**$30,000**	**$40,000**	**$805,000**	**$10,000**	**$10,000**	**$10,000**	**$875,000**

Service:	1.458	SSI Community Recreation

Project Number	Capital Project Title	Capital Project Description
19-09	Office and Computer Equipment	Upgrade and replace office and computer equipment

Project Rationale Equipment replacement for recreation programs and services

Project Number	Capital Project Title	Capital Project Description
21-07	Tennis Court Upgrades	Resurface tennis courts

Project Rationale Cracks in tennis courts need to be filled and resurfaced

Project Number	Capital Project Title	Capital Project Description
21-09	Replace Tennis Courts	Tennis court replacement required to mediate drainage issues and replace cracked pads

Project Rationale The existing court surface is at the end of its life and needs to be replaced.

Project Number	Capital Project Title	Capital Project Description
22-01	Skate Board Park Condition Assessment	Assess Kanaka skate board park

Project Rationale

Project Number	Capital Project Title	Capital Project Description
22-02	Bike Park Annual Repairs and Upgrades	Uprades and repiars to Lions Bike Park

Project Rationale

Project Number	Capital Project Title	Capital Project Description
23-06	Recreation Program Equipment	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors

Project Rationale

Project Number	Capital Project Title	Capital Project Description
24-01	Multiposrt Court / Pickleball Courts	Installation of a covered multisport court with four pickleball courts

Project Rationale

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
1.458 SSI Community Recreation						
Operating Reserve Fund	10,796	10,796	10,796	10,796	10,796	10,796
Capital Reserve Fund - Community Recreation Facilities	140,698	111,698	17,698	19,198	20,698	22,198
Equipment Replacement Fund	10,362	10,362	10,362	10,362	10,362	10,362
Ending Balance $	**161,856**	**132,856**	**38,856**	**40,356**	**41,856**	**43,356**

Assumptions/Background:

Reserve Schedule

1.458 - Community Recreation - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105549	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	8,222	10,796	10,796	10,796	10,796	10,796
Transfer from Ops Budget	2,574	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance $	**10,796**	**10,796**	**10,796**	**10,796**	**10,796**	**10,796**

Assumptions/Background:

Reserve Schedule

1.458 - Community Recreation Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101786	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	134,698	140,698	111,698	17,698	19,198	20,698
Transfer from Ops Budget	6,000	6,000	6,000	6,500	6,500	6,500
Expenditures (Based on Capital Plan)	-	(35,000)	(100,000)	(5,000)	(5,000)	(5,000)
Interest Income	-					
Ending Balance $	**140,698**	**111,698**	**17,698**	**19,198**	**20,698**	**22,198**

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

Reserve Schedule

1.458 SSI Recreation - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101445	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	10,362	10,362	10,362	10,362	10,362	10,362
Transfer from Ops Budget	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (Based on Capital Plan)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income	-					
Ending Balance $	**10,362**	**10,362**	**10,362**	**10,362**	**10,362**	**10,362**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment.

CAPITAL REGIONAL DISTRICT

2023 Budget

Salt Spring Island - Pool & Park Land

EAC Review

SEPTEMBER 2022

Service: 1.459 SSI Pool & Park Land **Committee:** Salt Spring Island Parks & Recreation

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004).
Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $1,861,432 or $0.6325 / $1,000 on actual assessed value of land and improvements. To a maximum of $3,907,490.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2022 to 2023

Service: 1.459 SSI Pool & Parkland	**Total Expenditure**	**Comments**
2022 Budget	**1,988,640**	
Change in Salaries:		
SSI Pool	31,850	
SSI Park Land	63,236	
Total Change in Salaries	95,086	
Other Changes:		
SSI Pool	(34,033)	
SSI Park Land	60,482	
Total Other Changes	26,449	
2023 Budget	**2,110,175**	

Summary of % Expense Increase		
Pool - Auxiliary wages for pool to be open on Sundays	1.0%	
Pool - Transfer to Capital Reserve Fund	-1.9%	
Park Land - 2022 IBC Annualization	3.0%	
Park Land - Capital reserve transfer to fund Fire Hall Repurposing	0.8%	
Park Land - Salary expense	1.9%	
Balance of increase	1.3%	
% expense increase from 2022:	***6.1%***	
% Requisition increase from 2022 (if applicable):	***1.7%***	*Requisition funding is 77.7% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

There is no material variance projected. The minor $7,220 (0.004%) favourable variance will be transferred to the Pool Equipment Replacement Fund ($1,195), which has an expected year end balance of $40,015 before this transfer; and the Park Land Operating Reserve Fund ($6,025), which has an expected year end balance of $27,606 before this transfer.

1.459 - Salt Spring Island - Pool & Park Land	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Pool	906,133	881,282	916,220	20,000	-	936,220	955,406	974,956	994,931	1,015,295
Park Land	851,838	880,063	886,581	63,334	-	949,915	1,009,393	1,042,294	1,064,182	1,050,143
TOTAL OPERATING COSTS	**1,757,971**	**1,761,345**	**1,802,801**	**83,334**	**-**	**1,886,135**	**1,964,799**	**2,017,250**	**2,059,113**	**2,065,438**
*Percentage Increase			2.6%	4.7%		7.3%	4.2%	2.7%	2.1%	0.3%
CAPITAL / RESERVES										
Transfer to Pool CRF	65,000	65,000	67,500	-	(40,000)	27,500	80,000	85,000	90,000	90,000
Transfer to Pool ERF	35,000	36,195	40,000	-	-	40,000	50,000	50,000	50,000	50,000
Transfer to Pool ORF	-	-	-	-	-	-	10,000	10,000	10,000	10,000
Transfer to Park, Land & Recreation CRF	112,859	112,859	121,000	15,000	-	136,000	216,000	181,500	181,500	181,500
Transfer to Park, Land & Recreation ERF	12,500	12,500	10,000	-	-	10,000	15,000	16,000	16,000	16,000
Transfer to Park, Land & Recreation ORF	5,000	11,025	10,000	-	-	10,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	**230,359**	**237,579**	**248,500**	**15,000**	**(40,000)**	**223,500**	**391,000**	**362,500**	**367,500**	**367,500**
DEBT CHARGES	310	762	540	-	-	540	90	90	178,090	574,311
TOTAL COSTS	**1,988,640**	**1,999,686**	**2,051,841**	**98,334**	**(40,000)**	**2,110,175**	**2,355,889**	**2,379,840**	**2,604,703**	**3,007,249**
*Percentage Increase			3.2%	4.9%		6.1%	11.6%	1.0%	9.4%	15.5%
Internal Recoveries	(100,780)	(100,780)	(85,438)	-	-	(85,438)	(87,160)	(88,906)	(90,684)	(92,500)
OPERATING LESS RECOVERIES	**1,887,860**	**1,898,906**	**1,966,403**	**98,334**	**(40,000)**	**2,024,737**	**2,268,729**	**2,290,934**	**2,514,019**	**2,914,749**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(28,083)	(13,083)	(20,000)	-	-	(20,000)	-	-	-	-
Pool Fees	(260,000)	(248,000)	(265,200)	(14,610)	-	(279,810)	(285,410)	(291,110)	(296,930)	(302,870)
Provincial Grant	-	(1,400)	-	-	-	-	-	-	-	-
Lease and Rental Income	(44,284)	(52,759)	(38,460)	(99,030)	-	(137,490)	(140,240)	(143,040)	(143,250)	(146,110)
Payments in Lieu	(1,048)	(1,048)	(1,250)	-	-	(1,250)	(1,270)	(1,290)	(1,310)	(1,310)
Revenue - Other	(6,350)	(34,521)	(7,660)	(4,430)	-	(12,090)	(12,330)	(12,570)	(12,710)	(12,960)
TOTAL REVENUE	(339,765)	(350,811)	(332,570)	(118,070)	-	(450,640)	(439,250)	(448,010)	(454,200)	(463,250)
REQUISITION	**(1,548,095)**	**(1,548,095)**	**(1,633,833)**	**19,736**	**40,000**	**(1,574,097)**	**(1,829,479)**	**(1,842,924)**	**(2,059,819)**	**(2,451,499)**
*Percentage increase over prior year requisition			5.5%	-1.3%		1.7%	16.2%	0.7%	11.8%	19.0%
AUTHORIZED POSITIONS:										
Salaried	6.53	6.53	6.53			6.53	6.53	6.53	6.53	6.53
User Funding %	13.1%		5.5%	-1.3%		13.3%	12.1%	12.2%	11.4%	10.1%

Change in Budget 2022 to 2023
Service: 1.459 SSI Pool

	Total Expenditure	Comments
2022 Budget	**1,006,443**	
Change in Salaries:		
Base salary change	3,226	Inclusive of estimated collective agreement changes
Other wages and benefits - Inflation	8,624	Inflationary increase
Other wages and benefits - Service level increase	20,000	Pool opening on Sundays (ongoing)
Total Change in Salaries	31,850	
Other Changes:		
2022 Repairs & Maintenance	(15,000)	Pool Building Condition Assessment - onetime cyclical
Utilities	9,430	Water, electricity, and sewer
Reserve transfers	(32,500)	Transfer to CRF $(37,500) decrease and ERF $5,000 increase
Other	4,037	
Total Other Changes	(34,033)	
2023 Budget	**1,004,260**	

Summary of % Expense Increase

Auxiliary wages for pool to be open on Sundays	2.0%
Transfer to Capital Reserve Fund	-3.2%
Balance of increase	1.0%
% expense increase from 2022:	***-0.2%***
% Requisition increase from 2022 (if applicable):	***-2.3%***

Requisition funding is 68.8% of service revenue

1.459 - Salt Spring Island Recreation - Swimming Pool	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	534,317	553,125	546,167	20,000	-	566,167	577,936	589,951	602,212	614,732
Contract for Services	19,150	7,423	4,230	-	-	4,230	4,310	4,400	4,490	4,580
Utilities	128,750	129,330	138,190	-	-	138,190	140,960	143,780	146,660	149,590
Supplies - Chemicals	51,960	54,108	53,000	-	-	53,000	54,060	55,140	56,240	57,360
Programs and Other Operating	64,317	64,272	64,768	-	-	64,768	66,080	67,390	68,750	70,120
Maintenance & Insurance	46,220	11,605	43,740	-	-	43,740	44,610	45,500	46,410	47,340
Internal Allocations	19,803	19,803	23,265	-	-	23,265	23,730	24,205	24,689	25,183
Parks Maintenance Labour	41,616	41,616	42,860	-	-	42,860	43,720	44,590	45,480	46,390
TOTAL OPERATING COSTS	**906,133**	**881,282**	**916,220**	**20,000**	**-**	**936,220**	**955,406**	**974,956**	**994,931**	**1,015,295**
*Percentage Increase			1.1%	2.2%		3.3%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	65,000	65,000	67,500	-	(40,000)	27,500	80,000	85,000	90,000	90,000
Transfer to Equipment Replacement Fund	35,000	36,195	40,000	-	-	40,000	50,000	50,000	50,000	50,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	10,000	10,000	10,000	10,000
DEBT CHARGES	310	762	540	-	-	540	90	90	178,090	574,311
TOTAL CAPITAL / RESERVES	**100,310**	**101,957**	**108,040**	-	(40,000)	**68,040**	**140,090**	**145,090**	**328,090**	**724,311**
TOTAL COSTS	**1,006,443**	**983,239**	**1,024,260**	**20,000**	**(40,000)**	**1,004,260**	**1,095,496**	**1,120,046**	**1,323,021**	**1,739,606**
*Percentage Increase			1.8%	2.0%		-0.2%	9.1%	2.2%	18.1%	31.5%
Internal Recoveries	(20,850)	(20,850)	(21,270)	-	-	(21,270)	(21,700)	(22,130)	(22,570)	(23,020)
OPERATING LESS RECOVERIES	**985,593**	**962,389**	**1,002,990**	**20,000**	**(40,000)**	**982,990**	**1,073,796**	**1,097,916**	**1,300,451**	**1,716,586**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(28,083)	(13,083)	(20,000)	-	-	(20,000)	-	-	-	-
Revenue - Fees	(260,000)	(248,000)	(265,200)	(14,610)	-	(279,810)	(285,410)	(291,110)	(296,930)	(302,870)
Grants in Lieu of Taxes	(522)	(522)	(690)	-	-	(690)	(700)	(710)	(720)	(720)
Provincial Grant	-	(1,400)	-	-	-	-	-	-	-	-
Revenue - Other	(5,310)	(7,706)	(6,590)	-	-	(6,590)	(6,720)	(6,850)	(6,990)	(7,130)
TOTAL REVENUE	(293,915)	(270,711)	(292,480)	(14,610)	-	(307,090)	(292,830)	(298,670)	(304,640)	(310,720)
REQUISITION	**(691,678)**	**(691,678)**	**(710,510)**	**(5,390)**	**40,000**	**(675,900)**	**(780,966)**	**(799,246)**	**(995,811)**	**(1,405,866)**
*Percentage increase over prior year requisition			2.7%	0.8%		-2.3%	15.5%	2.3%	24.6%	41.2%
AUTHORIZED POSITIONS:										
Salaried	3.85	3.85	3.85			3.85	3.85	3.85	3.85	3.85
User Funding %	25.8%					27.9%	26.1%	26.0%	22.4%	17.4%

Change in Budget 2022 to 2023

Service: 1.459 SSI Park Land	**Total Expenditure**	**Comments**
2022 Budget	**982,197**	
Change in Salaries:		
Base salary change	17,231	Inclusive of estimated collective agreement changes
Step increase/paygrade change	19,770	
Annualization of salary for SSI Community Centre	26,235	IBC 13a-1.5: SSI Community Centre
Total Change in Salaries	63,236	
Other Changes:		
Maintenance, Disposal & Security	6,400	
Utilities	7,700	
Contract for Services, Rent & Legal	2,000	
Advertsing, Promotion & Planning	1,200	IBC 13a-1.5: SSI Community Centre
Internal Allocations	4,400	
Licences, Fees & Insurance	10,300	
Supplies & Other	2,100	
Allocation from SSI EA Administration	2,999	IBC 15a-1.1 SSI Admin Support
Transfer to Capital Reserve Fund	15,000	$200k Fire Hall Repurpose - contribute $200k over four years
Transfers to reserves	10,641	Transfer to CRF $8,141 increase, ORF $5,000 increase, and ERF $2,500 decrease
Other	(2,258)	
Total Other Changes	60,482	
2023 Budget	**1,105,915**	

Summary of % Expense Increase	
2022 IBC Annualization	6.1%
Capital reserve transfer to fund Fire Hall Repurposing	1.5%
Salary expense	3.8%
Balance of increase	1.2%
% expense increase from 2022:	***12.6%***
% Requisition increase from 2022 (if applicable):	***4.9%***

Requisition funding is 86.2% of service revenue

1.459 - Salt Spring Island - Park Land	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	319,182	322,782	356,183	26,235	-	382,418	390,648	399,052	407,646	416,422
Allocation to SSI Admin	140,051	140,051	143,231	2,999	-	146,230	149,360	152,550	155,730	158,980
Maintenance, Disposal & Security	46,335	47,518	42,300	6,400	-	48,700	88,790	101,912	103,955	69,634
Utilities	56,512	49,677	50,510	7,700	-	58,210	59,380	60,570	61,791	63,033
Contract for Services, Rent & Legal	51,365	49,975	34,320	2,000	-	36,320	37,040	37,769	38,519	39,280
Advertsing, Promotion & Planning	9,250	4,000	8,340	1,200	-	9,540	9,730	9,924	10,129	10,335
Internal Allocations	86,250	97,799	97,994	4,400	-	102,394	104,765	107,178	109,321	111,503
Travel & Training	5,560	2,600	5,730	-	-	5,730	5,840	5,950	6,070	6,190
Licences, Fees & Insurance	27,060	56,168	30,493	10,300	-	40,793	41,880	43,000	44,148	45,355
Supplies & Other	18,330	17,550	22,780	2,100	-	24,880	25,370	25,869	26,383	26,901
Parks Maintenance Labour	89,505	89,505	92,190	-	-	92,190	94,030	95,910	97,830	99,790
Bylaw Labour	2,438	2,438	2,510	-	-	2,510	2,560	2,610	2,660	2,720
TOTAL OPERATING COSTS	**851,838**	**880,063**	**886,581**	**63,334**	**-**	**949,915**	**1,009,393**	**1,042,294**	**1,064,182**	**1,050,143**
*Percentage Increase			4.1%	7.2%		11.5%	6.3%	3.3%	2.1%	-1.3%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund - Parkland	112,859	112,859	121,000	15,000	-	136,000	216,000	181,500	181,500	181,500
Transfer to Equipment Replacement Fund	12,500	12,500	10,000	-	-	10,000	15,000	16,000	16,000	16,000
Transfer to Operating Reserve Fund - Parkland	5,000	11,025	10,000	-	-	10,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	**130,359**	**136,384**	**141,000**	**15,000**	**-**	**156,000**	**251,000**	**217,500**	**217,500**	**217,500**
TOTAL COSTS	**982,197**	**1,016,447**	**1,027,581**	**78,334**	**-**	**1,105,915**	**1,260,393**	**1,259,794**	**1,281,682**	**1,267,643**
*Percentage Increase			4.6%	8.0%		12.6%	14.0%	0.0%	1.7%	-1.1%
Internal Recoveries	(79,930)	(79,930)	(64,168)	-	-	(64,168)	(65,460)	(66,776)	(68,114)	(69,480)
OPERATING LESS RECOVERIES	**902,267**	**936,517**	**963,413**	**78,334**	**-**	**1,041,747**	**1,194,933**	**1,193,018**	**1,213,568**	**1,198,163**
FUNDING SOURCES (REVENUE)										
Lease Income	(20,729)	(6,125)	(12,250)	-	-	(12,250)	(12,500)	(12,750)	(12,750)	(13,010)
Rental Income	(23,555)	(46,634)	(26,210)	(99,030)	-	(125,240)	(127,740)	(130,290)	(130,500)	(133,100)
Grants in Lieu of Taxes	(526)	(526)	(560)	-	-	(560)	(570)	(580)	(590)	(590)
Revenue - Other	(1,040)	(26,815)	(1,070)	(4,430)	-	(5,500)	(5,610)	(5,720)	(5,720)	(5,830)
TOTAL REVENUE	(45,850)	(80,100)	(40,090)	(103,460)	-	(143,550)	(146,420)	(149,340)	(149,560)	(152,530)
REQUISITION	**(856,417)**	**(856,417)**	**(923,323)**	**25,126**	**-**	**(898,197)**	**(1,048,513)**	**(1,043,678)**	**(1,064,008)**	**(1,045,633)**
*Percentage increase over prior year requisition			7.8%	-2.9%		4.9%	16.7%	-0.5%	1.9%	-1.7%
AUTHORIZED POSITIONS:										
Salaried	2.68	2.68	2.68			2.68	2.68	2.68	2.68	2.68
User Funding %	2.4%					11.3%	10.1%	10.3%	10.2%	10.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.459 SSI Park Land & Rec Programs		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$70,000	$240,000	$145,000	$95,000	$8,070,000	$2,630,000	$11,180,000
Equipment		E	$0	$362,500	$35,000	$50,000	$40,000	$40,000	$527,500
Land		L	$0	$45,000	$585,000	$50,000	$50,000	$0	$730,000
Engineered Structures		S	$390,000	$390,000	$25,000	$0	$0	$0	$415,000
Vehicles		V	$0	$40,000	$0	$0	$0	$0	$40,000
			$460,000	**$1,077,500**	**$790,000**	**$195,000**	**$8,160,000**	**$2,670,000**	**$12,892,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$8,000,000	$0	$8,000,000
Equipment Replacement Fund		ERF	$0	$52,500	$35,000	$30,000	$40,000	$40,000	$197,500
Grants (Federal, Provincial)		Grant	$250,000	$565,000	$25,000	$35,000	$25,000	$2,525,000	$3,175,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$210,000	$460,000	$730,000	$130,000	$95,000	$105,000	$1,520,000
			$460,000	**$1,077,500**	**$790,000**	**$195,000**	**$8,160,000**	**$2,670,000**	**$12,892,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

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

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

Service #: 1.459

Service Name: SSI Park Land & Rec Programs

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Renewal	Capital Repairs to Pool Building	Repairs to pool structural and other capital	$290,000	B	Res	$0	$50,000	$25,000	$25,000	$25,000	$25,000	$150,000
18-01	Renewal		CWF/Grant required for pool upgrades		B	Grant	$0	$40,000	$25,000	$25,000	$25,000	$25,000	$140,000
19-13	New	Purchase Additional Parkland	The purchase of additional parkland for community parks, trails, water front accesses and sportsfields	$500,000	L	Res	$0	$0	$500,000	$0	$0	$0	$500,000
19-14	Renewal	Portlock Park Upgrades	Detailed designs and cost estimates for park upgrades	$2,600,000	B	Res	$0	$0	$0	$0	$20,000	$80,000	$100,000
19-14	Renewal		Grant/Debt funding required for Portlock Park		B	Grant	$0	$0	$0	$0	$0	$2,500,000	$2,500,000
19-15	Replacement	Pool equipment replacements	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator	$167,500	E	ERF	$0	$22,500	$35,000	$30,000	$40,000	$40,000	$167,500
20-02	Replacement	Pool Electrical	Designs and replacement of pool electrical	$526,500	E	Res	$0	$35,000	$0	$0	$0	$0	$35,000
20-02	Replacement		CWF/Grant required for pool electrical replacement		E	Grant	$0	$215,000	$0	$0	$0	$0	$215,000
20-03	Renewal	Pool Tile Grouting & Expansion Joints	Regrout pool bottom tiles and expansion joints	$25,000	B	Res	$0	$0	$0	$25,000	$0	$0	$25,000
20-10	New	Sport Field Development	Develop additional sports fields for youth and adults	$440,000	S	Res	$140,000	$140,000	$0	$0	$0	$0	$140,000
20-10	New		CWF/Grant required to complete sports field development and upgrades.		S	Grant	$250,000	$250,000	$0	$0	$0	$0	$250,000
20-14	New	Park Maintenance Facility	Fesability study, design and construction of a new park maintenance facility.	$185,000	B	Res	$70,000	$100,000	$50,000	$0	$0	$0	$150,000
21-02	New	Pool expansion	Designs and costing for leisure pool expansion	$8,120,000	B	Res	$0	$50,000	$45,000	$0	$0	$0	$95,000
21-02	New		Debt funding required for leisure pool expansion		B	Debt	$0	$0	$0	$0	$8,000,000	$0	$8,000,000
21-04	New	EV Charger	EV charger and infrastructure recreation centre parking lot (CWF grant required for second EV located at Rainbow Recreation Centre)	$15,000	E	Grant	$0	$10,000	$0	$0	$0	$0	$10,000
22-02	Study	Firehall Repurpose	Repurpose, remediate or demolition of Ganges Fire Hall	$200,000	L	Res	$0	$15,000	$85,000	$50,000	$50,000	$0	$200,000
22-04	Renewal	Upgrade Pool Parking Lot	Upgrade existing gravel lot to capped, paved or permeable surface.	$25,000	S	Res	$0	$0	$25,000	$0	$0	$0	$25,000
22-06	New	New EV Maintenance Truck	Partial funding to purchase new EV vehicle. Comm parks CRF has additional funding	$40,000	V	Res	$0	$40,000	$0	$0	$0	$0	$40,000
23-03	Study	Portlock Park Master Plan	Community consultation, conceptual designs to inform master plan	$30,000	L	Res	$0	$30,000	$0	$0	$0	$0	$30,000
23-05	Replacement	Pool Mechanical - Heat Pumps	Replace heatpumps for pool	$80,000	E	ERF	$0	$30,000	$0	$0	$0	$0	$30,000
23-05	Replacement		CWF/Grant required for heatpump replacement		E	Grant	$0	$50,000	$0	$10,000	$0	$0	$60,000
25-01	Replacement	Life Rings	Replace four life rings at waterfront access points	$10,000	E	Res	$0	$0	$0	$10,000	$0	$0	$10,000
25-02	Replacement	Rainbow Road Dog Park	Upgrade or relocate dog park	$20,000	B	Res	$0	$0	$0	$20,000	$0	$0	$20,000
			GRAND TOTAL	**$13,274,000**			**$460,000**	**$1,077,500**	**$790,000**	**$195,000**	**$8,160,000**	**$2,670,000**	**$12,892,500**

Service:	1.459	SSI Park Land & Rec Programs

Project Number	20-10	**Capital Project Title**	Sport Field Development	**Capital Project Description**	Develop additional sports fields for youth and adults
Project Rationale	Limited playing field options on Salt Spring Island				

Project Number	20-02	**Capital Project Title**	Pool Electrical	**Capital Project Description**	Designs and replacement of pool electrical
Project Rationale					

Project Number	19-13	**Capital Project Title**	Purchase Additional Parkland	**Capital Project Description**	The purchase of additional parkland for community parks, trails, water front accesses and sportsfields
Project Rationale	Additional parkland required to build additional sports fields				

Project Number	19-14	**Capital Project Title**	Portlock Park Upgrades	**Capital Project Description**	Detailed designs and cost estimates for park upgrades
Project Rationale	Upgrades to existing infrastructure that is at or near its end of life.				

Project Number	20-14	**Capital Project Title**	Park Maintenance Facility	**Capital Project Description**	Fesability study, design and construction of a new park maintenance facility.
Project Rationale					

Project Number	18-01	**Capital Project Title**	Capital Repairs to Pool Building	**Capital Project Description**	Repairs to pool structural and other capital
Project Rationale	Capital improvements to pool building				

Project Number	22-02	**Capital Project Title**	Firehall Repurpose	**Capital Project Description**	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	22-06	**Capital Project Title**	New EV Maintenance Truck	**Capital Project Description**	Partial funding to purchase new EV vehicle. Comm parks CRF has additional funding
Project Rationale					

Project Number	21-02	**Capital Project Title**	Pool expansion	**Capital Project Description**	Designs and costing for leisure pool expansion
Project Rationale					

Project Number	20-03	**Capital Project Title**	Pool Tile Grouting & Expansion Joints	**Capital Project Description**	Regrout pool bottom tiles and expansion joints
Project Rationale	Lobby flooring is reaching end of useful life				

Project Number	22-04	**Capital Project Title**	Upgrade Pool Parking Lot	**Capital Project Description**	Upgrade existing gravel lot to capped, paved or permeable surface.
Project Rationale					

Project Number	19-15	**Capital Project Title**	Pool equipment replacements	**Capital Project Description**	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Project Rationale					

Project Number	21-04	**Capital Project Title**	EV Charger	**Capital Project Description**	EV charger and infrastructure recreation centre parking lot (CWF grant required for second EV located at Rainbow Recreation Centre)
Project Rationale					

Project Number	25-01	**Capital Project Title**	Life Rings	**Capital Project Description**	Replace four life rings at waterfront access points
Project Rationale					

Project Number	25-02	**Capital Project Title**	Rainbow Road Dog Park	**Capital Project Description**	Upgrade or relocate dog park
Project Rationale					

Project Number	23-03	**Capital Project Title**	Portlock Park Master Plan	**Capital Project Description**	Community consultation, conceptual designs to inform master plan
Project Rationale					

Project Number	25-01	**Capital Project Title**	Life Rings	**Capital Project Description**	Replace four life rings at waterfront access points
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
1.459 SSI Pool & Park Land						
Operating Reserve Fund - SSI Pool & Park Land	33,631	23,631	53,631	68,631	98,631	128,631
Capital Reserve Fund - SSI Pool	152,461	44,961	29,961	44,961	109,961	174,961
Capital Reserve Fund - SSI Park Land	250,547	20,547	55,547	130,547	195,547	250,547
Park Land Acquisition	562,498	562,498	62,498	62,498	62,498	62,498
Equipment Replacement Fund - SSI Pool	41,210	28,710	43,710	63,710	73,710	83,710
Ending Balance $	**1,040,347**	**680,347**	**245,347**	**370,347**	**540,347**	**700,347**

Assumptions/Background:

Reserve Schedule

1.459 - Pool & Park Land - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105550	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	35,689	33,631	23,631	53,631	68,631	98,631
Transfer from Ops Budget	11,025	10,000	30,000	30,000	30,000	30,000
Expenditures	(13,083)	(20,000)	-	(15,000)	-	-
Interest Income	-					
Ending Balance $	**33,631**	**23,631**	**53,631**	**68,631**	**98,631**	**128,631**

Assumptions/Background:

2022 - $13,083 One-time transfer to Pool to support core budget
2023 - $20,000 One-time transfer to Pool to support core budget
2025 - $15,000 HVAC duct cleaning - cyclical expense every 5-years

Reserve Schedule

1.459 - Salt Spring Island Pool - Capital Reserve Fund

Bylaw 3686

Reserve Cash Flow

Fund: 1078 / Fund Centre: 102045	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	97,461	152,461	44,961	29,961	44,961	109,961
Transfer from Ops Budget	65,000	27,500	80,000	85,000	90,000	90,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(10,000)	(135,000)	(95,000)	(70,000)	(25,000)	(25,000)
Interest Income	-					
Ending Balance $	**152,461**	**44,961**	**29,961**	**44,961**	**109,961**	**174,961**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.459 - Park Land - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 / Fund Centre: 101603	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	263,563	250,547	20,547	55,547	130,547	195,547
Transfer from Ops Budget	76,859	95,000	170,000	135,000	135,000	135,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(89,875)	(325,000)	(135,000)	(60,000)	(70,000)	(80,000)
Interest Income	-					
Ending Balance $	**250,547**	**20,547**	**55,547**	**130,547**	**195,547**	**250,547**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund: 1035 / Fund Centre: 101379	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	912,498	562,498	562,498	62,498	62,498	62,498
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(350,000)	-	(500,000)	-	-	-
Interest Income	-					
Ending Balance $	**562,498**	**562,498**	**62,498**	**62,498**	**62,498**	**62,498**

Assumptions/Background:

Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.

Reserve Schedule

1.459 SSI Pool - Equipment Replacement Fund

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101412	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	35,015	41,210	28,710	43,710	63,710	73,710
Transfer from Ops Budget	36,195	40,000	50,000	50,000	50,000	50,000
Expenditures (Based on Capital Plan)	(30,000)	(52,500)	(35,000)	(30,000)	(40,000)	(40,000)
Interest Income	-					
Ending Balance $	**41,210**	**28,710**	**43,710**	**63,710**	**73,710**	**83,710**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2023 Budget

Storm Water Quality Management (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.535 SSI Stormwater Quality Management **Committee: Electoral Areas**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

Greater of $34,365 or $0.0078 / $1,000 on actual assessed value of land and improvements. To a maximum of $48,218.

FUNDING:

Requisition

1.535 - Storm Water Quality Management (SSI)	2022 BOARD BUDGET	2022 ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Contract for Services & Consulting	36,830	33,670	9,000	-	-	9,000	9,000	9,000	9,000	9,000
Allocations	10,480	10,480	11,685	1,420	-	13,105	13,368	13,636	13,909	14,197
Other Operating Expenses	660	1,140	11,170	-	-	11,170	11,170	11,170	11,170	11,170
TOTAL OPERATING COSTS	**47,970**	**45,290**	**31,855**	**1,420**	**-**	**33,275**	**33,538**	**33,806**	**34,079**	**34,367**
*Percentage Increase over prior year			-33.6%	3.0%		-30.6%	0.8%	0.8%	0.8%	0.8%
CAPITAL/RESERVE										
Transfer to Operating Reserve Fund	-	2,680	-	-	-	-	-	-	-	-
TOTAL COSTS	**47,970**	**47,970**	**31,855**	**1,420**	**-**	**33,275**	**33,538**	**33,806**	**34,079**	**34,367**
*Percentage Increase over prior year						-30.6%	0.8%	0.8%	0.8%	0.8%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(20,000)	(20,000)	(9,467)	-	-	(9,467)	(8,158)	(6,836)	(6,509)	(6,187)
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(20,030)**	**(20,030)**	**(9,497)**	**-**	**-**	**(9,497)**	**(8,188)**	**(6,866)**	**(6,539)**	**(6,217)**
REQUISITION	**(27,940)**	**(27,940)**	**(22,358)**	**(1,420)**	**-**	**(23,778)**	**(25,350)**	**(26,940)**	**(27,540)**	**(28,150)**
*Percentage increase over prior year Requisition			-20.0%	5.1%		-14.9%	6.6%	6.3%	2.2%	2.2%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SSI) - Operating Reserve Fund

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105529	2022	2023	2024	2025	2026	2027
Beginning Balance		57,225	39,905	30,438	22,280	15,444	8,935
Transfer from Ops Budget		2,680	-	-	-	-	-
Transfer to Ops Budget		(20,000)	(9,467)	(8,158)	(6,836)	(6,509)	(6,187)
Interest Income		-					
Ending Balance $		**39,905**	**30,438**	**22,280**	**15,444**	**8,935**	**2,748**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Emergency Comm - CREST (SSI)

EAC Review

SEPTEMBER 2022

Service: 1.925 SSI Emergency Comm. - CREST **Committee:** Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.925 - Emergency Comm - CREST (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to CREST	140,144	140,144	143,415	-	-	143,415	146,280	149,210	152,190	155,230
Allocations	2,842	2,842	2,868	-	-	2,868	2,925	2,984	3,043	3,104
Other Operating Expenses	400	400	400	-	-	400	400	400	400	400
TOTAL COSTS	**143,386**	**143,386**	**146,683**	**-**	**-**	**146,683**	**149,605**	**152,594**	**155,633**	**158,734**
*Percentage Increase over prior year						2.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(408)	(408)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Revenue-Other	(101)	(101)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(559)**	**(559)**	**(150)**	**-**	**-**	**(150)**	**(150)**	**(150)**	**(150)**	**(150)**
REQUISITION	**(142,827)**	**(142,827)**	**(146,533)**	**-**	**-**	**(146,533)**	**(149,455)**	**(152,444)**	**(155,483)**	**(158,584)**
*Percentage increase over prior year Requisition						2.6%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Highland Water System (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.620 Highland Water (SSI) **Committee: Electoral Areas**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area. Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of $120,000 or $5.50 / $1,000 of actual assessed value of land and improvements. To a maximum of $1,074,081.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	($250,000)
	SI Bylaw 3817 (2012, 3.4%)	($150,680)
Remaining:		$158,320

COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

2.620 - Highland Water System (SSI) - Debt Only	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	103	103	43	-	-	43	43	44	45	46
TOTAL OPERATING COSTS	**103**	**103**	**43**	**-**	**-**	**43**	**43**	**44**	**45**	**46**
*Percentage Increase over prior year						-58.3%	0.0%	2.3%	2.3%	2.2%
DEBT										
MFA Debt Principal	20,010	20,010	20,010	-	-	20,010	20,010	7,525	7,525	7,525
MFA Debt Interest	10,748	10,748	10,748	-	-	10,748	10,748	5,123	5,123	2,562
MFA Debt Reserve Fund	110	110	90	-	-	90	90	90	90	90
TOTAL DEBT	**30,868**	**30,868**	**30,848**	**-**	**-**	**30,848**	**30,848**	**12,738**	**12,738**	**10,177**
TOTAL COSTS	**30,971**	**30,971**	**30,891**	**-**	**-**	**30,891**	**30,891**	**12,782**	**12,783**	**10,223**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(29)	(29)	-	-	-	-	-	-	-	-
Other Income	(110)	(110)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(139)**	**(139)**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION - PARCEL TAX	**(30,832)**	**(30,832)**	**(30,801)**	**-**	**-**	**(30,801)**	**(30,801)**	**(12,692)**	**(12,693)**	**(10,133)**
*Percentage increase over prior year Requisition						-0.1%	0.0%	-58.8%	0.0%	-20.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.620 Highland Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$70,000	$70,000	$0	$0	$0	$0	$70,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$70,000	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$70,000	$70,000	$0	$0	$0	$0	$70,000
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$70,000	**$70,000**	**$0**	**$0**	**$0**	**$0**	**$70,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.620
Service Name: Highland Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Middle and Upper Reservoir Repairs	$122,442	S	Cap	$70,000	$70,000	$0	$0	$0	$0	$70,000
			GRAND TOTAL	$122,442			$70,000	$70,000	$0	$0	$0	$0	$70,000

Service:	2.620	Highland Water (SSI)

Project Number	16-01	Capital Project Title	Infrastructure Upgrades (Valve Distribution)	Capital Project Description	Middle and Upper Reservoir Repairs
Project Rationale	These funds are reserved for Highland only upgrade/repairs/replacement. The middle reservoir needs an access hatch and a replacement of a failed outlet piping and it has also recently starts to leak. The upper reservoir has been leaking and needs to be replaced. The fund is reserved for the repair of Middle reservoir and the planning, option analysis and the design of Upper Reservoir replacement.				

CAPITAL REGIONAL DISTRICT

2023 Budget

Highland/Fernwood Water (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.621 Highland & Fernwood Water (SSI) **Committee: Electoral Areas**

DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of $350,000 or $2.572 / $1,000 of actual assessed value of land and improvements. To a maximum of $723,117.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3754 (April 13, 2011)	$500,000	
Borrowed:	SI Bylaw 3800 (Aug 10, 2011)	($500,000)	3.25%
Remaining:		$0	

COMMISSION:

Fernwood and Highland Water Service Commission - Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Parcel Tax: Annual, levied only on all properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 38 cubic metres or portion - $0.64 / cubic metre
- Next 68 cubic metres or portion - $2.00 / cubic metre
- Greater than 106 cubic metres - $5.13 / cubic metre

Water Connection Charge: Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

2.621 - Highland/Fernwood Water (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Sludge Hauling Contract	9,330	9,330	9,610	-	-	9,610	9,800	10,000	10,200	10,400
Waste Sludge Disposal	14,500	14,500	14,940	-	-	14,940	15,240	15,540	15,850	16,170
Repairs & Maintenance	36,050	41,550	9,120	-	20,000	29,120	29,300	9,490	9,680	9,870
Allocations	19,870	19,870	21,803	-	-	21,803	22,238	22,682	23,133	23,591
Water Testing	13,740	13,000	14,015	-	-	14,015	14,295	14,581	14,873	15,170
Electricity	20,800	21,500	21,420	-	-	21,420	21,850	22,290	22,740	23,190
Supplies	23,170	25,600	23,860	-	-	23,860	24,330	24,810	25,300	25,800
Labour Charges	183,174	215,000	183,320	13,380	-	196,700	201,540	205,580	209,690	213,880
Other Operating Expenses	18,220	17,490	18,906	(1,240)	-	17,666	17,200	17,620	18,060	18,500
TOTAL OPERATING COSTS	**338,854**	**377,840**	**316,994**	**12,140**	**20,000**	**349,134**	**355,793**	**342,593**	**349,526**	**356,571**
*Percentage Increase over prior year			-6.5%	3.6%	5.9%	3.0%	1.9%	-3.7%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	58,500	42,514	75,000	-	-	75,000	80,000	75,000	50,000	5,000
Transfer to Operating Reserve Fund	66,533	46,533	88,000	-	-	88,000	77,640	60,348	39,951	5,000
MFA Debt Principal	26,841	26,841	26,841	-	-	26,841	26,841	40,454	40,454	78,459
MFA Debt Interest	7,350	7,350	7,350	-	-	7,350	13,046	30,135	57,269	158,454
MFA Debt Reserve Fund	130	130	110	-	-	110	4,760	110	22,260	22,260
TOTAL DEBT / RESERVES	**159,354**	**123,368**	**197,301**	**-**	**-**	**197,301**	**202,287**	**206,047**	**209,934**	**269,173**
TOTAL COSTS	**498,208**	**501,208**	**514,295**	**12,140**	**20,000**	**546,435**	**558,080**	**548,640**	**559,460**	**625,744**
FUNDING SOURCES (REVENUE)										
Balance C/FW from 2021 to 2022	44,133	44,133	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(27,000)	(35,000)	-	-	(20,000)	(20,000)	(20,000)	-	-	-
Sales - Water	(60,000)	(55,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
User Charges	(379,591)	(379,591)	(378,545)	(12,140)	-	(390,685)	(399,820)	(407,820)	(415,980)	(429,330)
Other Revenue	(750)	(750)	(750)	-	-	(750)	(760)	(770)	(780)	(790)
TOTAL REVENUE	**(423,208)**	**(426,208)**	**(439,295)**	**(12,140)**	**(20,000)**	**(471,435)**	**(480,580)**	**(468,590)**	**(476,760)**	**(490,120)**
REQUISITION - PARCEL TAX	**(75,000)**	**(75,000)**	**(75,000)**	**-**	**-**	**(75,000)**	**(77,500)**	**(80,050)**	**(82,700)**	**(135,624)**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			-0.3%	3.2%		2.9%	2.3%	2.0%	2.0%	3.2%
Requisition			0.0%			0.0%	3.3%	3.3%	3.3%	64.0%
Combined			**-0.2%**	**2.4%**		**2.2%**	**2.2%**	**2.0%**	**2.0%**	**11.9%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.621 Highland & Fernwood Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$40,000	$40,000	$0	$0	$0	$0	$40,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$2,079,000	$504,000	$792,000	$372,000	$2,215,000	$2,215,000	$6,098,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$2,119,000	**$544,000**	**$792,000**	**$372,000**	**$2,215,000**	**$2,215,000**	**$6,138,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$59,000	$59,000	$0	$0	$0	$0	$59,000
Debenture Debt (New Debt Only)	$1,890,000	$0	$465,000	$0	$2,215,000	$2,215,000	$4,895,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$40,000	$420,000	$307,000	$300,000	$0	$0	$1,027,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$130,000	$65,000	$20,000	$72,000	$0	$0	$157,000
	$2,119,000	**$544,000**	**$792,000**	**$372,000**	**$2,215,000**	**$2,215,000**	**$6,138,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

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

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

Service #: 2.621
Service Name: Highland & Fernwood Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the intake, DAF, back up power and upper reservoir projects.	$40,000	S	Res	$20,000	$40,000	$0	$0	$0	$0	$40,000
21-01	New	Public Engagement for Future Projects	Public engagement for the intake, DAF, back up power and upper reservoir projects.	$10,000	S	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-01	New	Back up Power	Design and Construction of back up power system.	$268,000	S	Grant	$0	$240,000	$0	$0	$0	$0	$240,000
21-03	Replacement	Highland Upper Reservoir Replacement	Construction to replace existing leaking upper reservoir	$665,000	S	Debt	$390,000	$0	$465,000	$0	$0	$0	$465,000
21-03	Replacement				S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
21-04	New	Water main replacement strategy and detailed design	Conduct water main replacement assessment and develop a phased replacement strategy and design drawings and specs	$120,000	S	Res	$100,000	$0	$0	$22,000	$0	$0	$22,000
23-01	New	Initial phase of Water main replacement	Engineering and construction of replacement/renewal of failing water main for high priority areas ($1000/m over 10 years)	$4,680,000	S	Debt	$1,500,000	$0	$0	$0	$2,215,000	$2,215,000	$4,430,000
23-01					S	Grant	$0	$0	$0	$250,000	$0	$0	$250,000
22-03	New	Safety Improvements for the WTF	Design and installation of eyewash, safe access platform, roof access hatch	$40,000	E	Grant	$40,000	$40,000	$0	$0	$0	$0	$40,000
24-01	New	Fernwood PS Hazard Assess and Demolition	Assessment of hazard and demolition.	$20,000	S	Res	$0	$0	$20,000	$0	$0	$0	$20,000
25-01	New	Fence installation around storage reservoirs	Install fencing around all reservoirs and WTP	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
23-02	New	Electrical Upgrades and Replacements	Work on Middle Reservoir - bonding wire and lug, replace Westinghouse motor starter, reconnect back-up lighting to code, install CR rated receptacles, replace cabling on float switch and level transducer, replace base board heater. Replace electrical service mast at Highlands Upper Reservoir.	$30,000	S	Grant	$0	$15,000	$15,000	$0	$0	$0	$30,000
23-03	New	Pressure Regulating Valve Station Upgrades	Install inline strainers, screens, access ladder, grout manhole frame.	$60,000	S	Grant	$0	$30,000	$30,000	$0	$0	$0	$60,000
23-04	Replacement	Replace DAF waste Pump	Replace DAF waste Pump Construction	$150,000	S	Cap	$59,000	$59,000	$0	$0	$0	$0	$59,000
23-04					S	Grant	$0	$70,000	$0	$0	$0	$0	$70,000
23-05	New	Water Treatment Plant Upgrades and Replacements	Replace both doors on WTP, install chain and guard rail, remount AC power supply, secure Backwash, Clear Well and Rinse Tanks all Float and Level transducer wiring.	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
23-06	New	Fernwood Reservoir upgrades and Replacements	Repair or replace shared electrical enclosure, repair any damaged electrical components, secure flanges at bottom of tank.	$25,000	S	Grant	$0	$25,000	$0	$0	$0	$0	$25,000
23-07	Renewal	WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards.	$112,000	S	Grant	$0	$0	$62,000	$50,000	$0	$0	$112,000
			GRAND TOTAL	**$6,285,000**			**$2,119,000**	**$544,000**	**$792,000**	**$372,000**	**$2,215,000**	**$2,215,000**	**$6,138,000**

Service:	2.621	Highland & Fernwood Water (SSI)

Project Number	19-05	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the intake, DAF, back up power and upper reservoir projects.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the intake, back up power and upper reservoir projects.				

Project Number	21-01	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Public engagement for the intake, DAF, back up power and upper reservoir projects.
Project Rationale	Public engagement for the intake and upper reservoir projects.				

Project Number	22-01	**Capital Project Title**	Back up Power	**Capital Project Description**	Design and Construction of back up power system.
Project Rationale	Design and construction of a backup power system needed in the event of a power failure to continue to provide water to the community.				

Project Number	21-03	**Capital Project Title**	Highland Upper Reservoir Replacement	**Capital Project Description**	Construction to replace existing leaking upper reservoir
Project Rationale	Upper reservoir is leaking and wasting water. Needs to be replaced.				

Project Number	21-04	**Capital Project Title**	Water main replacement strategy and detailed design	**Capital Project Description**	Conduct water main replacement assessment and develop a phased replacement strategy and design drawings and specs
Project Rationale	The asbestos cement water main system needs to be replaced so this will assess the system and create a strategy to deal with it along with design drawings and specifications.				

Project Number	23-01	**Capital Project Title**	Initial phase of Water main replacement	**Capital Project Description**	Engineering and construction of replacement/renewal of failing water main for high priority areas ($1000/m over 10 years)
Project Rationale	The asbestos cement water main system needs to be replaced. This project is for the engineering and construction of replacement/renewal of failing water main for high priority areas ($1000/meter over 10 years).				

Project Number	22-03	**Capital Project Title**	Safety Improvements for the WTF	**Capital Project Description**	Design and installation of eyewash, safe access platform, roof access hatch
Project Rationale	These are Health and Safety improvements required to provide a safe working environment for CRD personnel.				

Project Number	24-01	**Capital Project Title**	Fernwood PS Hazard Assess and Demolition	**Capital Project Description**	Assessment of hazard and demolition.
Project Rationale	This project will assess the hazards and demolish the obsolete Fernwood Pump Station.				

Project Number	25-01	**Capital Project Title**	Fence installation around storage reservoirs	**Capital Project Description**	Install fencing around all reservoirs and WTP
Project Rationale	This fence is required for community safety (child access etc.) and security of the asset (vandalism).				

Project Number	23-02	**Capital Project Title**	Electrical Upgrades and Replacements	**Capital Project Description**	Work on Middle Reservoir - bonding wire and lug, replace Westinghouse motor starter, reconnect back-up lighting to code, install CR rated receptacles, replace cabling on float switch and level transducer, replace base board heater. Replace electrical service mast at Highlands Upper Reservoir.
Project Rationale	A variety of work is required on the Middle Reservoir - bonding wire and lug, replace Westinghouse motor starter, reconnect back-up lighting to code, install CR rated receptacles, replace cabling on float switch and level transducer, replace base board heater. Replace electrical service mast at Highlands Upper Reservoir.				

Project Number	23-03	**Capital Project Title**	Pressure Regulating Valve Station Upgrades	**Capital Project Description**	Install inline strainers, screens, access ladder, grout manhole frame.
Project Rationale	A variety of work is required on pressure regulating valve stations including the installation of inline strainers, screens, access ladder, grout manhole frame.				

Project Number	23-04	**Capital Project Title**	Replace DAF waste Pump	**Capital Project Description**	Replace DAF waste Pump Construction
Project Rationale	The DAF waste pump requires replacement.				

Project Number	23-05	**Capital Project Title**	Water Treatment Plant Upgrades and Replacements	**Capital Project Description**	Replace both doors on WTP, install chain and guard rail, remount AC power supply, secure Backwash, Clear Well and Rinse Tanks all Float and Level transducer wiring.
Project Rationale	Various improvements identified in the AMP and by Operations are required including replace both doors on WTP, install chain and guard rail, remount AC power supply, secure Backwash, Clear Well and Rinse Tanks all Float and Level transducer wiring.				

Project Number	23-06	**Capital Project Title**	Fernwood Reservoir upgrades and Replacements	**Capital Project Description**	Repair or replace shared electrical enclosure, repair any damaged electrical components, secure flanges at bottom of tank.
Project Rationale	Various improvements identified in the AMP and by Operations are required including repair or replace shared electrical enclosure, repair any damaged electrical components, secure flanges at bottom of tank.				

Project Number	23-07	**Capital Project Title**	WTP Communications and Control Upgrades	**Capital Project Description**	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards.
Project Rationale	Various improvements identified in the AMP and by Operations including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards.				

Highland/Fernwood Water (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	34,317	102,317	159,957	220,305	260,256	265,256
Capital Reserve Fund	42,643	52,643	112,643	115,643	165,643	170,643
Total	**76,961**	**154,961**	**272,601**	**335,949**	**425,900**	**435,900**

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105205	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	22,784	34,317	102,317	159,957	220,305	260,256
Transfer from Ops Budget	46,533	88,000	77,640	60,348	39,951	5,000
Expenditures	(35,000)	(20,000)	(20,000)	-	-	-
Planned Maintenance Activity	Hydrant maintenance & Reservoir cleaning & inspection (Ph2)	Filter media replacement	Reservoir cleaning & inspection			
Interest Income	-					
Ending Balance $	**34,317**	**102,317**	**159,957**	**220,305**	**260,256**	**265,256**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Capital Reserve Fund - Bylaw 3991

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	**1088**	**Estimated**	**Budget**				
Fund Centre:	**102156**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		52,129	42,643	52,643	112,643	115,643	165,643
Transfer from Ops Budget		42,514	75,000	80,000	75,000	50,000	5,000
Transfer to Cap Fund		(52,000)	(65,000)	(20,000)	(72,000)	-	-
Interest Income		-					
Ending Balance $		**42,643**	**52,643**	**112,643**	**115,643**	**165,643**	**170,643**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Cedars of Tuam Water (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.622 Cedars of Tuam Water (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area. Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of $25,425 or $6.75 / $1,000 of actual assessed value of land and improvements. To a maximum of $102,559.

COMMISSION:

Cedars of Tuam Water Service Commission established by bylaw No 3693 (April 14th, 2010).

FUNDING:

User Charge

- Annual Fixed Fee per per single family dwelling unit or equivalent plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
  - First 38 cubic metres or portion - $3.50 / cubic metre
  - Greater than 38 cubic metres - $9.00 / cubic metre

Water Connection Charge

- Actual cost for the connection.

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

2.622 - Cedars of Tuam Water (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Repairs & Maintenance	13,060	2,600	570	-	10,000	10,570	570	570	570	570
Allocations	3,209	3,209	3,268	-	-	3,268	3,330	3,393	3,457	3,521
Water Testing	2,100	1,920	2,142	-	-	2,142	2,184	2,228	2,274	2,319
Electricity	650	850	900	-	-	900	920	940	960	980
Supplies	730	320	750	-	-	750	760	770	780	790
Labour Charges	20,774	24,700	20,790	1,320	-	22,110	23,220	23,680	24,150	24,640
Other Operating Expenses	1,440	1,420	1,460	-	-	1,460	1,480	1,500	1,520	1,540
TOTAL OPERATING COSTS	**41,963**	**35,019**	**29,880**	**1,320**	**10,000**	**41,200**	**32,464**	**33,081**	**33,711**	**34,360**
*Percentage Increase over prior year			-28.8%	3.1%	23.8%	-1.8%	-21.2%	1.9%	1.9%	1.9%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	5,100	4,000	6,000	-	-	6,000	5,000	3,000	9,500	2,500
Transfer to Operating Reserve Fund	3,000	3,000	3,500	-	-	3,500	3,500	2,000	3,000	2,500
MFA Debt Reserve Fund	-	-	920	-	-	920	5,080	-	4,150	-
MFA Debt Principal	-	-	-	-	-	-	2,693	17,566	17,566	29,715
MFA Debt Interest	-	-	1,058	-	-	1,058	10,455	29,124	34,208	54,543
TOTAL DEBT / RESERVES	**8,100**	**7,000**	**11,478**	**-**	**-**	**11,478**	**26,728**	**51,690**	**68,424**	**89,258**
TOTAL COSTS	**50,063**	**42,019**	**41,358**	**1,320**	**10,000**	**52,678**	**59,192**	**84,771**	**102,135**	**123,618**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(12,500)	(4,069)	-	-	(10,000)	(10,000)	-	-	-	-
Sales - Water	(4,513)	(4,900)	(4,513)	-	-	(4,513)	(4,513)	(4,513)	(4,513)	(4,513)
User Charges	(33,000)	(33,000)	(36,795)	(1,320)	-	(38,115)	(54,629)	(80,208)	(97,572)	(119,055)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(50,063)**	**(42,019)**	**(41,358)**	**(1,320)**	**(10,000)**	**(52,678)**	**(59,192)**	**(84,771)**	**(102,135)**	**(123,618)**
REQUISITION - PARCEL TAX	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Charge			11.5%	4.0%		15.5%	43.3%	46.8%	21.6%	22.0%
Combined			**10.1%**	**3.5%**		**13.6%**	**38.7%**	**43.3%**	**20.5%**	**21.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.622 Cedars of Tuam Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$10,000	$0	$10,000	$0	$0	$0	$10,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$5,000	$270,000	$1,494,000	$25,000	$435,000	$415,000	$2,639,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$15,000	**$270,000**	**$1,504,000**	**$25,000**	**$435,000**	**$415,000**	**$2,649,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$92,000	$508,000	$0	$415,000	$415,000	$1,430,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$10,000	$178,000	$996,000	$20,000	$0	$0	$1,194,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$5,000	$0	$0	$5,000	$20,000	$0	$25,000
		$15,000	**$270,000**	**$1,504,000**	**$25,000**	**$435,000**	**$415,000**	**$2,649,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.622

Service Name: Cedars of Tuam Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Decommission	Abandon unused wells	Decommission wells.	$5,000	S	Res	$5,000	$0	$0	$5,000	$0	$0	$5,000
21-03	New	Design and construct new well and dist. system	Detailed designs, IHA application, construction documents, and construction of new infrastructure.	$1,744,000	S	Grant	$0	$178,000	$966,000	$0	$0	$0	$1,144,000
21-03					S	Debt	$0	$92,000	$508,000	$0	$0	$0	$600,000
22-02	New	Power generation equipment	Back up power construction (only required if new well does not go ahead).	$10,000	E	Grant	$10,000	$0	$10,000	$0	$0	$0	$10,000
23-01	New	Electrical Service Replacement	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhasust system. (only required if new well does not go ahead).	$40,000	S	Grant	$0	$0	$20,000	$20,000	$0	$0	$40,000
25-01	Replacement	Analysis and Design of AC pipe replacement	Analysis and Design of AC pipe replacement.	$20,000	S	Res	$0	$0	$0	$0	$20,000	$0	$20,000
26-01	Replacement	New pipeline construction	New pipeline construction to replace AC pipe.	$830,000	S	Debt	$0	$0	$0	$0	$415,000	$415,000	$830,000
			GRAND TOTAL	**$2,649,000**			**$15,000**	**$270,000**	**$1,504,000**	**$25,000**	**$435,000**	**$415,000**	**$2,649,000**

Service:	2.622	Cedars of Tuam Water (SSI)

Project Number	18-01	**Capital Project Title**	Abandon unused wells	**Capital Project Description**	Decommission wells.
Project Rationale	Abandon unused wells to prevent groundwater contamination.				

Project Number	21-03	**Capital Project Title**	Design and construct new well and dist. system	**Capital Project Description**	Detailed designs, IHA application, construction documents, and construction of new infrastructure.
Project Rationale	Detailed design and construction for new well.				

Project Number	22-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction (only required if new well does not go ahead).
Project Rationale	Design of back up power. Project contingent on the the new well project not proceeding.				

Project Number	23-01	**Capital Project Title**	Electrical Service Replacement	**Capital Project Description**	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhasust system. (only required if new well does not go ahead).
Project Rationale	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well				

Project Number	25-01	**Capital Project Title**	Analysis and Design of AC pipe replacement	**Capital Project Description**	Analysis and Design of AC pipe replacement.
Project Rationale	Investigation, analysis, design and prioritization of pipeline replacement.				

Project Number	26-01	**Capital Project Title**	New pipeline construction	**Capital Project Description**	New pipeline construction to replace AC pipe.
Project Rationale	New pipeline constrcution to replace AC pipe.				

Cedars of Tuam Water (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	10,392	3,892	7,392	9,392	12,392	14,892
Capital Reserve Fund	6,164	12,164	17,164	15,164	4,664	7,164
Total	**16,556**	**16,056**	**24,556**	**24,556**	**17,056**	**22,056**

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105532	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	11,461	10,392	3,892	7,392	9,392	12,392
Transfer from Op Budget	3,000	3,500	3,500	2,000	3,000	2,500
Transfer to Op Budget	(4,069)	(10,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income	-					
Ending Balance $	**10,392**	**3,892**	**7,392**	**9,392**	**12,392**	**14,892**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Capital Reserve Fund - Bylaw 3948

Monies in the reserve fund will be used to provide for capital works, including the planning, study, design, onstruction of water facilities, conveyance, treatment, storage, distribution of water, land purchases, machinery or equipment necessary for the extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1057 / Fund Centre: 101843	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	12,164	6,164	12,164	17,164	15,164	4,664
Transfer from Ops Budget	4,000	6,000	5,000	3,000	9,500	2,500
Transfer from Cap Fund	-					
Transfer to Cap Fund	(10,000)	-	-	(5,000)	(20,000)	-
Interest Income	-					
Ending Balance $	**6,164**	**12,164**	**17,164**	**15,164**	**4,664**	**7,164**

Assumptions/Background:

Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2023 Budget

Beddis Water

EAC Review

SEPTEMBER 2022

Service: 2.624 Beddis Water (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area. Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of $133,000 or $2.71 / $1,000 of actual assessed value of land and improvements. To a maximum of $400,800.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011		$95,909		
AUTHORIZED:	LA Bylaw No. 3193 (November 24, 2004)		$325,500	
BORROWED:	SI Bylaw No. 3291		($325,500)	1.80%
Remaining:			$0	
AUTHORIZED:	LA Bylaw No. 3825 (July 11, 2012)		$400,000	
BORROWED:	SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023		($300,000)	3.15%
BORROWED:	SI Bylaw No. 3910 (July 2013)		($70,000)	3.85%
Remaining:			$30,000	

COMMISSION:

Beddis Water Service Commission established by Bylaw No. 3693 (April 14th, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding propert that is taxable for school purposes by Special Act.

User Charge: Fixed user charge + variable consumption charge to all metered properties

Parcel Tax: Annual, only on properties capable of being connected to the system, starting 2006

User Charge:

- Annual Fixed Fee per per single family dwelling unit or equivalent
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
  - First 38 cubic metres or portion - $3.10 / cubic metre
  - Next 68 cubic metres or portion - $6.30 / cubic metre
  - Greater than 106 cubic metres - $8.50 / cubic metre

Water Connection Charge: The connection charge for a service shall be the actual cost for the connection

RESERVE FUND:

Fund 1069, established by Bylaw # 3274 (April 27, 2005)

2.624 - Beddis Water	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Operations Contracts	55,390	51,139	55,390	(32,310)	-	23,080	-	-	-	-
Grit & Waste Sludge Disposal	12,390	12,390	12,760	-	-	12,760	13,010	13,270	13,540	13,810
Repairs & Maintenance	13,760	20,240	5,940	-	14,000	19,940	6,060	6,180	6,300	6,430
Allocations	12,201	12,201	12,520	-	-	12,520	12,776	13,036	13,301	13,570
Water Testing	10,040	8,600	10,241	-	-	10,241	10,445	10,654	10,867	11,085
Electricity	11,650	11,650	12,000	-	-	12,000	12,240	12,480	12,730	12,980
Supplies	10,760	8,680	11,080	-	-	11,080	11,300	11,530	11,760	11,990
Labour Charges	36,736	27,100	36,820	38,950	-	75,770	103,930	106,020	108,140	110,310
Other Operating Expenses	16,930	24,480	15,740	(4,260)	-	11,480	8,650	8,860	9,080	9,300
TOTAL OPERATING COSTS	**179,857**	**176,480**	**172,491**	**2,380**	**14,000**	**188,871**	**178,411**	**182,030**	**185,718**	**189,475**
*Percentage Increase over prior year			-4.1%	1.3%	7.8%	5.0%	-5.5%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	15,000	15,000	10,000	-	-	10,000	15,899	16,000	10,430	5,492
Transfer to Capital Reserve Fund	32,500	35,877	80,000	-	-	80,000	155,000	158,225	60,000	15,000
MFA Debt Reserve Fund	180	180	70	-	-	70	-	21,870	20,070	24,290
MFA Debt Principal	30,817	30,817	30,817	-	-	30,817	-	-	63,822	122,373
MFA Debt Interest	12,145	12,145	7,420	-	-	7,420	-	26,705	131,320	234,490
TOTAL DEBT / RESERVES	**90,642**	**94,019**	**128,307**	**-**	**-**	**128,307**	**170,899**	**222,800**	**285,642**	**401,645**
TOTAL COSTS	**270,499**	**270,499**	**300,798**	**2,380**	**14,000**	**317,178**	**349,310**	**404,830**	**471,360**	**591,120**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(8,000)	(8,000)	-	-	(14,000)	(14,000)	-	-	-	-
Sales - Water	(72,000)	(72,000)	(72,000)	-	-	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)
User Charges	(115,259)	(115,259)	(138,310)	(2,380)	-	(140,690)	(168,830)	(202,600)	(243,120)	(316,060)
Other Revenue	(280)	(280)	(170)	-	-	(170)	(100)	(170)	(170)	(170)
TOTAL REVENUE	**(195,539)**	**(195,539)**	**(210,480)**	**(2,380)**	**(14,000)**	**(226,860)**	**(240,930)**	**(274,770)**	**(315,290)**	**(388,230)**
REQUISITION - PARCEL TAX	**(74,960)**	**(74,960)**	**(90,318)**	**-**	**-**	**(90,318)**	**(108,380)**	**(130,060)**	**(156,070)**	**(202,890)**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			20.0%	2.1%		22.1%	20.0%	20.0%	20.0%	30.0%
Requisition			20.5%			20.5%	20.0%	20.0%	20.0%	30.0%
Combined			**14.6%**	**0.9%**		**15.6%**	**15.2%**	**15.9%**	**16.4%**	**25.4%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.624 Beddis Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$160,000	$39,000	$231,000	$0	$11,000	$0	$281,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$443,000	$135,000	$33,000	$2,443,000	$2,090,000	$2,422,000	$7,123,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$603,000	**$174,000**	**$264,000**	**$2,443,000**	**$2,101,000**	**$2,422,000**	**$7,404,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$180,000	$0	$0	$2,180,000	$2,000,000	$2,422,000	$6,602,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$310,000	$102,000	$210,000	$150,000	$10,000	$0	$472,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$113,000	$72,000	$54,000	$113,000	$91,000	$0	$330,000
	$603,000	**$174,000**	**$264,000**	**$2,443,000**	**$2,101,000**	**$2,422,000**	**$7,404,000**

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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.

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

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

Service #: 2.624
Service Name: Beddis Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	$20,000	S	Res	$20,000	$20,000	$0	$0	$0	$0	$20,000
21-03	Study	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	$10,000	S	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-01	New	Power generation equipment	Back up power design and construction.	$176,000	E	Grant	$160,000	$0	$160,000	$0	$0	$0	$160,000
21-01	New				E	Res	$0	$0	$16,000	$0	$0	$0	$16,000
21-04	New	Preliminary design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir	$99,000	S	Res	$33,000	$33,000	$33,000	$33,000	$0	$0	$99,000
23-01	Decommission	AC Pipe Removal	Remove approximately 50m of abandoned AC water pipe	$17,000	S	Grant	$0	$17,000	$0	$0	$0	$0	$17,000
23-02	New	Design and install support for lifting apparatus WTP	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator and for a confined space entry apparatus over the DAF system.	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
23-02	New		Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator and for a confined space entry apparatus over the DAF system. CRD PM	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
23-03	New	Electrical Upgrades	Replacement of Variable Frequency Drives.	$35,000	E	Grant	$0	$35,000	$0	$0	$0	$0	$35,000
23-03	New		Replacement of Variable Frequency Drives. CRD PM	$4,000	E	Res	$0	$4,000	$0	$0	$0	$0	$4,000
24-01	New	Changes to DAF control panel	Motor overload resets to be external to the controller. Provide support for ultra-sonic probe.	$50,000	E	Grant	$0	$0	$50,000	$0	$0	$0	$50,000
24-01	New		Motor overload resets to be external to the controller. Provide support for ultra-sonic probe. CRD PM	$5,000	E	Res	$0	$0	$5,000	$0	$0	$0	$5,000
24-02	Study	AC Water main Assessment and Replacement Strategy	Develop a strategy and phased program for AC pipeline replacement and first stage design	$120,000	S	Res	$0	$0	$0	$80,000	$40,000	$0	$120,000
25-01	Decommission	Decommission of Sky Valley Upper Reservoir	Decommission and removal of Sky Valley Upper Reservoir	$50,000	S	Res	$50,000	$0	$0	$0	$50,000	$0	$50,000
25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservoir	Construction of booster pump and second reservoir at Sky Valley lower reservoir	$180,000	S	Debt	$180,000	$0	$0	$180,000	$0	$0	$180,000
25-02	New			$150,000	S	Grant	$150,000	$0	$0	$150,000	$0	$0	$150,000
25-03	Replacement	AC Water mains Replacement	Replace AC water mains Design for following stage (6500m at 338m/yr.)	$6,422,000	S	Debt	$0	$0	$0	$2,000,000	$2,000,000	$2,422,000	$6,422,000
26-01	New	Install Inline Strainers	Install inline strainer Stewart Rd PRS and Creekside Road PRS.	$10,000	E	Grant	$0	$0	$0	$0	$10,000	$0	$10,000
26-01	New			$1,000	E	Res	$0	$0	$0	$0	$1,000	$0	$1,000
			GRAND TOTAL	**$7,404,000**			**$603,000**	**$174,000**	**$264,000**	**$2,443,000**	**$2,101,000**	**$2,422,000**	**$7,404,000**

Service:	2.624	Beddis Water (SSI)

Project Number	20-02	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Seek service area electors approval to fund projects
Project Rationale	Need to obtain approval from the area electors for future projects.				

Project Number	21-03	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds
Project Rationale	As per Commission request (Dec. 15/2015), capital construction projects greater than $50,000 are to be funded thru debt, in which case a referendum may be required.				

Project Number	21-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power design and construction.
Project Rationale	In order to maintain potable water service in the event of an extended power outage, back up power is required.				

Project Number	21-04	**Capital Project Title**	Preliminary design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	**Capital Project Description**	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir
Project Rationale	Need to replace an existing reservoir with a new one and this will require a booster pump to operate it. This project os for the preliminary design.				

Project Number	23-01	**Capital Project Title**	AC Pipe Removal	**Capital Project Description**	Remove approximately 50m of abandoned AC water pipe
Project Rationale	This is for a short section of surficial abandoned asbestos pipe which needs to be removed and disposed of before it deteriorates further and enters the environment.				

Project Number	23-02	**Capital Project Title**	Design and install support for lifting apparatus WTP	**Capital Project Description**	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator and for a confined space entry apparatus over the DAF system.
Project Rationale	Operations has identified an H & S issue for the maintenance of this equipment and require lifting apparatus at height in order to make the maintenance tasks for the DAF unit safe.				

Project Number	23-03	**Capital Project Title**	Electrical Upgrades	**Capital Project Description**	Replacement of Variable Frequency Drives.
Project Rationale	Existing VFDs are approaching the end of their planned service life and need to be replaced.				

Project Number	24-01	**Capital Project Title**	Changes to DAF control panel	**Capital Project Description**	Motor overload resets to be external to the controller. Provide support for ultra-sonic probe.
Project Rationale	Various changes, modifications and upgrades required for the control panel for the DAF unit.				

Project Number	24-02	**Capital Project Title**	AC Water main Assessment and Replacement Strategy	**Capital Project Description**	Develop a strategy and phased program for AC pipeline replacement and first stage design
Project Rationale	Similar to all water distribution systems on SSI, the Beddis system was constructed using asbestos cement pipe which is at the end of its useful life span and requires replacement. Failures cause water leaks and this will occur on a more frequent basis in the future. This project is for the investigation, design and an replacement strategy.				

Project Number	25-01	**Capital Project Title**	Decommission of Sky Valley Upper Reservoir	**Capital Project Description**	Decommission and removal of Sky Valley Upper Reservoir
Project Rationale	The Sky Valley Upper Reservoir is no longer in use and needs to be decommissioned and disposed of. It will be replaced by a second reservoir at the Lower location.				

Project Number	25-02	**Capital Project Title**	Construction of booster pump and second reservoir at Sky Valley lower reservoir	**Capital Project Description**	Construction of booster pump and second reservoir at Sky Valley lower reservoir
Project Rationale	When the Sky Valley Upper Reservoir is decommissioned it will be replaced by a booster pump and second reservoir at the lower Sky Valley location.				

Project Number	25-03	**Capital Project Title**	AC Water mains Replacement	**Capital Project Description**	Replace AC water mains Design for following stage (6500m at 338m/yr.)
Project Rationale	Similar to all water distribution systems on SSI, the Beddis system was constructed using asbestos cement pipe which is at the end of its useful life span and requires replacement. Failures cause water leaks and this will occur on a more frequent basis in the future. This project is for the construction phase of the project.				

Project Number	26-01	**Capital Project Title**	Install Inline Strainers	**Capital Project Description**	Install inline strainer Stewart Rd PRS and Creekside Road PRS.
Project Rationale	Operations has identified that in-line strainers are required at the Stewart Road and Creekside Road locations in order to ensure consistent service and water quality.				

Beddis Water Reserves
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	16,752	12,752	28,651	44,651	55,081	60,573
Capital Reserve Fund	7,033	15,033	116,033	161,258	130,258	145,258
Total	**23,784**	**27,784**	**144,683**	**205,908**	**185,338**	**205,830**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Operating Reserve Fund

Reserve fund used for unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105206	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	9,752	16,752	12,752	28,651	44,651	55,081
Transfer from Ops Budget	15,000	10,000	15,899	16,000	10,430	5,492
Expenditures	(8,000)	(14,000)	-	-	-	-
Planned Maintenance Activity	Hydrant Maintenance	Reservoir cleaning and inspection				
Interest Income	-					
Ending Balance $	**16,752**	**12,752**	**28,651**	**44,651**	**55,081**	**60,573**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: 1069 / Fund Centre: 101894	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	23,782	7,033	15,033	116,033	161,258	130,258
Transfer from Ops Budget	35,877	80,000	155,000	158,225	60,000	15,000
Transfer from Cap Fund	10,099	-	-	-	-	-
Transfer to Cap Fund	(62,725)	(72,000)	(54,000)	(113,000)	(91,000)	-
Interest Income	-					
Ending Balance $	**7,033**	**15,033**	**116,033**	**161,258**	**130,258**	**145,258**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Fulford Water (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.626 Fulford Water (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island. Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of $156,000 or $5.46 / $1,000 to a maximum of $494,321.

MAXIMUM CAPITAL DEBT:

COMMISSION:

Fulford Water Service commission - Bylaw No 3693 (April 14, 2010).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

User Charge: Fixed user charge for residential properties.

Parcel Tax: Annual, levied only on properties capable of being connected to the system, starting 2006.

Connection Charge: The connection charge for a service shall be the actual cost for the connection.

Consumption Charge: Single Family Residential: No Consumption Charge
Other: $3.27 per cubic metre
Minimum charge for non-residential properties is equal to residential fixed user charge per SFE.

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

2.626 - Fulford Water (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Operations Contract	57,400	54,980	57,570	(30,230)	-	27,340	5,870	5,990	6,110	6,230
Grit & Waste Sludge Disposal	7,660	7,660	7,890	-	-	7,890	8,050	8,210	8,370	8,540
Repairs & Maintenance	28,170	31,000	8,410	-	-	8,410	8,580	8,760	8,940	29,120
Allocations	9,382	9,382	9,609	-	-	9,609	9,798	9,990	10,185	10,384
Water Testing	5,900	4,800	6,018	-	-	6,018	6,138	6,261	6,386	6,514
Electricity	10,570	10,730	10,890	-	-	10,890	11,110	11,330	11,560	11,790
Supplies	7,800	10,480	8,030	-	-	8,030	8,180	8,340	8,500	8,660
Labour Charges	23,282	34,740	23,360	38,350	-	61,710	89,830	91,630	93,460	95,340
Other Operating Expenses	18,210	19,270	17,340	(6,670)	-	10,670	6,070	6,260	6,450	6,640
TOTAL OPERATING COSTS	**168,374**	**183,042**	**149,117**	**1,450**	**-**	**150,567**	**153,626**	**156,771**	**159,961**	**183,218**
*Percentage Increase over prior year			-11.4%	0.9%		-10.6%	2.0%	2.0%	2.0%	14.5%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	10,600	10,600	8,000	-	-	8,000	8,000	8,000	8,000	8,000
Transfer to Capital Reserve Fund	35,000	15,893	42,600	-	-	42,600	47,240	52,110	25,020	5,000
MFA Debt ReserveFund	210	210	40	-	-	40	40	40	14,540	14,540
MFA Debt Principal	8,490	8,490	8,490	-	-	8,490	8,490	8,490	8,490	50,940
MFA Debt Interest	5,655	5,655	5,655	-	-	5,655	5,655	5,655	23,418	92,003
TOTAL DEBT / RESERVES	**59,955**	**40,848**	**64,785**	**-**	**-**	**64,785**	**69,425**	**74,295**	**79,468**	**170,483**
TOTAL COSTS	**228,329**	**223,890**	**213,902**	**1,450**	**-**	**215,352**	**223,051**	**231,066**	**239,429**	**353,701**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(20,000)	(20,000)	-	-	-	-	-	-	-	(20,000)
Sales - Water	(16,400)	(16,400)	(16,400)	-	-	(16,400)	(16,400)	(16,400)	(16,400)	(16,400)
User Charges	(143,599)	(139,160)	(147,907)	(1,450)	-	(149,357)	(156,080)	(163,100)	(170,439)	(255,660)
Other Revenue	(830)	(830)	(670)	-	-	(670)	(680)	(690)	(700)	(710)
TOTAL REVENUE	**(180,829)**	**(176,390)**	**(164,977)**	**(1,450)**	**-**	**(166,427)**	**(173,160)**	**(180,190)**	**(187,539)**	**(292,770)**
REQUISITION - PARCEL TAX	**(47,500)**	**(47,500)**	**(48,925)**	**-**	**-**	**(48,925)**	**(49,891)**	**(50,876)**	**(51,890)**	**(60,931)**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			3.0%	1.0%		4.0%	4.5%	4.5%	4.5%	50.0%
Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	17.4%
Combined			**2.8%**	**0.7%**		**3.5%**	**3.6%**	**3.6%**	**3.6%**	**39.5%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.626 Fulford Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$4,000	$66,100	$113,000	$165,000	$0	$0	$344,100
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$70,000	$270,000	$0	$25,000	$1,450,000	$1,450,000	$3,195,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$74,000	**$336,100**	**$113,000**	**$190,000**	**$1,450,000**	**$1,450,000**	**$3,539,100**
SOURCE OF FUNDS								
Capital Funds on Hand		$70,000	$70,000	$0	$0	$0	$0	$70,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$1,450,000	$1,450,000	$2,900,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$4,000	$260,000	$102,000	$150,000	$0	$0	$512,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$6,100	$11,000	$40,000	$0	$0	$57,100
		$74,000	**$336,100**	**$113,000**	**$190,000**	**$1,450,000**	**$1,450,000**	**$3,539,100**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

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

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

Service #: 2.626

Service Name: Fulford Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-02	Study	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$15,000	S	Res	$0	$0	$0	$15,000	$0	$0	$15,000
21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.	$10,000	S	Res	$0	$0	$0	$10,000	$0	$0	$10,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line	$4,500	E	Grant	$4,000	$4,000	$0	$0	$0	$0	$4,000
22-02	New				E	Res	$0	$500	$0	$0	$0	$0	$500
23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.	$6,600	E	Grant	$0	$6,000	$0	$0	$0	$0	$6,000
23-01	New		Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.		E	Res	$0	$600	$0	$0	$0	$0	$600
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload (Items 47,478,49 & 50 from McElhanney AMP 2020)	$60,000	E	Grant	$0	$0	$60,000	$0	$0	$0	$60,000
24-01	New		Replacement of panel board directory and address issues with regard to resetting motor overload (Items 47,478,49 & 50 from McElhanney AMP 2020). CRD PM	$6,000	E	Res	$0	$0	$6,000	$0	$0	$0	$6,000
22-03	New	Water main assessment and replacement strategy and detailed design.	Develop a strategy and phased program to replace aging AC water mains in the system and perform detailed design. Include service lines and water meters.	$290,000	S	Cap	$70,000	$70,000	$0	$0	$0	$0	$70,000
22-03	New				S	Grant	$0	$200,000	$0	$0	$0	$0	$200,000
25-01	New	Initial phase of water main replacement	Water main replacement detailed design and construction for priority sections	$2,900,000	S	Debt	$0	$0	$0	$0	$1,450,000	$1,450,000	$2,900,000
23-02	New	Back Up Power Generation Equipment	Back up power detailed design.	$42,000	E	Grant	$0	$0	$42,000	$0	$0	$0	$42,000
23-03	New	Back Up Power Generation Equipment	Back up power equipment construction.	$150,000	E	Grant	$0	$0	$0	$150,000	$0	$0	$150,000
23-03	New	Back Up Power Generation Equipment	Back up power project CRD PM	$20,000	E	Res	$0	$0	$5,000	$15,000	$0	$0	$20,000
23-07	New	Install Support for Lifting apparatus over DAF system.	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator as well as for confined space entry apparatus.	$55,000	E	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
23-07	New				E	Res	$0	$5,000	$0	$0	$0	$0	$5,000
			GRAND TOTAL	**$3,559,100**			**$74,000**	**$336,100**	**$113,000**	**$190,000**	**$1,450,000**	**$1,450,000**	**$3,539,100**

Service:	2.626	Fulford Water (SSI)

Project Number	21-02	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works that will require borrowing to fund.				

Project Number	21-03	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction.				

Project Number	22-02	**Capital Project Title**	Installation of turbidity meter on influent line	**Capital Project Description**	Installation of turbidity meter on influent line
Project Rationale	Meter required to measure water quality.				

Project Number	23-01	**Capital Project Title**	Replacement of impellers of pumps at Sunnyside Pump station	**Capital Project Description**	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.
Project Rationale	Replacement of aging equipment.				

Project Number	24-01	**Capital Project Title**	Electrical service improvement at Fulford WTP	**Capital Project Description**	Replacement of panel board directory and address issues with regard to resetting motor overload (Items 47,478,49 & 50 from McElhanney AMP 2020)
Project Rationale	Replacement of aging equipment.				

Project Number	22-03	**Capital Project Title**	Water main assessment and replacement strategy and detailed design.	**Capital Project Description**	Develop a strategy and phased program to replace aging AC water mains in the system and perform detailed design. Include service lines and water meters.
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	25-01	**Capital Project Title**	Initial phase of water main replacement	**Capital Project Description**	Water main replacement detailed design and construction for priority sections
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	23-02	**Capital Project Title**	Back Up Power Generation Equipment	**Capital Project Description**	Back up power detailed design.
Project Rationale	Back up power is required to ensure continuity of potable water service in the event of a prolonged power outage. This project is for the detailed design.				

Project Number	23-03	**Capital Project Title**	Back Up Power Generation Equipment	**Capital Project Description**	Back up power equipment construction.
Project Rationale	Back up power is required to ensure continuity of potable water service in the event of a prolonged power outage. This project is for the constrution and CRD project managemnt of it.				

Project Number	23-07	**Capital Project Title**	Install Support for Lifting apparatus over DAF system.	**Capital Project Description**	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator as well as for confined space entry apparatus.
Project Rationale	Operations has identified an H & S issue for the maintenance of this equipment and require lifting apparatus at height in order to make the maintenance tasks for the DAF unit safe.				

Fulford Water (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	4,176	12,176	20,176	28,176	36,176	24,176
Capital Reserve Fund	2,392	38,892	75,132	87,242	112,262	117,262
Total	**6,569**	**51,069**	**95,309**	**115,419**	**148,439**	**141,439**

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105207	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	13,576	4,176	12,176	20,176	28,176	36,176
Transfer from Ops Budget	10,600	8,000	8,000	8,000	8,000	8,000
Expenditures	(20,000)	-	-	-	-	(20,000)
Planned Maintenance Activity	Reservoir cleaning and inspection					Reservoir cleaning and inspection
Interest Income	-					
Ending Balance $	**4,176**	**12,176**	**20,176**	**28,176**	**36,176**	**24,176**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Capital Reserve Fund

Bylaw 3275

Reserve Cash Flow

Fund: 1070 / Fund Centre: 101897	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	85,499	2,392	38,892	75,132	87,242	112,262
Transfer from Ops Budget	15,893	42,600	47,240	52,110	25,020	5,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(99,000)	(6,100)	(11,000)	(40,000)	-	-
Interest Income	-					
Ending Balance $	**2,392**	**38,892**	**75,132**	**87,242**	**112,262**	**117,262**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Cedar Lane Water (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.628 Cedar Lane Water (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of $54,000 or $4.76/ $1,000 of actual assessed value of land and improvements to a maximum of $137,327.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3425 (Oct 10, 2007)	$168,000
Borrowed:	SI Bylaw 3514 (Feb 13, 2008)	($60,000)
	SI Bylaw 3634 (Aug 12, 2009)	($108,000)
Remaining:		$0

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

Parcel Tax: Annual charge only on properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 30 cubic metres or portion - $2.50 / cubic metre
- Next 30 cubic metres or portion - $9.00 / cubic metre
- Greater than 61 cubic metres - $25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).
Cedar Lane Water Service Operating Reserve Fund, Bylaw #4144 (Dec 14, 2016).

2.628 - Cedar Lane Water (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Operations Contract	22,650	21,100	22,650	(13,220)	-	9,430	-	-	-	-
Repairs & Maintenance	6,600	5,000	1,650	-	-	1,650	1,690	1,730	21,770	1,810
Allocations	4,889	4,889	3,999	-	-	3,999	4,077	4,156	4,237	4,318
Water Testing	3,100	2,640	3,162	-	-	3,162	3,225	3,290	3,355	3,423
Electricity	4,670	4,670	4,810	-	-	4,810	4,910	5,010	5,110	5,210
Supplies	1,570	1,460	1,610	-	-	1,610	1,640	1,670	1,700	1,730
Labour Charges	11,464	11,000	11,500	13,880	-	25,380	35,510	36,210	36,940	37,680
Other Operating Expenses	3,200	2,970	3,350	-	-	3,350	3,410	3,480	3,550	3,630
TOTAL OPERATING COSTS	**58,143**	**53,729**	**52,731**	**660**	**-**	**53,391**	**54,462**	**55,546**	**76,662**	**57,801**
*Percentage Increase over prior year			-9.3%	1.1%		-8.2%	2.0%	2.0%	38.0%	-24.6%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	2,170	6,584	15,000		-	15,000	18,000	30,500	30,900	22,000
Transfer to Operating Reserve Fund	3,200	3,200	5,000	-	-	5,000	4,300	6,136	7,437	3,883
MFA Debt Reserve Fund	30	30	930	-	-	930	30	710	30	30
MFA Debt Principal	5,394	5,394	5,394	-	-	5,394	8,028	2,635	4,626	13,116
MFA Debt Interest	2,430	2,430	3,465	-	-	3,465	6,570	4,973	11,025	25,235
TOTAL DEBT / RESERVES	**13,224**	**17,638**	**29,789**	**-**	**-**	**29,789**	**36,928**	**44,954**	**54,018**	**64,264**
TOTAL COSTS	**71,367**	**71,367**	**82,520**	**660**	**-**	**83,180**	**91,390**	**100,500**	**130,680**	**122,065**
FUNDING SOURCES (REVENUE)										
Balance CFW from 2021 to 2022	10,090	10,090	-	-	-	-	-	-	-	-
Transfers from Operations Reserve Fund	(5,000)	(5,000)	-	-	-	-	-	-	(20,000)	-
Sales - Water	(11,500)	(11,500)	(11,500)	-	-	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
User Charges	(49,777)	(49,777)	(54,640)	(660)	-	(55,300)	(62,210)	(69,920)	(78,590)	(88,340)
Other Revenue	(180)	(180)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
TOTAL REVENUE	**(56,367)**	**(56,367)**	**(66,320)**	**(660)**	**-**	**(66,980)**	**(73,890)**	**(81,600)**	**(110,270)**	**(100,020)**
REQUISITION - PARCEL TAX	**(15,000)**	**(15,000)**	**(16,200)**	**-**	**-**	**(16,200)**	**(17,500)**	**(18,900)**	**(20,410)**	**(22,045)**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Charge			9.8%	1.3%		11.1%	12.5%	12.4%	12.4%	12.4%
Requisition			8.0%			8.0%	8.0%	8.0%	8.0%	8.0%
Combined			**7.9%**	**0.9%**		**8.8%**	**9.9%**	**10.0%**	**10.1%**	**10.3%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.628 Cedar Lane Water (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$35,000	$0	$35,000
Equipment		$0	$22,000	$0	$0	$0	$0	$22,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$110,000	$165,000	$117,000	$128,000	$320,000	$290,000	$1,020,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$110,000	**$187,000**	**$117,000**	**$128,000**	**$355,000**	**$290,000**	**$1,077,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$90,000	$0	$68,000	$290,000	$290,000	$738,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$65,000	$95,000	$92,000	$60,000	$0	$0	$247,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$45,000	$2,000	$25,000	$0	$65,000	$0	$92,000
		$110,000	**$187,000**	**$117,000**	**$128,000**	**$355,000**	**$290,000**	**$1,077,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.628

Service Name: Cedar Lane Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Renewal	Abandon unused wells	Decommission wells	$10,000	S	Res	$10,000	$0	$10,000	$0	$0	$0	$10,000
21-01	New	Power generation equipment design and construction	Design and construction of back up power generation for WWTP and Pump stations.	$112,000	S	Grant	$15,000	$0	$42,000	$60,000	$0	$0	$102,000
21-01	New				S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
23-01	New	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location	$30,000	S	Res	$30,000	$0	$0	$0	$30,000	$0	$30,000
21-03	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.	$55,000	S	Grant	$50,000	$0	$50,000	$0	$0	$0	$50,000
21-03	New				S	Res	$5,000	$0	$5,000	$0	$0	$0	$5,000
21-06	New	WTP Manganese removal construction	Construct and install manganese removal system	$225,000	S	Debt	$0	$90,000	$0	$0	$0	$0	$90,000
21-06	New				S	Grant	$0	$75,000	$0	$0	$0	$0	$75,000
24-01	New	Install New Exhaust System WTP	An exhaust system is required to remove dangerous gases before maintenance personnel enter the space.	$22,000	E	Grant	$0	$20,000	$0	$0	$0	$0	$20,000
24-01	New				E	Res	$0	$2,000	$0	$0	$0	$0	$2,000
25-01	Replacement	AC Pipe Replacement Plan. Analysis and Design	Analysis and Design for AC Pipe replacement. 500m.	$68,000	S	Debt	$0	$0	$0	$68,000	$0	$0	$68,000
26-01	Replacement	AC Pipe Replacement Plan. Construction	Construction of new pipelines to replace AC	$580,000	S	Debt	$0	$0	$0	$0	$290,000	$290,000	$580,000
26-02	Replacement	Mansell PS Building Upgrade	Existing building requires upgrading.	$35,000	B	Res	$0	$0	$0	$0	$35,000	$0	$35,000
			GRAND TOTAL	**$1,137,000**			**$110,000**	**$187,000**	**$117,000**	**$128,000**	**$355,000**	**$290,000**	**$1,077,000**

Service:	2.628	Cedar Lane Water (SSI)

Project Number	Capital Project Title	Capital Project Description
18-01	Abandon unused wells	Decommission wells

Project Rationale The original system drilled five wells, and two (well #1 and #5) are in production and operate separately. Wells that are no longer in use must be closed to avoid potential future aquifer contamination. Abandoning a well must be in accordance with Groundwater Protection Regulations

Project Number	Capital Project Title	Capital Project Description
21-01	Power generation equipment design and construction	Design and construction of back up power generation for WWTP and Pump stations.

Project Rationale Design and construction of back up power generation for WWTP and Pump stations to maintain potable water service during power outages.

Project Number	Capital Project Title	Capital Project Description
23-01	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location

Project Rationale Conduct study and site investigation to identify groundwater sources and new well location as the current wells are depleting. In the SAMP of April 2020 by McElhanney Consulting Services Ltd. It was noted that a new well will be required in the next 1 to 5 years at a cost of $60K.

Project Number	Capital Project Title	Capital Project Description
21-03	Detailed Hydrogeological Assessment	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.

Project Rationale Detailed study of groundwater source, state of the aquifer, ground water balance and potential risks and concerns are required to support a sustainable groundwater supply for the residents of the Cedar Lane Water Service Area. Note that approval for a CWF grant was obtained on August 10th, 2020.

Project Number	Capital Project Title	Capital Project Description
21-06	WTP Manganese removal construction	Construct and install manganese removal system

Project Rationale Health Canada has changed manganese limits. Maximum acceptable concentration (MAC) for total manganese in drinking water is 0.12 mg/L (120 µg/L).Cedar Lane water testing results can exceed this threshold value and sometimes double. There is some urgency to get this done as it is a potential health issue. SSI Engineering intends to get the design done (by third party consultant) in the last half of 2022.

Project Number	Capital Project Title	Capital Project Description
24-01	Install New Exhaust System WTP	An exhaust system is required to remove dangerous gases before maintenance personnel enter the space.

Project Rationale An exhaust system is required to remove dangerous gases before maintenance personnel enter the space.

Project Number	25-01	**Capital Project Title**	AC Pipe Replacement Plan. Analysis and Design	**Capital Project Description**	Analysis and Design for AC Pipe replacement. 500m.
Project Rationale	Analysis and design to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.				

Project Number	26-01	**Capital Project Title**	AC Pipe Replacement Plan. Construction	**Capital Project Description**	Construction of new pipelines to replace AC
Project Rationale	Construction to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.				

Project Number	26-02	**Capital Project Title**	Mansell PS Building Upgrade	**Capital Project Description**	Existing building requires upgrading.
Project Rationale	The existing Mansell PS Building is in a state of disrepair and needs to be upgraded.				

Cedar Lane Water (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	1,227	6,227	10,527	16,663	4,100	7,983
Capital Reserve Fund	7,471	20,471	13,471	43,971	9,871	31,871
Total	**8,697**	**26,697**	**23,997**	**60,633**	**13,970**	**39,853**

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105208	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	3,027	1,227	6,227	10,527	16,663	4,100
Transfer from Ops Budget	3,200	5,000	4,300	6,136	7,437	3,883
Expenditures	(5,000)	-	-	-	(20,000)	-
Planned Maintenance Activity	Well No.1 Inspection				Reservoir cleaning & inspection	
Interest Income	-					
Ending Balance $	**1,227**	**6,227**	**10,527**	**16,663**	**4,100**	**7,983**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Capital Reserve Fund

Bylaw 3582

Reserve Cash Flow

Fund: 1076 / Fund Centre: 102020	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	42,387	7,471	20,471	13,471	43,971	9,871
Transfer from Ops Budget	6,584	15,000	18,000	30,500	30,900	22,000
Transfer from Cap Fund	-					
Transfer to Cap Fund	(41,500)	(2,000)	(25,000)	-	(65,000)	-
Interest Income	-					
Ending Balance $	**7,471**	**20,471**	**13,471**	**43,971**	**9,871**	**31,871**

Assumptions/Background:

Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2023 Budget

Fernwood Water (SSI)

EAC Review

SEPTEMBER 2022

Service: 2.660 Fernwood Water (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of $56,000 or $5.07 / $1,000 of actual assessed value of land and improvements. To a maximum of $435,101.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	$ (100,000)
	SI Bylaw 3677 (Feb 2010)	$ (50,000)
	SI Bylaw 3817 (May 2012)	$ (45,000)
REMAINING:		$0

COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

RESERVE FUND BYLAW:

Bylaw No. 1832.

2.660 - Fernwood Water (SSI) -Debt Only	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	82	82	26	-	-	26	27	27	28	29
TOTAL OPERATING COSTS	**82**	**82**	**26**	**-**	**-**	**26**	**27**	**27**	**28**	**29**
*Percentage Increase over prior year						-68.3%	3.8%	0.0%	3.7%	3.6%
DEBT										
MFA Debt Principal	9,925	9,925	9,925	-	-	9,925	9,925	4,931	2,247	2,247
MFA Debt Interest	4,420	4,420	4,420	-	-	4,420	4,420	1,850	1,530	765
MFA Debt Reserve Fund	50	50	40	-	-	40	40	40	40	40
TOTAL DEBT	**14,395**	**14,395**	**14,385**	**-**	**-**	**14,385**	**14,385**	**6,821**	**3,817**	**3,052**
TOTAL COSTS	**14,477**	**14,477**	**14,411**	**-**	**-**	**14,411**	**14,412**	**6,848**	**3,845**	**3,081**
FUNDING SOURCES (REVENUE)										
Balance c/f from 2021 to 2022	(14)	(14)	-	-	-	-	-	-	-	-
Othere Revenue	(50)	(50)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(64)**	**(64)**	**(40)**	**-**	**-**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION - PARCEL TAX	**(14,413)**	**(14,413)**	**(14,371)**	**-**	**-**	**(14,371)**	**(14,372)**	**(6,808)**	**(3,805)**	**(3,041)**
*Percentage increase over prior year Requisition						-0.3%	0.0%	-52.6%	-44.1%	-20.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

SSI Septage/Composting

EAC Review

SEPTEMBER 2022

Service: 3.705 SSI Liquid Waste Disposal **Committee:** Electoral Areas

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of $126,650 or $0.10 / $1,000 on actual assessments for land and improvements. To a maximum of $617,785.

COMMISSION:

Salt Spring Island Liquid Waste Disposal Local Service Commission - Bylaw No. 3693 (April 14, 2010).

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	$0.455 per imperial gallon (Bylaw No. 4470, November 2021)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

Change in Budget 2022 to 2023

Service: 3.705 SSI Septage/Composting	**Total Expenditure**	**Comments**
2022 Budget	**991,525**	
Other Changes:		
Standard OH Allocation	4,277	Increased expenses in 2022
Sludge Hauling Contract	34,793	Estimate $0.025/IGAL increase in sludge disposal costs at 1,395,000 IGAL volume
Repairs & Maintenance	9,000	One time cyclical maintenance planned in 2023
IWS Labour Allocation	10,030	2023 IBC 10a-1.8: Manager, SSI and SGI Operations (IWS)
Contribution to composting facility operations	5,000	Ongoing contribution to third party
Reserve Transfers	(18,500)	Transfer to ORF $6,000 increase and CRF $(24,500) decrease
Permit Fees	1,200	Ongoing annual occupation fees and permits
Other Expenses	1,040	
Total Other Changes	46,840	
2023 Budget	**1,038,365**	

Summary of % Expense		
2023 IBC Expense	1.0%	
Increased sludge disposal costs	3.5%	
Reduced reserve transfers	-1.9%	
Balance of increase	2.1%	
% expense increase from 2022:	***4.7%***	
% Requisition increase from 2022 (if applicable):	***3.0%***	*Requisition funding is 37.6% of service revenue*

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenue is projected at $43,225 (4.4%) higher than budget due to higher than expected revenue from tipping fees. Operating expenses are projected at $35,025 (4.4%) higher than budget mainly due to the increased cost to dispose higher volumes of sludge and repairs and maintenance costs. The $8,200 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of $29,275 before this transfer.

3.705 - SSI Septage/Composting	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Sludge Hauling Contract	558,000	607,210	592,793	-	-	592,793	604,650	616,740	629,070	641,650
Grit & Waste Sludge Disposal	3,600	3,600	3,600	-	-	3,600	3,670	3,740	3,810	3,890
Repairs & Maintenance	7,750	12,980	7,880	-	9,000	16,880	8,040	8,200	8,360	8,520
Allocations	37,626	37,626	41,973	-	-	41,973	42,815	43,673	44,548	45,439
Electricity	6,500	4,100	6,500	-	-	6,500	6,630	6,760	6,900	7,040
Supplies	7,680	8,880	7,910	-	-	7,910	8,070	8,230	8,390	8,560
Labour Charges	157,236	131,741	157,566	10,030	-	167,596	176,111	179,637	183,244	186,922
Contribution Composting Facility Operation	-	-	-	5,000	-	5,000	5,000	5,000	5,000	5,000
Other Operating Expenses	13,500	20,780	13,870	1,200	-	15,070	15,420	15,770	16,120	16,490
TOTAL OPERATING COSTS	**791,892**	**826,917**	**832,092**	**16,230**	**9,000**	**857,322**	**870,406**	**887,750**	**905,442**	**923,511**
*Percentage Increase over prior year			5.1%	2.0%	1.1%	8.3%	1.5%	2.0%	2.0%	2.0%
DEBT / RESERVES										
MFA Debt Reserve	560	560	470	-	-	470	470	470	470	470
MFA Debt Principal	107,308	107,308	107,308	-	-	107,308	107,308	73,348	38,455	38,455
MFA Debt Interest	53,265	53,265	53,265	-	-	53,265	50,115	33,805	29,645	29,645
Transfer to Operating Reserve Fund	4,000	25,000	10,000	-	-	10,000	15,000	25,000	40,000	40,000
Transfer to Capital Reserve Fund	34,500	21,700	10,000	-	-	10,000	13,701	59,756	89,767	95,868
TOTAL DEBT / RESERVES	**199,633**	**207,833**	**181,043**	**-**	**-**	**181,043**	**186,594**	**192,379**	**198,337**	**204,438**
TOTAL COSTS	**991,525**	**1,034,750**	**1,013,135**	**16,230**	**9,000**	**1,038,365**	**1,057,000**	**1,080,129**	**1,103,779**	**1,127,949**
*Percentage Increase over prior year			2.2%	1.6%	0.9%	4.7%	1.8%	2.2%	2.2%	2.2%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	(9,000)	(9,000)	-	-	-	-
Sale - Septage Sludge	(409,500)	(420,875)	(432,000)	-	-	(432,000)	(440,640)	(449,450)	(458,440)	(467,610)
Sale - Sewage Sludge	(204,750)	(236,600)	(209,250)	-	-	(209,250)	(213,440)	(217,710)	(222,060)	(226,500)
Grants in Lieu of Taxes	(460)	(460)	(470)	-	-	(470)	(480)	(490)	(500)	(510)
Recoveries	-	-	-	-	-	-	-	-	-	-
Other Revenue	(1,070)	(1,070)	(670)	-	-	(670)	(670)	(670)	(670)	(670)
TOTAL REVENUE	**(615,780)**	**(659,005)**	**(642,390)**	**-**	**(9,000)**	**(651,390)**	**(655,230)**	**(668,320)**	**(681,670)**	**(695,290)**
REQUISITION - PARCEL TAX	**(375,745)**	**(375,745)**	**(370,745)**	**(16,230)**	**-**	**(386,975)**	**(401,770)**	**(411,809)**	**(422,109)**	**(432,659)**
*Percentage increase over prior year Requisition			-1.3%	4.3%		3.0%	3.8%	2.5%	2.5%	2.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.705 SSI Septage / Composting		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$409,158	$35,000	$344,158	$0	$50,000	$0	$429,158
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$409,158	**$35,000**	**$344,158**	**$0**	**$50,000**	**$0**	**$429,158**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$343,462	$0	$303,462	$0	$40,000	$0	$343,462
Donations / Third Party Funding		Other	$33,196	$0	$33,196	$0	$0	$0	$33,196
Reserve Fund		Res	$32,500	$35,000	$7,500	$0	$10,000	$0	$52,500
			$409,158	**$35,000**	**$344,158**	**$0**	**$50,000**	**$0**	**$429,158**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 3.705
Service Name: SSI Septage / Composting

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Lagoon Closure	Lagoon Closure	$82,500	S	Grant	$75,000	$0	$75,000	$0	$0	$0	$75,000
20-01	Replacement				S	Res	$7,500	$0	$7,500	$0	$0	$0	$7,500
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	$50,000	S	Grant	$40,000	$0	$0	$0	$40,000	$0	$40,000
21-01	Study				S	Res	$10,000	$0	$0	$0	$10,000	$0	$10,000
22-01	New	Composting Facility	Composter and composting infrastructure	$261,658	S	Grant	$168,462	$0	$168,462	$0	$0	$0	$168,462
22-01	New				S	Other	$33,196	$0	$33,196	$0	$0	$0	$33,196
22-01	New				S	Grant	$60,000	$0	$60,000	$0	$0	$0	$60,000
23-01	New	Grit Chamber	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
23-02	New	Abattoir Purchase of Assets	To purchase assets from Abattoir Society to reimburse them.	$15,000	S	Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
			GRAND TOTAL	**$429,158**			**$409,158**	**$35,000**	**$344,158**	**$0**	**$50,000**	**$0**	**$429,158**

Service:	3.705	SSI Septage / Composting

Project Number	Capital Project Title	Capital Project Description
20-01	Lagoon Closure	Lagoon Closure

Project Rationale Old lagoons that may not be used in the new facility design. Will wait until the options analysis is complete to ensure they will not be used in the new facility.

Project Number	Capital Project Title	Capital Project Description
21-01	Strategic Asset management plan	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.

Project Rationale Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects. Will be done after the new facilities are constructed.

Project Number	Capital Project Title	Capital Project Description
22-01	Composting Facility	Composter and composting infrastructure

Project Rationale Engineering, design and constrcution of a composting facility to serve abbatoirs and other organic waste producers to reduce the amount hauled off island and to creat a local source of valuable compost.

Project Number	Capital Project Title	Capital Project Description
23-01	Grit Chamber	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs.

Project Rationale Installation of a grit chamber as suggested by Operations to substantially reduce maintenance costs.

Project Number	Capital Project Title	Capital Project Description
23-02	Abattoir Purchase of Assets	To purchase assets from Abattoir Society to reimburse them.

Project Rationale To purchase assets from Abattoir Society to reimburse them.

SSI Septage/Composting
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	37,475	38,475	53,475	78,475	118,475	158,475
Capital Reserve Fund	123,556	98,556	104,757	164,513	244,280	340,148
Total	**161,031**	**137,031**	**158,232**	**242,988**	**362,755**	**498,623**

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for the purposes of unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105209	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	12,475	37,475	38,475	53,475	78,475	118,475
Transfer from Ops Budget	25,000	10,000	15,000	25,000	40,000	40,000
Transfer to Ops Budget	-					
Expenditures	-	(9,000)	-	-	-	-
Planned Maintenance Activity		Power Line Maintenance				
Interest Income	-					
Ending Balance $	**37,475**	**38,475**	**53,475**	**78,475**	**118,475**	**158,475**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund - Bylaw 2274

Reserve fund used for the purposes of capital expenditures including planning, engineering and legal costs for providing, accessing, altering or expanding liquid waste disposal and co-composting facilities related directly or indirectly to the Saltspring Island Liquid Waste Disposal Facilities.

Reserve Cash Flow

Fund: 1087 / Fund Centre: 102146	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	171,856	123,556	98,556	104,757	164,513	244,280
Transfer from Ops Budget	21,700	10,000	13,701	59,756	89,767	95,868
Transfer to Cap Fund	(70,000)	(35,000)	(7,500)	-	(10,000)	-
Interest Income	-					
Ending Balance $	**123,556**	**98,556**	**104,757**	**164,513**	**244,280**	**340,148**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Ganges Sewer (SSI)

EAC Review

SEPTEMBER 2022

Service: 3.810 Ganges Sewer Utility (SSI) **Committee:** Electoral Areas

DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island (Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of $270,000 or $7.46 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,861,265.

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	$3,900,000
Borrowed:	$3,900,000
Remaining	$0

COMMISSION:

Ganges Sewer Local Services Commission - Bylaw No. 3693 (April 14, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

User Charge: Based on water consumption billed annually to properties connected to the system

Parcel Tax: Annual charge based only on properties capable of being connected to system

Connection Charge: Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

Change in Budget 2022 to 2023
Service: 3.810 Ganges Sewer

	Total Expenditure	Comments
2022 Budget	**1,085,199**	
Other Changes:		
2023 Repairs & Maintenance	80,000	Sanitary Sewer Flushing and Inspection - onetime cyclical
2022 Repairs & Maintenance	(10,000)	Outfall Inspection - onetime cyclical
IWS Labour Allocation	23,230	2023 IBC 10a-1.8: Manager, SSI and SGI Operations (IWS)
Transfer to ORF & CRF	(48,275)	Transfer to ORF $28,000 decrease and CRF $12,263 decrease
Transfer to ERF	50,000	Transfer to fund membrane replacement, cyclical $500K every 10 years
Other	7,109	
Total Other Changes	102,064	
2023 Budget	**1,187,263**	

Summary of % Expense Increase	
2023 one-time costs	7.4%
2023 IBC expense	2.1%
Reduction in 2022 one-time costs	-0.9%
Balance of increase	0.8%
% expense increase from 2022:	***9.4%***
% Requisition increase from 2022 (if applicable):	***3.0%***

Requisition funding is 5.0% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenue is projected at $10,000 (1.0%) higher than budget due to an increase to the one-time transfer from the Operating Reserve Fund to fund cyclical maintenance. Operating expenses are projected at $108,704 higher than budget mainly due to repairs and maintenance for emergency response and waste sludge disposal costs during ongoing MBR optimization adjustments. The $98,704 unfavourable variance will be balanced on the Operating Reserve Fund ($48,704), which has an expected year end balance of $123,603 before this transfer; and the Capital Reserve Fund ($50,000), which has an expected year end balance of $619,806 before this transfer.

3.810 - Ganges Sewer (SSI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Sludge Hauling Contracts	30,080	38,900	30,980	-	-	30,980	31,600	32,230	32,870	33,530
Screenings, Grit & Waste Sludge Disposal	124,740	172,900	128,490	-	-	128,490	131,060	133,680	136,350	139,070
Repairs & Maintenance	24,320	61,200	14,750	-	80,000	94,750	45,040	15,350	15,660	40,970
Allocations	48,481	48,481	49,469	-	-	49,469	50,459	51,462	52,491	53,544
Electricity	61,850	55,650	63,710	-	-	63,710	64,980	66,280	67,610	68,970
Water	7,750	3,195	3,260	-	-	3,260	3,330	3,400	3,470	3,540
Supplies	16,210	16,860	16,710	-	-	16,710	17,050	17,390	17,740	18,100
Labour Charges	374,535	396,034	375,266	23,230	-	398,496	418,358	426,748	435,288	444,007
Other Operating Expenses	30,590	34,040	33,160	-	-	33,160	34,020	34,900	35,810	36,750
TOTAL OPERATING COSTS	**718,556**	**827,260**	**715,795**	**23,230**	**80,000**	**819,025**	**795,897**	**781,440**	**797,289**	**838,481**
*Percentage Increase over prior year			-0.4%	3.2%	11.1%	14.0%	-2.8%	-1.8%	2.0%	5.2%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	70,000	21,296	42,000	-	-	42,000	45,000	39,000	10,000	15,000
Transfer to Capital Reserve Fund	50,000	-	29,725	-	-	29,725	33,020	39,470	13,685	29,395
Transfer to Equipment Replacement Fund	-	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000
MFA Principal Payment	128,013	128,013	128,013	-	-	128,013	128,013	128,013	180,078	180,078
MFA Interest Payment	117,800	117,800	117,800	-	-	117,800	117,800	133,428	180,310	180,310
MFA Debt Reserve Fund	830	830	700	-	-	700	700	14,000	700	700
TOTAL DEBT / RESERVES	**366,643**	**267,939**	**368,238**	**-**	**-**	**368,238**	**374,533**	**403,911**	**434,773**	**455,483**
TOTAL COSTS	**1,085,199**	**1,095,199**	**1,084,033**	**23,230**	**80,000**	**1,187,263**	**1,170,430**	**1,185,351**	**1,232,062**	**1,293,964**
*Percentage Increase over prior year			-0.1%	2.1%	7.4%	9.4%	-1.4%	1.3%	3.9%	5.0%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(10,000)	(20,000)	-	-	(80,000)	(80,000)	(30,000)	-	-	(25,000)
User Charges	(1,015,009)	(1,015,009)	(1,022,222)	(23,230)	-	(1,045,452)	(1,076,820)	(1,119,891)	(1,164,692)	(1,199,634)
Other Revenue	(2,043)	(2,043)	(1,920)	-	-	(1,920)	(1,920)	(1,920)	(1,920)	(1,920)
TOTAL REVENUE	**(1,027,052)**	**(1,037,052)**	**(1,024,142)**	**(23,230)**	**(80,000)**	**(1,127,372)**	**(1,108,740)**	**(1,121,811)**	**(1,166,612)**	**(1,226,554)**
REQUISITION - PARCEL TAX	**(58,147)**	**(58,147)**	**(59,891)**	**-**	**-**	**(59,891)**	**(61,690)**	**(63,540)**	**(65,450)**	**(67,410)**
*Percentage increase over prior year										
User Fee			0.7%	2.3%		3.0%	3.0%	4.0%	4.0%	3.0%
Requisition			3.0%			3.0%	3.0%	3.0%	3.0%	3.0%
Combined			**0.8%**	**2.2%**		**3.0%**	**3.0%**	**3.9%**	**3.9%**	**3.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.810 Ganges Sewer Utility (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$1,347,500	$235,000	$58,000	$1,737,500	$0	$0	$2,030,500
Vehicles	V	$0	$77,000	$0	$0	$0	$0	$77,000
		$1,347,500	**$312,000**	**$58,000**	**$1,737,500**	**$0**	**$0**	**$2,107,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$107,500	$50,000	$0	$57,500	$0	$0	$107,500
Debenture Debt (New Debt Only)	Debt	$800,000	$0	$0	$1,330,000	$0	$0	$1,330,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$140,000	$182,000	$25,000	$140,000	$0	$0	$347,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$300,000	$80,000	$33,000	$210,000	$0	$0	$323,000
		$1,347,500	**$312,000**	**$58,000**	**$1,737,500**	**$0**	**$0**	**$2,107,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 3.810

Service Name: Ganges Sewer Utility (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement.	$50,000	S	Grant	$40,000	$0	$0	$40,000	$0	$0	$40,000
21-01	New				S	Res	$10,000	$0	$0	$10,000	$0	$0	$10,000
21-02	New	Reclaimed Water Study	Feasibility study, identify infrastructure and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.	$57,500	S	Cap	$57,500	$0	$0	$57,500	$0	$0	$57,500
21-03	New	VFD installation for EQ Tank	Installation of VFD for EQ pumps to equalize feed rate for the plant	$55,000	S	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-03	New				S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP	$1,060,000	S	Res	$60,000	$60,000	$0	$0	$0	$0	$60,000
21-04	New		Construction of chemical storage, lab, crew room facilities		S	Res	$200,000	$0	$0	$200,000	$0	$0	$200,000
21-04	New		Construction of chemical storage, lab, crew room facilities		S	Debt	$800,000	$0	$0	$800,000	$0	$0	$800,000
22-01	Replacement	Electorate Assent for Borrowing	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities	$20,000	S	Res	$20,000	$0	$20,000	$0	$0	$0	$20,000
22-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works required for borrowing to fund.	$10,000	S	Res	$10,000	$0	$10,000	$0	$0	$0	$10,000
22-03	New	Aeration system improvement construction	Construction of aeration system improvements including blowers, diffusers and piping systems.	$630,000	S	Grant	$100,000	$0	$0	$100,000	$0	$0	$100,000
22-03	New				S	Debt	$0	$0	$0	$530,000	$0	$0	$530,000
23-01	Replacement	Replace Generator Trailer	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer	$77,000	V	Grant	$0	$77,000	$0	$0	$0	$0	$77,000
23-02	New	MBR Cassette lifting brackets	Purchase and install MBR cassette lifting brackets. Identified as an H & S concern for operations staff.	$65,000	S	Grant	$0	$55,000	$0	$0	$0	$0	$55,000
23-02					S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
23-03	New	Key components and spares replacement schedule	Provisional allowance for the supply and installation of key components and critical spares.	$55,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
23-03					S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
24-01	New	Electrical upgrades	Installation of additional lighting and HMI upgrade.	$28,000	S	Grant	$0	$0	$25,000	$0	$0	$0	$25,000
24-01					S	Res	$0	$0	$3,000	$0	$0	$0	$3,000
			GRAND TOTAL	**$2,107,500**			**$1,347,500**	**$312,000**	**$58,000**	**$1,737,500**	**$0**	**$0**	**$2,107,500**

Service:	3.810	Ganges Sewer Utility (SSI)

Project Number	21-01	**Capital Project Title**	Strategic Asset Management Plan	**Capital Project Description**	Identify condition of assets, develop prioritized list of infrastructure replacement.
Project Rationale	Identify condition of assets, develop prioritized list of infrastructure replacement.				

Project Number	21-02	**Capital Project Title**	Reclaimed Water Study	**Capital Project Description**	Feasibility study, identify infrastructure and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.
Project Rationale	Feasibility study, identify infrastructure and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.				

Project Number	21-03	**Capital Project Title**	VFD installation for EQ Tank	**Capital Project Description**	Installation of VFD for EQ pumps to equalize feed rate for the plant
Project Rationale	Current pumps in the Equalization tank are stop when the flow in Bioreactor is high. VFD equipped pumps can better regulate the flow rate for the plant.				

Project Number	21-04	**Capital Project Title**	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage	**Capital Project Description**	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP
Project Rationale	Detailed designs of expanded facilities are required for the lab, crew area, blower room and storage at the Ganges WWTP.				

Project Number	22-01	**Capital Project Title**	Electorate Assent for Borrowing	**Capital Project Description**	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities
Project Rationale	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities				

Project Number	22-02	**Capital Project Title**	Public Engagement	**Capital Project Description**	Inform and engage public within service area on upcoming works required for borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works required for borrowing to fund.				

Project Number	22-03	**Capital Project Title**	Aeration system improvement construction	**Capital Project Description**	Construction of aeration system improvements including blowers, diffusers and piping systems.
Project Rationale	Required to maintain and improve the process performance of the WWTP.				

Project Number	23-01	**Capital Project Title**	Replace Generator Trailer	**Capital Project Description**	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer
Project Rationale	Need to replace aging compressors before they fail.				

Project Number	23-02	**Capital Project Title**	MBR Cassette lifting brackets	**Capital Project Description**	Purchase and install MBR cassette lifting brackets. Identified as an H & S concern for operations staff.
Project Rationale	Purchase and install MBR cassette lifting brackets. Identified as an H & S concern for operations staff.				

Project Number	23-03	**Capital Project Title**	Key components and spares replacement schedule	**Capital Project Description**	Provisional allowance for the supply and installation of key components and critical spares.
Project Rationale	Provisional allowance for the supply and installation of key components and critical spares.				

Project Number	24-01	**Capital Project Title**	Electrical upgrades	**Capital Project Description**	Installation of additional lighting and HMI upgrade.
Project Rationale	Installation of additional lighting and HMI upgrade.				

Ganges Sewer (SSI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	74,899	36,899	51,899	90,899	100,899	90,899
Total Capital Reserve Fund	567,125	516,850	516,870	346,340	360,025	389,420
Equipment Replacement Fund	100,000	150,000	200,000	250,000	300,000	350,000
Total	**742,025**	**703,750**	**768,770**	**687,240**	**760,925**	**830,320**

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105210**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		73,603	74,899	36,899	51,899	90,899	100,899
Transfer from Ops Budget		21,296	42,000	45,000	39,000	10,000	15,000
Expenditures		(20,000)	(80,000)	(30,000)	-	-	(25,000)
Planned Maintenance Activity		Outfall Inspection	Sanitary sewer flushing and inspections	WWTP tank draining, cleaning and inspection			Outfall Inspection
Interest Income		-					
Ending Balance $		**74,899**	**36,899**	**51,899**	**90,899**	**100,899**	**90,899**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #1 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101836	2022	2023	2024	2025	2026	2027
Beginning Balance		797,869	500,369	450,094	450,114	279,584	293,269
Transfer from Ops Budget		-	29,725	33,020	39,470	13,685	29,395
Transfer from Cap Fund		-					
Transfer to Cap Fund		(197,500)	(80,000)	(33,000)	(210,000)	-	-
Transfer to ERF		(100,000)	-	-	-	-	-
Interest Income		-					
Ending Balance $		**500,369**	**450,094**	**450,114**	**279,584**	**293,269**	**322,664**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #2 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101900	2022	2023	2024	2025	2026	2027
Beginning Balance		66,757	66,757	66,757	66,757	66,757	66,757
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**66,757**	**66,757**	**66,757**	**66,757**	**66,757**	**66,757**

Assumptions/Background:

For use only to fund costs resulting from expansion of service

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Equipment Replacement Fund

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101458	2022	2023	2024	2025	2026	2027
Beginning Balance		-	100,000	150,000	200,000	250,000	300,000
Transfer from Ops Budget		-	50,000	50,000	50,000	50,000	50,000
Transfer from CRF		100,000	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**100,000**	**150,000**	**200,000**	**250,000**	**300,000**	**350,000**

Assumptions/Background:

Membrane replacement at $500K every 10 years, anticipated next replacement in 2030.

CAPITAL REGIONAL DISTRICT

2023 Budget

Maliview Sewer Utility (SSI)

EAC Review

SEPTEMBER 2022

Service: 3.820 Maliview Sewer Utility (SSI) **Committee:** Electoral Areas

DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of $20,000 or $2.50 / $1,000 on actual assessed value of land and improvements. To a maximum of $160,653.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500	
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982)	*Retired in 2019*
	Bylaw No. 3364 (Aug 2006)	(24,000)	*Retired in 2021*
	Expired	(518)	
REMAINING:		$0	

COMMISSION:

Maliview Sewer Local Service Commission - Bylaw 4371 (Dec 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge: Annual Fixed Fee per water service connection

Parcel Tax: Annual, levied only on properties capable of being connected to the system.

Consumption Charge: $1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System

Connection Charge: Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

3.820 - Maliview Estates Sewer System	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Sludge Hauling Contracts	23,460	23,460	24,160	-	-	24,160	24,640	25,130	25,630	26,140
Screenings, Grit & Waste Sludge Disposal	36,720	39,400	37,820	-	-	37,820	38,580	39,350	40,140	40,940
Repairs & Maintenance	8,820	15,500	3,950	-	7,000	10,950	44,020	4,090	4,160	4,230
Allocations	21,422	21,422	21,716	-	-	21,716	22,157	22,603	23,057	23,517
Electricity	3,260	3,300	3,360	-	-	3,360	3,430	3,500	3,570	3,640
Water	1,380	1,380	1,420	-	-	1,420	1,450	1,480	1,510	1,540
Supplies	1,140	800	1,180	-	-	1,180	1,200	1,220	1,240	1,260
Labour Charges	45,023	47,500	45,080	2,900	-	47,980	50,400	51,410	52,440	53,490
Other Operating Expenses	9,160	9,690	9,500	-	-	9,500	9,730	9,960	10,200	10,450
TOTAL OPERATING COSTS	**150,385**	**162,452**	**148,186**	**2,900**	**7,000**	**158,086**	**195,607**	**158,743**	**161,947**	**165,207**
*Percentage Increase over prior year			-1.5%	1.9%	4.7%	5.1%	23.7%	-18.8%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	49,515	40,628	39,650	-	-	39,650	31,205	34,860	38,685	42,686
Transfer to Operating Reserve Fund	13,000	13,000	13,000	-	-	13,000	13,000	13,000	13,000	13,000
Debt Reserve Fund	3,000	-	3,410	-	-	3,410	-	-	-	-
MFA Principal Payment	-	-	-	-	-	-	9,983	9,983	9,983	9,983
MFA Interest Payment	1,680	-	11,765	-	-	11,765	15,686	15,686	15,686	15,686
TOTAL DEBT / RESERVES	**67,195**	**53,628**	**67,825**	**-**	**-**	**67,825**	**69,874**	**73,529**	**77,354**	**81,355**
TOTAL COSTS	**217,580**	**216,080**	**216,011**	**2,900**	**7,000**	**225,911**	**265,481**	**232,272**	**239,301**	**246,562**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(5,000)	(5,000)	-	-	(7,000)	(7,000)	(40,000)	-	-	-
Sales - Sewer Use	(25,000)	(23,500)	(25,000)	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
User Charges	(182,670)	(182,670)	(185,961)	(2,900)	-	(188,861)	(195,281)	(201,922)	(208,791)	(215,892)
Other Revenue	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(212,820)**	**(211,320)**	**(211,111)**	**(2,900)**	**(7,000)**	**(221,011)**	**(260,431)**	**(227,072)**	**(233,941)**	**(241,042)**
REQUISITION - PARCEL TAX	**(4,760)**	**(4,760)**	**(4,900)**	**-**	**-**	**(4,900)**	**(5,050)**	**(5,200)**	**(5,360)**	**(5,520)**
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			1.8%	1.6%		3.4%	3.4%	3.4%	3.4%	3.4%
Requisition			2.9%			2.9%	3.1%	3.0%	3.1%	3.0%
Combined			**1.6%**	**1.4%**		**3.0%**	**3.0%**	**3.0%**	**3.0%**	**3.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.820 Maliview Sewer Utility (SSI)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$2,330,000	$41,000	$0	$0	$0	$2,371,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$2,330,000**	**$41,000**	**$0**	**$0**	**$0**	**$2,371,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$341,000	$0	$0	$0	$0	$341,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$1,989,000	$32,000	$0	$0	$0	$2,021,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$9,000	$0	$0	$0	$9,000
		$0	**$2,330,000**	**$41,000**	**$0**	**$0**	**$0**	**$2,371,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 3.820

Service Name: Maliview Sewer Utility (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-03	Replacement	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements	$2,010,000	S	Grant	$0	$1,809,000	$0	$0	$0	$0	$1,809,000
21-03	Replacement				S	Debt	$0	$201,000	$0	$0	$0	$0	$201,000
22-02	Renewal	Collection system repairs and/or renewal	Replacement/repair of collection pipe and manholes.	$200,000	S	Grant	$0	$180,000	$0	$0	$0	$0	$180,000
22-02	Renewal				S	Debt	$0	$20,000	$0	$0	$0	$0	$20,000
23-01	New	SAMP Development	Develop an asset management plan for the facility.	$41,000	S	Res	$0	$0	$9,000	$0	$0	$0	$9,000
23-01	New				S	Grant	$0	$0	$32,000	$0	$0	$0	$32,000
23-02	Study	I&I program (MOE Requirement)	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.	$120,000	S	Debt	$0	$120,000	$0	$0	$0	$0	$120,000
			GRAND TOTAL	**$2,371,000**			**$0**	**$2,330,000**	**$41,000**	**$0**	**$0**	**$0**	**$2,371,000**

Service:	3.820	Maliview Sewer Utility (SSI)

Project Number	Capital Project Title	Capital Project Description
21-03	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements

Project Rationale Current RBC system can not consistently meet regulatory requirement and have been warned by both federal and provincial regulators in 2019 regarding effluent noncompliance.

Project Number	Capital Project Title	Capital Project Description
22-02	Collection system repairs and/or renewal	Replacement/repair of collection pipe and manholes.

Project Rationale The current collection systems are aged and failing need to be replaced.This is the initial phase.

Project Number	Capital Project Title	Capital Project Description
23-01	SAMP Development	Develop an asset management plan for the facility.

Project Rationale This service has no up-to-date asset management plan

Project Number	Capital Project Title	Capital Project Description
23-02	I&I program (MOE Requirement)	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.

Project Rationale The MoE has stipulated that there shall be an I & I Program. The first stage is investigative and will include cleaning, CCTV inspection and smoke testing to locate the leaks and develop a strategy for their repair. The second stage will be the physical repair and renewal of the wastewater piping and manholes.

Maliview Estates Sewer System
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	37,082	43,082	16,082	29,082	42,082	55,082
Capital Reserve Fund	67,017	106,667	128,872	163,732	202,417	245,103
Total	**104,099**	**149,749**	**144,954**	**192,814**	**244,499**	**300,185**

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105211	Estimated 2022	Budget 2023	 2024	 2025	 2026	 2027
Beginning Balance	29,082	37,082	43,082	16,082	29,082	42,082
Transfer from Ops Budget	13,000	13,000	13,000	13,000	13,000	13,000
Expenditures	(5,000)	(7,000)	(40,000)	-	-	-
Planned Maintenance Activity	Biofilter media replacement	Outfall Inspection	Sanitary sewer system flushing and inspections			
Interest Income	-					
Ending Balance $	**37,082**	**43,082**	**16,082**	**29,082**	**42,082**	**55,082**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Capital Reserve Fund - Bylaw 1499

Surplus money from the operation of the sewerage system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1041 Fund Centre: 101385	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	26,389	67,017	106,667	128,872	163,732	202,417
Transfer from Ops Budget	40,628	39,650	31,205	34,860	38,685	42,686
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	-	(9,000)	-	-	-
Interest Income	-					
Ending Balance $	**67,017**	**106,667**	**128,872**	**163,732**	**202,417**	**245,103**

Assumptions/Background:

Appendix C-1: Requisition Summary (SGI)

	Electoral Area Southern Gulf Islands	Provisional 2023	Cost per Avg. Res Asst/ Parcel	 2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	 %	Change in cost per avg household/Parcel $	 %
1.010	Legislative & General Government	281,244	40.93	274,492	39.95	6,752	2.5%	0.98	2.5%
1.101	G.I.S.	3,215	0.47	3,132	0.46	83	2.7%	0.01	2.7%
1.112	Regional Grant in Aid	391	0.06	-	-	391	100.0%	0.06	100.0%
1.224	Community Health - Homeless Sec.	12,269	1.79	15,861	2.31	(3,591)	-22.6%	(0.52)	-22.6%
1.280	Regional Parks	414,904	60.39	402,789	58.62	12,115	3.0%	1.76	3.0%
1.280A	Regional Parks - Land Acquisition	-	-	2,085	0.30	(2,085)	-100.0%	(0.30)	-100.0%
1.309	Climate Action and Adaptation	32,874	4.78	26,899	3.92	5,975	22.2%	0.87	22.2%
1.310	Land Banking & Housing	38,568	5.61	37,651	5.48	917	2.4%	0.13	2.4%
1.324	Regional Planning Service	32,005	4.66	31,113	4.53	892	2.9%	0.13	2.9%
1.335	Geo-Spatial Referencing System	4,205	0.61	4,127	0.60	78	1.9%	0.01	1.9%
1.374	Regional Emergency Program Support	2,602	0.38	2,526	0.37	76	3.0%	0.01	3.0%
1.375	Hazardous Material Incident Response	6,374	0.93	6,188	0.90	186	3.0%	0.03	3.0%
1.911	Call Answer	2,222	0.32	2,157	0.31	65	3.0%	0.01	3.0%
1.921	Regional CREST Contribution	21,105	3.07	20,490	2.98	615	3.0%	0.09	3.0%
	Total Regional	**$851,979**	**$124.00**	**$829,512**	**$120.73**	**$22,467**	**2.7%**	**$3.27**	**2.7%**
1.230	Traffic Safety Commission	1,983	0.29	1,983	0.29	-	0.0%	-	0.0%
1.297	Arts Grants	25,624	3.73	24,881	3.62	743	3.0%	0.11	3.0%
1.311	Regional Housing Trust Fund	22,842	3.32	21,803	3.17	1,039	4.8%	0.15	4.8%
1.313	Animal Care Services	97,706	14.22	94,860	13.81	2,846	3.0%	0.41	3.0%
1.913	Fire Dispatch	33,012	4.80	32,074	4.67	938	2.9%	0.14	2.9%
	Total Sub-Regional	**$181,167**	**$26.37**	**$175,601**	**$25.56**	**$5,566**	**3.2%**	**$0.81**	**3.2%**
1.103	Elections	21,307	3.10	21,307	3.10	(0)	0.0%	(0.00)	0.0%
1.104	U.B.C.M.	4,028	0.59	3,911	0.57	117	3.0%	0.02	3.0%
1.318	Building Inspection	155,942	22.70	151,400	22.04	4,542	3.0%	0.66	3.0%
1.320	Noise Control	13,652	1.99	13,250	1.93	403	3.0%	0.06	3.0%
1.322	Nuisances & Unsightly Premises	18,242	2.65	17,704	2.58	538	3.0%	0.08	3.0%
1.372	Electoral Area Emergency Program	50,798	7.39	49,318	7.18	1,480	3.0%	0.22	3.0%
	Total Joint Electoral Area	**$263,969**	**$38.42**	**$256,890**	**$37.39**	**$7,079**	**2.8%**	**$1.03**	**2.8%**
1.110	Electoral Area Admin Exp-SGI	400,086	58.23	388,379	56.53	11,707	3.0%	1.70	3.0%
1.117	Grants in Aid - Southern Gulf Islands	105,004	15.28	104,585	15.22	419	0.4%	0.06	0.4%
1.125	SGI Economic Development Commission	122,618	17.85	119,047	17.33	3,571	3.0%	0.52	3.0%
1.138	Southern Gulf Islands - Public Library	235,946	34.34	229,073	33.34	6,873	3.0%	1.00	3.0%
1.235	SGI Small Craft Harbour Facilities**	309,533	51.03	301,288	49.67	8,245	2.7%	1.36	2.7%
1.314	SGI House Numbering	9,654	1.41	9,335	1.36	319	3.4%	0.05	3.4%
1.341	SGI Livestock Injury Compensation	3,158	0.46	3,150	0.46	8	0.3%	0.00	0.3%
1.373	Southern Gulf Islands. Emergency Program	247,378	36.00	247,378	36.00	-	0.0%	-	0.0%
1.533	Stormwater Quality Management - Southern Gulf Is.	39,811	5.79	38,699	5.63	1,112	2.9%	0.16	2.9%
1.923	Emergency Comm - Crest - S.G.I.	182,088	26.50	177,612	25.85	4,476	2.5%	0.65	2.5%
	Total SGI Electoral Area	**1,655,276**	**246.89**	**1,618,546**	**241.39**	**36,730**	**2.3%**	**$5.51**	**2.3%**
	Total Capital Regional District	**$2,952,391**	**$435.68**	**$2,880,548**	**$425.06**	**$71,842**	**2.5%**	**$10.62**	**2.5%**
	Cost/average residential property	$435.68		$425.06		$10.62			
CRHD	Capital Regional Hospital District	689,927	100.41	689,722	100.38	205	0.0%	0.03	0.0%
	Total CRD and CRHD	**$3,642,317**	**$536.09**	**$3,570,270**	**$525.45**	**$72,047**	**2.0%**	**$10.65**	**2.0%**
	Average residential assessment - 2022	**$713,841**		**$713,841**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	 %	Change in Avg HH $	 %
REGIONAL				
Regional Parks	12,115	0.3%	1.76	0.3%
SGI EA				
Electoral Area Admin Exp-SGI	11,707	0.3%	1.70	0.3%
Southern Gulf Islands - Public Library	6,873	0.2%	1.00	0.2%
SGI Small Craft Harbour Facilities**	8,245	0.2%	1.36	0.3%
Capital Regional Hospital District	205	0.0%	0.03	0.0%
Other	32,902	0.9%	4.79	0.9%
Total	72,047	**2.0%**	10.65	**2.0%**

	Southern Gulf Islands Local/Specified/Defined Services	Provisional 2023	Cost per Avg. Res Asst/ Parcel	2022	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	Change in Requisition %	Change in cost per avg household/Parcel $	Change in cost per avg household/Parcel %
1.137	Galiano Island Community Use Building	64,770	42.75	62,929	41.54	1,841	2.9%	1.22	2.9%
1.170	Gossip Island Electric Power Supply	56,684	1,070.31	56,585	1,068.44	99	0.2%	1.87	0.2%
1.227	Saturna Island Medical Clinic	32,331	49.88	31,389	48.43	942	3.0%	1.45	3.0%
1.228	Galiano Health Service	139,666	92.19	135,596	89.50	4,070	3.0%	2.69	3.0%
1.229	Pender Islands Health Care Centre	217,840	87.32	225,987	90.58	(8,147)	-3.6%	(3.27)	-3.6%
1.352	South Galiano Fire Protection	578,378	632.96	491,705	538.10	86,673	17.6%	94.85	17.6%
1.356	Pender Fire Protection	1,121,867	452.01	1,091,973	439.97	29,894	2.7%	12.04	2.7%
1.359	N. Galiano Fire Protection	211,489	525.84	206,437	513.28	5,052	2.4%	12.56	2.4%
1.363	Saturna Is. Fire Protection	183,130	281.20	177,796	273.01	5,334	3.0%	8.19	3.0%
1.465	Saturna Is Community Parks	23,825	36.58	23,323	35.81	502	2.2%	0.77	2.2%
1.468	Saturna Is Community Recreation	9,996	15.35	9,891	15.19	105	1.1%	0.16	1.1%
1.475	Mayne Is Community Parks	93,012	54.63	90,403	53.10	2,609	2.9%	1.53	2.9%
1.478	Mayne Is Community Rec	35,740	20.99	34,890	20.49	850	2.4%	0.50	2.4%
1.485	N & S Pender Community Parks	167,354	66.89	163,654	65.41	3,700	2.3%	1.48	2.3%
1.488	N & S Pender Community Rec	67,240	26.88	65,283	26.09	1,957	3.0%	0.78	3.0%
1.495	Galiano Parks	97,561	74.51	94,724	72.34	2,837	3.0%	2.17	3.0%
1.498	Galiano Community Recreation	38,317	29.26	37,427	28.58	890	2.4%	0.68	2.4%
2.630	Magic Lakes Estate Water System	580,000	498.12	579,148	497.39	852	0.1%	0.73	0.1%
2.640	Lyall Harbour/Boot Cove Water	133,030	784.28	131,060	772.67	1,970	1.5%	11.61	1.5%
2.642	Skana Water	24,480	336.55	24,000	329.95	480	2.0%	6.60	2.0%
2.665	Sticks Allison Water	5,100	141.26	5,000	138.49	100	2.0%	2.77	2.0%
2.667	Surfside Park Estates Water	23,790	227.11	23,100	220.52	690	3.0%	6.59	3.0%
3.755	Regional Source Control - Magic Lake Estates	3,982	5.60	3,866	5.44	116	3.0%	0.16	3.0%
3.830	Magic Lake Estates Sewer System	586,010	851.49	586,010	851.49	-	0.0%	-	0.0%
3.830D	Magic Lake Estates Sewer Debt	230,255	134.30	211,616	123.43	18,639	8.8%	10.87	8.8%
	Total Local/Specified/Defined Services	**$4,725,847**		**$4,563,792**		**$162,055**			
	Average residential assessment - 2022	**$713,841**		**$713,841**					

Appendix C-2

Southern Gulf Islands - Operating Budget Highlights - Gross Expenditure (+/- 3.0% and +/- $20,000)

SGI Services +/- 3.0% and +/- $20,000	Gross Expenditure 2023	Gross Expenditure 2022	Changes $	Changes %	Main Budget Driver
No budget change meets criteria above	-	-	-	-	
Total Southern Gulf Islands Electoral Area	**-**	**-**	**-**	**-**	
1.352 - South Galiano Fire Protection	559,541	472,448	87,093	18.4%	• Increased debt costs- $2.2M long term borrowing MFA for Firehall Project in 2022
1.369 - EA Fire Services - SGI	110,937	161,115	(50,178)	-31.1%	• One-time Fire Governance Review in 2022 - funded by Operating Reserve Fund (ORF)
2.630 - Magic Lake Estate Water	999,851	962,930	36,921	3.8%	• 2023 IBC 10a-1.8: Manager, SSI and SGI Operations (IWS), $26K for service delivery • One-time special progam costs - funded by Operating Reserve Fund (ORF)
Total Local/Specified/Defined Area	**1,670,329**	**1,596,493**	**73,836**	**4.6%**	
Other (Services not meeting criteria above)	6,228,119	6,149,382	78,737	1.3%	
Total Southern Gulf Islands	**7,898,448**	**7,745,875**	**152,573**	**2.0%**	

Southern Gulf Islands - Operating Budget by Expenditure Type (in $ millions)

Expenditure Type	Provisional Plan $M 2023	Financial Plan $M* 2022	Changes $M	Changes %
Operations	6.04	6.03	0.01	0.2%
Capital Funding	0.01	0.01	-	0.0%
Debt Servicing	1.11	0.90	0.21	23.3%
Transfer to Reserves	0.74	0.81	(0.07)	-8.6%
Total Southern Gulf Islands	**7.90**	**7.75**	**0.15**	**2.0%**

*Based on Amendment Financial Plan (Bylaw No. 4498)

Appendix C-3

Southern Gulf Islands 2023 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Protective Services		
1.356 Pender Fire Protection		
Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM	215	Reserves
Sewer		
3.830 Magic Lake Estates Sewer		
Wastewater Improvements - Sewer Replacement	100	Capital on hand
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	6,130	Grants, Capital on hand
Other		
1.235 SGI Small Craft Harbour Facilities		
Upgrades to Retreat Cove dock facility	160	Capital on hand
Detailed inspections including underwater inspection	125	Reserves

Total Projects ≥ $100K	6,730
Total Projects < $100K	961
Total 2023 Capital Projects	7,691

Appendix C-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SGI
2023

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.110	SGI Admin. Expenditures	4,000					4,000			4,000				4,000
1.137	Galiano Island Community Use Building			10,000			10,000					10,000		10,000
1.235	SGI Small Craft Harbour Facilities				415,000		415,000	240,000				175,000		415,000
1.318	Building Inspection	10,788	16,700				27,488			27,488				27,488
1.352	South Galiano Fire	12,800					12,800			12,800				12,800
1.356	Pender Island Fire	15,000	215,000	15,000			245,000			230,000		15,000		245,000
1.373	SGI Emergency Program	60,000					60,000					60,000		60,000
1.465	Saturna Island Community Parks				50,000		50,000					50,000		50,000
1.475	Mayne Island Community Parks	7,000		19,000	10,000		36,000					36,000		36,000
1.485	Pender Island Community Parks				297,990		297,990					297,990		297,990
1.495	Galiano Community Parks				21,500		21,500					21,500		21,500
2.630	Magic Lake Estates Water (Pender)	7,500			25,000		32,500				2,500	30,000		32,500
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			15,000		81,000		58,000			23,000		81,000
2.642	Skana Water (Mayne)	75,000			55,000		130,000	40,000	75,000			15,000		130,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000		25,000
3.830	Magic Lake Sewer Utility (Pender)	7,500			6,230,000		6,237,500	1,730,000			4,502,500	5,000		6,237,500
TOTAL		**290,588**	**231,700**	**44,000**	**7,124,490**	**-**	**7,690,778**	**2,010,000**	**133,000**	**274,288**	**4,505,000**	**768,490**	**-**	**7,690,778**

Appendix C-5: SGI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SOUTHERN GULF ISLANDS

1.110 SGI Administration

1.117 SGI Grants in Aid

1.125 Economic Development

1.137 Galiano Island Community Use Building

1.138 Southern Gulf Islands Public Library

1.170 Gossip Island Electric Power Supply

1.227 Saturna Health Service

1.228 Galiano Health Service

1.229 Pender Health Servicece

1.235 Small Craft Harbour Facilities

1.314 SGI House Numbering

1.341 Livestock Injury Compensation

1.352 South Galiano Island Fire

1.356 Pender Island Fire

Appendix C-5: SGI Service Budgets

1.359 North Galiano Island Fire
1.363 Saturna Island Fire
1.369 EA Fire Services - JDF & SGI
1.373 SGI Emergency Program
1.465 Saturna Island Community Parks
1.468 Saturna Island Community Recreation
1.475 Mayne Island Community Parks
1.476 Mayne Island Community Parks Donations
1.478 Mayne Island Community Recreation
1.485 Pender Island Community Parks
1.488 Pender Island Community Recreation
1.495 Galiano Island Community Parks
1.498 Galiano Island Community Recreation
1.533 Stormwater Quality
1.923 Emergency Communications – CREST
2.630 Magic Lake Estates Water (Pender Island)
2.640 Lyall Harbour/Boot Cove Water (Saturna Island)
2.642 Skana Water (Mayne Island)
2.665 Sticks Allison Water (Galiano Island)
2.667 Surfside Water (Mayne Island)
3.830 Magic Lake Estates Sewer System (Pender Island)

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Elections

EAC REVIEW

SEPTEMBER 2022

Service: 1.103 Elections **Committee:** Electoral Areas

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Electoral Area Elections	162,500	162,500	-	-	-	-	-	-	177,620	-
Islands Trust	74,900	74,900	-	-	-	-	-	-	81,870	-
Allocations and Insurance	32	32	380	-	-	380	400	420	13,038	460
TOTAL OPERATING COSTS	**237,432**	**237,432**	**380**	**-**	**-**	**380**	**400**	**420**	**272,528**	**460**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,500	25,500	65,200	-	-	65,200	65,200	65,200	-	65,200
TOTAL COSTS	**262,932**	**262,932**	**65,580**	**-**	**-**	**65,580**	**65,600**	**65,620**	**272,528**	**65,660**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(122,457)	(122,457)	-	-	-	-	-	-	(125,038)	-
Recovery from Islands Trust	(74,900)	(74,900)	-	-	-	-	-	-	(81,870)	-
Other Income	(84)	(84)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(197,441)**	**(197,441)**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(206,998)**	**(90)**
REQUISITION	**(65,491)**	**(65,491)**	**(65,490)**	**-**	**-**	**(65,490)**	**(65,510)**	**(65,530)**	**(65,530)**	**(65,570)**
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.1%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2022	2023	2024	2025	2026	2027
Beginning Balance		103,359	6,402	71,602	136,802	202,002	76,964
Transfer from Op Budget		25,500	65,200	65,200	65,200	-	65,200
Transfer to Op Budget		(122,457)	-	-	-	(125,038)	-
Interest Income		-					
Ending Balance $		**6,402**	**71,602**	**136,802**	**202,002**	**76,964**	**142,164**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

CAPITAL REGIONAL DISTRICT

2023 Budget

UBCM

EAC REVIEW

SEPTEMBER 2022

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Areas**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Membership Fee	12,945	12,067	13,002	-	-	13,002	13,260	13,523	13,797	14,071
TOTAL COSTS	**12,945**	**12,067**	**13,002**	**-**	**-**	**13,002**	**13,260**	**13,523**	**13,797**	**14,071**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	848	(848)	-	-	(848)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,147)	(1,147)	-	-	-	-	-	-	-	-
Other Revenue	(76)	(46)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(1,223)**	**(345)**	**(928)**	**-**	**-**	**(928)**	**(80)**	**(80)**	**(80)**	**(80)**
REQUISITION	**(11,722)**	**(11,722)**	**(12,074)**	**-**	**-**	**(12,074)**	**(13,180)**	**(13,443)**	**(13,717)**	**(13,991)**
*Percentage increase over prior year Requisition						3.0%	9.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Building Inspection

EAC Review

SEPTEMBER 2022

Service: 1.318 Building Inspection **Committee: Electoral Areas**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2022 to 2023
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2022 Budget	**1,792,001**	
Change in Salaries:		
Base salary change	25,500	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(4,022)	
Overtime and auxiliary wages	15,886	Due to increased construction activity
Total Change in Salaries	37,364	
Other Changes:		
Standard Overhead Allocation	10,290	Increase in 2022 operating costs
Human Resources Allocation	971	
Building Occupancy Allocation	6,581	
Bylaw Enforcement Allocation	5,000	Cost recovery from Bylaw services to issue fines for building infractions
Emergency Program Allocation	1,345	Increase in salaries due to step increase/paygrade change from sender: 1.372 Emergency Planning Coordination
Staff Training and Development	2,930	Wood stove inspection training course
Office Supplies	2,100	First aid supplies and safety equipment
Equipment Purchases and Vehicle Maintenance	7,660	Earth quake equipment, cell phone boosters, and satellite phone
Other (Travel, Licenses, Electricity)	6,893	
Total Other Changes	43,770	
2023 Budget	**1,873,135**	

Summary of % Expense Increase	
Auxiliary labour due to increased construction activity	0.9%
Equipment and maintenance	0.4%
Building infraction enforcement (Bylaw allocation)	0.3%
Training and Development	0.2%
Balance of increase	2.8%
% expense increase from 2022:	***4.5%***
% Requisition increase from 2022 (if applicable):	***3.0%***

Requisition funding is 25.0% of service revenue

Overall 2022 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at $149,640 (11.4%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in 2022. Operating expenditures are projected at $147,935 (-8.5%) lower than budget primarily due to staff vacancies and lower travel expenses. The $297,575 favourable variance will be transferred to the Operating Reserve Fund ($247,575), which has an expected year end balance of $226,999 before this transfer; and the Equipment Replacement Fund ($50,000), which has an expected year end balance of $94,830 before this transfer.

1.318 - Building Inspection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	1,197,922	1,092,247	1,235,286	-	-	1,235,286	1,261,679	1,288,627	1,316,163	1,344,285
Telecommunications	36,610	21,557	37,710	-	-	37,710	38,470	39,230	40,020	40,820
Legal Expenses	10,600	10,600	10,920	-	-	10,920	11,140	11,360	11,590	11,820
Building Rent	34,880	34,880	35,480	-	-	35,480	36,090	36,810	37,550	38,300
Supplies	16,700	17,888	18,800	-	-	18,800	17,540	17,900	18,260	18,620
Allocations	298,869	300,410	324,529	-	-	324,529	337,519	347,458	356,968	366,799
Other Operating Expenses	153,120	123,184	167,110	-	-	167,110	169,710	173,140	176,640	180,210
TOTAL OPERATING COSTS	**1,748,701**	**1,600,766**	**1,829,835**	**-**	**-**	**1,829,835**	**1,872,148**	**1,914,525**	**1,957,191**	**2,000,854**
*Percentage Increase over prior year						4.6%	2.3%	2.3%	2.2%	2.2%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	20,000	70,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	247,575	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**20,000**	**317,575**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,792,001**	**1,941,641**	**1,873,135**	**-**	**-**	**1,873,135**	**1,915,448**	**1,957,825**	**2,000,491**	**2,044,154**
*Percentage Increase over prior year						4.5%	2.3%	2.2%	2.2%	2.2%
Internal Recoveries	(30,076)	(30,076)	(30,980)	-	-	(30,980)	(31,600)	(32,230)	(32,870)	(33,530)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,761,925**	**1,911,565**	**1,842,155**	**-**	**-**	**1,842,155**	**1,883,848**	**1,925,595**	**1,967,621**	**2,010,624**
FUNDING SOURCES (REVENUE)						4.6%	2.3%	2.2%	2.2%	2.2%
Transfer from Operating Reserve Fund	(66,235)	(66,235)	(51,755)	-	-	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Permit Fees Revenue	(1,200,000)	(1,350,000)	(1,280,000)	-	-	(1,280,000)	(1,305,600)	(1,331,710)	(1,358,350)	(1,385,510)
Contract Revenue	(37,510)	(37,150)	(38,640)	-	-	(38,640)	(39,410)	(40,200)	(41,010)	(41,830)
Grants in Lieu of Taxes	(1,802)	(1,802)	(1,720)	-	-	(1,720)	(1,750)	(1,790)	(1,830)	(1,880)
Revenue - Other	(2,610)	(2,610)	(2,660)	-	-	(2,660)	(2,710)	(2,760)	(2,820)	(2,900)
TOTAL REVENUE	**(1,308,157)**	**(1,457,797)**	**(1,374,775)**	**-**	**-**	**(1,374,775)**	**(1,407,118)**	**(1,439,335)**	**(1,471,631)**	**(1,504,714)**
REQUISITION	**(453,768)**	**(453,768)**	**(467,380)**	**-**	**-**	**(467,380)**	**(476,730)**	**(486,260)**	**(495,990)**	**(505,910)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	10.2		10.2			10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.318 Building Inspection	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$1,300	$32,300	$5,500	$4,500	$6,000	$6,000	$54,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$50,000	$0	$0	$50,000	$0	$100,000
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$1,300	$82,300	$5,500	$4,500	$56,000	$6,000	$154,300
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$1,300	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.318
Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$145,000	V	ERF	$0	$50,000	$0	$0	$50,000	$0	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$30,600	E	ERF	$0	$6,000	$5,500	$4,500	$6,000	$6,000	$28,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$0	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$1,300	$1,300	$0	$0	$0	$0	$1,300
			GRAND TOTAL	**$176,900**			**$1,300**	**$82,300**	**$5,500**	**$4,500**	**$56,000**	**$6,000**	**$154,300**

Service: **1.318** **Building Inspection**

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	**Capital Project Title**	Furniture Replacement	**Capital Project Description**	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Building Inspection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	473,418	421,663	364,015	301,140	233,519	160,925
Equipment Replacement Fund	144,830	82,530	97,030	112,530	76,530	90,530
Total	**618,247**	**504,192**	**461,044**	**413,669**	**310,048**	**251,454**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105544	2022	2023	2024	2025	2026	2027
Beginning Balance		292,078	473,418	421,663	364,015	301,140	233,519
Transfer from Ops Budget		247,575	-	-	-	-	-
Transfer to Ops Budget		(66,235)	(51,755)	(57,648)	(62,875)	(67,621)	(72,594)
Interest Income		-					
Ending Balance $		**473,418**	**421,663**	**364,015**	**301,140**	**233,519**	**160,925**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2022	2023	2024	2025	2026	2027
Beginning Balance		208,730	144,830	82,530	97,030	112,530	76,530
Transfer from Ops Budget		70,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(133,900)	(82,300)	(5,500)	(4,500)	(56,000)	(6,000)
Interest Income		-					
Ending Balance $		**144,830**	**82,530**	**97,030**	**112,530**	**76,530**	**90,530**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

NOISE CONTROL

EAC REVIEW

SEPTEMBER 2022

Service: 1.320 **Noise Control** **Committee: Electoral Areas**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Legal	6,900	1,500	7,110	-	-	7,110	7,250	7,400	7,550	7,700
Allocations	2,597	2,597	2,678	-	-	2,678	2,731	2,782	2,834	2,886
Internal Time Charges	30,474	30,474	31,390	-	-	31,390	32,020	32,650	33,310	33,970
Other Operating Expenses	50	65	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**40,021**	**34,636**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Operating Reserve Fund	-	5,335	-	-	-	-	-	-	-	-
TOTAL COSTS	**40,021**	**39,971**	**41,228**	**-**	**-**	**41,228**	**42,051**	**42,882**	**43,744**	**44,606**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(160)	(160)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
Revenue - Other	(150)	(100)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(310)**	**(260)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(39,711)**	**(39,711)**	**(40,918)**	**-**	**-**	**(40,918)**	**(41,741)**	**(42,572)**	**(43,434)**	**(44,296)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2022	2023	2024	2025	2026	2027
Beginning Balance		15,454	20,789	20,789	20,789	20,789	20,789
Transfer from Ops Budget		5,335	-	-	-	-	-
Interest Income		-					
Ending Balance $		**20,789**	**20,789**	**20,789**	**20,789**	**20,789**	**20,789**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

SEPTEMBER 2022

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Areas**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Legal	2,130	500	2,190	-	-	2,190	2,230	2,270	2,320	2,370
Allocations	3,240	3,240	3,346	-	-	3,346	3,412	3,477	3,542	3,609
Internal Time Charges	47,685	47,685	49,130	-	-	49,130	50,100	51,100	52,120	53,160
Other Operating Expenses	320	320	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**53,375**	**51,745**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	1,630	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**1,630**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**53,375**	**53,375**	**54,986**	**-**	**-**	**54,986**	**56,062**	**57,167**	**58,302**	**59,459**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(213)	(213)	(213)	-	-	(213)	(220)	(220)	(220)	(220)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(313)**	**(313)**	**(313)**	**-**	**-**	**(313)**	**(320)**	**(320)**	**(320)**	**(320)**
REQUISITION	**(53,062)**	**(53,062)**	**(54,673)**	**-**	**-**	**(54,673)**	**(55,742)**	**(56,847)**	**(57,982)**	**(59,139)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2022	2023	2024	2025	2026	2027
Beginning Balance		11,693	13,323	13,323	13,323	13,323	13,323
Transfer from Ops Budget		1,630	-	-	-	-	-
Interest Income		-					
Ending Balance $		**13,323**	**13,323**	**13,323**	**13,323**	**13,323**	**13,323**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Electoral Area Emergency Planning Coordination

EAC REVIEW

SEPTEMBER 2022

Service: 1.372 Emergency Planning Coordination **Committee: Planning and Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries	538,896	528,836	567,137	-	-	567,137	579,331	591,790	604,508	617,502
Travel Expenses	1,860	1,000	1,920	-	-	1,920	1,960	2,000	2,040	2,080
Telecommunications	6,950	6,950	7,160	-	-	7,160	7,300	7,450	7,600	7,750
Staff Training & Development	1,650	2,537	1,700	-	-	1,700	1,730	1,760	1,800	1,840
Supplies	2,050	1,900	2,110	-	-	2,110	2,150	2,190	2,230	2,270
Allocations	62,608	62,608	63,573	-	-	63,573	65,045	66,555	67,884	69,243
Other Operating Expenses	8,750	9,101	9,260	-	-	9,260	9,450	9,640	9,830	10,020
TOTAL OPERATING COSTS	**622,764**	**612,932**	**652,860**	**-**	**-**	**652,860**	**666,966**	**681,385**	**695,892**	**710,705**
*Percentage Increase over prior year						4.8%	2.2%	2.2%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	7,500	17,332	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,500**	**17,332**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**630,264**	**630,264**	**660,360**	**-**	**-**	**660,360**	**674,466**	**688,885**	**703,392**	**718,205**
Internal Recoveries	(468,860)	(468,860)	(492,300)	-	-	(492,300)	(507,070)	(522,280)	(537,950)	(551,400)
OPERATING COSTS LESS INTERNAL RECOVERIES	**161,404**	**161,404**	**168,060**	**-**	**-**	**168,060**	**167,396**	**166,605**	**165,442**	**166,805**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(12,674)	(12,674)	(14,870)	-	-	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Grants in Lieu of Taxes	(597)	(597)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
Revenue - Other	(320)	(320)	(330)	-	-	(330)	(330)	(330)	(330)	(330)
TOTAL REVENUE	**(13,591)**	**(13,591)**	**(15,810)**	**-**	**-**	**(15,810)**	**(12,124)**	**(8,201)**	**(3,870)**	**(2,005)**
REQUISITION	**(147,813)**	**(147,813)**	**(152,250)**	**-**	**-**	**(152,250)**	**(155,272)**	**(158,404)**	**(161,572)**	**(164,800)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.372 Emergency Planning Coordination		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$2,500	$0	$0	$0	$2,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$70,000	$70,000
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$2,500	$0	$0	$70,000	$72,500
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$2,500	$0	$0	$0	$2,500
23-01	Replacement	Vehicle Replacement	Vehicle replacement	$70,000	V	ERF	$0	$0	$0	$0	$0	$70,000	$70,000
			GRAND TOTAL	**$72,500**			**$0**	**$0**	**$2,500**	**$0**	**$0**	**$70,000**	**$72,500**

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	48,765	33,895	22,721	15,480	12,580	11,555
Equipment Replacement Fund	49,587	57,087	62,087	69,587	77,087	14,587
Total	**98,352**	**90,982**	**84,808**	**85,067**	**89,667**	**26,142**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105545**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		61,439	48,765	33,895	22,721	15,480	12,580
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(12,674)	(14,870)	(11,174)	(7,241)	(2,900)	(1,025)
Interest Income		-					
Ending Balance $		**48,765**	**33,895**	**22,721**	**15,480**	**12,580**	**11,555**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101985**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		32,255	49,587	57,087	62,087	69,587	77,087
Transfer from Op Budget		17,332	7,500	7,500	7,500	7,500	7,500
Planned Purchase		-	-	(2,500)	-	-	(70,000)
Interest Income		-					
Ending Balance $		**49,587**	**57,087**	**62,087**	**69,587**	**77,087**	**14,587**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2023 Budget

Admin Expenditures (SGI)

EAC REVIEW

SEPTEMBER 2022

Service: 1.110 **SGI Admin. Expenditures** **Committee: Electoral Areas**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.110 - Admin Expenditures (SGI) Director & Management	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Director Admin	110,915	105,946	115,040	-	-	115,040	117,305	119,621	121,986	124,401
Management Services	354,390	331,945	327,033	-	23,000	350,033	334,258	341,420	348,665	356,090
TOTAL OPERATING COSTS	**465,305**	**437,891**	**442,073**	**-**	**23,000**	**465,073**	**451,563**	**461,041**	**470,651**	**480,491**
*Percentage Increase over prior year			-5.0%			0.0%	-2.9%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	8,148	-	-	-	-	-	-	6,000	15,000
Transfer to Equipment Replacement Fund	1,020	1,020	1,100	-	-	1,100	1,100	1,100	5,300	10,100
TOTAL CAPITAL / RESERVES	**1,020**	**9,168**	**1,100**	**-**	**-**	**1,100**	**1,100**	**1,100**	**11,300**	**25,100**
TOTAL COSTS	**466,325**	**447,059**	**443,173**	**-**	**23,000**	**466,173**	**452,663**	**462,141**	**481,951**	**505,591**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(60,250)	(45,250)	(25,014)	-	(23,000)	(48,014)	(14,260)	(2,490)	-	-
Cost Recovery	(13,884)	(9,618)	(14,063)	-	-	(14,063)	(14,284)	(14,510)	(14,740)	(14,975)
Grants in Lieu of Taxes	(3,612)	(3,612)	(3,720)	-	-	(3,720)	(3,790)	(3,860)	(3,930)	(4,000)
Other Revenue	(200)	(200)	(290)	-	-	(290)	(310)	(310)	(310)	(310)
TOTAL REVENUE	**(77,946)**	**(58,680)**	**(43,087)**	**-**	**(23,000)**	**(66,087)**	**(32,644)**	**(21,170)**	**(18,980)**	**(19,285)**
REQUISITION	**(388,379)**	**(388,379)**	**(400,086)**	**-**	**-**	**(400,086)**	**(420,019)**	**(440,971)**	**(462,971)**	**(486,306)**
*Percentage increase over prior year Requisition						3.0%	5.0%	5.0%	5.0%	5.0%
AUTHORIZED POSITIONS Salaried FTE	1	1	1			1	1	1	1	1

1.110 - Admin Expenditures (SGI) Director Admin	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Director's Remuneration	44,689	44,400	46,030	-	-	46,030	46,950	47,890	48,850	49,830
Contract for Services	20,560	20,560	21,180	-	-	21,180	21,600	22,030	22,470	22,920
Travel	6,000	3,300	6,180	-	-	6,180	6,300	6,430	6,560	6,690
Allocations	12,902	12,902	14,257	-	-	14,257	14,541	14,831	15,126	15,426
Other Operating Expenses	26,764	24,784	27,393	-	-	27,393	27,914	28,440	28,980	29,535
TOTAL OPERATING COSTS	**110,915**	**105,946**	**115,040**	**-**	**-**	**115,040**	**117,305**	**119,621**	**121,986**	**124,401**
*Percentage Increase over prior year						3.7%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	1,753	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,020	1,020	1,100	-	-	1,100	1,100	1,100	1,100	1,100
TOTAL CAPITAL / RESERVES	**1,020**	**2,773**	**1,100**	**-**	**-**	**1,100**	**1,100**	**1,100**	**1,100**	**1,100**
TOTAL COSTS	**111,935**	**108,719**	**116,140**	**-**	**-**	**116,140**	**118,405**	**120,721**	**123,086**	**125,501**
FUNDING SOURCES (REVENUE)										
Cost Recovery	(11,184)	(7,968)	(11,363)	-	-	(11,363)	(11,584)	(11,810)	(12,040)	(12,275)
Grants in Lieu of Taxes	(1,139)	(1,139)	(1,170)	-	-	(1,170)	(1,190)	(1,210)	(1,230)	(1,250)
Interest Income	(200)	(200)	(290)	-	-	(290)	(310)	(310)	(310)	(310)
TOTAL REVENUE	**(12,523)**	**(9,307)**	**(12,823)**	**-**	**-**	**(12,823)**	**(13,084)**	**(13,330)**	**(13,580)**	**(13,835)**
REQUISITION	**(99,412)**	**(99,412)**	**(103,317)**	**-**	**-**	**(103,317)**	**(105,321)**	**(107,391)**	**(109,506)**	**(111,666)**
*Percentage increase over prior year Requisition						3.9%	1.9%	2.0%	2.0%	2.0%

1.110 - Admin Expenditures (SGI) Management Services	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Salaries & Wages	160,456	160,456	168,026	-	-	168,026	171,646	175,343	179,120	182,978
Contract for Services	69,400	69,400	71,480	-	8,000	79,480	72,910	74,370	75,860	77,380
Travel	2,910	2,910	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Memberships & Professional Dues	830	605	850	-	-	850	870	890	910	930
Allocations	39,774	39,774	41,957	-	-	41,957	43,212	44,297	45,335	46,402
Referendum Costs to establish new SGI Service	35,000	20,000	-	-	15,000	15,000	-	-	-	-
Other Operating Expenses	46,020	38,800	41,720	-	-	41,720	42,560	43,400	44,260	45,160
TOTAL OPERATING COSTS	**354,390**	**331,945**	**327,033**	**-**	**23,000**	**350,033**	**334,258**	**341,420**	**348,665**	**356,090**
*Percentage Increase over prior year			-7.7%			-1.2%	-4.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	6,395	-	-	-	-	-	-	6,000	15,000
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	4,200	9,000
TOTAL CAPITAL / RESERVES	**-**	**6,395**	**-**	**-**	**-**	**-**	**-**	**-**	**10,200**	**24,000**
TOTAL COSTS	**354,390**	**338,340**	**327,033**	**-**	**23,000**	**350,033**	**334,258**	**341,420**	**358,865**	**380,090**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(60,250)	(45,250)	(25,014)	-	(23,000)	(48,014)	(14,260)	(2,490)	-	-
Sub-lease Recovery	(2,700)	(1,650)	(2,700)	-	-	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Grants in Lieu of Taxes	(2,473)	(2,473)	(2,550)	-	-	(2,550)	(2,600)	(2,650)	(2,700)	(2,750)
TOTAL REVENUE	**(65,423)**	**(49,373)**	**(30,264)**	**-**	**(23,000)**	**(53,264)**	**(19,560)**	**(7,840)**	**(5,400)**	**(5,450)**
REQUISITION	**(288,967)**	**(288,967)**	**(296,769)**	**-**	**-**	**(296,769)**	**(314,698)**	**(333,580)**	**(353,465)**	**(374,640)**
*Percentage increase over prior year Requisition						2.7%	6.0%	6.0%	6.0%	6.0%
AUTHORIZED POSITIONS Salaried FTE	1	1	1			1	1	1	1	1

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.110 SGI Admin. Expenditures		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$4,000	$5,000	$0	$4,000	$2,000	$15,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,000**	**$5,000**	**$0**	**$4,000**	**$2,000**	**$15,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$4,000	$5,000	$0	$4,000	$2,000	$15,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,000**	**$5,000**	**$0**	**$4,000**	**$2,000**	**$15,000**

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 #: 1.110

Service Name: SGI Admin. Expenditures

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
23-01	Replacement	Computer	Phone & Computer Replacements for Director and Manager	$15,000	E	ERF	$0	$4,000	$5,000	$0	$4,000	$2,000	$15,000
			GRAND TOTAL	**$15,000**			**$0**	**$4,000**	**$5,000**	**$0**	**$4,000**	**$2,000**	**$15,000**

Admin Expenditures (SGI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	75,038	27,024	12,764	10,274	16,274	31,274
Equipment Replacement Fund	9,506	6,606	2,706	3,806	5,106	13,206
Total	**84,544**	**33,630**	**15,470**	**14,080**	**21,380**	**44,480**

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105546	2022	2023	2024	2025	2026	2027
Beginning Balance		97,705	75,038	27,024	12,764	10,274	16,274
Transfer from Ops Budget		8,148	-	-	-	6,000	15,000
Transfer to Ops Budget		(45,250)	(48,014)	(14,260)	(2,490)	-	-
Pender Health Referendum Costs Recovery		14,435					
Interest Income		-					
Ending Balance $		**75,038**	**27,024**	**12,764**	**10,274**	**16,274**	**31,274**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Equipment Replacement Fund

ERF Group: SGIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101838**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		9,986	9,506	6,606	2,706	3,806	5,106
Transfer from Ops Budget		1,020	1,100	1,100	1,100	5,300	10,100
Planned Purchase		(1,500)	(4,000)	(5,000)	-	(4,000)	(2,000)
Interest Income		-					
Ending Balance $		**9,506**	**6,606**	**2,706**	**3,806**	**5,106**	**13,206**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Grants in Aid

EAC REVIEW

SEPTEMBER 2022

Service: 1.117 SGI Grants in Aid **Committee:** Electoral Areas

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

Greater of $129,912 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $238,760.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.117 - SGI Grants in Aid	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Grants in Aid	102,514	102,514	100,000	-	-	100,000	100,000	100,000	100,000	100,000
Allocations	5,174	5,174	5,424	-	-	5,424	5,533	5,644	5,756	5,872
Other Expenses	800	800	800	-	-	800	800	800	800	800
TOTAL COSTS	**108,488**	**108,488**	**106,224**	**-**	**-**	**106,224**	**106,333**	**106,444**	**106,556**	**106,672**
*Percentage Increase over prior year						-2.1%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(2,714)	(2,714)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,089)	(1,089)	(1,120)	-	-	(1,120)	(1,140)	(1,160)	(1,180)	(1,200)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(3,903)**	**(3,903)**	**(1,220)**	**-**	**-**	**(1,220)**	**(1,240)**	**(1,260)**	**(1,280)**	**(1,300)**
REQUISITION	**(104,585)**	**(104,585)**	**(105,004)**	**-**	**-**	**(105,004)**	**(105,093)**	**(105,184)**	**(105,276)**	**(105,372)**
*Percentage increase over prior year Requisition						0.4%	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Economic Development

EAC REVIEW

SEPTEMBER 2022

Service: 1.125 SGI Economic Development **Committee: Electoral Areas**

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

1.125 - SGI Economic Development	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	73,440	73,440	75,640	-	-	75,640	77,150	78,690	80,260	81,870
Program Development	29,820	29,820	30,110	-	-	30,110	30,310	30,520	30,730	30,940
Internal Allocations	5,986	5,986	6,158	-	-	6,158	6,281	6,407	6,535	6,665
Building Rent	8,810	8,810	8,990	-	-	8,990	9,140	9,300	9,420	9,530
Operating - Other	5,100	3,720	4,520	-	-	4,520	4,610	4,710	4,810	4,910
TOTAL OPERATING COSTS	**123,156**	**121,776**	**125,418**	**-**	**-**	**125,418**	**127,491**	**129,627**	**131,755**	**133,915**
*Percentage Increase over prior year						1.8%	1.7%	1.7%	1.6%	1.6%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	1,430	(1,430)	-	-	(1,430)	-	-	-	-
Balance c/fwd from 2021 to 2022	(2,772)	(2,772)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,237)	(1,237)	(1,270)	-	-	(1,270)	(1,300)	(1,330)	(1,360)	(1,390)
Interest Income	(100)	(150)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(4,109)**	**(2,729)**	**(2,800)**	**-**	**-**	**(2,800)**	**(1,400)**	**(1,430)**	**(1,460)**	**(1,490)**
REQUISITION	**(119,047)**	**(119,047)**	**(122,618)**	**-**	**-**	**(122,618)**	**(126,091)**	**(128,197)**	**(130,295)**	**(132,425)**
*Percentage increase over prior year Requisition						3.0%	2.8%	1.7%	1.6%	1.6%

Reserve Schedule

Reserve Fund: 1.125 SGI Economic Development - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105547	2022	2023	2024	2025	2026	2027
Beginning Balance		6,493	6,493	6,493	6,493	6,493	6,493
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**6,493**	**6,493**	**6,493**	**6,493**	**6,493**	**6,493**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Galiano Island Community Use Building

EAC REVIEW

SEPTEMBER 2022

Service: 1.137 Galiano Island Community Use Building **Committee: Electoral Areas**

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $100,100 or $0.165 / $1,000 of actual assessed value of land and improvements. To a maximum of $185,228.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		$ 130,000

FUNDING:

Requisiton

1.137 - Galiano Island Community Use Building	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	16,165	15,903	20,459	-	-	20,459	20,868	21,285	21,711	22,145
Insurance	1,190	1,190	1,320	-	-	1,320	1,380	1,450	1,520	1,590
Building Maintenance	5,000	4,400	5,150	-	-	5,150	5,260	5,370	5,480	5,590
Utilities	3,800	4,100	3,910	-	-	3,910	3,990	4,070	4,150	4,230
Contingency	1,500	-	1,550	-	-	1,550	1,580	1,610	1,640	1,670
Other Operating Expenses	5,050	4,070	5,200	-	-	5,200	5,300	5,400	5,500	5,600
TOTAL OPERATING COSTS	**32,705**	**29,663**	**37,589**	**-**	**-**	**37,589**	**38,378**	**39,185**	**40,001**	**40,825**
*Percentage Increase over prior year						14.9%	2.1%	2.1%	2.1%	2.1%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
MFA Debt Reserve Fund	80	80	60	-	-	60	60	60	60	60
MFA Principal Payment	15,482	15,482	15,482	-	-	15,482	15,482	15,482	15,482	15,482
MFA Interest Payment	11,935	11,935	11,935	-	-	11,935	11,935	11,935	11,935	11,935
TOTAL DEBT / RESERVE	**30,497**	**30,497**	**30,477**	**-**	**-**	**30,477**	**30,477**	**30,477**	**30,477**	**30,477**
TOTAL COSTS	**63,202**	**60,160**	**68,066**	**-**	**-**	**68,066**	**68,855**	**69,662**	**70,478**	**71,302**
FUNDING SOURCES (REVENUE)										
Surplus C/Fwd 2022 to 2023	-	3,042	(3,042)	-	-	(3,042)	-	-	-	-
Grants in Lieu of Taxes	(43)	(43)	(44)	-	-	(44)	(45)	(50)	(50)	(50)
Other Income	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
MFA Debt Resv FundEearnings	(80)	(80)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	**(273)**	**2,769**	**(3,296)**	**-**	**-**	**(3,296)**	**(255)**	**(260)**	**(260)**	**(260)**
REQUISITION	**(62,929)**	**(62,929)**	**(64,770)**	**-**	**-**	**(64,770)**	**(68,600)**	**(69,402)**	**(70,218)**	**(71,042)**
*Percentage increase over prior year Requisition						2.9%	5.9%	1.2%	1.2%	1.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.137 Galiano Island Community Use Building	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$10,000	$0	$0	$0	$0	$10,000
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$10,000	$0	$0	$0	$0	$10,000
		$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

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

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

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

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

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

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

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

Carryforward from 2021
Input the carryforward amount from the 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 = Economic benefit to the organization.

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

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

Service #: 1.137
Service Name: Galiano Island Community Use Building

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Asset Management Plan	Asset Management Plan	$10,000	B	Res	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$20,000**			**$0**	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Community Use Building Service - Capital Reserve Fund - Bylaw 3939

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1083 / Fund Centre: 102135	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	79,756	62,756	55,756	58,756	61,756	64,756
Transfer from Ops Budget	3,000	3,000	3,000	3,000	3,000	3,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(20,000)	(10,000)	-	-	-	-
Interest Income	-					
Ending Balance $	**62,756**	**55,756**	**58,756**	**61,756**	**64,756**	**67,756**

Assumptions/Background:

New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Regional Library

EAC REVIEW

SEPTEMBER 2022

Service: 1.138 SGI Regional Library **Committee:** Electoral Areas

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $165,391 or $0.07 / $1,000 of actual assessed value of land and improvements. To a maximum of $328,295.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008)

FUNDING:

Requisition

1.138 - SGI Regional Library	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contribution to Library	226,370	226,370	233,160	-	-	233,160	237,820	242,580	247,430	252,380
Allocations	4,558	4,558	4,656	-	-	4,656	4,749	4,844	4,941	5,040
Insurance	120	120	140	-	-	140	150	160	170	180
Other Operating Expenses	1,760	480	1,740	-	-	1,740	1,775	1,810	1,850	1,890
TOTAL COSTS	**232,808**	**231,528**	**239,696**	**-**	**-**	**239,696**	**244,494**	**249,394**	**254,391**	**259,490**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	1,280	(1,280)	-	-	(1,280)	-	-	-	-
Balance c/fwd from 2021 to 2022	(1,335)	(1,335)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,370)	(2,370)	(2,440)	-	-	(2,440)	(2,490)	(2,540)	(2,590)	(2,640)
Other Income	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(3,735)**	**(2,455)**	**(3,750)**	**-**	**-**	**(3,750)**	**(2,520)**	**(2,570)**	**(2,620)**	**(2,670)**
REQUISITION	**(229,073)**	**(229,073)**	**(235,946)**	**-**	**-**	**(235,946)**	**(241,974)**	**(246,824)**	**(251,771)**	**(256,820)**
*Percentage increase over prior year Requisition						3.0%	2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Gossip Island Electric Power Supply

EAC REVIEW

SEPTEMBER 2022

Service: 1.170 Gossip Island Electric Power Supply **Committee: Electoral Areas**

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow $770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

Greater of $85,310 or $3.76 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		$ 55,000

FUNDING:

Parcel tax

1.170 - Gossip Island Electric Power Supply	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	155	155	111	-	-	111	113	115	118	120
Other Operating Expenses	220	220	220	-	-	220	220	220	220	220
TOTAL OPERATING COSTS	**375**	**375**	**331**	**-**	**-**	**331**	**333**	**335**	**338**	**340**
*Percentage Increase over prior year						-11.7%	0.6%	0.6%	0.9%	0.6%
DEBT										
MFA Debt Reserve Fund	180	180	150	-	-	150	150	150	150	150
MFA Principal Payment	35,708	35,708	35,708	-	-	35,708	35,708	35,708	35,708	35,708
MFA Interest Payment	20,735	20,735	20,735	-	-	20,735	20,735	20,735	20,735	20,735
TOTAL DEBT	**56,623**	**56,623**	**56,593**	**-**	**-**	**56,593**	**56,593**	**56,593**	**56,593**	**56,593**
TOTAL COSTS	**56,998**	**56,998**	**56,924**	**-**	**-**	**56,924**	**56,926**	**56,928**	**56,931**	**56,933**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(143)	(143)	-	-	-	-	-	-	-	-
Interest Income	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
MFA Debt Reserve Fund Earnings	(180)	(180)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(413)**	**(413)**	**(240)**	**-**	**-**	**(240)**	**(240)**	**(240)**	**(240)**	**(240)**
REQUISITION - PARCEL TAX	**(56,585)**	**(56,585)**	**(56,684)**	**-**	**-**	**(56,684)**	**(56,686)**	**(56,688)**	**(56,691)**	**(56,693)**
*Percentage increase over prior year Requisition						0.2%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Saturna Health Service

EAC REVIEW

SEPTEMBER 2022

Service: 1.227 Saturna Health Service **Committee: Electoral Areas**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Bylaw No. 4231 Saturna Health Service Establishment Bylaw adopted in 2018

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

Greater of $40,000 or $0.17 / $1,000 of actual assessed value of land and improvements. To a maximum of $62,209.

FUNDING:

Requisition

1.227 - Saturna Health Service	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment to Saturna Island Meduical Clinic	32,890	32,890	33,880	-	-	33,880	34,560	35,250	35,960	36,680
Other Operating Expenses	651	651	671	-	-	671	684	698	712	726
TOTAL COSTS	**33,541**	**33,541**	**34,551**	**-**	**-**	**34,551**	**35,244**	**35,948**	**36,672**	**37,406**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(2,152)	(2,152)	(2,220)	-	-	(2,220)	(2,260)	(2,310)	(2,360)	(2,410)
TOTAL REVENUE	**(2,152)**	**(2,152)**	**(2,220)**	**-**	**-**	**(2,220)**	**(2,260)**	**(2,310)**	**(2,360)**	**(2,410)**
REQUISITION	**(31,389)**	**(31,389)**	**(32,331)**	**-**	**-**	**(32,331)**	**(32,984)**	**(33,638)**	**(34,312)**	**(34,996)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Galiano Health Service

EAC REVIEW

SEPTEMBER 2022

Service: 1.228 Galiano Health Service **Committee: Electoral Areas**

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw adopted in 2014

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

Greater of $86,550 or $0.19 / $1,000 of actual assessed value of land and improvements. To a maximum of $213,293.

FUNDING:

Requisition

1.228 - Galiano Health Service	2022		BUDGET REQUEST	2023			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment to Galiano Health Society	133,127	133,127	137,120	-	-	137,120	139,860	142,660	145,510	148,420
Operating - Other	2,685	2,585	2,766	-	-	2,766	2,821	2,876	2,932	2,990
TOTAL OPERATING COSTS	**135,812**	**135,712**	**139,886**	**-**	**-**	**139,886**	**142,681**	**145,536**	**148,442**	**151,410**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	130	(130)	-	-	(130)	-	-	-	-
Balance c/fwd from 2021 to 2022	(126)	(126)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Other Revenue	-	(30)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(216.00)**	**(116)**	**(220)**	**-**	**-**	**(220)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(135,596)**	**(135,596)**	**(139,666)**	**-**	**-**	**(139,666)**	**(142,591)**	**(145,446)**	**(148,352)**	**(151,320)**
*Percentage increase over prior year Requisition						3.0%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Pender Island Health Care Service

EAC Review

SEPTEMBER 2022

Service: 1.229 **Pender Islands Health Care Service** **Committee: Electoral Areas**

DEFINITION:

Service established for the purpose of contributing to the costs of administration and operation of the Pender Islands Health Care Centre. Bylaw No. 4441 Pender Island Health Care Centre Contribution Services Establishment Bylaw adopted in 2021

PARTICIPATION:

Pender Island

MAXIMUM LEVY:

$0.1803 / $1,000 of actual assessed value of land and improvements. To a maximum of $321,261.

FUNDING:

Requisition

1.229 - Pender Island Health Care Service	2022		BUDGET REQUEST				FUTURE PROJECTIONS			
			2023							
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment to Pender Health Society	206,551	206,551	212,750	-	-	212,750	217,010	221,350	225,780	230,300
Service Establishment Referendum Costs	14,435	14,435	-	-	-	-	-	-	-	-
Operating - Other	5,001	5,001	5,090	-	-	5,090	5,180	5,272	5,366	5,462
TOTAL OPERATING COSTS	**225,987**	**225,987**	**217,840**	**-**	**-**	**217,840**	**222,190**	**226,622**	**231,146**	**235,762**
*Percentage Increase over prior year						-3.6%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
REQUISITION	**(225,987)**	**(225,987)**	**(217,840)**	**-**	**-**	**(217,840)**	**(222,190)**	**(226,622)**	**(231,146)**	**(235,762)**
*Percentage increase over prior year Requisition						-3.6%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Small Craft Harbour Facilities

EAC REVIEW

SEPTEMBER 2022

Service: 1.235 **SGI Small Craft Harbour Facilities** **Committee: Electoral Areas**

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGI Small Craft Harbour Facilities service funds and operates 12 small craft harbour facilities in the Southern Gulf Islands. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-time funding of $1.6 million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of $112,878 or $0.10 / $1,000 of actual assessed value of land and improvements. To a maximum of $477,519.

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw No. 2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

1.235 - SGI Small Craft Harbour Facilities	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS (Revised) 2024	2025	2026	2027
OPERATING COSTS										
Management Expenditures:										
Contract for Services	10,370	7,000	10,680	-	-	10,680	10,890	11,110	11,330	11,560
Supplies, Advertising	1,100	1,100	1,140	-	-	1,140	1,160	1,180	1,200	1,220
Travel and Training	7,570	3,500	7,790	-	-	7,790	7,826	7,966	7,965	8,058
Internal Allocations	28,100	29,010	30,304	-	16,600	46,904	30,915	31,532	32,164	32,811
Insurance	10,710	10,710	11,950	-	-	11,950	12,550	13,180	13,840	14,530
Other Operating Expenses	3,180	1,041	1,590	-	-	1,590	1,610	1,630	1,650	1,670
TOTAL MANAGEMENT EXPENDITURES	**61,030**	**52,361**	**63,454**	**-**	**16,600**	**80,054**	**64,951**	**66,598**	**68,149**	**69,849**
*Percentage Increase over prior year			4.0%			31.2%	-18.9%	2.5%	2.3%	2.5%
Dock Expenditures:										
Repairs and Maintenance	64,620	46,050	64,780	-	-	64,780	66,020	67,310	68,630	69,960
Wharfinger Compensation and Travel	64,880	47,750	56,400	-	-	56,400	57,550	58,710	59,880	61,080
Insurance	31,200	31,200	29,600	-	-	29,600	31,080	32,640	34,320	36,000
Electricity	2,870	2,330	2,710	-	-	2,710	2,760	2,810	2,860	2,910
Supplies	4,960	3,480	4,800	-	-	4,800	4,920	5,040	5,160	5,280
Operating - Other	18,760	14,500	4,380	-	-	4,380	4,500	4,620	4,740	4,860
TOTAL DOCK EXPENDITURES	**187,290**	**145,310**	**162,670**	**-**	**-**	**162,670**	**166,830**	**171,130**	**175,590**	**180,090**
*Percentage Increase over prior year						-13.1%	2.6%	2.6%	2.6%	2.6%
TOTAL OPERATING COSTS	**248,320**	**197,671**	**226,124**	**-**	**16,600**	**242,724**	**231,781**	**237,728**	**243,739**	**249,939**
DEBT / RESERVE										
Transfer to Capital Reserve Fund	173,600	193,409	123,150	-	-	123,150	142,950	146,250	149,540	152,830
MFA Debt Reserve Fund	11,800	11,800	140	-	-	140	140	140	140	140
MFA Interest	15,600	7,700	42,515	-	-	42,515	42,515	42,515	42,515	42,515
MFA Principal	-	-	46,194	-	-	46,194	46,194	46,194	46,194	46,194
TOTAL DEBT / RESERVE	**201,000**	**212,909**	**211,999**	**-**	**-**	**211,999**	**231,799**	**235,099**	**238,389**	**241,679**
TOTAL COSTS	**449,320**	**410,580**	**438,123**	**-**	**16,600**	**454,723**	**463,580**	**472,827**	**482,128**	**491,618**
FUNDING SOURCES (REVENUE)										
Revenue- Fees	(141,240)	(102,500)	(138,050)	-	-	(138,050)	(140,660)	(143,340)	(146,060)	(148,840)
Grants in Lieu of Taxes	(6,592)	(6,592)	(6,790)	-	-	(6,790)	(6,930)	(7,070)	(7,210)	(7,350)
Other Income	(200)	(200)	(350)	-	-	(350)	(350)	(350)	(350)	(350)
TOTAL REVENUE	**(148,032)**	**(109,292)**	**(145,190)**	**-**	**-**	**(145,190)**	**(147,940)**	**(150,760)**	**(153,620)**	**(156,540)**
REQUISITION - PARCEL TAX	**(301,288)**	**(301,288)**	**(292,933)**	**-**	**(16,600)**	**(309,533)**	**(315,640)**	**(322,067)**	**(328,508)**	**(335,078)**
*Percentage increase over prior year Requisition			-2.8%			2.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.235 SGI Small Craft Harbour Facilities		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$240,000	$415,000	$50,000	$125,000	$50,000	$0	$640,000
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$240,000	**$415,000**	**$50,000**	**$125,000**	**$50,000**	**$0**	**$640,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$240,000	$240,000	$0	$0	$0	$0	$240,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$175,000	$50,000	$125,000	$50,000	$0	$400,000
			$240,000	**$415,000**	**$50,000**	**$125,000**	**$50,000**	**$0**	**$640,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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.

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

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

Service #: 1.235

Service Name: SGI Small Craft Harbour Facilities

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	$185,000	S	Cap	$160,000	$160,000	$0	$0	$0	$0	$160,000
19-03	Decommission	Horton Bay	Decommission the Horton Bay dock after construction of the Anson Road facility.	$100,000	S	Cap	$80,000	$80,000	$0	$0	$0	$0	$80,000
21-02	Renewal	Inspections	Detailed inspections including underwater inspection.	$125,000	S	Res	$0	$125,000	$0	$0	$0	$0	$125,000
21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	An annual provisional fund is required to address unplanned dock safety issues.	$250,000	S	Res	$0	$50,000	$50,000	$50,000	$50,000	$0	$200,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.	$175,000	S	Res	$0	$0	$0	$75,000	$0	$0	$75,000
			GRAND TOTAL	**$835,000**			**$240,000**	**$415,000**	**$50,000**	**$125,000**	**$50,000**	**$0**	**$640,000**

Service:	1.235	SGI Small Craft Harbour Facilities

Project Number	19-02	**Capital Project Title**	Retreat Cove	**Capital Project Description**	Upgrades to the Retreat Cove Dock Facility to maintain level of service.
Project Rationale	This project includes works to maintain the current level of service as recommended in the Moffatt & Nichol Summary Report for Southern Gulf Islands Harbour Commission (SGIHC) Facilities December 11, 2015 and Stantec's 2018 top-side inspection. Recommended works include repairs to the approach piles, and repairs to the floats.				

Project Number	19-03	**Capital Project Title**	Horton Bay	**Capital Project Description**	Decommission the Horton Bay dock after construction of the Anson Road facility.
Project Rationale	This project is for decommissioning of the Horton Bay facility after construction of the Anson Road dock. Funds are required to carry out the required archeological investigation and retain a contractor to remove the infrastructure.				

Project Number	21-02	**Capital Project Title**	Inspections	**Capital Project Description**	Detailed inspections including underwater inspection.
Project Rationale	Dock inspection, repair and maintenance is an iterative process that requires periodic review of the facilities and re-evaluation of proposed work plans and residual life estimates. This budget is for a "Top Side and Underwater " inspection and will be used to re-evaluate the 5 Year capital Program. Due to recent inspections and resulting works this project has been deferred until 2023.				

Project Number	21-03	**Capital Project Title**	ANNUAL PROVISIONAL: Dock Improvements	**Capital Project Description**	An annual provisional fund is required to address unplanned dock safety issues.
Project Rationale	Funds are required for unplanned & minor repairs such as minor board replacement, painting, emergency repairs, and electrical repairs.				

Project Number	22-02	**Capital Project Title**	Swartz Bay Improvements & Dock Replacement	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.
Project Rationale	This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.In 2020 it was noted that float B had rotting frame indicating requirement to replace the float.				

Reserve Schedule (Revised)

Reserve Fund: 1.235 SGI Harbour Facilities - Capital Reserve Fund - Bylaw 2719

Surplus money from the operation of small craft harbour facilities services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1054 / Fund Centre: 101467	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	186,129	183,738	131,888	224,838	246,088	345,628
Transfer from Ops Budget	193,409	123,150	142,950	146,250	149,540	152,830
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(195,800)	(175,000)	(50,000)	(125,000)	(50,000)	-
Interest Income	-					
Ending Balance $	**183,738**	**131,888**	**224,838**	**246,088**	**345,628**	**498,458**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI House Numbering

EAC REVIEW

SEPTEMBER 2022

Service: 1.314 **SGI Building Numbering** **Committee: Electoral Areas**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.314 - SGI House Numbering	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Building Inspection	8,948	8,948	9,220	-	-	9,220	9,400	9,590	9,780	9,980
Allocations	467	467	474	-	-	474	484	493	503	513
Other Operating Expenses	70	70	70	-	-	70	70	70	70	70
TOTAL COSTS	**9,485**	**9,485**	**9,764**	**-**	**-**	**9,764**	**9,954**	**10,153**	**10,353**	**10,563**
*Percentage Increase over prior year						2.9%	1.9%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(43)	(43)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(97)	(97)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Interest Income	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(150)**	**(150)**	**(110)**	**-**	**-**	**(110)**	**(110)**	**(110)**	**(110)**	**(110)**
REQUISITION	**(9,335)**	**(9,335)**	**(9,654)**	**-**	**-**	**(9,654)**	**(9,844)**	**(10,043)**	**(10,243)**	**(10,453)**
*Percentage increase over prior year Requisition						3.4%	2.0%	2.0%	2.0%	2.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Livestock Injury Compensation

EAC REVIEW

SEPTEMBER 2022

Service: 1.341 **SGI Livestock Injury Compensation** **Committee: Electoral Areas**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Southern Gulf Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.341 - SGI Livestock Injury Compensation	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Allocations	150	150	158	-	-	158	161	164	167	170
Compensation Claim Payments	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**3,150**	**3,150**	**3,158**	**-**	**-**	**3,158**	**3,161**	**3,164**	**3,167**	**3,170**
*Percentage Increase over prior year						0.3%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
REQUISITION	**(3,150)**	**(3,150)**	**(3,158)**	**-**	**-**	**(3,158)**	**(3,161)**	**(3,164)**	**(3,167)**	**(3,170)**
*Percentage increase over prior year Requisition						0.3%	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

South Galiano Fire Protection

EAC REVIEW

SEPTEMBER 2022

Service: 1.352 South Galiano Fire **Committee:** Electoral Areas

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of $470,000 or $1.157 / $1,000 of actual assessments. To a maximum of $815,211.

FUNDING:

Requisition

Change in Budget 2022 to 2023

Service: 1.352 South Galiano Fire	**Total Expenditure**	**Comments**
2022 Budget	**472,448**	
Other Changes:		
Standard Overhead Allocation	2,289	Increase in 2022 operating costs
Honoraria Payment	3,820	
Insurance Costs	2,340	
Debt Servicing Cost	75,084	$2.2M long term borrowing MFA for Firehall Project
Other	3,560	Expenses such as travel, insurance, supplies, etc.
Total Other Changes	87,093	
2023 Budget	**559,541**	

Summary of % Expense Increase		
Increase debt expense	15.9%	
Balance of increase	2.5%	
% expense increase from 2022:	***18.4%***	
% Requisition increase from 2022:	***3.0%***	*Requisition funding is 74.5% of service revenue*
% Parcel Tax increase from 2022 - fund Debt Servicing	***112.0%***	*Parcel Tax funding is 25.3% of service revenue*

Overall 2022 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated favourable variance of $10,992 mainly due to lower staff training/development, supplies, and vehicle costs. This variance will be transferred to the Equipment Replacement Fund, which has an expected year end balance of $472,925 before this transfer.

1.352 - South Galiano Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Honorarium and Call Out Pay	191,150	194,000	194,970	-	-	194,970	198,870	202,850	206,910	211,050
Travel - Vehicles	29,600	18,000	30,430	-	-	30,430	31,000	31,580	32,170	32,780
Insurance	5,450	12,790	7,790	-	-	7,790	8,030	8,270	8,530	8,800
Staff Development	31,120	24,000	32,050	-	-	32,050	32,690	33,340	34,010	34,690
Maintenance	9,350	14,680	9,630	-	-	9,630	9,820	10,010	10,210	10,420
Internal Allocations	14,660	14,660	16,949	-	-	16,949	17,287	17,633	17,986	18,346
Operating Supplies and Other	35,020	28,038	35,970	-	-	35,970	36,640	37,340	38,070	38,810
TOTAL OPERATING COSTS	**316,350**	**306,168**	**327,789**	**-**	**-**	**327,789**	**334,337**	**341,023**	**347,886**	**354,896**
*Percentage Increase over prior year						3.6%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	5,810	5,000	5,980	-	-	5,980	6,100	6,220	6,340	6,470
Transfer to Capital Reserve Fund	-	-	-	-	-	-	2,500	5,000	9,000	13,000
Transfer to Equipment Replacement Fund	83,600	94,592	84,000	-	-	84,000	86,000	88,000	88,500	89,000
TOTAL CAPITAL / RESERVE	**89,410**	**99,592**	**89,980**	**-**	**-**	**89,980**	**94,600**	**99,220**	**103,840**	**108,470**
MFA DEBT										
MFA Debt Reserve Fund	22,620	22,620	420	-	-	420	420	420	420	420
Principal Payment	-	-	65,432	-	-	65,432	65,432	65,432	65,432	65,432
Interest Payment	44,068	44,068	75,920	-	-	75,920	75,920	75,920	75,920	75,920
TOTAL MFA DEBT	**66,688**	**66,688**	**141,772**	**-**	**-**	**141,772**	**141,772**	**141,772**	**141,772**	**141,772**
TOTAL COSTS	**472,448**	**472,448**	**559,541**	**-**	**-**	**559,541**	**570,709**	**582,015**	**593,498**	**605,138**
*Percentage Increase over prior year						18.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Parcel Tax	(66,688)	(66,688)	(141,352)	-	-	(141,352)	(141,352)	(141,352)	(141,352)	(141,352)
Other Income	(700)	(700)	(1,120)	-	-	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)
TOTAL REVENUE	**(67,388)**	**(67,388)**	**(142,472)**	**-**	**-**	**(142,472)**	**(142,472)**	**(142,472)**	**(142,472)**	**(142,472)**
REQUISITION	**(405,060)**	**(405,060)**	**(417,069)**	**-**	**-**	**(417,069)**	**(428,237)**	**(439,543)**	**(451,026)**	**(462,666)**
*Percentage increase over prior year										
Requisition						3.0%	2.7%	2.6%	2.6%	2.6%
Parcel Tax						112.0%	0.0%	0.0%	0.0%	0.0%
Combined						**18.4%**	**2.0%**	**2.0%**	**2.0%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.352 South Galiano Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$12,800	$4,400	$4,500	$11,800	$6,500	$40,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$585,000	$85,000	$85,000	$0	$755,000
			$0	**$12,800**	**$589,400**	**$89,500**	**$96,800**	**$6,500**	**$795,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$12,800	$589,400	$89,500	$96,800	$6,500	$795,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$12,800**	**$589,400**	**$89,500**	**$96,800**	**$6,500**	**$795,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.352

Service Name: South Galiano Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
23-01	Replacement	Turn out Gear	Turn out gear	$32,600	E	ERF	$0	$10,000	$4,400	$4,500	$9,000	$4,700	$32,600
23-02	Replacement	Replace firehose	To replace existing firehose	$7,400	E	ERF	$0	$2,800	$0	$0	$2,800	$1,800	$7,400
23-03	New	Medic 1 Acquisition	Medical Response Truck (new acquisition)	$85,000	V	ERF	$0	$0	$0	$85,000	$0	$0	$85,000
24-01	Replacement	Replace Engine 1, F00858	Replace Engine 1, F00858	$650,000	V	ERF	$0	$0	$585,000	$0	$0	$0	$585,000
26-03	Replacement	Command Unit	Replacement of Command Unit (2004 GMC)	$85,000	V	ERF	$0	$0	$0	$0	$85,000	$0	$85,000
			GRAND TOTAL	**$860,000**			**$0**	**$12,800**	**$589,400**	**$89,500**	**$96,800**	**$6,500**	**$795,000**

South Galiano Fire Protection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Equipment Replacement Fund	483,917	555,117	51,717	50,217	41,917	124,417
Capital Reserve Fund	-	-	2,500	7,500	16,500	29,500
Total	**483,917**	**555,117**	**54,217**	**57,717**	**58,417**	**153,917**

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Equipment Replacement Fund

ERF Group: SGALFIRE.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101431**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		467,825	483,917	555,117	51,717	50,217	41,917
Transfer from Ops Budget		94,592	84,000	86,000	88,000	88,500	89,000
Planned Purchase		(78,500)	(12,800)	(589,400)	(89,500)	(96,800)	(6,500)
Interest Income		-					
Ending Balance $		**483,917**	**555,117**	**51,717**	**50,217**	**41,917**	**124,417**

Assumptions/Background:

Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Capital Reserve Fund (to be created)

TO BE CREATED

Reserve Cash Flow

Fund:	TBD		Budget				
Fund Centre:	TBD	2022	2023	2024	2025	2026	2027
Beginning Balance		-	-	-	2,500	7,500	16,500
Transfer from Ops Budget		-	-	2,500	5,000	9,000	13,000
Planned Purchase		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**-**	**-**	**2,500**	**7,500**	**16,500**	**29,500**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Pender Fire Protection

EAC REVIEW

SEPTEMBER 2022

Service:	1.356	Pender Island Fire	Protection & Emergency Response Service	Committee:	Electoral Areas

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands.
Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to $1.87.
Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to $0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of $918,000 or $0.998 / $1,000" to a maximum of $1,767,385.

FUNDING:

Requisition

1.356 - Pender Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Travel - Vehicles	12,440	12,440	12,810	-	-	12,810	13,070	13,330	13,600	13,870
Insurance	8,660	8,660	9,720	-	-	9,720	10,200	10,710	11,240	11,800
Payment - Fire Protection Society	817,368	817,368	841,890	-	-	841,890	858,730	875,900	893,420	911,290
Internal Allocations	42,560	42,560	44,856	-	-	44,856	45,753	46,668	47,601	48,553
Operating - Other	16,090	16,090	16,490	-	-	16,490	16,770	17,050	17,340	17,630
TOTAL OPERATING COSTS	**897,118**	**897,118**	**925,766**	**-**	**-**	**925,766**	**944,523**	**963,658**	**983,201**	**1,003,143**
*Percentage Increase over prior year						3.2%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	78,253	78,253	79,022	-	-	79,022	81,286	83,032	84,729	86,449
Transfer to Capital Reserve Fund	78,253	78,253	79,022	-	-	79,022	81,286	83,032	84,729	86,449
TOTAL CAPITAL / RESERVE	**156,506**	**156,506**	**158,044**	**-**	**-**	**158,044**	**162,572**	**166,064**	**169,458**	**172,898**
Debt Costs	111,596	111,596	111,596	-	-	111,596	111,596	111,596	64,503	-
TOTAL COSTS	**1,165,220**	**1,165,220**	**1,195,406**	**-**	**-**	**1,195,406**	**1,218,691**	**1,241,318**	**1,217,162**	**1,176,041**
FUNDING SOURCES (REVENUE)										
Transfer from Reserve Fund	(111,596)	(111,596)	(111,596)	-	-	(111,596)	(111,596)	(111,596)	(64,503)	-
Grants in Lieu of Taxes	(9,488)	(9,488)	(9,770)	-	-	(9,770)	(9,970)	(10,170)	(10,370)	(10,580)
Other Income	(1,530)	(1,530)	(1,540)	-	-	(1,540)	(1,550)	(1,560)	(1,570)	(1,580)
TOTAL REVENUE	**(122,614)**	**(122,614)**	**(122,906)**	**-**	**-**	**(122,906)**	**(123,116)**	**(123,326)**	**(76,443)**	**(12,160)**
REQUISITION	**(1,042,606)**	**(1,042,606)**	**(1,072,500)**	**-**	**-**	**(1,072,500)**	**(1,095,575)**	**(1,117,992)**	**(1,140,719)**	**(1,163,881)**
*Percentage increase over prior year Requisition						2.9%	2.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.356 Pender Island Fire		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$15,000	$15,000	$0	$0	$0	$0	$15,000
Equipment		E	$0	$15,000	$28,000	$105,000	$18,000	$23,000	$189,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$215,000	$0	$0	$0	$0	$215,000
			$15,000	**$245,000**	**$28,000**	**$105,000**	**$18,000**	**$23,000**	**$419,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$230,000	$28,000	$105,000	$18,000	$23,000	$404,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$15,000	$15,000	$0	$0	$0	$0	$15,000
			$15,000	**$245,000**	**$28,000**	**$105,000**	**$18,000**	**$23,000**	**$419,000**

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

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

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

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

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

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

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

Carryforward from 2022
Input the carryforward amount frin tge 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 = Economic benefit to the organization.

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

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

Service #: 1.356
Service Name: Pender Island Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-02	Replacement	Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM (2022)-ERF2	Vehicle Replacement	$615,000	V	ERF	$0	$215,000	$0	$0	$0	$0	$215,000
20-01	Replacement	Gas Detectors -replace-ERF13	Replacement of ancillary equipment	$7,000	E	ERF	$0	$0	$4,000	$0	$0	$0	$4,000
20-12	Renewal	Hall 2 Upgrades-CCF10	Upgrades to facilities at Hall 2	$50,000	B	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
20-13	Renewal	Hall 1 Fitness Area-CCF13	Upgrades to OHS Fitness Area Hall 1	$75,000	B	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
20-15	Renewal	Computer iPad and phones-ERF11	Replacement of iPads and Phones	$5,000	E	ERF	$0	$0	$5,000	$0	$0	$0	$5,000
21-01	Renewal	Hall 3 Painting - Hall #3 - Paint - upgrades-CCF11	Hall 3 Improvements and Upgrades	$15,000	B	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
21-02	Replacement	Fire hoses-ERF12	Firefighting equipment replacement	$25,000	E	ERF	$0	$0	$0	$5,000	$0	$5,000	$10,000
21-03	Replacement	Turnout gear-ERF1	Firefighting equipment replacement	$36,000	E	ERF	$0	$15,000	$5,000	$0	$8,000	$8,000	$36,000
21-04	Replacement	SCBA cylinder replacement-ERF15	Replacement of SCBA cylinders	$20,000	E	ERF	$0	$0	$0	$0	$10,000	$10,000	$20,000
23-01	Replacement	Replace rescue equipment-ERF9	Firefighting equipment replacement	$14,000	E	ERF	$0	$0	$14,000	$0	$0	$0	$14,000
25-01	Replacement	Replace R38 Unit 804-ERF6	Replace R38 Unit 804	$100,000	E	ERF	$0	$0	$0	$100,000	$0	$0	$100,000
			GRAND TOTAL	**$962,000**			**$15,000**	**$245,000**	**$28,000**	**$105,000**	**$18,000**	**$23,000**	**$419,000**

Pender Fire Protection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	237,698	76,720	58,006	41,038	50,767	62,216
Equipment Replacement Fund	113,501	75,927	117,617	84,053	161,279	299,728
Total	**351,199**	**152,647**	**175,623**	**125,091**	**212,046**	**361,944**

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Capital Reserve Fund

Bylaw 3313

Reserve Cash Flow

Fund:	1013	Estimated	Budget				
Fund Centre:	101357	2022	2023	2024	2025	2026	2027
Beginning Balance		349,445	237,698	76,720	58,006	41,038	50,767
Transfer from Ops Budget		78,253	79,022	81,286	83,032	84,729	86,449
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(40,000)	(15,000)	-	-	-	-
Transfer to ERF		(150,000)	(225,000)	(100,000)	(100,000)	(75,000)	(75,000)
Interest Income		-					
Ending Balance $		**237,698**	**76,720**	**58,006**	**41,038**	**50,767**	**62,216**

Assumptions/Background:

Maintain fund at level required under long term capital plan considered sufficient. Level to resume life cycle funding after ERF replenished

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Equipment Replacement Fund

For replacement of firefighting equipment and vehicles
ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101433	2022	2023	2024	2025	2026	2027
Beginning Balance		425,844	113,501	75,927	117,617	84,053	161,279
Expenditures (Based on Capital Plan)		(429,000)	(230,000)	(28,000)	(105,000)	(18,000)	(23,000)
Transfer from Ops Budget		78,253	79,022	81,286	83,032	84,729	86,449
Transfer from Capital Reserve Fund		150,000	225,000	100,000	100,000	75,000	75,000
Transfer to OPEX to pay ST Loan		(111,596)	(111,596)	(111,596)	(111,596)	(64,503)	-
Interest Income		-					
Ending Balance $		**113,501**	**75,927**	**117,617**	**84,053**	**161,279**	**299,728**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

North Galiano Fire Protection

EAC REVIEW

SEPTEMBER 2022

Service: 1.359 North Galiano Fire **Committee:** Electoral Areas

DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to $1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $267,000 or $1.60 / $1,000 to a maximum of $517,511.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		$100,000

FUNDING:

Requisition and parcel tax.

1.359 - North Galiano Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Honoraria	75,070	72,210	76,580	-	-	76,580	78,110	79,670	81,260	82,880
Travel - Vehicles	18,280	15,720	18,830	-	-	18,830	19,200	19,580	19,980	20,380
Insurance	6,170	6,170	6,500	-	-	6,500	6,720	6,950	7,190	7,440
Maintenance	4,380	4,380	4,510	-	-	4,510	4,600	4,690	4,780	4,870
Staff Training & Development	12,440	12,440	12,810	-	-	12,810	13,070	13,330	13,600	13,870
Internal Allocations	7,503	7,503	8,022	-	-	8,022	8,183	8,346	8,513	8,683
Operating - Supplies	19,830	16,790	13,710	-	-	13,710	13,980	14,260	14,550	14,840
Operating - Other	16,630	14,810	17,000	-	-	17,000	17,310	17,630	17,960	18,290
TOTAL OPERATING COSTS	**160,303**	**150,023**	**157,962**	**-**	**-**	**157,962**	**161,173**	**164,456**	**167,833**	**171,253**
*Percentage Increase over prior year						-1.5%	2.0%	2.0%	2.1%	2.0%
DEBT / CAPITAL / RESERVES										
Capital Equipment Purchases	6,400	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	5,000	5,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Transfer to Equipment Replacement Fund	-	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Debt Principal	28,467	28,467	28,467	-	-	28,467	28,467	28,467	28,467	28,467
Debt Interest	20,545	20,545	20,545	-	-	20,545	20,545	20,545	20,545	20,545
TOTAL DEBT / RESERVES	**60,412**	**54,012**	**62,012**	**-**	**-**	**62,012**	**62,012**	**62,012**	**62,012**	**62,012**
TOTAL COSTS	**220,715**	**204,035**	**219,974**	**-**	**-**	**219,974**	**223,185**	**226,468**	**229,845**	**233,265**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	16,680	(16,680)	-	-	(16,680)	-	-	-	-
Balance c/fwd from 2021 to 2022	(22,486)	(22,486)	-	-	-	-	-	-	-	-
Parcel Tax	(24,440)	(24,440)	(24,440)	-	-	(24,440)	(24,440)	(24,440)	(24,440)	(24,440)
Grants in lieu of Taxes	(507)	(507)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
Other Income	(400)	(400)	(400)	-	-	(400)	(400)	(400)	(400)	(400)
TOTAL REVENUE	**(47,833)**	**(31,153)**	**(42,040)**	**-**	**-**	**(42,040)**	**(25,370)**	**(25,380)**	**(25,390)**	**(25,400)**
REQUISITION	**(172,882)**	**(172,882)**	**(177,934)**	**-**	**-**	**(177,934)**	**(197,815)**	**(201,088)**	**(204,455)**	**(207,865)**
*Percentage increase over prior year Requisition						2.9%	11.2%	1.7%	1.7%	1.7%

North Galiano Fire Protection
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	77,554	80,554	83,554	86,554	89,554	92,554
Equipment Replacement Fund	181,409	186,409	191,409	196,409	201,409	206,409
Total	**258,963**	**266,963**	**274,963**	**282,963**	**290,963**	**298,963**

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Capital Reserve Fund - Bylaw 3944

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1085	Estimated	Budget				
Fund Centre:	102137	2022	2023	2024	2025	2026	2027
Beginning Balance		72,554	77,554	80,554	83,554	86,554	89,554
Transfer from Ops Budget		5,000	3,000	3,000	3,000	3,000	3,000
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**77,554**	**80,554**	**83,554**	**86,554**	**89,554**	**92,554**

Assumptions/Background:

Gradual increase in fund as per long term plan

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Equipment Replacement Fund

ERF Group: NGALFIRE.ERF

Reserve Cash Flow

Fund:	1022	Actual	Budget				
Fund Centre:	101435	2022	2023	2024	2025	2026	2027
Beginning Balance		181,409	181,409	186,409	191,409	196,409	201,409
Transfer from Ops Budget		-	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**181,409**	**186,409**	**191,409**	**196,409**	**201,409**	**206,409**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Saturna Fire Protection

EAC REVIEW

SEPTEMBER 2022

Service: 1.363 **Saturna Fire Protection** **Committee: Electoral Areas**

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).

MAXIMUM LEVY:

Greater of $73,500 or $0.85 / $1,000 to a maximum of $311,463.

FUNDING:

Requisition

1.363 - Saturna Fire Protection	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payment - Fire Protection Society	184,740	178,236	189,208	-	-	189,208	192,990	196,850	200,790	204,810
Operating - Other	3,365	9,869	4,792	-	-	4,792	4,917	5,044	5,182	5,322
TOTAL COSTS	**188,105**	**188,105**	**194,000**	**-**	**-**	**194,000**	**197,907**	**201,894**	**205,972**	**210,132**
*Percentage Increase over prior year						3.1%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	260	260	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(10,509)	(10,509)	(10,820)	-	-	(10,820)	(11,040)	(11,260)	(11,490)	(11,720)
Interest Income	(60)	(60)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(10,309)**	**(10,309)**	**(10,870)**	**-**	**-**	**(10,870)**	**(11,090)**	**(11,310)**	**(11,540)**	**(11,770)**
REQUISITION	**(177,796)**	**(177,796)**	**(183,130)**	**-**	**-**	**(183,130)**	**(186,817)**	**(190,584)**	**(194,432)**	**(198,362)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Electoral Area Fire Services

EAC REVIEW

SEPTEMBER 2022

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Areas**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2022		BUDGET REQUEST	2023			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Fire Services Compliance and Coordination	76,310	68,679	-	-	77,840	77,840	-	-	-	-
Contract for Service	115,640	113,000	26,500	-	-	26,500	27,030	27,570	28,120	28,680
Staff Training & Development	5,210	4,689	5,370	-	-	5,370	5,477	5,590	5,700	5,810
Software Licenses	11,840	10,656	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Allocations	85,773	85,773	90,126	-	-	90,126	92,725	95,408	98,165	100,566
Contingency	2,070	-	2,000	-	-	2,000	1,304	560	-	-
Operating - Other	2,080	1,975	2,130	-	-	2,130	2,160	2,190	2,220	2,250
TOTAL OPERATING COSTS	**298,923**	**284,772**	**128,126**	**-**	**77,840**	**205,966**	**130,736**	**133,398**	**136,325**	**139,466**
*Percentage Increase over prior year			-57.1%			-31.1%	-36.5%	2.0%	2.2%	2.3%
CAPITAL / RESERVE										
Equipment Purchases	3,760	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	17,911	-	-	-	-	14,197	11,535	8,819	6,049
TOTAL CAPITAL / RESERVE	**3,760**	**17,911**	**2,500**	**-**	**-**	**2,500**	**16,697**	**14,035**	**11,108**	**7,967**
TOTAL COSTS	**302,683**	**302,683**	**130,626**	**-**	**77,840**	**208,466**	**147,433**	**147,433**	**147,433**	**147,433**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(155,270)	(155,270)	-	-	(61,033)	(61,033)	-	-	-	-
Interest Income	(100)	(100)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	**(155,370)**	**(155,370)**	**(120)**	**-**	**(61,033)**	**(61,153)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(147,313)**	**(147,313)**	**(130,506)**	**-**	**(16,807)**	**(147,313)**	**(147,313)**	**(147,313)**	**(147,313)**	**(147,313)**
*Percentage increase over prior year Requisition			-11.4%			0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2022	2023	2024	2025	2026	2027
Beginning Balance		336,571	199,212	138,179	152,376	163,911	172,730
Transfer from Ops Budget		17,911	-	14,197	11,535	8,819	6,049
Transfer to Ops Budget		(155,270)	(61,033)	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**199,212**	**138,179**	**152,376**	**163,911**	**172,730**	**178,779**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Emergency Program (SGI)

EAC REVIEW

SEPTEMBER 2022

Service: 1.373 **SGI Emergency Program** **Committee: Electoral Areas**

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.
Establishment Bylaw No. 2656 (November, 1998).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) advises the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

1.373 - Emergency Program (SGI)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Travel Expense	11,610	6,150	8,965	-	-	8,965	9,140	9,320	9,500	9,680
Contract for Services	65,990	65,990	65,890	-	-	65,890	65,990	66,090	66,190	66,300
Staff Training & Development	6,320	5,580	6,260	-	-	6,260	6,390	6,520	6,650	6,780
Educational Material	16,320	9,000	-	-	-	-	-	-	-	-
Payments to 3rd Parties	10,160	3,000	31,130	-	-	31,130	31,760	32,400	33,050	33,710
Supplies	19,870	16,400	20,430	-	-	20,430	20,850	21,270	21,690	22,130
Allocations	12,856	12,856	11,812	-	-	11,812	12,049	12,290	12,535	12,786
Property Taxes	770	770	790	-	-	790	810	830	850	870
Other Operating Expenses	92,352	83,906	92,701	-	-	92,701	94,576	96,550	98,538	100,559
TOTAL OPERATING COSTS	**236,248**	**203,652**	**237,978**	**-**	**-**	**237,978**	**241,565**	**245,270**	**249,003**	**252,815**
*Percentage Increase over prior year						0.7%	1.5%	1.5%	1.5%	1.5%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	8,800	8,800	5,000	-	-	5,000	5,000	-	-	-
Transfer to Operating Reserve Fund	5,000	37,596	7,150	-	-	7,150	3,613	4,958	1,285	-
TOTAL CAPITAL / RESERVES	**13,800**	**46,396**	**12,150**	**-**	**-**	**12,150**	**8,613**	**4,958**	**1,285**	**-**
TOTAL COSTS	**250,048**	**250,048**	**250,128**	**-**	**-**	**250,128**	**250,178**	**250,228**	**250,288**	**252,815**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(2,570)	(2,570)	(2,650)	-	-	(2,650)	(2,700)	(2,750)	(2,810)	(2,870)
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(2,670)**	**(2,670)**	**(2,750)**	**-**	**-**	**(2,750)**	**(2,800)**	**(2,850)**	**(2,910)**	**(2,970)**
REQUISITION	**(247,378)**	**(247,378)**	**(247,378)**	**-**	**-**	**(247,378)**	**(247,378)**	**(247,378)**	**(247,378)**	**(249,845)**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	1.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.373 SGI Emergency Program	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$35,000	$60,000	$0	$0	$0	$0	$60,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$35,000	**$60,000**	**$0**	**$0**	**$0**	**$0**	**$60,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$35,000	$60,000	$0	$0	$0	$0	$60,000
	$35,000	**$60,000**	**$0**	**$0**	**$0**	**$0**	**$60,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.373
Service Name: SGI Emergency Program

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	New	Shipping Containers	Shipping Container storage for emergency program	$60,000	E	Res	$35,000	$60,000	$0	$0	$0	$0	$60,000
			GRAND TOTAL	$60,000			$35,000	$60,000	$0	$0	$0	$0	$60,000

Emergency Program (SGI)
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	258,625	203,625	208,625	208,625	208,625	208,625
Operating Reserve Fund	212,819	219,969	223,582	228,540	229,825	229,825
Total	**471,444**	**423,594**	**432,207**	**437,165**	**438,450**	**438,450**

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Capital Reserve Fund - Bylaw 2965

Surplus money from the operation of fire protection services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1063	Estimated	Budget				
Fund Centre:	101723	2022	2023	2024	2025	2026	2027
Beginning Balance		261,825	258,625	203,625	208,625	208,625	208,625
Transfer from Ops Budget		8,800	5,000	5,000	-	-	-
Transfer from Capital Fund		-					
Planned Expenditures		(12,000)	(60,000)	-	-	-	-
Interest Income		-					
Ending Balance $		258,625	203,625	208,625	208,625	208,625	208,625

Assumptions/Backgrounds:

Require sufficient funding to meet long range capital plan

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105401	2022	2023	2024	2025	2026	2027
Beginning Balance		175,223	212,819	219,969	223,582	228,540	229,825
Transfer from Ops Budget		37,596	7,150	3,613	4,958	1,285	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**212,819**	**219,969**	**223,582**	**228,540**	**229,825**	**229,825**

Assumptions/Backgrounds:

CAPITAL REGIONAL DISTRICT

2023 Budget

Saturna Island Comm. Parks

EAC REVIEW

SEPTEMBER 2022

Service: 1.465 **Saturna Island Community Parks** **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $54,916. (Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.465 - Saturna Island Comm. Parks	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	1,560	1,560	1,610	-	-	1,610	1,640	1,670	1,700	1,730
Supplies	400	400	420	-	-	420	420	420	420	420
Repairs & Maintenance	9,850	9,850	10,150	-	-	10,150	10,350	10,560	10,770	10,980
Allocations	929	929	945	-	-	945	964	983	1,003	1,023
Contingency	3,000	3,000	3,090	-	-	3,090	3,150	3,210	3,270	3,340
Other Operating Expenses	3,160	3,160	3,230	-	-	3,230	3,300	3,370	3,440	3,510
TOTAL OPERATING COSTS	**18,899**	**18,899**	**19,445**	**-**	**-**	**19,445**	**19,824**	**20,213**	**20,603**	**21,003**
*Percentage Increase over prior year						2.9%	1.9%	2.0%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	6,000	6,000	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL CAPITAL / RESERVE	**6,000**	**6,000**	**6,000**	**-**	**-**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**
TOTAL COSTS	**24,899**	**24,899**	**25,445**	**-**	**-**	**25,445**	**25,824**	**26,213**	**26,603**	**27,003**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,526)	(1,526)	(1,570)	-	-	(1,570)	(1,600)	(1,630)	(1,660)	(1,690)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(1,576)**	**(1,576)**	**(1,620)**	**-**	**-**	**(1,620)**	**(1,650)**	**(1,680)**	**(1,710)**	**(1,740)**
REQUISITION	**(23,323)**	**(23,323)**	**(23,825)**	**-**	**-**	**(23,825)**	**(24,174)**	**(24,533)**	**(24,893)**	**(25,263)**
*Percentage increase over prior year Requisition						2.2%	1.5%	1.5%	1.5%	1.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.465 Saturna Island Community Parks	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$37,000	$50,000	$6,000	$6,000	$0	$0	$62,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$37,000	**$50,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$62,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$37,000	$50,000	$6,000	$6,000	$0	$0	$62,000
		$37,000	**$50,000**	**$6,000**	**$6,000**	**$0**	**$0**	**$62,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.465
Service Name: Saturna Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Renewal	Park upgrades	Improvements to Saturna's 70 acre "Money Watershed and New Park"	$16,000	S	Res	$2,000	$8,000	$4,000	$4,000	$0	$0	$16,000
21-02	Renewal	Park upgrades	Replacement of Thomson Park Outhouse + Archeological Assessment	$40,000	S	Res	$35,000	$38,000	$1,000	$1,000	$0	$0	$40,000
21-03	Renewal	Park upgrades	Salmon Enhancing Facility and Community Garden (Lyall Creek Park)	$9,000	S	Res	$0	$4,000	$1,000	$1,000	$0	$0	$6,000
			GRAND TOTAL	$65,000			$37,000	$50,000	$6,000	$6,000	$0	$0	$62,000

Saturna Island Comm. Parks
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	77,693	33,693	33,693	33,693	39,693	45,693
Land Reserve Fund	3,244	3,244	3,244	3,244	3,244	3,244
Total	**80,937**	**36,937**	**36,937**	**36,937**	**42,937**	**48,937**

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Capital Reserve Fund - Bylaw 2627

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1036	Estimated	Budget				
Fund Centre:	101380	2022	2023	2024	2025	2026	2027
Beginning Balance		74,693	77,693	33,693	33,693	33,693	39,693
Transfer from Ops Budget		6,000	6,000	6,000	6,000	6,000	6,000
Transfer to Cap Fund		(3,000)	(50,000)	(6,000)	(6,000)	-	-
Interest Income		-					
Ending Balance $		**77,693**	**33,693**	**33,693**	**33,693**	**39,693**	**45,693**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Land Reserve Fund - Bylaw 2398

- Saturna Island Park Land Acquisition Reserve Fund was established in 1996 under bylaw 2398.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund:	1018	Estimated	Budget				
Fund Centre:	101361	2022	2023	2024	2025	2026	2027
Beginning Balance		3,244	3,244	3,244	3,244	3,244	3,244
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**3,244**	**3,244**	**3,244**	**3,244**	**3,244**	**3,244**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Saturna Island Comm. Recreation

EAC REVIEW

SEPTEMBER 2022

Service: 1.468 Saturna Island Community Recreation **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $17,237 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $28,922.

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.468 - Saturna Island Comm. Recreation	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Recreation Programs	15,922	12,100	9,260	-	-	9,260	9,450	9,640	9,830	10,030
Special Events	2,280	2,280	2,350	-	-	2,350	2,400	2,450	2,500	2,550
Allocations	1,005	1,005	1,058	-	-	1,058	1,080	1,101	1,123	1,146
Other Operating Expenses	1,960	1,960	2,060	-	-	2,060	2,110	2,160	2,210	2,260
TOTAL OPERATING COSTS	**21,167**	**17,345**	**14,728**	**-**	**-**	**14,728**	**15,040**	**15,351**	**15,663**	**15,986**
*Percentage Increase over prior year						-30.4%	2.1%	2.1%	2.0%	2.1%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	3,822	(3,822)	-	-	(3,822)	-	-	-	-
Balance c/fwd from 2021 to 2022	(10,390)	(10,390)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(866)	(866)	(890)	-	-	(890)	(910)	(930)	(950)	(970)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(11,276)**	**(7,454)**	**(4,732)**	**-**	**-**	**(4,732)**	**(930)**	**(950)**	**(970)**	**(990)**
REQUISITION	**(9,891)**	**(9,891)**	**(9,996)**	**-**	**-**	**(9,996)**	**(14,110)**	**(14,401)**	**(14,693)**	**(14,996)**
*Percentage increase over prior year Requisition						1.1%	41.2%	2.1%	2.0%	2.1%

CAPITAL REGIONAL DISTRICT

2023 Budget

Mayne Island Community Parks

EAC REVIEW

SEPTEMBER 2022

Service: 1.475 **Mayne Island Community Parks** **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $162,014.

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.475 - Mayne Island Community Parks	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Supplies	2,760	2,760	2,850	-	-	2,850	2,900	2,950	3,000	3,060
Repairs, Maintenance, & Improvements	47,300	47,300	48,720	-	-	48,720	49,700	50,690	51,710	52,740
Allocations	5,863	5,863	5,852	-	-	5,852	5,967	6,084	6,202	6,321
First Nations Cultural Monitor Contingency	5,000	5,000	5,150	-	-	5,150	5,250	5,360	5,470	5,580
Other Operating Expenses	14,120	14,120	14,800	-	-	14,800	15,160	15,560	15,960	16,370
TOTAL OPERATING COSTS	**75,043**	**75,043**	**77,372**	**-**	**-**	**77,372**	**78,977**	**80,644**	**82,342**	**84,071**
*Percentage Increase over prior year						3.1%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	18,130	18,130	18,500	-	-	18,500	19,000	19,000	19,000	19,000
TOTAL COSTS	**93,173**	**93,173**	**95,872**	**-**	**-**	**95,872**	**97,977**	**99,644**	**101,342**	**103,071**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	(2,700)	(2,700)	(2,790)	-	-	(2,790)	(2,840)	(2,890)	(2,940)	(2,990)
TOTAL REVENUE	**(2,770)**	**(2,770)**	**(2,860)**	**-**	**-**	**(2,860)**	**(2,910)**	**(2,960)**	**(3,010)**	**(3,060)**
REQUISITION	**(90,403)**	**(90,403)**	**(93,012)**	**-**	**-**	**(93,012)**	**(95,067)**	**(96,684)**	**(98,332)**	**(100,011)**
*Percentage increase over prior year Requisition						2.9%	2.2%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.475 Mayne Island Community Parks	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$14,000	$19,000	$0	$0	$0	$0	$19,000
Equipment	E	$7,000	$7,000	$0	$0	$0	$0	$7,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$10,000	$10,000	$15,000	$0	$0	$35,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$21,000	**$36,000**	**$10,000**	**$15,000**	**$0**	**$0**	**$61,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$21,000	$36,000	$10,000	$15,000	$0	$0	$61,000
		$21,000	**$36,000**	**$10,000**	**$15,000**	**$0**	**$0**	**$61,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.475

Service Name: Mayne Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-01	Renewal	Miners Bay washrooms	Upgrade washroom facilities	$4,000	B	Res	$4,000	$4,000	$0	$0	$0	$0	$4,000
22-02	New	Fitness Circuit	Complete fitness circuit at Dinner Bay	$10,000	B	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
22-03	Replacement	Miners Bay Christmas Lights	Replace Christmas tree lights with energy efficient lights	$5,000	E	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
22-04	New	Recycling Centre	Build recycling centre at Dinner Bay	$2,000	E	Res	$2,000	$2,000	$0	$0	$0	$0	$2,000
23-01	Renewal	Dinner Bay water upgrade	Upgrade water system as it's outdated; replace water line	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
23-02	Renewal	Dinner Bay washrooms	Upgrade washroom facilities	$3,000	B	Res	$0	$3,000	$0	$0	$0	$0	$3,000
24-01	Renewal	Miners Bay parking wall	Instal a retaining wall in front of the street parking	$2,000	B	Res	$0	$2,000	$0	$0	$0	$0	$2,000
25-01	Renewal	Dinner Bay pump house	Rebuild pump house for well head	$5,000	S	Res	$0	$0	$5,000	$0	$0	$0	$5,000
25-02	Renewal	Dinner Bay well pumps	Replace two well pumps	$5,000	S	Res	$0	$0	$5,000	$0	$0	$0	$5,000
25-03	Replacement	Kippen Road staircase	Replace heavy wooden staircase with lighter metal staircase	$15,000	S	Res	$0	$0	$0	$15,000	$0	$0	$15,000
			GRAND TOTAL	**$61,000**			**$21,000**	**$36,000**	**$10,000**	**$15,000**	**$0**	**$0**	**$61,000**

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks - Capital Reserve Fund - Bylaw 2866

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1061	Estimated	Budget				
Fund Centre:	101611	2022	2023	2024	2025	2026	2027
Beginning Balance		110,463	128,593	111,093	120,093	124,093	143,093
Transfer from Ops Budget		18,130	18,500	19,000	19,000	19,000	19,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(36,000)	(10,000)	(15,000)	-	-
Interest Income		-					
Ending Balance $		**128,593**	**111,093**	**120,093**	**124,093**	**143,093**	**162,093**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Mayne Island Community Parks-Donations

EAC REVIEW

SEPTEMBER 2022

1.476 - Mayne Island Community Parks Donations	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Japanese Garden	22,141	11,266	18,390	-	-	18,390	6,400	6,530	6,660	6,790
Dinner Bay	410	410	420	-	-	420	430	440	450	460
Putting Green	150	150	150	-	-	150	150	150	150	150
TOTAL COSTS	**22,701**	**11,826**	**18,960**	**-**	**-**	**18,960**	**6,980**	**7,120**	**7,260**	**7,400**
*Percentage Increase over prior year						-16.5%	-63.2%	2.0%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	12,110	(12,110)	-	-	(12,110)	-	-	-	-
Balance c/fwd from 2021 to 2022	(16,041)	(16,041)	-	-	-	-	-	-	-	-
Donations & Fees	(6,440)	(7,675)	(6,630)	-	-	(6,630)	(6,760)	(6,900)	(7,040)	(7,180)
Other Income	(220)	(220)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(22,701)**	**(11,826)**	**(18,960)**	**-**	**-**	**(18,960)**	**(6,980)**	**(7,120)**	**(7,260)**	**(7,400)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Mayne Island Community Rec.

EAC REVIEW

SEPTEMBER 2022

Service: 1.478 **Mayne Island Community Recreation** **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $46,532 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $85,327. (Bylaw 4153 Sept 13, 2017)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.478 - Mayne Island Community Rec.	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Recreation Programs	42,042	30,000	37,556	-	-	37,556	25,907	26,417	26,947	27,485
Special Events	2,260	2,000	5,820	-	-	5,820	5,940	6,060	6,180	6,300
Allocations	2,122	2,122	2,434	-	-	2,434	2,483	2,533	2,583	2,635
Other Operating Expenses	2,260	2,260	2,340	-	-	2,340	2,390	2,440	2,490	2,540
TOTAL OPERATING COSTS	**48,684**	**36,382**	**48,150**	**-**	**-**	**48,150**	**36,720**	**37,450**	**38,200**	**38,960**
*Percentage Increase over prior year						-1.1%	-23.7%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2022 to 2023	-	12,350	(12,350)	-	-	(12,350)	-	-	-	-
Balance c/fwd from 2021 to 2022	(13,734)	(13,734)	-	-	-	-	-	-	-	-
Revenue - Other	(30)	(28)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(30)	(80)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(13,794)**	**(1,492)**	**(12,410)**	**-**	**-**	**(12,410)**	**(60)**	**(60)**	**(60)**	**(60)**
REQUISITION	**(34,890)**	**(34,890)**	**(35,740)**	**-**	**-**	**(35,740)**	**(36,660)**	**(37,390)**	**(38,140)**	**(38,900)**
*Percentage increase over prior year Requisition						2.4%	2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Pender Island Community Parks

EAC REVIEW

SEPTEMBER 2022

Service: 1.485 **Pender Island Community Parks** **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $268,074. (Bylaw 4091 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.485 - Pender Island Community Parks	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Contract for Services	28,170	28,170	29,020	-	-	29,020	29,600	30,190	30,790	31,410
Supplies	12,490	12,490	12,860	-	-	12,860	13,110	13,370	13,630	13,900
Repairs, Maintenance, & Improvements	44,820	44,820	46,160	-	-	46,160	47,080	48,020	48,980	49,960
Allocations	10,234	10,234	10,794	-	-	10,794	11,006	11,231	11,459	11,688
Contingency	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Other Operating Expenses	22,760	22,760	23,400	-	-	23,400	23,870	24,350	24,840	25,340
TOTAL OPERATING COSTS	**122,474**	**122,474**	**126,234**	**-**	**-**	**126,234**	**128,666**	**131,161**	**133,699**	**136,298**
*Percentage Increase over prior year						3.1%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	43,000	43,000	43,000	-	-	43,000	43,000	43,000	43,000	43,000
TOTAL CAPITAL / RESERVE	**43,000**	**43,000**	**43,000**	**-**	**-**	**43,000**	**43,000**	**43,000**	**43,000**	**43,000**
TOTAL COSTS	**165,474**	**165,474**	**169,234**	**-**	**-**	**169,234**	**171,666**	**174,161**	**176,699**	**179,298**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,410)	(1,410)	(1,450)	-	-	(1,450)	(1,480)	(1,510)	(1,540)	(1,570)
Revenue - Other	(410)	(410)	(430)	-	-	(430)	(430)	(430)	(430)	(430)
TOTAL REVENUE	**(1,820)**	**(1,820)**	**(1,880)**	**-**	**-**	**(1,880)**	**(1,910)**	**(1,940)**	**(1,970)**	**(2,000)**
REQUISITION	**(163,654)**	**(163,654)**	**(167,354)**	**-**	**-**	**(167,354)**	**(169,756)**	**(172,221)**	**(174,729)**	**(177,298)**
*Percentage increase over prior year Requisition						2.3%	1.4%	1.5%	1.5%	1.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	1.485 Pender Island Community Parks		Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$206,990	$297,990	$31,450	$0	$0	$0	$329,440
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$206,990	**$297,990**	**$31,450**	**$0**	**$0**	**$0**	**$329,440**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$206,990	$297,990	$31,450	$0	$0	$0	$329,440
			$206,990	**$297,990**	**$31,450**	**$0**	**$0**	**$0**	**$329,440**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.485

Service Name: Pender Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-01	Renewal	Shingle Bay Improvements Phase 1	Resurface Shingle Bay for improved drainage and restore creek	$42,660	S	Res	$42,660	$42,660	$0	$0	$0	$0	$42,660
22-02	Replacement	Shingle Bay Outhouse Repair	Repair or replace the outhouse	$9,480	S	Res	$9,480	$9,480	$0	$0	$0	$0	$9,480
21-04	New	Dog Park	clearing, leveling, fencing, and dog waste station. Additional $20k from alternate sources	$45,500	S	Res	$27,500	$42,500	$3,000	$0	$0	$0	$45,500
21-05	New	Magic Lake MOTI end MOU for dock	Establish all necessary agreements and licences for future dock installation	$4,700	S	Res	$4,700	$4,700	$0	$0	$0	$0	$4,700
22-01	New	Shingle Bay Improvements Phase 2	Install playground equipment and picnic benches. Additional $20k from alternate sources	$35,550	S	Res	$0	$35,550	$0	$0	$0	$0	$35,550
22-03	Replacement	Roller Rink/ Pickle Ball Court Refurbishment	Resurface and repair structures	$18,950	S	Res	$18,950	$18,950	$0	$0	$0	$0	$18,950
22-05	New	Alice Church Trail	Consultation and building of a primative trail.	$28,450	S	Res	$25,000	$28,450	$0	$0	$0	$0	$28,450
23-01	New	Shingle Bay Improvements Phase 3	Install adult exercise equipment. Additional $20k from alternate sources	$28,450	S	Res	$0	$0	$28,450	$0	$0	$0	$28,450
23-02	New	Magic Latke MOTI end dock	Install floating dock	$26,000	S	Res	$0	$26,000	$0	$0	$0	$0	$26,000
23-03	New	Soccer Field resurfacing	Resurface and install irrigation for soccer field	$23,700	S	Res	$23,700	$23,700	$0	$0	$0	$0	$23,700
23-04	Renewal	Thieves Bay Improvements	Improve outhouses, picnic table shelter and walking trails, memorial garden. Additional $20k from alternate sources	$56,000	S	Res	$45,000	$56,000	$0	$0	$0	$0	$56,000
23-04	Renewal	Disc Park T box improvements	Improve visibility of tee boxes	$10,000	S	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$329,440**			**$206,990**	**$297,990**	**$31,450**	**$0**	**$0**	**$0**	**$329,440**

Pender Island Community Parks
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve Fund	407,079	152,089	163,639	206,639	249,639	292,639
Land Reserve Fund	36,714	36,714	36,714	36,714	36,714	36,714
Total	**443,793**	**188,803**	**200,353**	**243,353**	**286,353**	**329,353**

Reserve Schedule

Reserve Fund: 1.485 Pender Island Community Parks - Capital Reserve Fund - Bylaw 2236

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities

Reserve Cash Flow

Fund: 1038 / Fund Centre: 101382	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	367,005	407,079	152,089	163,639	206,639	249,639
Transfer from Ops Budget	43,000	43,000	43,000	43,000	43,000	43,000
Transfer from Cap Fund	18,574	-	-	-	-	-
Transfer to Cap Fund	(21,500)	(297,990)	(31,450)	-	-	-
Interest Income	-					
Ending Balance $	**407,079**	**152,089**	**163,639**	**206,639**	**249,639**	**292,639**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.485 Pender Island Community Parks - Land Reserve Fund - Bylaw 2399

- Land Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2399.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1019	Actual	Budget				
Fund Centre:	101362	2022	2023	2024	2025	2026	2027
Beginning Balance		36,714	36,714	36,714	36,714	36,714	36,714
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**36,714**	**36,714**	**36,714**	**36,714**	**36,714**	**36,714**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Pender Island Community Rec.

EAC REVIEW

SEPTEMBER 2022

Service: 1.488 **Pender Island Community Rec** **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $71,560 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $141,186.

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.488 - Pender Island Community Rec	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Recreation Programs	63,072	63,072	61,735	-	-	61,735	62,956	64,205	65,483	66,790
Allocations	3,215	3,215	3,455	-	-	3,455	3,524	3,595	3,667	3,740
Other Operating Expenses	2,820	2,820	2,900	-	-	2,900	2,960	3,020	3,080	3,140
			-	-	-	-				
TOTAL OPERATING COSTS	**69,107**	**69,107**	**68,090**	**-**	**-**	**68,090**	**69,440**	**70,820**	**72,230**	**73,670**
*Percentage Increase over prior year						-1.5%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(2,972)	(2,972)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(582)	(582)	(600)	-	-	(600)	(610)	(620)	(630)	(640)
Revenue - Other	(270)	(270)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	**(3,824)**	**(3,824)**	**(850)**	**-**	**-**	**(850)**	**(860)**	**(870)**	**(880)**	**(890)**
REQUISITION	**(65,283)**	**(65,283)**	**(67,240)**	**-**	**-**	**(67,240)**	**(68,580)**	**(69,950)**	**(71,350)**	**(72,780)**
*Percentage increase over prior year Requisition						3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Galiano Island Community Parks

EAC REVIEW

SEPTEMBER 2022

Service: 1.495 **Galiano Community Parks** **Committee: Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $154,203.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.495 - Galiano Island Community Parks	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Repairs, Maintenance, & Improvements	70,120	70,120	72,220	-	-	72,220	73,670	75,140	76,640	78,180
Allocations	3,883	3,883	4,241	-	-	4,241	4,326	4,412	4,501	4,591
Contingency	5,690	5,690	5,710	-	-	5,710	5,820	5,940	6,060	6,180
Other Operating Expenses	5,130	4,190	5,510	-	-	5,510	5,690	5,870	6,060	6,260
TOTAL OPERATING COSTS	**84,823**	**83,883**	**87,681**	**-**	**-**	**87,681**	**89,506**	**91,362**	**93,261**	**95,211**
*Percentage Increase over prior year						3.4%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	10,000	10,940	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	**10,000**	**10,940**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**94,823**	**94,823**	**97,681**	**-**	**-**	**97,681**	**99,506**	**101,362**	**103,261**	**105,211**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(69)	(69)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	(30)	(30)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(99)**	**(99)**	**(120)**	**-**	**-**	**(120)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(94,724)**	**(94,724)**	**(97,561)**	**-**	**-**	**(97,561)**	**(99,386)**	**(101,242)**	**(103,141)**	**(105,091)**
*Percentage increase over prior year Requisition						3.0%	1.9%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 1.495 Galiano Community Parks	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$11,500	$21,500	$15,500	$4,900	$24,000	$0	$65,900
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$11,500	**$21,500**	**$15,500**	**$4,900**	**$24,000**	**$0**	**$65,900**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$11,500	$21,500	$15,500	$4,900	$24,000	$0	$65,900
	$11,500	**$21,500**	**$15,500**	**$4,900**	**$24,000**	**$0**	**$65,900**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 1.495

Service Name: Galiano Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
18-02	New	Galiano Island Park Upgrades	Wesley Road Shore Access	$3,900	S	Res	$0	$0	$1,000	$2,900	$0	$0	$3,900
19-01	New	Galiano Island Park Upgrades	Zayer Shore Access	$10,000	S	Res	$0	$2,000	$8,000	$0	$0	$0	$10,000
19-02	Study	Sturdies Bay Trail Extension	Study to Assess feasibility and cost to extend trail to BC Ferries	$2,000	S	Res	$2,000	$2,000	$0	$0	$0	$0	$2,000
19-03	Study	Galiano Island Park Upgrades	Asset Management-Inventory Study/Replacement Program	$13,000	S	Res	$0	$2,000	$2,000	$2,000	$2,000	$0	$8,000
20-01	Renewal	Galiano Island Park Upgrades	Matthews Stairs to Beach	$3,500	S	Res	$0	$0	$3,500	$0	$0	$0	$3,500
21-01	New	Galiano Island Park Upgrades	New Trail at Millard Learning Centre	$1,000	S	Res	$0	$0	$1,000	$0	$0	$0	$1,000
21-04	Renewal	Galiano Island Park Upgrades	Shaw Landing Access Improvement for Mobility Impaired	$10,000	S	Res	$4,500	$4,500	$0	$0	$0	$0	$4,500
21-05	New	Galiano Island Park Upgrades	Construct two handicap beach accesses	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
22-01	Study	Galiano Island Park Upgrades	Study to construct Viewpoint at Graham	$1,000	S	Res	$0	$1,000	$0	$0	$0	$0	$1,000
22-03	New	Galiano Island Park Upgrades	Upgrade to Matthews Beach Access	$5,000	S	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
25-01	Renewal	Install Gulf Toilet at Gulfside	Replace Porta Potti with Vault toilet at popular beach access	$22,000	S	Res	$0	$0	$0	$0	$22,000	$0	$22,000
			GRAND TOTAL	**$76,400**			**$11,500**	**$21,500**	**$15,500**	**$4,900**	**$24,000**	**$0**	**$65,900**

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Bylaw 2851

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1058	Estimated	Budget				
Fund Centre:	101604	2022	2023	2024	2025	2026	2027
Beginning Balance		64,905	32,845	21,345	15,845	20,945	6,945
Transfer from Ops Budget		10,940	10,000	10,000	10,000	10,000	10,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(43,000)	(21,500)	(15,500)	(4,900)	(24,000)	-
Interest Income		-					
Ending Balance $		**32,845**	**21,345**	**15,845**	**20,945**	**6,945**	**16,945**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Galiano Community Recreation

EAC REVIEW

SEPTEMBER 2022

Service: 1.498 **Galiano Community Recreation** **Committee: Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $41,624 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $81,214.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.498 - Galiano Community Recreation	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Recreation Programs	35,364	35,364	35,730	-	-	35,730	36,440	37,170	37,910	38,670
Allocations	2,059	2,059	1,907	-	-	1,907	1,945	1,984	2,023	2,064
Other Operating Expenses	710	710	710	-	-	710	720	730	740	750
TOTAL OPERATING COSTS	**38,133**	**38,133**	**38,347**	**-**	**-**	**38,347**	**39,105**	**39,884**	**40,673**	**41,484**
*Percentage Increase over prior year						0.6%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balnace c/fwd from 2021 to 2022	(678)	(678)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(28)	(28)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(706)**	**(706)**	**(30)**	**-**	**-**	**(30)**	**(30)**	**(30)**	**(30)**	**(30)**
REQUISITION	**(37,427)**	**(37,427)**	**(38,317)**	**-**	**-**	**(38,317)**	**(39,075)**	**(39,854)**	**(40,643)**	**(41,454)**
*Percentage increase over prior year Requisition						2.4%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Storm Water Quality Management (SGI)

EAC REVIEW

SEPTEMBER 2022

Service: 1.533 **SGI Stormwater Quality Management** **Committee: Electoral Areas**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.533 - Storm Water Quality Management (SGI)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Contract for Services & Consulting	5,583	8,906	6,076	-	-	6,076	6,194	6,307	6,426	6,547
Allocations	33,467	30,144	34,095	-	-	34,095	34,777	35,472	36,182	36,905
Other Operating Expenses	50	50	50	-	-	50	50	50	50	50
TOTAL COSTS	**39,100**	**39,100**	**40,221**	**-**	**-**	**40,221**	**41,021**	**41,829**	**42,658**	**43,502**
*Percentage Increase over prior year						2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(401)	(401)	(410)	-	-	(410)	(420)	(430)	(440)	(450)
TOTAL REVENUE	**(401)**	**(401)**	**(410)**	**-**	**-**	**(410)**	**(420)**	**(430)**	**(440)**	**(450)**
REQUISITION	**(38,699)**	**(38,699)**	**(39,811)**	**-**	**-**	**(39,811)**	**(40,601)**	**(41,399)**	**(42,218)**	**(43,052)**
*Percentage increase over prior year Requisition						2.9%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SGI) - Operating Reserve Fund

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105530	2022	2023	2024	2025	2026	2027
Beginning Balance		13,535	13,535	13,535	13,535	13,535	13,535
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**13,535**	**13,535**	**13,535**	**13,535**	**13,535**	**13,535**

Assumptions/Background:

Retain minimum $7,000 for special investigations and spill response

CAPITAL REGIONAL DISTRICT

2023 Budget

SGI Emergency Comm. - CREST

EAC REVIEW

SEPTEMBER 2022

Service:	1.923	SGI Emergency Comm. - CREST	Committee: Planning and Protective Services

923 SGI EMERGENCY COMMUNICATIONS CREST

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.923 - SGI Emergency Comm. - CREST	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Payments to CREST	176,283	176,283	179,694	-	-	179,694	183,290	186,960	190,700	194,510
Allocations	3,601	3,601	3,614	-	-	3,614	3,686	3,760	3,835	3,912
Other Operating Expenses	820	820	820	-	-	820	820	820	820	820
TOTAL COSTS	**180,704**	**180,704**	**184,128**	**-**	**-**	**184,128**	**187,796**	**191,540**	**195,355**	**199,242**
*Percentage Increase over prior year						1.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	(1,107)	(1,107)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,885)	(1,885)	(1,940)	-	-	(1,940)	(1,980)	(2,020)	(2,060)	(2,100)
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(3,092)**	**(3,092)**	**(2,040)**	**-**	**-**	**(2,040)**	**(2,080)**	**(2,120)**	**(2,160)**	**(2,200)**
REQUISITION	**(177,612)**	**(177,612)**	**(182,088)**	**-**	**-**	**(182,088)**	**(185,716)**	**(189,420)**	**(193,195)**	**(197,042)**
*Percentage increase over prior year Requisition						2.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2023 Budget

Magic Lake Water

EAC Review

SEPTEMBER 2022

Service: 2.630 Magic Lake Estates Water **Committee:** Electoral Areas

DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System. Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of $160,000 or $3.50 / $1,000 of actual assessed value of land and improvements. To a maximum of $2,653,685.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3633 (Nov 2009).	$	2,560,000
BORROWED:	SI Bylaw 3677 (Feb 2010).	$	(723,000)
BORROWED:	SI Bylaw 3769 (Feb 2011).	$	(250,000)
BORROWED:	SI Bylaw 3850 (Aug 2012).	$	(559,500)
BORROWED:	SI Bylaw 3882 (Apr 2013).	$	(1,002,500)
BORROWED:	SI Bylaw 3910 (July 2013).	$	(25,000)
REMAINING AUTHORIZATION:		$	0

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge: Annual charge per single family equivalency unit connected to the system.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- Greater than 50 cubic metres - $0.50 / cubic metre
- Greater than 80 cubic metres - $1.00 / cubic metre

Parcel Tax: LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee: $0 during normal working hours; $25 outside of normal working hours

Connection Charges: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498
Magic Lake Estates - Water System Operating Reserve Fund. Bylaw No. 4144

2.630 - Magic Lake Water	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Repairs & Maintenance	31,520	30,350	32,470	-	-	32,470	33,120	33,770	74,430	35,130
Allocations	54,332	54,332	54,398	-	-	54,398	55,480	56,588	57,720	58,878
Water Testing	19,550	17,500	19,941	-	-	19,941	20,340	20,747	21,162	21,585
Electricity	49,610	49,700	51,100	-	-	51,100	52,120	53,160	54,220	55,300
Supplies	55,520	55,880	57,180	-	-	57,180	58,320	59,490	60,690	61,900
Labour Charges	402,400	435,630	402,780	26,140	-	428,920	450,830	459,840	469,030	478,410
Other Operating Expenses	53,752	56,532	54,836	-	10,000	64,836	56,150	57,510	58,920	60,360
TOTAL OPERATING COSTS	**666,684**	**699,924**	**672,705**	**26,140**	**10,000**	**708,845**	**726,360**	**741,105**	**796,172**	**771,563**
*Percentage Increase over prior year			0.9%	3.9%	1.5%	6.3%	2.5%	2.0%	7.4%	-3.1%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	15,000	20,000
Transfer to Capital Reserve Fund	92,390	70,000	87,250	-	-	87,250	78,900	88,376	133,535	148,762
MFA Debt Reserve Fund	670	670	570	-	-	570	570	570	570	570
MFA Debt Principal	131,489	131,489	131,489	-	-	131,489	131,489	131,489	92,677	79,257
MFA Debt Interest	61,697	61,697	61,697	-	-	61,697	61,697	57,070	50,606	48,768
TOTAL DEBT / RESERVES	**296,246**	**273,856**	**291,006**	**-**	**-**	**291,006**	**282,656**	**287,505**	**292,388**	**297,357**
TOTAL COSTS	**962,930**	**973,780**	**963,711**	**26,140**	**10,000**	**999,851**	**1,009,016**	**1,028,610**	**1,088,560**	**1,068,920**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	(15,224)	-	-	(10,000)	(10,000)	-	-	(40,000)	-
Sales - Water	(22,000)	(15,000)	(22,000)	-	-	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
User Charges	(351,288)	(354,300)	(351,271)	(26,140)	-	(377,411)	(384,946)	(392,680)	(400,530)	(408,540)
Lease Revenue	(8,100)	(7,714)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
Other Revenue	(2,394)	(2,394)	(2,340)	-	-	(2,340)	(2,370)	(2,400)	(2,430)	(2,470)
TOTAL REVENUE	**(383,782)**	**(394,632)**	**(383,711)**	**(26,140)**	**(10,000)**	**(419,851)**	**(417,416)**	**(425,180)**	**(473,060)**	**(441,110)**
REQUISITION - PARCEL TAX	**(579,148)**	**(579,148)**	**(580,000)**	**-**	**-**	**(580,000)**	**(591,600)**	**(603,430)**	**(615,500)**	**(627,810)**
*Percentage increase over prior year										
Sales - Water			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			0.0%	7.4%		7.4%	2.0%	2.0%	2.0%	2.0%
Requisition			0.1%			0.1%	2.0%	2.0%	2.0%	2.0%
Combined			**0.1%**	**2.7%**		**2.8%**	**2.0%**	**2.0%**	**2.0%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.630 Magic Lake Estates Water (Pender)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$7,500	$7,500	$0	$0	$0	$0	$7,500
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$25,000	$640,000	$22,000	$145,000	$75,000	$907,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$7,500	**$32,500**	**$640,000**	**$22,000**	**$145,000**	**$75,000**	**$914,500**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$2,500	$2,500	$0	$0	$0	$0	$2,500
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$5,000	$30,000	$640,000	$22,000	$145,000	$75,000	$912,000
	$7,500	**$32,500**	**$640,000**	**$22,000**	**$145,000**	**$75,000**	**$914,500**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
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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 = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Cost Estimate Class
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Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.630

Service Name: Magic Lake Estates Water (Pender)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-04	Renewal	Buck Lake Dam Repairs - Phase 1	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.	$200,000	S	Res	$0	$25,000	$45,000	$22,000	$0	$0	$92,000
22-02	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.	$7,500	E	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
22-02	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.		E	Grant	$2,500	$2,500	$0	$0	$0	$0	$2,500
22-03	Replacement	Process Pipe Replacement	Replace corroded process pipe in the water treatment plant, funding from settlement fund.	$500,000	S	Res	$0	$0	$500,000	$0	$0	$0	$500,000
23-01	Renewal	Decommission Magic Lake old Syphon	The old syphon is still in place and will require decommissioning to ensure dam performance.	$35,000	S	Res	$0	$0	$35,000	$0	$0	$0	$35,000
23-02	New	ISOPAC Permanent Handling & Storage	Permenant solution to reduce drum waste and reduce handing is required.	$60,000	S	Res	$0	$0	$60,000	$0	$0	$0	$60,000
26-01	Renewal	Buck Lake Dam Repairs - Phase 2	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).	$360,000	S	Res	$0	$0	$0	$0	$145,000	$75,000	$220,000
			GRAND TOTAL	**$1,162,500**			**$7,500**	**$32,500**	**$640,000**	**$22,000**	**$145,000**	**$75,000**	**$914,500**

Service:	2.630	Magic Lake Estates Water (Pender)

Project Number	21-04	**Capital Project Title**	Buck Lake Dam Repairs - Phase 1	**Capital Project Description**	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional inspections, minor dam repairs, and performance analysis. Phase 2 dam improvements to be completed in the following five years.				

Project Number	22-02	**Capital Project Title**	EV Charging Station	**Capital Project Description**	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging station at the water treatment plan, proejct is to be partially funded through a cost matching grant and the MLE Waste Water Service.				

Project Number	22-03	**Capital Project Title**	Process Pipe Replacement	**Capital Project Description**	Replace corroded process pipe in the water treatment plant, funding from settlement fund.
Project Rationale	The water treatment plant has corroded process piping. Funding is required to plan and replace the affected pipe.				

Project Number	23-01	**Capital Project Title**	Decommission Magic Lake old Syphon	**Capital Project Description**	The old syphon is still in place and will require decommissioning to ensure dam performance.
Project Rationale	The old syphon at Magic Lake is no longer required, and does not function. Funds are required to remove the overland and underwater pipe, and decommission the underground pipe.				

Project Number	23-02	**Capital Project Title**	ISOPAC Permanent Handling & Storage	**Capital Project Description**	Permenant solution to reduce drum waste and reduce handing is required.
Project Rationale	Safety improvements to reduce Operator injury when handling the ISOPAC drums were carried out in 2019-2020. A permanent solution to reduce the use of drums which cannot be readily dispos				

Project Number	26-01	**Capital Project Title**	Buck Lake Dam Repairs - Phase 2	**Capital Project Description**	Conduct additional geotechnical
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional geotechnical investigations, seepage analysis and monitoring, tree removal, and the next Dam Safety Review (2029).				

Magic Lake Water
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	54,292	54,292	64,292	74,292	49,292	69,292
Capital Reserve Fund	326,438	383,688	322,588	388,964	377,499	451,261
Capital Reserve Fund - Settlement Funds	602,977	602,977	102,977	102,977	102,977	102,977
Total	**983,707**	**1,040,957**	**489,857**	**566,233**	**529,768**	**623,530**

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105212	2022	2023	2024	2025	2026	2027
Beginning Balance		59,516	54,292	54,292	64,292	74,292	49,292
Transfer from Ops Budget		10,000	10,000	10,000	10,000	15,000	20,000
Transfer to Ops Budget		(15,224)	(10,000)	-	-	(40,000)	-
Planned Maintenance Activity			Acquire SRW over MLE North Dam			Frigate and Captains Reservoir cleaning & inspection	
Interest Income		-					
Ending Balance $		**54,292**	**54,292**	**64,292**	**74,292**	**49,292**	**69,292**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund

Bylaw 1498

Reserve Cash Flow

Fund:	1024	Estimated	Budget				
Fund Centre:	101368	2022	2023	2024	2025	2026	2027
Beginning Balance		548,938	326,438	383,688	322,588	388,964	377,499
Transfer from Ops Budget		70,000	87,250	78,900	88,376	133,535	148,762
Transfer to Cap Fund		(292,500)	(30,000)	(140,000)	(22,000)	(145,000)	(75,000)
Transfer from Cap Fund		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**326,438**	**383,688**	**322,588**	**388,964**	**377,499**	**451,261**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund (Settlement Funds)

Bylaw 1498

Reserve Cash Flow

Fund:	1024	Estimated	Budget				
Fund Centre:	102245	2022	2023	2024	2025	2026	2027
Beginning Balance		602,977	602,977	602,977	102,977	102,977	102,977
Settlement Funds		-	-	-	-	-	-
Transfer to Cap Fund		-	-	(500,000)	-	-	-
Interest Income		-					
Ending Balance $		**602,977**	**602,977**	**102,977**	**102,977**	**102,977**	**102,977**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Lyall Harbour Water

EAC REVIEW

SEPTEMBER 2022

Service: **2.640 Lyall Harbour Boot Cove Water (Saturna)** **Committee: Electoral Areas**

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978).

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY:

Greater of $150,000 or $6.90 / $1,000 on actual assessed value of land and improvements. To a maximum of $605,437.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009)	$250,000
BORROWED:	SI Bylaw 3677 (Feb 10, 2010)	$180,000
REMAINING:		$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982
Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge levied only on properties capable of being connected to the system.
Connection Charges:	Actual Cost + 15% Admin Fee (Minimum Connection $400)

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

2.640 - Lyall Harbour Water	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Repairs & Maintenance	15,310	20,000	5,470	-	15,000	20,470	25,580	5,822	5,950	6,080
Allocations	12,477	12,477	12,969	-	-	12,969	13,232	13,500	13,773	14,051
Water Testing	8,450	8,450	8,619	-	-	8,619	8,791	8,968	9,146	9,329
Electricity	3,550	4,800	3,660	-	-	3,660	3,730	3,800	3,880	3,960
Supplies	5,790	7,730	5,970	-	-	5,970	6,090	6,210	6,330	6,450
Labour Charges	112,420	148,340	112,420	7,520	-	119,940	126,170	128,690	131,260	133,890
Other Operating Expenses	15,400	9,960	15,870	-	-	15,870	16,230	16,600	16,980	17,370
TOTAL OPERATING COSTS	**173,397**	**211,757**	**164,978**	**7,520**	**15,000**	**187,498**	**199,823**	**183,590**	**187,319**	**191,130**
*Percentage Increase over prior year			-4.9%	4.3%	8.7%	8.1%	6.6%	-8.1%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	20,000	10,000	20,000	-	-	20,000	21,000	11,000	20,000	20,000
Transfer to Capital Reserve Fund	26,000	1,431	30,000	-	-	30,000	22,000	13,000	18,400	20,600
MFA Debt Reserve Fund	120	120	680	-	-	680	7,000	100	100	100
MFA Debt Principal	22,148	22,148	22,148	-	-	22,148	25,382	51,376	41,713	41,713
MFA Debt Interest	7,929	7,929	8,538	-	-	8,538	18,128	34,638	33,486	33,486
TOTAL DEBT / RESERVES	**76,197**	**41,628**	**81,366**	**-**	**-**	**81,366**	**93,510**	**110,114**	**113,699**	**115,899**
TOTAL COSTS	**249,594**	**253,385**	**246,344**	**7,520**	**15,000**	**268,864**	**293,333**	**293,704**	**301,018**	**307,029**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2021 to 2022	4,737	4,737	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	(15,000)	(15,000)	(20,000)	-	-	-
User Charges	(112,304)	(112,304)	(112,344)	(7,520)	-	(119,864)	(132,653)	(146,024)	(148,918)	(151,889)
Grants in Lieu of Taxes	(747)	(747)	(770)	-	-	(770)	(800)	(820)	(840)	(860)
Other Revenue	(220)	(4,011)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(118,534)**	**(122,325)**	**(113,314)**	**(7,520)**	**(15,000)**	**(135,834)**	**(153,653)**	**(147,044)**	**(149,958)**	**(152,949)**
REQUISITION - PARCEL TAX	**(131,060)**	**(131,060)**	**(133,030)**	**-**	**-**	**(133,030)**	**(139,680)**	**(146,660)**	**(151,060)**	**(154,080)**
*Percentage increase over prior year										
User Fees			0.0%	6.7%		6.7%	10.7%	10.1%	2.0%	2.0%
Requisition			1.5%			1.5%	5.0%	5.0%	3.0%	2.0%
Combined			**0.8%**	**3.1%**		**3.9%**	**7.7%**	**7.5%**	**2.5%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.640 Lyall Harbour Boot Cove Water	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$66,000	$0	$0	$0	$0	$66,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$15,000	$690,000	$0	$0	$0	$705,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$81,000**	**$690,000**	**$0**	**$0**	**$0**	**$771,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$58,000	$690,000	$0	$0	$0	$748,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$23,000	$0	$0	$0	$0	$23,000
	$0	**$81,000**	**$690,000**	**$0**	**$0**	**$0**	**$771,000**

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 is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.640

Service Name: Lyall Harbour Boot Cove Water (Saturna)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	$20,000	E	Debt	$0	$20,000	$0	$0	$0	$0	$20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.	$8,000	E	Res	$0	$8,000	$0	$0	$0	$0	$8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable	$8,000	E	Debt	$0	$8,000	$0	$0	$0	$0	$8,000
19-04	New	Alternative Approval Process	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.	$20,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
19-05	New	Autoflush Installation	Install 3 autoflushes within the water distribution system to maintain distribution water quality.	$20,000	E	Debt	$0	$20,000	$0	$0	$0	$0	$20,000
20-02	New	Raw Water Turbidity Meter	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.	$10,000	E	Debt	$0	$10,000	$0	$0	$0	$0	$10,000
21-01	Replacement	Source Water Viability Study	Study to determine vulnerability of the source water and its viability.	$15,000	S	Debt	$0	$0	$15,000	$0	$0	$0	$15,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	$175,000	S	Debt	$0	$0	$175,000	$0	$0	$0	$175,000
23-01	New	WTP Upgrades	Upgrades to the water treatment plant to meet IHA requirements including ozone upgrades and chlorination upgrades.	$500,000	S	Debt	$0	$0	$500,000	$0	$0	$0	$500,000
			GRAND TOTAL	**$776,000**			**$0**	**$81,000**	**$690,000**	**$0**	**$0**	**$0**	**$771,000**

Service:	2.640	Lyall Harbour Boot Cove Water (Saturna)

Project Number	19-01	**Capital Project Title**	Air Valve Replacement - Ph 2	**Capital Project Description**	Replace aging air valves that are a safety concern.
Project Rationale	The air valves are 35 years old and are corroded, giving rise to safety concerns.				

Project Number	19-02	**Capital Project Title**	PRV Bypass Assembly Replacement	**Capital Project Description**	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.
Project Rationale	The inlet and outlet piping at the East Point, Narvaez and Boot Cove PRV stations are very corroded and there is no way to isolate the stations to replace or maintain the pressure reducing valves. It is proposed that new inlet and outlet piping be installed with 100mm gate valves and bypass piping so that customers are not without water when PRV's are being serviced.				

Project Number	19-03	**Capital Project Title**	Standpipe and Valve Replacement	**Capital Project Description**	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable
Project Rationale	The standpipe valves at 119 and 155 East Point Road are seized and inoperable. Therefore, the operators cannot use them for flushing or draining of the mains. It is proposed the valves and corroded 50mm supply line to the standpipe be replaced. The scope of work and material pricing was re-evaluated in 2016. It was determined that the budget needed to be increased from $5,000 to $8,000 to accommodate the required works.				

Project Number	19-04	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.
Project Rationale	Future required projects to maintain public safety and level of service require funding in excess of current projected reserve balance. Future funding will be for improvements the Water Treatment Plant to increase reliability and optimize for improved operations, conducting a regulatory requirement for a dam safety review and construct a larger supply line to the storage tank.Funding is required to undertake public consultation to inform borrow strategies and conduct a referendum.				

Project Number	19-05	**Capital Project Title**	Autoflush Installation	**Capital Project Description**	Install 3 autoflushes within the water distribution system to maintain distribution water quality.
Project Rationale	Three watermains require frequent flushing to maintain disinfectant residuals and water quality. Flushing requires operator time which can be utilized conducting other maintenance tasks. Funds are required to construct 3 autoflushes.				

Project Number	20-02	**Capital Project Title**	Raw Water Turbidity Meter	**Capital Project Description**	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.
Project Rationale	Install a new turbidity meter in the raw water line to aid in operation of the WTP.				

Project Number	21-01	**Capital Project Title**	Source Water Viability Study	**Capital Project Description**	Study to determine vulnerability of the source water and its viability.
Project Rationale	Study to determine the medium to long term vulnerability of the source water (Money Lake) and its viability as a water source (quantity and quality) for the LHBC system in light of pressures such as projected demand changes and climate change.				

Project Number	22-01	**Capital Project Title**	Install Larger Supply Line to Tank	**Capital Project Description**	Construct a larger supply line to the tank to improve system reliability and operation.
Project Rationale	The supply line to the tank is undersized, installation of a larger supply line will improve operation. Funding is required to construct a larger supply line to the tank.				

Project Number	23-01	**Capital Project Title**	WTP Upgrades	**Capital Project Description**	Upgrades to the water treatment plant to meet IHA requirements including ozone upgrades and chlorination upgrades.
Project Rationale	Funds are required to upgrade the water treatment plant to meet IHA requirements including ozone upgrades and chorination works.				

Lyall Harbour Water
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	815	5,815	6,815	17,815	37,815	57,815
Capital Reserve Fund	17,387	24,387	46,387	59,387	77,787	98,387
Total	**18,202**	**30,202**	**53,202**	**77,202**	**115,602**	**156,202**

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc. Optimum minimum balance of $13,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105213	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	815	815	5,815	6,815	17,815	37,815
Transfer from Ops Budget	10,000	20,000	21,000	11,000	20,000	20,000
Transfer to Ops Budget	(10,000)	(15,000)	(20,000)	-	-	-
Planned Maintenance Activity	Chlorine Contact Tank Inspection	Resevoir Cleaning & inspection	Replace filtration Media			
Interest Income	-					
Ending Balance $	**815**	**5,815**	**6,815**	**17,815**	**37,815**	**57,815**

Assumptions/Background:

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Capital Reserve Fund - Bylaw 1785

Surplus money from the operation of the water system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1025 Fund Centre: 101369	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	23,956	17,387	24,387	46,387	59,387	77,787
Transfer from Ops Budget	1,431	30,000	22,000	13,000	18,400	20,600
Transfer from Cap Fund	-					
Transfer to Cap Fund	(8,000)	(23,000)	-	-	-	-
Interest Income	-					
Ending Balance $	**17,387**	**24,387**	**46,387**	**59,387**	**77,787**	**98,387**

Assumptions/Background:

To fully fund capital expenditure plan

CAPITAL REGIONAL DISTRICT

2023 Budget

Skana Water (Mayne)

EAC REVIEW

SEPTEMBER 2022

Service: 2.642 Skana Water (Mayne) **Committee:** Electoral Areas

DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area.
Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of $54,100 or $9.65 / $1,000 to a maximum of $292,729.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700	
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40%
	S.I. Bylaw No. 3196	-39,500	2.00%
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82%
	Expired Nov 2008	-10,150	
REMAINING:		0	

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system.

Parcel Tax: Annual charge only on properties capable of being connected to the system.

Connection Charges: At cost or minimum of $1,000.

RESERVE FUND:

Capital Reserve Fund, established by Bylaw # 3192 (July 14, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.642 - Skana Water (Mayne)	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
JLB Services Contract	11,490	12,000	11,830	-	-	11,830	12,070	12,310	12,560	12,810
Repairs & Maintenance	1,210	650	1,250	-	-	1,250	1,280	6,310	6,440	1,480
Allocations	5,834	5,834	5,908	-	-	5,908	6,022	6,138	6,256	6,377
Water Testing	2,900	3,000	2,958	-	-	2,958	3,017	3,077	3,139	3,201
Electricity	2,590	3,300	3,213	-	-	3,213	3,160	3,220	3,280	3,350
Supplies	720	720	750	-	-	750	770	780	790	800
Labour Charges	21,960	26,000	21,960	1,450	-	23,410	24,670	25,160	25,660	26,170
Other Operating Expenses	3,530	2,990	3,338	-	-	3,338	3,410	3,480	3,550	3,620
TOTAL OPERATING COSTS	**50,234**	**54,494**	**51,207**	**1,450**	**-**	**52,657**	**54,399**	**60,475**	**61,675**	**57,808**
*Percentage Increase over prior year			1.9%	2.9%		4.8%	3.3%	11.2%	2.0%	-6.3%
DEBT / CAPITAL /RESERVES										
Transfer to Operating Reserve Fund	7,000	4,887	7,000	-	-	7,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	15,000	16,600	-	-	16,600	14,910	8,010	9,320	10,780
MFA Debt Principal	1,458	1,458	-	-	-	-	2,196	6,507	6,507	6,507
MFA Debt Interest	1,163	1,163	863	-	-	863	5,254	10,666	10,666	10,666
MFA Debt Reserve Fund	760	760	750	-	-	750	1,473	-	-	-
TOTAL DEBT / RESERVES	**25,381**	**23,268**	**25,213**	**-**	**-**	**25,213**	**25,833**	**27,183**	**28,493**	**29,953**
TOTAL COSTS	**75,615**	**77,762**	**76,420**	**1,450**	**-**	**77,870**	**80,232**	**87,658**	**90,168**	**87,761**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(5,000)	(5,000)	-
User Charges	(51,505)	(53,652)	(51,840)	(1,450)	-	(53,290)	(55,162)	(57,088)	(59,088)	(61,161)
Other Revenue	(110)	(110)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(51,615)**	**(53,762)**	**(51,940)**	**(1,450)**	**-**	**(53,390)**	**(55,262)**	**(62,188)**	**(64,188)**	**(61,261)**
REQUISITION - PARCEL TAX	**(24,000)**	**(24,000)**	**(24,480)**	**-**	**-**	**(24,480)**	**(24,970)**	**(25,470)**	**(25,980)**	**(26,500)**
*Percentage increase over prior year										
User Fees			0.7%	2.8%		3.5%	3.5%	3.5%	3.5%	3.5%
Requisition			2.0%			2.0%	2.0%	2.0%	2.0%	2.0%
Combined			**1.1%**	**1.9%**		**3.0%**	**3.0%**	**3.0%**	**3.0%**	**3.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No. 2.642 Skana Water (Mayne)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$75,000	$694,120	$0	$0	$0	$769,120
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$40,000	$55,000	$35,000	$0	$0	$0	$90,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$40,000	**$130,000**	**$729,120**	**$0**	**$0**	**$0**	**$859,120**
SOURCE OF FUNDS							
Capital Funds on Hand	$40,000	$40,000	$0	$0	$0	$0	$40,000
Debenture Debt (New Debt Only)	$0	$75,000	$147,262	$0	$0	$0	$222,262
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$546,858	$0	$0	$0	$546,858
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$15,000	$35,000	$0	$0	$0	$50,000
	$40,000	**$130,000**	**$729,120**	**$0**	**$0**	**$0**	**$859,120**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.642
Service Name: Skana Water (Mayne)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
17-03	New	Alternative Approval Process	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades.	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
18-01	Replacement	Storage Tank Replacement	Replace the existing storage tanks	$749,120	E	Debt	$0	$75,000	$127,262	$0	$0	$0	$202,262
18-01					E	Grant	$0	$0	$546,858	$0	$0	$0	$546,858
20-02	Decommission	Well Decommissioning	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.	$50,000	S	Cap	$40,000	$40,000	$0	$0	$0	$0	$40,000
23-01	Renewal	Well Protection Upgrades	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.	$35,000	S	Res	$0	$0	$35,000	$0	$0	$0	$35,000
24-01	New	Source Water Surveillance	Install new well surveillance and water monitoring hardware to record and predict water issues.	$20,000	E	Debt	$0	$0	$20,000	$0	$0	$0	$20,000
			GRAND TOTAL	**$869,120**			**$40,000**	**$130,000**	**$729,120**	**$0**	**$0**	**$0**	**$859,120**

Service:	2.642	Skana Water (Mayne)

Project Number	17-03	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades.
Project Rationale	A loan will be required to fund the storage tank replacement any other capital work which will not be included under the capital reserve fund. The proposed loan will required public engagement and a referendum.				

Project Number	18-01	**Capital Project Title**	Storage Tank Replacement	**Capital Project Description**	Replace the existing storage tanks
Project Rationale	The existing storage tanks are at the end of their design life and do not meet seismic requirements. It is proposed to replace the existing tanks with a bolted steel tank.				

Project Number	20-02	**Capital Project Title**	Well Decommissioning	**Capital Project Description**	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.
Project Rationale	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.				

Project Number	23-01	**Capital Project Title**	Well Protection Upgrades	**Capital Project Description**	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.
Project Rationale	Funds are required to carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.				

Project Number	24-01	**Capital Project Title**	Source Water Surveillance	**Capital Project Description**	Install new well surveillance and water monitoring hardware to record and predict water issues.
Project Rationale	Install new well surveillance and water monitoring hardware to record and predict water issues.				

Skana Water Reserves
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	5,928	12,928	14,928	11,928	8,928	10,928
Capital Reserve Fund	24,384	25,984	5,894	13,904	23,224	34,004
Total	**30,312**	**38,912**	**20,822**	**25,832**	**32,152**	**44,932**

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 **Fund Centre: 105214**	**Estimated**	**Budget**				
	2022	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	1,041	5,928	12,928	14,928	11,928	8,928
Transfer from Ops Budget	4,887	7,000	2,000	2,000	2,000	2,000
Expenditures	-	-	-	(5,000)	(5,000)	-
Planned Maintenance Activity				Well inspection	Reservoir cleaning and inspection	
Interest Income	-					
Ending Balance $	**5,928**	**12,928**	**14,928**	**11,928**	**8,928**	**10,928**

Assumptions/Backgrounds:

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Capital Reserve Fund

Bylaw 3192

Reserve Cash Flow

Fund: 1067 Fund Centre: 101849	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	39,384	24,384	25,984	5,894	13,904	23,224
Transfer from Ops Budget	15,000	16,600	14,910	8,010	9,320	10,780
Transfer to Cap Fund	(30,000)	(15,000)	(35,000)	-	-	-
Transfer from Cap Fund	-					
Interest Income	-					
Ending Balance $	**24,384**	**25,984**	**5,894**	**13,904**	**23,224**	**34,004**

Assumptions/Backgrounds:

Transfer whatever the operating budget will allow

CAPITAL REGIONAL DISTRICT

2023 Budget

Sticks Allison Water

EAC REVIEW

SEPTEMBER 2022

Service: 2.665 Sticks Allison Water (Galiano) **Committee: Electoral Areas**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998)

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of $18,700 or $2.27 / $1,000 of actual assessed value of land and improvements. To a maximum of $75,814.

MAXIMUM CAPITAL DEBT:

AUTHORIZED TO BORROW:	LA Bylaw No. 2557	148,000		
BORROWED:	SI Bylaw No. 2632 - Mar '99	-20,000	15 Year	ended 2013
	SI Bylaw No. 2684 - Dec '99	-81,260	15 Year	ended 2014
PREPAYMENT:	$3,895 x 12	-46,740		
REMAINING:		$0		

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system
Exess Consumption Fee-for metered water use per service connection in excess of 136 cubic meters per three months: $2.20 per cubic mete

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing

Connection Charges: Actual cost plus 15% administration fee - minimum connection of $40C

RESERVE FUND:

Capital Reserve Fund - Bylaw No. 2740.
Operating Reserve Fund - Bylaw No. 4144.

2.665 - Sticks Allison Water	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026	FUTURE PROJECTIONS 2027
OPERATING COSTS										
Repairs & Maintenance	5,990	6,500	1,020	-	5,000	6,020	6,030	1,040	1,050	1,060
Allocations	3,298	3,298	3,496	-	-	3,496	3,567	3,638	3,711	3,784
Water Testing	2,190	800	2,233	-	-	2,233	2,278	2,324	2,371	2,418
Electricity	1,390	3,000	2,500	-	-	2,500	2,550	2,600	2,650	2,700
Supplies	812	750	710	-	-	710	720	730	740	750
Labour Charges	35,000	35,000	35,000	2,380	-	37,380	39,310	40,100	40,900	41,720
Other Operating Expenses	3,840	3,790	4,165	-	-	4,165	4,240	4,320	4,400	4,490
TOTAL OPERATING COSTS	**52,520**	**53,138**	**49,124**	**2,380**	**5,000**	**56,504**	**58,695**	**54,752**	**55,822**	**56,922**
*Percentage Increase over prior year	47,520		-6.5%	4.5%	9.5%	7.6%	3.9%	-6.7%	2.0%	2.0%
CAPITAL/RESERVES										
Transfer to Operating Reserve Fund	6,000	5,382	7,500	-	-	7,500	7,000	7,000	7,000	7,000
Transfer to Capital Reserve Fund	5,000	5,000	11,535	-	-	11,535	11,235	11,600	11,990	12,380
TOTAL CAPITAL / RESERVES	**11,000**	**10,382**	**19,035**	**-**	**-**	**19,035**	**18,235**	**18,600**	**18,990**	**19,380**
TOTAL COSTS	**63,520**	**63,520**	**68,159**	**2,380**	**5,000**	**75,539**	**76,930**	**73,352**	**74,812**	**76,302**
FUNDING SOURCES (REVENUE)										
Balance CFW from 2021 to 2022	9,984	9,984	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(5,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	-	-	-
Sales - Water	(600)	(600)	(600)	-	-	(600)	(600)	(600)	(600)	(600)
User Charges	(62,804)	(62,804)	(62,359)	(2,380)	-	(64,739)	(66,030)	(67,352)	(68,702)	(70,082)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(58,520)**	**(58,520)**	**(63,059)**	**(2,380)**	**(5,000)**	**(70,439)**	**(71,730)**	**(68,052)**	**(69,402)**	**(70,782)**
REQUISITION - PARCEL TAX	**(5,000)**	**(5,000)**	**(5,100)**	**-**	**-**	**(5,100)**	**(5,200)**	**(5,300)**	**(5,410)**	**(5,520)**
*Percentage increase over prior year										
User Fee			-0.7%	3.8%		3.1%	2.0%	2.0%	2.0%	2.0%
Requisition			2.0%			2.0%	2.0%	1.9%	2.1%	2.0%
Combined			**-0.5%**	**3.5%**		**3.0%**	**2.0%**	**2.0%**	**2.0%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.665 Sticks Allison Water (Galiano)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$20,000	$0	$0	$0	$20,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$5,000	$5,000	$0	$0	$0	$0	$5,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$5,000	**$5,000**	**$20,000**	**$0**	**$0**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$5,000	$5,000	$20,000	$0	$0	$0	$25,000
		$5,000	**$5,000**	**$20,000**	**$0**	**$0**	**$0**	**$25,000**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.665
Service Name: Sticks Allison Water (Galiano)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
22-01	New	Service Line Replacement (Provisional)	Replace failed/leaking service lines when required	$5,000	S	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
24-01	New	Source Water Surveillance	Construct source water surveillance for water quantity monitoring.	$20,000	E	Res	$0	$0	$20,000	$0	$0	$0	$20,000
			GRAND TOTAL	**$25,000**				**$5,000**	**$20,000**	**$0**	**$0**	**$0**	**$25,000**

Service:	2.665	Sticks Allison Water (Galiano)

Project Number	Capital Project Title	Capital Project Description
22-01	Service Line Replacement (Provisional)	Replace failed/leaking service lines when required

Project Rationale Funds are required to fund replacement of failed/leaking service lines.

Project Number	Capital Project Title	Capital Project Description
24-01	Source Water Surveillance	Construct source water surveillance for water quantity monitoring.

Project Rationale Funds are required to conduct a study with ajoining wells on the impacts to the aquifer to review long and short term viability.

Sticks Allison Reserves
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	1,808	4,308	6,308	13,308	20,308	27,308
Capital Reserve Fund	9,250	15,785	7,020	18,620	30,610	42,990
Total	**11,059**	**20,094**	**13,329**	**31,929**	**50,919**	**70,299**

Reserve Schedule

Reserve Fund: 2.665 - Sticks Allison Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and well inspections.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105215**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance		1,426	1,808	4,308	6,308	13,308	20,308
Transfer from Ops Budget		5,382	7,500	7,000	7,000	7,000	7,000
Expenditures		(5,000)	(5,000)	(5,000)	-	-	-
Planned Maintenance Activity		Well and well pump inspection	Reservoir cleaning and inspection	Hydrant maintenance			
Interest Income		-					
Ending Balance $		**1,808**	**4,308**	**6,308**	**13,308**	**20,308**	**27,308**

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water - Capital Reserve Fund - Bylaw 2740

To provide for capital expenditures or in respect of capital projects and to provide redemption of debentures issued.

Reserve Cash Flow

Fund: 1068 / Fund Centre: 101890	Estimated 2022	Budget 2023	2024	2025	2026	2027
Beginning Balance	4,250	9,250	15,785	7,020	18,620	30,610
Transfer from Ops Budget	5,000	11,535	11,235	11,600	11,990	12,380
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	(5,000)	(20,000)	-	-	-
Interest Income	-					
Ending Balance $	**9,250**	**15,785**	**7,020**	**18,620**	**30,610**	**42,990**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2023 Budget

Surfside Park Estates (Mayne)

EAC REVIEW

SEPTEMBER 2022

Service: 2.667 Surfside Park Estates (Mayne) **Committee:** Electoral Areas

DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area. Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of $79,500 or $13.97 / $1,000 on actual assessed value of land and improvements. To a maximum of $395,446.

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

User charge:	Annual charge per single family equivalency unit connected to the system
Parcel Tax:	Annual charge only on properties capable of being connected to the system
Connection Charge:	Actual Cost + 15% Admin fee (minimum connection $400)

RESERVE:

Capital Reserve Fund, established by Bylaw # 3191 (July 16, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.667 - Surfside Park Estates (Mayne)	2022		BUDGET REQUEST 2023				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2024	2025	2026	2027
OPERATING COSTS										
Operations Services Contract	19,350	19,000	19,930	-	-	19,930	20,330	20,740	21,150	21,570
Repairs & Maintenance	4,190	4,500	4,320	-	1,500	5,820	4,400	4,480	9,560	4,640
Allocations	7,907	7,907	8,484	-	-	8,484	8,658	8,834	9,014	9,199
Water Testing	4,040	3,700	4,121	-	-	4,121	4,203	4,287	4,373	4,461
Electricity	4,100	4,250	4,220	-	-	4,220	4,300	4,390	4,480	4,570
Supplies	18,980	20,350	19,560	-	-	19,560	19,960	20,370	20,790	21,210
Labour Charges	32,000	40,000	32,000	2,110	-	34,110	35,850	36,570	37,300	38,050
Other Operating Expenses	10,440	10,540	10,590	-	-	10,590	10,820	11,060	11,300	11,550
TOTAL OPERATING COSTS	**101,007**	**110,247**	**103,225**	**2,110**	**1,500**	**106,835**	**108,521**	**110,731**	**117,967**	**115,250**
*Percentage Increase over prior year			2.2%	2.1%	1.5%	5.8%	1.6%	2.0%	6.5%	-2.3%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	2,000	-	2,000	-	-	2,000	2,500	3,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	15,000	15,000	-	-	15,000	23,540	23,155	2,000	2,000
MFA Debt Principal	-	-	-	-	-	-	-	-	14,638	58,552
MFA Debt Interest	-	-	-	-	-	-	-	6,125	42,875	98,000
MFA Debt Reserve Fund	-	-	-	-	-	-	-	5,000	15,000	-
TOTAL DEBT / RESERVES	**17,000**	**15,000**	**17,000**	**-**	**-**	**17,000**	**26,040**	**37,280**	**76,513**	**160,552**
TOTAL COSTS	**118,007**	**125,247**	**120,225**	**2,110**	**1,500**	**123,835**	**134,561**	**148,011**	**194,480**	**275,802**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	(5,846)	-	-	(1,500)	(1,500)	-	-	(5,000)	-
User Charges	(94,807)	(96,201)	(96,335)	(2,110)	-	(98,445)	(108,291)	(119,121)	(151,950)	(227,042)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(94,907)**	**(102,147)**	**(96,435)**	**(2,110)**	**(1,500)**	**(100,045)**	**(108,391)**	**(119,221)**	**(157,050)**	**(227,142)**
REQUISITION - PARCEL TAX	**(23,100)**	**(23,100)**	**(23,790)**	**-**	**-**	**(23,790)**	**(26,170)**	**(28,790)**	**(37,430)**	**(48,660)**
*Percentage increase over prior year										
User Fee			1.6%	2.2%		3.8%	10.0%	10.0%	27.6%	49.4%
Requisition			3.0%			3.0%	10.0%	10.0%	30.0%	30.0%
Combined			**1.9%**	**1.8%**		**3.7%**	**10.0%**	**10.0%**	**28.0%**	**45.6%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	2.667 Surfside Park Estates (Mayne)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$25,000	$20,000	$0	$0	$0	$45,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$15,000	$500,000	$1,500,000	$0	$2,015,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$25,000**	**$35,000**	**$500,000**	**$1,500,000**	**$0**	**$2,060,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$500,000	$1,500,000	$0	$2,000,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$25,000	$35,000	$0	$0	$0	$60,000
		$0	**$25,000**	**$35,000**	**$500,000**	**$1,500,000**	**$0**	**$2,060,000**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

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

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

Service #: 2.667

Service Name: Surfside Park Estates (Mayne)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Replacement	System Review	Review the system with tank location and accessibility taken into account.	$25,000	E	Res	$0	$25,000	$0	$0	$0	$0	$25,000
23-01	Replacement	Alternative Approval Process	Undertake an alternative approval process to borrow funds to carry out water system improvements in future years.	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
24-01	Replacement	Wood Dale Drive Water Main Replacement	Replace approximately 200 m of leaking water main along Wood Dale Drive.	$300,000	S	Debt	$0	$0	$0	$300,000	$0	$0	$300,000
24-02	New	Source Water Surveillance	Construct source water surveillance for water quantity monitoring.	$20,000	E	Res	$0	$0	$20,000	$0	$0	$0	$20,000
25-01	Replacement	New Tank & PS	Design and construction new water storage tank and pump station	$1,700,000	S	Debt	$0	$0	$0	$200,000	$1,500,000	$0	$1,700,000
			GRAND TOTAL	**$2,060,000**			**$0**	**$25,000**	**$35,000**	**$500,000**	**$1,500,000**	**$0**	**$2,060,000**

Service:	2.667	Surfside Park Estates (Mayne)

Project Number	Capital Project Title	Capital Project Description
21-01	System Review	Review the system with tank location and accessibility taken into account.

Project Rationale Review the location and replacement of the existing tanks, with accessibility taken into account, resulting in recommendations for future improvements.

Project Number	Capital Project Title	Capital Project Description
23-01	Alternative Approval Process	Undertake an alternative approval process to borrow funds to carry out water system improvements in future years.

Project Rationale Funds are required to conduct an alternative approval process for future funding of water system improvements including water main replacement.

Project Number	Capital Project Title	Capital Project Description
24-01	Wood Dale Drive Water Main Replacement	Replace approximately 200 m of leaking water main along Wood Dale Drive.

Project Rationale Funds are required to replace approximately 200 m of 150 mm diameter PVC water main that is leaking along Wood Dale Drive.

Project Number	Capital Project Title	Capital Project Description
24-02	Source Water Surveillance	Construct source water surveillance for water quantity monitoring.

Project Rationale Construct source water surveillance for water quantity monitoring.

Project Number	Capital Project Title	Capital Project Description
25-01	New Tank & PS	Design and construction new water storage tank and pump station

Project Rationale Design and construction new water storage tank and pump station

Surfside Park Estates (Mayne)
Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	18,528	19,028	21,528	24,528	21,528	23,528
Capital Reserve Fund	80,217	70,217	58,757	81,912	83,912	85,912
Total	**98,745**	**89,245**	**80,285**	**106,440**	**105,440**	**109,440**

Reserve Schedule

Reserve Fund: Surfside Water - Operating Reserve Fund Bylaw 4144

The Operating Reserve Fund (ORF) is used to undertake the cyclical maintenance activities, to fund the procurement of equipment and supplies that typically do not occur on an annual basis and also to be used for emergency unplanned repairs. Operating surplus from time to time can be transferred to ORF.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105216	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	24,374	18,528	19,028	21,528	24,528	21,528
Transfer from Ops Budget	-	2,000	2,500	3,000	2,000	2,000
Expenditures	-	(1,500)	-	-	(5,000)	-
Planned Maintenance Activity		Hydrant maintenance			Reservoir cleaning and inspection	
Deficit Recovery	(5,846)					
Interest Income	-					
Ending Balance $	**18,528**	**19,028**	**21,528**	**24,528**	**21,528**	**23,528**

Assumptions/Background:

Reserve Schedule

Reserve Fund: Surfside Water - Capital Reserve Fund - Bylaw 3191

To provide for capital expenditures or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: 1066 / Fund Centre: 101850	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	65,217	80,217	70,217	58,757	81,912	83,912
Transfer from Ops Budget	15,000	15,000	23,540	23,155	2,000	2,000
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	(25,000)	(35,000)	-	-	-
Interest Income	-					
Ending Balance $	**80,217**	**70,217**	**58,757**	**81,912**	**83,912**	**85,912**

Assumptions/Background:

Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2023 Budget

Magic Lake Estates Sewer

EAC Review

SEPTEMBER 2022

Service: 3.830 **Magic Lake Sewer Utility (Pender)** **Committee: Electoral Areas**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of $200,000 or $7.10 / $1,000 on actual assessed value of land and improvements. To a maximum of $3,284,880.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing $1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

User Charge: Per single family equivalency unit to connected properties only

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500.

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

3.830 - Magic Lake Estates Sewer	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
OPERATING COSTS										
Sludge Hauling Contracts	90,720	75,000	93,440	-	-	93,440	95,310	97,220	99,160	101,140
Grit & Waste Sludge Disposal	90,720	75,000	93,440	-	-	93,440	95,310	97,220	99,160	101,140
Repairs & Maintenance	36,600	41,180	11,940	-	-	11,940	12,190	12,440	52,690	27,950
Allocations	44,220	44,220	45,735	-	-	45,735	46,655	47,588	48,534	49,505
Electricity	23,660	24,000	24,370	-	-	24,370	24,860	25,360	25,870	26,390
Supplies	21,940	23,510	22,590	-	-	22,590	23,030	23,500	23,970	24,460
Labour Charges	280,445	343,000	280,836	17,420	-	298,256	313,072	319,337	325,721	332,233
Other Operating Expenses	33,822	44,022	34,830	-	-	34,830	35,660	36,512	37,382	38,281
TOTAL OPERATING COSTS	**622,127**	**669,932**	**607,181**	**17,420**	**-**	**624,601**	**646,087**	**659,177**	**712,487**	**701,099**
*Percentage Increase over prior year			-2.4%	2.8%		0.4%	3.4%	2.0%	8.1%	-1.6%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	75,000	28,411	55,735	-	-	55,735	39,800	32,400	24,890	67,830
Transfer to Operating Reserve Fund	13,260	13,260	13,260	-	-	13,260	13,260	13,260	13,260	13,260
Debt Reserve Fund	320	320	290	-	-	290	290	290	290	290
MFA Principal Payment	133,463	133,463	133,463	-	-	133,463	133,463	133,463	133,463	68,476
MFA Interest Payment	40,640	40,640	40,640	-	-	40,640	40,640	40,640	40,640	24,995
TOTAL DEBT / RESERVES	**262,683**	**216,094**	**243,388**	**-**	**-**	**243,388**	**227,453**	**220,053**	**212,543**	**174,851**
TOTAL COSTS	**884,810**	**886,026**	**850,569**	**17,420**	**-**	**867,989**	**873,540**	**879,230**	**925,030**	**875,950**
Sludge Disposal Recovery	(10,870)	(10,870)	(11,200)	-	-	(11,200)	(11,420)	(11,650)	(11,880)	(12,120)
TOTAL COSTS NET OF RECOVERIES	**873,940**	**875,156**	**839,369**	**17,420**	**-**	**856,789**	**862,120**	**867,580**	**913,150**	**863,830**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(25,000)	(25,000)	-	-	-	-	-	-	(40,000)	(15,000)
User Charges	(259,320)	(260,536)	(249,679)	(17,420)	-	(267,099)	(272,440)	(277,890)	(283,450)	(289,120)
Grants in Lieu of Taxes	(2,450)	(2,450)	(2,520)	-	-	(2,520)	(2,500)	(2,500)	(2,500)	(2,500)
Other Revenue	(1,160)	(1,160)	(1,160)	-	-	(1,160)	(1,170)	(1,180)	(1,190)	(1,200)
TOTAL REVENUE	**(287,930)**	**(289,146)**	**(253,359)**	**(17,420)**	**-**	**(270,779)**	**(276,110)**	**(281,570)**	**(327,140)**	**(307,820)**
REQUISITION - PARCEL TAX	**(586,010)**	**(586,010)**	**(586,010)**	**-**	**-**	**(586,010)**	**(586,010)**	**(586,010)**	**(586,010)**	**(556,010)**
*Percentage increase over prior year										
User Fees			-3.7%	6.7%		3.0%	2.0%	2.0%	2.0%	2.0%
Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	-5.1%
Combined			**-1.1%**	**2.1%**		**0.9%**	**0.6%**	**0.6%**	**0.6%**	**-2.8%**

3.830 - Magic Lake Estates Sewer - Debt Only - 6M Phase 1 Wastewater Treatment Plan Upgrade	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE BUDGET	BUDGET REQUEST 2023 ONGOING	BUDGET REQUEST 2023 ONE-TIME	BUDGET REQUEST 2023 TOTAL	FUTURE PROJECTIONS 2024	2025	2026	2027
DEBT										
Debt Reserve Fund	10,500	10,500	570	-	-	570	570	570	570	570
MFA Principal Payment	89,110	89,110	111,887	-	-	111,887	111,887	111,887	111,887	111,887
MFA Interest Payment	105,148	105,148	118,798	-	-	118,798	118,798	118,798	118,798	118,798
TOTAL DEBT	**204,758**	**204,758**	**231,255**	**-**	**-**	**231,255**	**231,255**	**231,255**	**231,255**	**231,255**
FUNDING SOURCES (REVENUE)										
Deficit c/fwd from 2021 to 2022	7,772	7,772	-	-	-	-	-	-	-	-
MFA Debt Reserve Earning	(500)	(500)	(570)	-	-	(570)	(570)	(570)	(570)	(570)
Grants in Lieu of Taxes	(414)	(414)	(430)	-	-	(430)	(440)	(450)	(460)	(470)
REQUISITION - PARCEL TAX	**211,616**	**211,616**	**230,255**	**-**	**-**	**230,255**	**230,245**	**230,235**	**230,225**	**230,215**
*Percentage increase over prior year Requisition						8.8%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

Service No.	3.830 Magic Lake Sewer Utility (Pender)	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$5,000	$7,500	$60,000	$0	$0	$0	$67,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$8,600,000	$6,230,000	$2,370,000	$0	$0	$0	$8,600,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$8,605,000	**$6,237,500**	**$2,430,000**	**$0**	**$0**	**$0**	**$8,667,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$3,247,000	$1,730,000	$1,517,000	$0	$0	$0	$3,247,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$5,355,500	$4,502,500	$853,000	$0	$0	$0	$5,355,500
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$2,500	$5,000	$60,000	$0	$0	$0	$65,000
		$8,605,000	**$6,237,500**	**$2,430,000**	**$0**	**$0**	**$0**	**$8,667,500**

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

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

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

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

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

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

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

Carryforward from 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 = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.830

Service Name: Magic Lake Sewer Utility (Pender)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
21-01	Renewal	Wastewater Improvements - Sewer Replacement	1. Replace about 3km of failing AC pipe and install Cannon forcemain pipe (2021) 2. Replace as much failing AC pipe as possible with remaining funds left from $6M loan (2023-2	$3,943,916	S	Cap	$1,300,000	$100,000	$1,200,000	$0	$0	$0	$1,300,000
21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	1. Renew Buccaneer, Galleon, Schooner, Capstan, Cutlass and Masthead Pump Sta 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/gens	$7,709,350	S	Cap	$1,947,000	$1,630,000	$317,000	$0	$0	$0	$1,947,000
21-02					S	Grant	$5,353,000	$4,500,000	$853,000	$0	$0	$0	$5,353,000
22-01	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant	$5,000	E	Res	$2,500	$5,000	$0	$0	$0	$0	$5,000
22-01					E	Grant	$2,500	$2,500	$0	$0	$0	$0	$2,500
24-01	Replacement	Towable Genset Replacement	Replacement of the towable genset as it is nearing the end of life.	$60,000	E	Res	$0	$0	$60,000	$0	$0	$0	$60,000
			GRAND TOTAL	**$11,718,266**			**$8,605,000**	**$6,237,500**	**$2,430,000**	**$0**	**$0**	**$0**	**$8,667,500**

Service:	3.830	Magic Lake Sewer Utility (Pender)

Project Number	21-01	**Capital Project Title**	Wastewater Improvements - Sewer Replacement	**Capital Project Description**	1. Replace about 3km of failing AC pipe and install Cannon forcemain pipe (2021) 2. Replace as much failing AC pipe as possible with remaining funds left from $6M loan (2023-24).
Project Rationale	Successfully received an Infrastructure Canada grant to complete upgrades on six pump stations, install a new pump station at Cannon to pump to Schooner WWTP, and upgrade Schooner WWTP to treat flow from Cannon and renew many components to bring the wastewater system into compliance with environmental regulations. Also, several km of failing AC sewer pipe requires replacement (to be completed over 3 years from 2021-2023).				

Project Number	21-02	**Capital Project Title**	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	**Capital Project Description**	1. Renew Buccaneer, Galleon, Schooner, Capstan, Cutlass and Masthead Pump Stns 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/genset)
Project Rationale	Wastewater Improvements - Pump Station and Treatment Plant Upgrades				

Project Number	22-01	**Capital Project Title**	EV Charging Station	**Capital Project Description**	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.				

Project Number	24-01	**Capital Project Title**	Towable Genset Replacement	**Capital Project Description**	Replacement of the towable genset as it is nearing the end of life.
Project Rationale	Replacement of the towable genset as it is nearing the end of life.				

Magic Lake Estates Sewer
Reserve Summary Schedule
2023 - 2027 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Operating Reserve Fund	22,085	35,345	48,605	61,865	35,125	33,385
Capital Reserve Fund	353,218	403,953	383,753	416,153	441,043	508,873
Total	**375,303**	**439,298**	**432,358**	**478,018**	**476,168**	**542,258**

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105217	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	33,825	22,085	35,345	48,605	61,865	35,125
Transfer from Ops Budget	13,260	13,260	13,260	13,260	13,260	13,260
Planned Expenditures	(25,000)	-	-	-	(40,000)	(15,000)
Planned Maintenance Activity	Outfall inspection & Clean Schooner aeration ditch				Sewer System Flushing	Outfall Inspection
Interest Income	-					
Ending Balance $	**22,085**	**35,345**	**48,605**	**61,865**	**35,125**	**33,385**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Capital Reserve Fund

Bylaw 1497

Reserve Cash Flow

Fund:	1042	Estimated	Budget				
Fund Centre:	101386	2022	2023	2024	2025	2026	2027
Beginning Balance		306,661	353,218	403,953	383,753	416,153	441,043
Transfer from Ops Budget		28,411	55,735	39,800	32,400	24,890	67,830
Transfer to Cap Fund		(2,500)	(5,000)	(60,000)	-	-	-
Transfer from Cap Fund		20,646					
Interest Income		-					
Ending Balance $		**353,218**	**403,953**	**383,753**	**416,153**	**441,043**	**508,873**

Assumptions/Background:

Appendix D: January 2023 Approvals

Purpose: To summarize the budget items that require implementation as of January 2023 before final budget approval in March 2023.

Electoral Area	Service Type	Service Area	Project Description	Operating Budget	Capital Budget	Funding Source	IBC (if applicable)
Juan de Fuca	Protective Services	1.357 East Sooke Fire Service	Fire truck (Water Tender 2) replacement		300,000	Reserves	
			Total: Juan de Fuca	**-**	**300,000**		
Salt Spring Island	Executive Services	1.111 SSI Admin	SSI Admin Support	2,999		Allocation	15a-1.1
	Recreation & Cultural Services	1.238A SSI Community Transit	O&M facility plan with secure parking and battery electric bus (BEB) charging infrastructure		50,000	Reserves	
		1.459 Salt Spring Island - Pool & Park Land	Repairs to pool structure and other capital Design and replacement of pool electrical Replace heat pumps for pool		90,000 250,000 80,000	Grants, Reserves Grants, Reserves Grants, Reserves	
	Water	2.621 Highland/Fernwood Water	Undertake a referendum or AAP Design and construction of back up power system		40,000 240,000	Reserves Grants	
		2.626 Fulford Water	Develop strategy, phased program, and detailed designs to replace aging AC water mains		200,000	Grants	
	Sewer	3.705 SSI Septage/Composting	Design review, sizing, and installation of grit chamber		20,000	Reserves	
		3.810 Ganges Sewer	Purchase and install MBR cassette lifting brackets		65,000	Grants, Reserves	
		3.820 Maliview Estates Sewer System	Upgrade WWTP RBC process to MBBR process to meet regulatory requirements Replace or repair collection pipe and manholes		2,010,000 200,000	Grants, Debt Grants, Debt	
			Total: Salt Spring Island	**2,999**	**3,245,000**		
Southern Gulf Islands	Corporate Services	1.110 SGI Admin	SGI Housing Strategy	8,000		Reserves	1a-11
	Protective Services	1.356 Pender Island Fire Service	Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM (2022)-ERF2		215,000	Reserves	
			Total: Southern Gulf Islands	**8,000**	**215,000**		
			Grand Total	**10,999**	**3,760,000**		

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN

				Expenditures												
		Total 2022	Total 2023	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.010	Legislative & General Government	29,930,014	34,569,657	23,573,880	1,836,997	2,208,907	585,660	102,550	57,788	1,640	-	3,720,780	-	-	473,320	2,008,135
1.10X	Facility Management & Building Services	4,049,422	4,155,037	1,412,668	1,006,467	300,464	71,360	211,746	-	209,004	-	707,328	-	-	-	236,000
1.101	G.I.S.	617,943	631,018	392,509	11,199	97,820	46,240	5,580	-	-	-	9,480	-	-	18,190	50,000
1.103	Elections	262,932	65,580	-	-	-	-	-	-	-	-	380	-	-	-	65,200
1.104	U.B.C.M.	12,945	13,002	-	647	-	-	-	-	-	-	12,355	-	-	-	-
1.109	Electoral Area Admin Exp - J.D.F.	63,837	67,801	49,129	13,192	-	350	-	-	-	-	5,130	-	-	-	-
1.110	Electoral Area Admin Exp - S.G.I.	466,325	466,173	217,206	56,214	100,660	7,460	-	-	1,070	-	82,463	-	-	-	1,100
1.111	Electoral Area Admin Exp - S.S.I.	988,945	1,016,417	795,224	61,253	16,000	12,550	2,500	-	7,000	-	120,490	-	-	-	1,400
1.112	Regional Grant in Aid	1,477,358	1,512,358	-	-	-	-	-	1,497,358	-	-	-	-	15,000	-	-
1.114	Grant-in-Aid - Juan de Fuca	54,425	29,956	-	2,721	-	-	-	27,235	-	-	-	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	106,961	75,935	-	7,288	-	-	-	68,647	-	-	-	-	-	-	-
1.117	Grant-in-Aid - Southern Gulf Islands	108,488	106,224	-	5,424	-	-	-	100,000	-	-	800	-	-	-	-
1.119	Vancouver Island Regional Library	322,818	332,516	-	6,456	-	-	-	324,820	-	-	1,240	-	-	-	-
1.121	Sooke Regional Museum	215,882	222,378	-	4,318	-	-	-	218,000	-	-	60	-	-	-	-
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	-	-	-	-	-	-	-	-	-	-	149,360
1.124	SSI Economic Development Commission	100,822	142,331	-	12,181	45,750	-	-	20,000	-	-	64,400	-	-	-	-
1.125	SGI Economic Development Commission	123,156	125,418	-	6,158	75,640	430	-	20,000	-	-	23,190	-	-	-	-
1.126	Victoria Family Court Committee	16,035	44,999	-	321	-	-	-	39,228	-	-	5,450	-	-	-	-
1.128	Greater Victoria Police Victim Services	300,551	305,099	-	5,999	-	-	-	298,350	-	-	750	-	-	-	-
1.129	Vancouver Island Regional Library - Debt	180,600	339,466	-	-	-	-	-	-	-	-	1,200	338,266	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,102	32,542	-	642	-	-	-	31,890	-	-	10	-	-	-	-
1.137	Galiano Island Community Use Building	63,202	68,066	-	20,459	-	520	5,150	-	3,910	-	7,610	27,417	-	-	3,000
1.138	Southern Gulf Islands Regional Library	232,808	239,696	-	4,656	-	-	-	233,160	-	-	1,880	-	-	-	-
1.141	Salt Spring Island Public Library	665,268	687,239	-	24,644	-	-	3,370	465,850	-	-	14,513	145,607	-	-	33,255
1.170	Gossip Island Electric Power Supply	56,998	56,924	-	111	-	-	-	-	-	-	370	56,443	-	-	-
1.224	Community Health - Homeless Sec.	816,201	662,796	103,213	46,695	501,750	331	-	-	-	-	10,807	-	-	-	-
1.226	Community Health (CHR) Facilities	1,658,419	1,720,718	-	55,237	531,951	9,996	203,623	-	231,622	-	85,464	-	-	-	602,825
1.227	Saturna Island Medical Clinic	33,541	34,551	-	671	-	-	-	33,880	-	-	-	-	-	-	-
1.228	Galiano Health Service	135,812	139,886	-	2,716	-	-	-	137,120	-	-	50	-	-	-	-
1.229	Pender Islands Health Care Centre	225,987	217,840	-	4,520	-	-	-	212,750	-	-	570	-	-	-	-
1.230	Traffic Safety Commission	118,428	132,197	-	5,921	-	-	-	46,170	-	-	80,106	-	-	-	-
1.232	Port Renfrew Street Lighting	8,984	9,079	-	449	-	-	-	-	7,380	-	1,250	-	-	-	-
1.234	SSI Street Lighting	26,704	27,508	-	1,310	-	-	-	-	25,650	-	-	-	548	-	-
1.235	S.G.I. Small Craft Harbour Facilities	449,320	454,723	-	46,904	30,950	5,380	44,510	-	2,710	-	112,410	88,709	-	-	123,150
1.236	Salt Spring Island Fernwood Dock	25,847	26,058	-	6,142	1,070	790	3,610	-	310	-	4,136	-	-	-	10,000
1.238A	Community Transit (S.S.I.)	507,996	566,223	-	25,180	504,093	-	1,000	-	-	-	950	-	-	-	35,000
1.238B	Community Transportation (S.S.I.)	172,206	163,986	-	79,331	-	-	-	-	60	-	1,595	-	-	-	83,000
1.280	Regional Parks	16,825,271	17,343,270	9,358,931	1,334,857	650,844	446,884	357,871	-	77,503	-	1,171,384	569,207	-	153,686	3,222,103
1.280A	Regional Parks - Land Acquisition	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.290	Royal Theatre	580,000	580,000	-	16,947	-	-	-	37,653	-	-	45,400	-	-	101,000	379,000
1.295	McPherson Theatre	786,233	786,233	-	41,947	-	-	-	307,753	-	-	300	-	-	88,000	348,233
1.297	Arts Grants	3,006,402	3,117,780	312,851	79,551	5,200	3,020	-	2,684,670	-	-	32,488	-	-	-	-
1.299	Salt Spring Island Arts	121,762	122,604	-	2,404	-	-	-	119,990	-	-	210	-	-	-	-
1.309	Climate Action and Adaptation	1,480,455	2,003,081	332,703	372,034	769,767	-	-	-	-	-	255,867	-	-	132,505	140,205
1.310	Land Banking & Housing	3,026,344	3,084,875	1,421,013	408,779	197,000	3,145	-	-	-	-	41,475	1,009,463	-	-	4,000
1.311	Regional Housing Trust Fund	5,302,666	3,601,483	-	-	4,070	100	-	1,070,580	-	-	2,526,733	-	-	-	-
1.313	Animal Care Services	1,479,358	1,645,152	1,054,765	234,947	44,760	56,050	-	-	730	-	201,900	-	-	-	52,000
1.314	S.G.I. House Numbering	9,485	9,764	-	9,694	-	-	-	-	-	-	70	-	-	-	-
1.316	S.S.I. Building Numbering	9,606	9,869	-	9,849	-	-	-	-	-	-	20	-	-	-	-
1.317	J.D.F. Building Numbering	13,099	13,475	-	13,045	-	-	-	-	-	-	430	-	-	-	-
1.318	Building Inspection	1,792,001	1,873,135	1,235,286	324,529	15,270	19,740	160	-	1,700	-	220,150	-	-	13,000	43,300
1.319	Soil Deposit Removal	5,722	5,899	-	5,869	-	-	-	-	-	-	30	-	-	-	-
1.320	Noise Control	40,021	41,228	-	34,068	7,110	-	-	-	-	-	50	-	-	-	-
1.322	Nuisances & Unsightly Premises	53,375	54,986	-	52,476	2,190	-	-	-	-	-	320	-	-	-	-
1.323	By-Law Enforcement	539,235	564,334	364,603	79,681	500	3,500	-	-	-	-	72,050	-	-	-	44,000
1.324	Regional Planning Services	2,193,512	1,533,559	1,032,630	238,269	72,100	7,840	-	-	-	-	180,220	-	-	-	2,500
1.325	Electoral Area Services - Planning	807,042	848,371	496,061	170,260	15,640	9,290	-	-	-	-	81,350	-	-	-	75,770
1.330	Regional Growth Strategy	328,309	421,820	157,284	115,976	133,040	-	-	-	-	-	5,520	-	-	-	10,000
1.335	Geo-Spatial Referencing System	174,545	177,779	-	22,899	37,710	3,350	8,430	-	-	-	43,540	-	-	-	61,850
1.340	JDF Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.341	SGI Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.350	Willis Point Fire Protect & Recreation	177,868	184,999	12,400	5,851	-	3,950	20,500	-	12,550	-	60,370	2,888	-	6,490	60,000
1.352	South Galiano Fire Protection	472,448	559,541	194,970	16,949	-	21,890	9,630	-	6,010	-	78,760	141,352	-	5,980	84,000
1.353	Otter Point Fire Protection	516,158	531,083	6,280	17,743	119,770	19,460	20,130	-	10,500	-	171,530	-	-	5,670	160,000
1.354	Malahat Fire Protection	65,601	67,560	-	3,280	-	-	-	64,270	-	-	10	-	-	-	-
1.355	Durrance Road Fire Protection	3,020	3,016	-	136	-	-	-	2,500	-	-	80	-	-	-	300
1.356	Pender Fire Protection	1,165,220	1,195,406	-	44,856	-	-	-	841,890	1,280	-	37,740	111,596	-	-	158,044
1.357	East Sooke Fire Protection	553,329	565,229	75,340	15,161	19,320	32,592	21,190	-	16,495	-	126,660	155,109	-	-	103,362
1.358	Port Renfrew Fire Protection	154,657	158,476	37,240	6,338	-	18,130	2,430	-	14,110	-	52,330	2,898	-	-	25,000
1.359	N. Galiano Fire Protection	220,715	219,954	76,580	8,022	1,320	13,710	4,510	-	4,740	-	49,200	48,872	-	5,000	8,000
1.360	Shirley Fire Protection	158,639	193,332	41,330	4,382	-	22,890	7,820	-	6,100	-	37,810	-	-	10,000	63,000
1.363	Saturna Island Fire	188,365	194,000	-	3,762	-	-	-	189,208	-	-	1,030	-	-	-	-
1.369	Electoral Area Fire Services - J.D.F.	141,568	97,529	-	42,165	45,933	-	-	-	-	-	8,262			1,169	-
1.369	Electoral Area Fire Services - S.G.I.	161,115	110,937	-	47,961	52,247	-	-	-	-	-	9,398			1,331	-
1.370	Juan de Fuca Emergency Program	88,813	89,959	5,957	13,943	23,350	6,331	600	-	-	-	23,898	-	-	-	15,880
1.371	S.S.I. Emergency Program	130,103	134,922	-	6,505	85,878	5,992	-	-	-	-	36,547	-	-	-	-
1.372	Electoral Area Emergency Program	630,264	660,360	567,137	63,573	-	2,110	-	-	-	-	20,040	-	-	-	7,500
1.373	S.G.I. Emergency Program	250,048	250,128	29,410	11,812	66,155	20,430	3,010	31,130	4,890	-	71,141	-	-	-	12,150
1.374	Regional Emergency Program Support	195,609	149,970	117,069	23,621	-	550	-	-	-	-	8,730	-	-	-	-
1.375	Hazardous Material Incident Response	352,038	396,055	20,810	121,645	70,640	1,600	13,440	30,480	-	-	127,880	-	-	-	9,560
1.377	J.D.F. Search and Rescue	91,042	91,042	-	4,354	8,350	11,930	-	-	-	-	62,750	-	-	-	3,658
1.378	S.S.I. Search and Rescue	32,780	33,004	-	1,639	-	-	-	31,365	-	-	-	-	-	-	-
1.40X	SEAPARC	4,328,565	4,515,838	2,774,932	270,583	59,936	176,481	186,362	3,700	244,175	-	245,703	103,966	-	-	450,000
1.405	J.D.F. EA - Community Parks	196,546	199,951	102,759	32,242	23,510	8,550	-	-	150	-	14,490	-	-	-	18,250
1.408	J.D.F. EA - Community Recreation	90,128	92,830	46,632	12,863	-	950	4,270	-	6,400	-	21,715	-	-	-	-
1.44X	Panorama Rec. Center.	9,869,066	10,142,569	5,778,548	662,345	388,271	308,855	260,264	-	548,370	-	659,408	721,184	-	-	815,324

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN

		Expenditures														
		Total 2022	**Total 2023**	**Salaries and Wages**	**Cost Allocations***	**Contracted Services**	**Materials and Supplies**	**Repairs and Maintenance**	**Grant and 3rd Party Payments**	**Utilities**	**Bulk Water**	**Other Operating Expenses**	**Interest & Principal**	**Deficit**	**Capital**	**Transfers to Reserves**
1.455	Salt Spring Island - Community Parks	1,009,096	985,872	477,991	383,846	9,795	14,990	16,200	-	20,150	-	47,900	-	-	-	15,000
1.458	Salt Spring Is.- Community Rec	264,803	282,719	146,145	37,974	68,500	8,540	250	-	-	-	21,310	-	-	-	-
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	2,110,175	948,585	409,449	20,160	99,118	64,880	-	192,060	-	152,423	-	-	-	223,500
1.465	Saturna Island Comm. Parks	24,899	25,445	-	945	1,610	420	10,150	-	920	-	5,400	-	-	-	6,000
1.468	Saturna Island - Community Rec.	21,167	14,728	-	1,058	910	100	-	-	-	-	12,660	-	-	-	-
1.475	Mayne Is. Com. Parks & Rec	93,173	95,872	-	5,852	-	2,850	37,380	-	2,920	-	28,370	-	-	-	18,500
1.476	Mayne Is. Comm. Parks (reserve)	22,701	18,960	-	1,135	420	670	-	-	1,390	-	15,345	-	-	-	-
1.478	Mayne Is. Community Rec.	48,684	48,150	-	2,434	-	-	-	-	-	-	45,716	-	-	-	-
1.485	North & South Pender Com. Parks	165,474	169,234	-	10,794	29,120	12,860	46,160	-	200	-	27,100	-	-	-	43,000
1.488	North & South Pender Com. Rec	69,107	68,090	-	3,455	-	-	-	-	-	-	64,635	-	-	-	-
1.495	Galiano Parks	94,823	97,681	-	4,241	-	-	64,860	-	-	-	18,580	-	-	-	10,000
1.498	Galiano Community Recreation	38,133	38,347	-	1,907	-	-	-	-	-	-	36,440	-	-	-	-
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,126,320	28,447,847	3,299,074	7,454,051	12,217,347	212,200	498,500	310,000	121,300	-	3,695,240	-	-	80,000	560,135
1.523	Port Renfrew Refuse Disposal	89,497	93,420	-	4,175	81,055	-	720	-	1,520	-	1,950	-	-	-	4,000
1.525	Solid Waste Disposal - Debt	151,279	536,066	-	-	-	-	-	-	-	-	137,590	398,476	-	-	-
1.531	Stormwater Quality Management - Sooke	38,281	39,427	-	20,471	2,675	-	-	-	-	-	850	-	-	-	15,431
1.533	Stormwater Quality Management - S.G.I.	39,100	40,221	-	34,095	6,076	-	-	-	-	-	50	-	-	-	-
1.535	Stormwater Quality Management - S.S.I.	47,970	33,275	-	13,105	9,000	-	-	-	-	-	11,170	-	-	-	-
1.536	LWMP-Stormwater Quality Management-Core	732,400	746,936	-	526,789	166,000	-	-	-	-	-	54,147	-	-	-	-
1.537	Stormwater Quality Management - Peninsula	118,107	121,529	-	80,862	40,273	-	-	-	-	-	394	-	-	-	-
1.538	Source - Stormwater Quality - Peninsula	55,856	58,540	-	44,745	5,820	-	-	-	-	-	7,975	-	-	-	-
1.57X	Environmental Services	23,750,929	25,599,400	19,284,078	3,339,557	82,189	456,729	9,000	-	-	-	1,392,143	-	-	415,000	620,704
1.911	911 Systems	2,532,090	2,488,294	-	271,794	366,070	-	-	696,074	-	-	142,407	1,011,949	-	-	-
1.912A	911 Call Answer - RCMP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.912B	911 Call Answer - Municipalities	63,910	7,370	-	-	-	-	-	-	-	-	-	-	7,370	-	-
1.913	913 Fire Dispatch	298,412	307,116	-	39,921	194,155	-	-	-	-	-	73,040	-	-	-	-
1.921	Regional CREST Contribution	1,764,110	1,816,850	-	-	-	-	-	1,810,850	-	-	6,000	-	-	-	-
1.923	Emergency Comm - CREST - S.G.I.	180,704	184,128	-	3,614	-	-	-	179,694	-	-	820	-	-	-	-
1.924	Emergency Comm - CREST - J.D.F.	125,402	144,884	-	2,471	-	-	-	133,213	-	-	9,200	-	-	-	-
1.925	Emergency Comm - CREST - S.S.I.	143,386	146,683	-	2,868	-	-	-	143,415	-	-	400	-	-	-	-
2.610	Saanich Peninsula Water Supply	7,517,025	7,407,397	-	1,271,675	8,535	42,576	49,533	-	225,129	4,876,683	83,266	-	-	-	850,000
2.620	SSI Highland Water System	30,971	30,891	-	43	-	-	-	-	-	-	90	30,758	-	-	-
2.621	Highland / Fernwood Water - S.S.I.	542,341	546,435	-	228,069	10,490	23,860	29,120	-	25,869	-	31,836	34,191	-	-	163,000
2.622	Cedars of Tuam	50,063	52,678	-	27,030	50	750	10,470	-	1,390	-	2,430	1,058	-	-	9,500
2.624	Beddis Water	270,499	317,178	-	94,157	31,250	11,080	21,010	-	16,374	-	15,070	38,237	-	-	90,000
2.626	Fulford Water	228,329	215,352	-	74,701	32,110	8,030	8,410	-	13,526	-	13,830	14,145	-	-	50,600
2.628	Cedar Lane Water (S.S.I.)	81,457	83,180	-	31,154	9,430	1,610	1,550	-	6,197	-	4,380	8,859	-	-	20,000
2.630	Magic Lakes Estate Water System	962,930	999,851	2,060	495,031	1,050	57,180	32,470	-	59,538	-	62,086	193,186	-	-	97,250
2.640	Saturna Island Water System (Lyall Harbour)	254,331	268,864	-	138,417	-	5,970	20,470	-	6,771	-	16,550	30,686	-	-	50,000
2.642	Skana Water (Mayne)	75,615	77,870	-	31,056	11,830	750	1,250	-	4,433	-	4,088	863	-	-	23,600
2.650	Port Renfrew Water	143,106	133,600	-	92,462	-	3,410	8,980	-	5,488	-	3,260	-	-	-	20,000
2.655	Snuggery Cove (Port Renfrew)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.660	Fernwood Water	14,477	14,411	-	26	-	-	-	-	-	-	40	14,345	-	-	-
2.665	Sticks Allison Water (Galiano)	73,504	75,539	-	42,222	-	710	6,020	-	3,387	-	4,165	-	-	-	19,035
2.667	Surfside Park Estates (Mayne)	118,007	123,835	-	44,308	19,930	19,560	5,820	-	6,627	-	10,590	-	-	-	17,000
2.670	Regional Water Supply	36,539,270	39,915,804	17,376,585	-7,922,439	1,549,703	1,259,994	88,100	-	1,432,850	-	5,744,269	7,690,985	-	12,302,104	393,653
2.680	Juan de Fuca Water Distribution	22,560,391	23,970,506	565,643	4,850,027	357,249	248,293	449	-	267,570	7,089,860	1,397,464	1,863,294	-	6,741,200	589,457
2.681	Florence Lake Water System Debt	8,738	14,988	-	-	-	-	-	-	-	-	3,000	11,988	-	-	-
2.691	Wilderness Mountain Water Service	163,247	168,761	-	87,550	5,930	25,050	-	-	11,114	-	3,530	23,587	-	-	12,000
3.700	Septage Disposal - Municipal	221,804	158,089	-	128,731	-	-	-	-	-	-	29,358	-	-	-	-
3.700-	Septage Disposal - JDF Service Area	464	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.701	Millstream Remediation Service	236,372	122,662	-	170	-	-	-	-	-	-	360	122,132	-	-	-
3.705	S.S.I. Liquid Waste Disposal	991,525	1,038,365	-	209,569	598,543	7,910	16,880	5,000	7,070	-	12,820	160,573	-	-	20,000
3.707	On Site System Management Program - LWMP	189,038	177,649	-	92,369	45,000	-	-	-	-	-	40,280	-	-	-	-
3.71X	Trk Swrs & Swge Disp - oper	35,338,718	35,250,732	-	16,635,509	6,678,180	2,764,000	1,393,700	-	4,011,833	-	2,130,920	-	-	-	1,636,590
3.7XX	Trk Swrs - debt	23,353,991	22,927,754	-	-	-	-	-	-	-	-	207,978	9,031,387	-	5,529,745	8,158,644
3.720	LWMP (Peninsula) - Implementation	119,907	54,907	-	36,262	-	-	-	-	-	-	-	-	-	-	18,645
3.750	LWMP	366,136	373,013	-	180,032	142,461	-	-	-	-	-	520				50,000
3.752	Harbours Program	348,604	356,041	-	304,741	38,450	-	-	-	-	-	12,850				-
3.755	Regional Source Control	1,647,875	1,641,038	-	1,408,768	138,000	8,000	-	-	-	-	86,270	-	-	-	-
3.756	Harbours Environmental Action	68,622	70,613	-	47,834	18,279	-	-	-	-	-	4,500	-	-	-	-
3.810	Ganges Sewer	1,085,199	1,187,263	-	447,965	33,390	16,710	94,750	-	66,970	-	159,940	245,813	-	-	121,725
3.820	Maliview Estates Sewer System	219,580	225,911	-	69,696	28,750	1,180	10,950	-	4,780	-	46,140	11,765	-	-	52,650
3.830	Magic Lake Estates Sewer System	884,810	867,989	-	343,991	93,440	22,590	11,940	-	24,580	-	128,350	174,103	-	-	68,995
3.830D	Magic Lake Estates Sewer Debt	212,530	231,255	-	-	-	-	-	-	-	-	570	230,685	-	-	-
3.850	Port Renfrew Sewer	126,360	130,994	-	76,644	5,250	2,660	660	-	7,110	-	16,670	-	-	-	22,000
21.ALL	Feasibility Study Reserve Fund - All	140,241	137,751	-	-	-	-	-	-	-	-	137,751	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000	-	-	-	-	-	-	-	-	10,000	-	-	-	-
Total CRD excluding Municipal Debt		**297,970,771**	**312,443,043**	**94,297,511**	**40,642,087**	**30,493,411**	**7,310,736**	**4,064,888**	**12,525,681**	**7,995,125**	**11,966,543**	**28,325,682**	**24,866,042**	**22,918**	**26,083,390**	**23,849,028**
1.15X	Municipalities' Own Debt - M.F.A.	15,430,601	16,535,425	-	-	-	-	-	-	-	-	52,200	16,483,225	-	-	-
	TOTAL CRD	**313,401,372**	**328,978,468**	**94,297,511**	**40,642,087**	**30,493,411**	**7,310,736**	**4,064,888**	**12,525,681**	**7,995,125**	**11,966,543**	**28,377,882**	**41,349,267**	**22,918**	**26,083,390**	**23,849,028**
CRHD	Capital Regional Hospital District	33,950,390	32,833,765	-	1,097,222	11,573	-	257,760	-	58,052	-	769,993	20,270,213	-	2,955,000	7,413,952
	TOTAL CRD,CRHD & Municipal Debt	**347,351,762**	**361,812,233**	**94,297,511**	**41,739,309**	**30,504,984**	**7,310,736**	**4,322,648**	**12,525,681**	**8,053,177**	**11,966,543**	**29,147,875**	**61,619,480**	**22,918**	**29,038,390**	**31,262,980**

*Includes Labour Charges

APPENDIX K



Service Budget Highlights ›

Committee of the Whole

Wednesday September 21, 2022

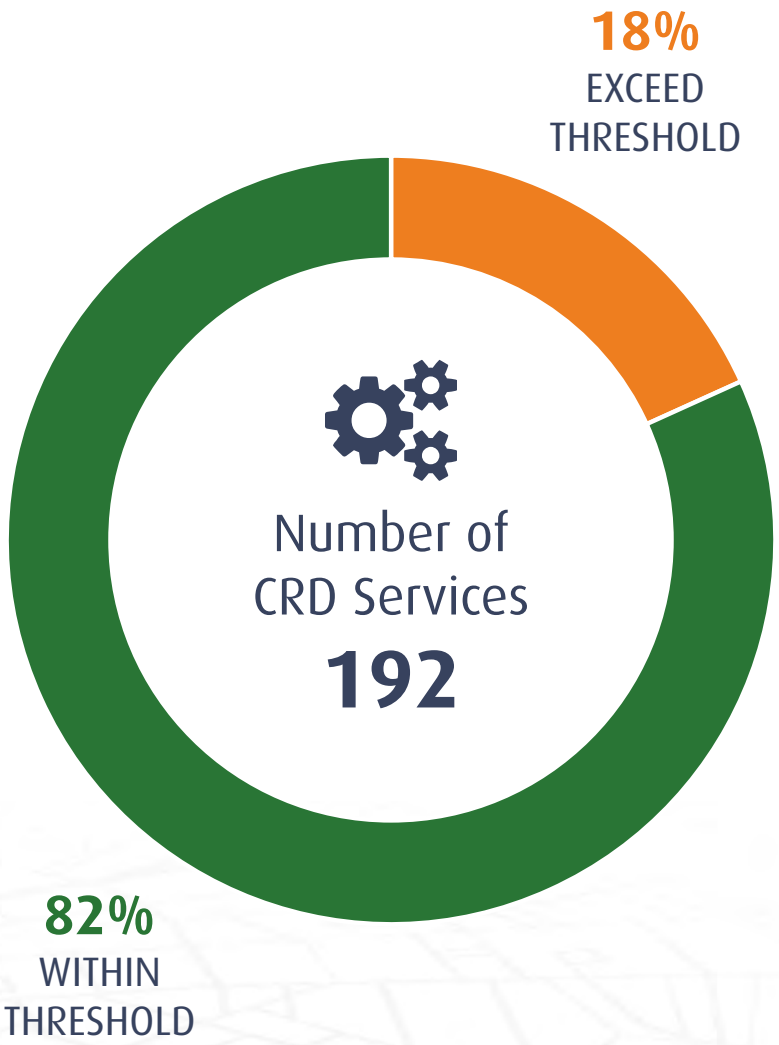
Budget Overview Threshold

Materiality Threshold

3.0%
FORECASTED CPI

and $50,000

all service budgets are included in Appendix G of the agenda package



3) CORPORATE SERVICES	$000's				%			
3.1) Corporate Services (Appendix G, Part A, PDF pg 27, Print pg 3)	$116				4.6%			
• Annualization of 2022 initiatives related to New Manager Legal Services (1.0 FTE), new Administrative Clerk (1.0 FTE), new Information Technicians (2.0 FTEs) for EDRMS. Additional base salary and step increases offset by the removal of one-time 2022 costs related to EDRMS.	Req	Fees	Other	Alloc	59%	-	-	41%
3.2) Board Expenditures (Appendix G, Part A, PDF pg 34, Print pg 10)	($95)				(7.3%)			
• Removal of one-time 2022 contractor costs related to CAO recruitment and selection and Board orientation strategic planning.	Req	Fees	Other	Alloc	-	-	100%	-
3.4) First Nation Relations (Appendix G, Part A, PDF pg 46, Print pg 22)	($157)				(16.2%)			
• Removal of one-time 2022 contractor costs related to Reconciliation Action Plan and other various initiatives.	Req	Fees	Other	Alloc	-	-	100%	-

4) FINANCE AND TECHNOLOGY	$000's	%
4.1.1) Finance (Appendix G, Part A, PDF pg 63, Print pg 3)	$703	9.6%
• Financial support for initiatives on ERP lifecycle replacement (2.0 FTEs), CRHC operations (0.5 FTE), and support for financial services (0.25 FTE). Includes annualization of 2022 initiatives.	Req: 5% / Fees: - / Other: 39% / Alloc: 56%	
4.2.2) Information Technology (Appendix G, Part A, PDF pg 70, Print pg 10)	$2,234	23.0%
• IT support and technology requirements for initiatives on ERP lifecycle replacement (3.0 FTEs) and digital communications (1.0 FTE). Includes annualization of 2022 initiatives.	Req: 3% / Fees: - / Other: 11% / Alloc: 86%	
4.3.3) Arts Grants & Development (Appendix G, Part A, PDF pg 107, Print pg 47)	$111	3.7%
• Costs associated with operating and project grants related to EDI support.	Req: 75% / Fees: - / Other: 25% / Alloc: -	

5) PARKS AND RECREATION	$000's	%
5.1) Regional Parks (Appendix G, Part B, PDF pg 4, Print pg 3)	$518	3.1%
• Annualization of 2022 service level adjustments, including salaries and associated costs, additional park maintenance, and contractor support. Additional base salary and step increases offset by a decrease in transfer to reserves.	Req: 90% / Fees: 6% / Other: 4% / Alloc: -	
5.1) Regional Parks - Land Acquisition (Appendix G, Part B, PDF pg 4, Print pg 3)	($80)	(100.0%)
• Debt funding proposed for land acquisition deferred to 2024.	Req: 100% / Fees: - / Other: - / Alloc: -	
5.3) SEAPARC (Appendix G, Part B, PDF pg 60, Print pg 59)	$187	4.3%
• Continued return to standard service levels without pandemic restrictions and increased transfers for capital reserves.	Req: 47% / Fees: 52% / Other: 1% / Alloc: -	

6) ENVIRONMENTAL SERVICES	$000's	%
6.2.2) Environmental Protection & Water Quality (Appendix G, Part B, PDF pg 102, Print pg 19)	$322	3.7%
• Base salary changes and increased transfer for equipment replacement.	Req: - / Fees: - / Other: - / Alloc: 100%	
6.2.4) Septage Disposal Agreement (Appendix G, Part B, PDF pg 120, Print pg 37)	($64)	(28.7%)
• Decrease due to reduced capital transfer and contract for services, offset by source control allocation increase.	Req: 78% / Fees: 4% / Other: 18% / Alloc: -	
6.2.5) Millstream Site Remediation (Appendix G, Part B, PDF pg 125, Print pg 42)	($114)	(48.1%)
• Decrease due to reduced capital transfer.	Req: 50% / Fees: - / Other: 50% / Alloc: -	
6.2.7) L.W.M.P. – Peninsula Programs (Appendix G, Part B, PDF pg 135, Print pg 52)	($65)	(54.2%)
• Decreased due to the removal of one-time 2022 costs related to I&I study.	Req: 100% / Fees: - / Other: - / Alloc: -	

6) ENVIRONMENTAL SERVICES (Continued)	$000's				%			
6.2.11) Climate Action & Adaption (Appendix G, Part B, PDF pg 150, Print pg 67)	$523				35.3%			
• Increase in climate action project funds related to the BC Local Government Climate Action Program. Increased transfers to operating reserve and capital fund for electric vehicle coordination. Includes annualization of 2022 initiatives.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	60%	-	40%	-	60%	-	40%	-
6.3.1) Environmental Resource Management (Appendix G, Part B, PDF pg 176, Print pg 93)	$3,706				14.7%			
• Increased costs related to road maintenance, waste management, household hazardous waste disposal, disaster debris management, and construction & demolition pilot program. Additional increase in support services offset by reduced transfer to capital reserve.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	86%	14%	-	-	86%	14%	-
6.4.1) Environmental Engineering Services (Appendix G, Part B, PDF pg 198, Print pg 115)	($99)				(3.7%)			
• Decrease due to reduced capital transfer and removal of feasibility study costs.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	-	100%	-	-	-	100%
6.4.6) Health Facilities – VIHA (Appendix G, Part B, PDF pg 238, Print pg 155)	$62				3.8%			
• Increased reserve transfer to include lease management fee.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	100%	-	-	-	100%	-

7) PLANNING & PROTECTIVE SERVICES	$000's	%
7.2.2) Regional Housing Trust Fund (Appendix G, Part C, PDF pg 20, Print pg 18)	($1,701)	(32.1%)
• Decrease in capital grants as service is phased out.	Req: - / Fees: - / Other: 100% / Alloc: -	
7.3.2) Community Health (Appendix G, Part C, PDF pg 28, Print pg 26)	($153)	(18.8%)
• Decrease due to Aboriginal Coalition to End Homelessness funding request not renewed.	Req: 90% / Fees: - / Other: 10% / Alloc: -	
7.4.1) Corporate Emergency (Appendix G, Part C, PDF pg 31, Print pg 29)	($241)	(38.3%)
• Removal of one-time 2022 salary costs related to auxiliary staff funded through carryforward of the COVID-19 Safe Restart Grant.	Req: - / Fees: - / Other: 100% / Alloc: -	
7.4.5) 911 Call Answer - Municipalities (Appendix G, Part C, PDF pg 58, Print pg 56)	($57)	(88.5%)
• Reduced deficit carry forward for 2023	Req: 84% / Fees: - / Other: 3% / Alloc: 13%	

7) PLANNING & PROTECTIVE SERVICES (Continued)	$000's	%
7.4.8) Animal Care Services (Appendix G, Part C, PDF pg 70, Print pg 68)	$166	11.2%
• Annualization of 2022 Saanich service agreement which includes salaries and related operating costs.	Req: 8% / Fees: - / Other: 92% / Alloc: -	
7.5.2) Regional Planning Services (Appendix G, Part C, PDF pg 90, Print pg 88)	($660)	(30.1%)
• Removal of one-time 2022 costs related to Transportation Data Collection, Modelling and Priority Implementation.	Req: - / Fees: - / Other: 100% / Alloc: -	
7.5.3) Regional Growth Strategy (Appendix G, Part C, PDF pg 99, Print pg 97)	$94	28.5%
• One-time special project costs for Foodlands Trust.	Req: 9% / Fees: - / Other: 91% / Alloc: -	

8) INTEGRATED WATER SERVICES	$000's				%			
8.1.1) Regional Water Supply (Appendix G, Part C, PDF pg 107, Print pg 4)	$3,377				9.2%			
• Increase in capital fund and reserve transfers, new conveyance fee for service to First Nations, increased vehicles/supplies costs; increased salaries; offset by reduced debt payments on expiring loans.	Req	Fees	Other	Alloc	-	65%	35%	-
8.1.2) JDF Water Distribution (Appendix G, Part C, PDF pg 148, Print pg 45)	$1,410				6.3%			
• Increase in capital fund and reserve transfers, bulk water expense, support services, and base salaries.	Req	Fees	Other	Alloc	-	94%	6%	-
8.2.3) IWS – Environmental Operations (Appendix G, Part C, PDF pg 208, Print pg 105)	$1,619				13.2%			
• Increase in salaries (5.61 FTEs) and equipment/vehicle purchases related to several new initiatives.	Req	Fees	Other	Alloc	-	-	29%	71%

LOCAL SERVICES – JOINT EA	$000's		%	
Elections (Appendix I-2, PDF pg 8)	($197)		(75.1%)	
• Cyclical election year costs in 2022 not repeated in 2023.	Req	Fees	Other	Alloc
	100%	-	-	-
Building Inspection (Appendix I-2, PDF pg 15)	$81		4.5%	
• Increased costs related to rise in construction activity, building infraction enforcement, and equipment and maintenance.	Req	Fees	Other	Alloc
	14%	85%	-	1%

JUAN de FUCA	$000's				%			
Vancouver Island Regional Library (Appendix I-2, PDF pg 50)	$159				88%			
• Additional debt servicing costs on behalf of VIRL.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	100%	-	-	-	100%	-

SALT SPRING ISLAND	$000's		%	
SSI - Community Transit (Appendix I-3, PDF pg 76)	$58		11.5%	
• Increased contract for services related to BC Transit contract and increased transfer to capital reserves.	Req	Fees	Other	Alloc
	50%	-	50%	-
SSI – Pool & Park Land (Appendix I-3, PDF pg 145)	$122		6.1%	
• Pool operating costs increased due to extended hours and Park Land expenses increased for Firehall repurposing. Includes annualization of 2022 initiatives.	Req	Fees	Other	Alloc
	19%	18%	63%	-
SSI – Ganges Sewer (Appendix I-3, PDF pg 240)	$102		9.4%	
• Labour allocation related to a new management oversight position and one-time 2023 cyclical repair and maintenance for sanitary sewer flushing and inspection.	Req	Fees	Other	Alloc
	2%	30%	68%	-

SOUTHERN GULF ISLANDS	$000's				%			
South Galiano Fire Protection (Appendix I-4, PDF pg 92)	$87				18.4%			
• Additional debt servicing costs for firehall project and other increases.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	100%	-	-	-	-	-	-	-
Electoral Area Fire Services - SGI (Appendix I-4, PDF pg 118)	($50)				(3.1%)			
• Removal of one-time 2022 contract for fire governance review.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	100%	-	-	-	-	-

Capital Regional District

Initiative Business Cases - 2023 Budget Impact

2023 Preliminary Budget

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Total Incremental Cost $
Affordable Housing	1a-2	CRHC Operations (CRD Costs: Land Banking & Housing; support)	-	-	177,178	177,178
Affordable Housing	1a-4	Housing Continuation through RHFP	-	-	122,000	122,000
Affordable Housing	1a-10	Reaching Home	-	-	22,693	22,693
Affordable Housing	1a-11	SGI Housing Strategy	-	-	16,000	16,000
Wastewater	8a-1.5	Lab Technician Core Area	-	-	1,673	1,673
Wastewater	8a-1.7	Wastewater Treatment Operators (Core Area)	-	-	267,000	267,000
Wastewater	8a-1.8	Manager Wastewater Conveyance (Core Area)	-	-	168,000	168,000
Landfill & Recycling	9b-0.3	Food Waste Attendant	-	(3,742)	-	(3,742)
Water	10a-7	SSI Water Operations	-	-	455,910	455,910
Water	10a-8	Supervisor, SSI and SGI Operations	-	-	273,000	273,000
Water	10d-3	Watershed Hydrology Monitoring	-	-	-	-
Planning & Development	11b-1	Foodlands Access Service	-	-	100,000	100,000
Arts & Culture	12d-1	Arts Administrative Assistant	-	-	8,555	8,555
Health Facilities	14a-1	Health Capital Planning (Term)	-	-	4,706	4,706
Accountability	15a-1.1	SSI Administrative Support	-	-	2,999	2,999
Accountability	15f-1.15	Digital Communication Governance and Support Services	-	-	447,917	447,917
Accountability	15f-1.23	Enterprise Project Document Management System	-	-	635,000	635,000
Accountability	15f-1.24	Financial Services Support	-	-	20,129	20,129
Accountability	15f-1.9	SAP Lifecycle Replacement	-	-	951,179	951,179
			-	**(3,742)**	**3,673,939**	**3,670,197**

Capital Regional District

Initiative Business Cases - Subject to Approval

Not Included in 2023 Preliminary Budget

Board Directed Initiatives

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Total Cost Budget $
Affordable Housing	1a-7	Aboriginal Coalition to End Homelessness (ACEH)	150,000	-	-	150,000
First Nations	3a-1.1	Government to Government Relationship Building	250,000	-	-	250,000
			400,000	**-**	**-**	**400,000**

Corporate Plan Priorities (Subject to public consent)

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Total Cost Budget $
Transportation	2a-3	SGI Transportation Service Establishment	475,000	-	-	475,000
Parks & Environmental Protection	6h-1	Geese Management Service Establishment	237,400	-	-	237,400
Accountability	15a-1	SSI Local Community Commission	168,150	-	5,000	173,150
			880,550	**-**	**5,000**	**885,550**

2023 Staff Establishment Chart - Provisional Budget

REGULAR POSITIONS - ONGOING	Approved		Proposed		
Department/Division	2021	2022	2023	Community Need	IBC Reference
Executive Services					
Executive Office	4.00	5.00	5.00		
Corporate Communications	6.00	7.00	8.00	Accountability	15f-1.15 Digital Communication Governance and Support Services (1)
Human Resources & Corporate Safety	13.00	14.00	14.00		
TOTAL EXECUTIVE SERVICES	23.00	26.00	27.00		
Corporate Services					
Administration, Legal and Risk Management	6.00	9.00	9.00		
Privacy and Information Services	2.00	4.60	4.60		
Legislative Services	3.00	4.00	4.00		
First Nations Relations	3.00	4.00	4.00		
Real Estate and SGI Administration	4.00	4.00	4.00		
TOTAL CORPORATE SERVICES	18.00	25.60	25.60		
Finance & Technology					
Administration, Planning and Local Services	7.00	7.50	7.50		
Financial Services	45.70	48.25	47.50	Accountability	15f-1.3 EDRMS (2022) reduction (-1)
				Accountability	15f-1.24 Financial Services Support (0.25)
Information Technology & GIS	39.00	48.27	48.27		
Arts & Culture	2.80	2.80	3.00	Arts + Culture	12d-1 Arts Administrative Assistant (0.2)
TOTAL FINANCE & TECHNOLOGY	94.50	106.82	106.27		
Integrated Water Services					
Administration	7.29	8.29	8.29		
Customer & Technical Services	14.00	17.00	17.00		
Infrastructure Engineering	26.00	26.00	26.00		
Infrastructure Operations	0.00	0.00	0.00		
Wastewater Infrastructure Operations	68.89	68.89	74.50	Wastewater	8a-1.7 Wastewater Treatment Operators (Core Area) (2)
				Wastewater	8a-1.8 Manager Wastewater Conveyance (Core Area) (1)
				Water	10a-7 SSI Water Operations (1.61)
				Water	10a-8 Manager, SSI and SGI Operations (1)
Water Infrastructure Operations	50.00	50.00	50.00		
Watershed Protection	27.00	27.00	27.00		
TOTAL INTEGRATED WATER SERVICES	193.18	197.18	202.79		
Parks & Environmental Services					
Administration	3.00	3.00	3.00		
Climate Action Programs		5.00	5.00		
Environmental Protection	56.95	54.30	54.30		
Environmental Resource Mgmt	23.70	25.70	25.70		
Facility Mgmt. & Engineering	25.00	25.00	25.00		
Panorama Recreation	34.85	36.85	36.85		
Regional Parks	54.60	78.00	78.00		
SEAPARC	19.10	19.10	19.10		
TOTAL PARKS & ENVIRONMENTAL SERVICES	217.20	246.95	246.95		
Planning & Protective Services					
Administration	3.00	3.00	3.00		
Building Inspection	9.70	10.20	10.20		
Health & Capital Planning	2.00	2.00	2.00		
JDFEA Services	3.70	4.30	4.30		
Protective Services	16.20	19.50	19.50		
Regional & Strategic Planning	7.00	8.00	8.00		
Regional Housing	48.00	52.00	58.00	Affordable Housing	1a-2 CRHC Operations (6)
TOTAL PLANNING & PROTECTIVE SERVICES	89.60	99.00	105.00		
SSI Administration (Executive Svcs)					
SSI Administration	5.80	5.80	6.00	Accountability	15a-1.1 SSI Administrative Support (0.2)
SSI Parks & Recreation	11.40	12.33	12.33		
TOTAL SSI ADMINISTRATION	17.20	18.13	18.33		
TOTAL CRD REGULAR POSITIONS (ONGOING)	652.68	719.68	731.94		

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2023 Staff Establishment Chart - Provisional Budget

REGULAR POSITIONS - FIXED DURATION	Approved		Proposed		
Department/Division	2021	2022	2023	Community Need	IBC Reference
Finance & Technology					
Financial Services			2.50	Various	In support of other IBCs (2.5)
Information Technology & GIS			4.00	Accountability	15f-1.9 SAP Lifecycle Replacement (3)
				Accountability	15f-1.15 Digital Communication Governance and Support Services (1)
Parks & Environmental Services					
Climate Action Programs		1.00	1.00		
Environmental Protection	2.00	3.00	3.00	Wastewater	8a-1.5 Lab Technician Core Area (term extension)
Environmental Resource Mgmt	2.00	1.00	1.00	Landfill & Recycling	9b-0.3 Food Waste Attendant (term extension)
Facility Mgmt. & Engineering		1.00	1.00		
Planning & Protective Services					
Health & Capital Planning	2.00	2.00	2.00	Health Facilities	14a-1 Health Capital Planning (term extension)
Regional Housing	8.80	10.80	11.00	Affordable Housing	1a-2 CRHC Operations (term extension)
				Affordable Housing	1a-10 Reaching Home (aux to term 0.2)
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)	14.80	18.80	25.50		

Reserve Forecasts
Tables 1 and 3 provide the 2023 budgeted and 2022 forecasted reserve amounts. Tables 2 and 4 provide a summary of significant reserve balances at the start of 2022.

Table 1 - Estimated Operating Reserves Activity (in $ millions)

Reserve Activity	2023 Financial Plan $	2022 Forecast $
Opening Reserve Balance	49.2	63.7
Transfers from Operating	3.2	3.2
Interest Income	1.0	1.3
Transfer to Operating	(13.1)	(19.0)
Closing Reserve Balance	**$40.3**	**$49.2**

Consolidated operating reserves through the end of 2022 are forecasted to be $49.2 million. Net budgeted transfers, interest income, and funding of operating costs result in a budgeted closing balance of $40.3 million at the end of 2023. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages 84 operating reserve funds.

Table 2 summarizes the significant operating reserve balances by service. A detailed listing of reserve balances is included in the audited financial statements.

Table 2: January 1, 2022 Operating Reserve Balances by Service (>$1M)

Description	Amount ($M)
Solid Waste	40.0
Core Area Wastewater	7.7
Regional Planning	2.3
Legislative & General	2.2
Regional Growth Strategy	1.6
Various (<$1M)	9.9
Total	**$63.7**

Table 3 - Estimated Capital Reserves Activity (in $ millions)

Capital Reserve Activity	2023 Financial Plan $	2022 Forecast $
Opening balance[1]	88.5	120.7
Transfers from operating	20.7	20.3
Interest income	1.8	2.4
Transfers out (Capital Plan)	(57.9)	(54.9)
Ending balance	**$53.1**	**$88.5**

[1]Reserve balances restated to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

Capital reserves at the end of 2022 are forecasted to be $88.5 million. Net of budgeted transfers, interest income, and funding to capital projects result in a budgeted closing balance of $53.1 million at the end of 2023. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 75 capital reserve funds.

Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established by bylaw but covers all CRD services. Specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges have been shown separately. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: January 1, 2022 Capital Reserve Balances by Service, Including ERF (>$1M)

Description	Amount ($M)
Equipment Replacement Fund (All Services)	29.6
Regional Parks	12.9
Solid Waste	8.7
Core Area Wastewater Debt Reserve Fund	6.4
Office Facilities & Equipment	6.4
Saanich Peninsula Water Supply	6.2
Core Area Wastewater	3.9
Saanich Peninsula Ice Arena Facility	3.9
McPherson Theatre	2.2
S.P.W.W.S. Sewer Debt Reserve Fund	1.8
Sooke and Electoral Area Recreation & Facilities	1.3
Magic Lake Estates Water System	1.2
Regional Parks Land Acquisition	1.1
Various (<$1M)	10.0
Subtotal	**$95.6**
Landfill Closure and Post-Closure	11.9
Development Cost Charges	13.2
Total	**$120.7**

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EHQ 22-27

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **BC Local Government Climate Action Program – Funding Distribution**

ISSUE SUMMARY

To provide an update on the internal funding distribution associated with the new BC Local Government Climate Action Program.

BACKGROUND

On May 11, 2021, the Province announced the ending of its Climate Action Revenue Incentive Program (CARIP) in the 2021-2022 fiscal year. CARIP was a provincial grant program that provided funding to local governments that signed the BC Climate Action Charter. The grant was equal to 100% of the carbon taxes that eligible local governments paid each year. The Capital Regional District (CRD) received approximately $80,000 annually, which was used to support corporate climate action efforts. As a response, the CRD and numerous other local governments advocated for the reestablishment of the program.

On May 16, 2022, the Province announced the new Local Government Climate Action Program (LGCAP), essentially replacing CARIP, that will provide $76 million over three years to eligible local governments and Modern Treaty Nations. Funding is intended to support local governments in achieving goals that align with the CleanBC Roadmap, BC Climate Preparedness and Adaptation Strategy and local climate action priorities. Local governments may choose how to best allocate and utilize the funds within their organization and communities. The provincial distribution of LGCAP funding is based on a methodology considering previous CARIP disbursements, base funding amounts and per capita allocations adjusted to population size. In a regional district's case, the population allocations are based on $2 per capita.

The CRD will receive $126,082 in 2022, 2023 and 2024. To access the funding, the CRD is required to annually measure corporate emissions, demonstrate climate investment equivalent to 20% of the provincial funding received (i.e., matching funding or in-kind contributions) and submit annual reporting.

Staff have determined that the LGCAP funds will be distributed to the CRD Climate Action Service to advance priority initiatives within the CRD Climate Action Strategy and the three electoral areas for their specific community climate action priorities.

ALTERNATIVES

Alternative 1

The Electoral Area Services Committee recommends to the CRD Board:
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.

Alternative 2

That staff report back with additional information.

IMPLICATIONS

Environmental & Climate Implications

The LGCAP funds can be used to support corporate or community initiatives that align with provincial and local climate action goals. Funds can be used for programs, studies, capital investments (or top-ups), and staffing efforts focused on reducing emissions or climate preparedness.

Financial Implications

The CRD will receive $126,082 in funds annually from LGCAP for three years. The internal distribution of funds is recommended to be as follows:

- CRD Climate Action Service: $79,496
- Juan de Fuca Electoral Area: $11,512
- Salt Spring Island Electoral Area: $24,552
- Southern Gulf Islands Electoral Area: $10,522

This distribution replaces previous CARIP funds for corporate climate action efforts, and uses a $2 per capita for electoral area allocations. While funds can be held in reserve in the short term, all funds must be used by the end of 2025.

Service Delivery Implications

Funding will be earmarked for Electoral Area use within the CRD Climate Action Service budget. Administrative staff within each Electoral Area will be responsible for determining best use and will manage any external contracts associated with the funds. They will be responsible for reporting back to the CRD Climate Action Service on programs and outcomes.

CONCLUSION

The Province recently announced a new Local Government Climate Action Program that provides dedicated funds to local governments for climate action initiatives. This is a replacement to the provincial Climate Action Revenue Incentive Program that was cancelled in 2021. The CRD will be receiving approximately $126,000 annually for three years, which will be utilized to advance climate action priorities within the CRD Climate Action Strategy and of electoral areas.

RECOMMENDATION

The Electoral Area Services Committee recommends to the Capital Regional District Board:
That the funding associated with the new BC Local Government Climate Action Program in 2022, 2023 and 2024 be distributed as follows: $79,496 for CRD Climate Action Service; $11,512 for Juan de Fuca Electoral Area; $24,552 for Salt Spring Island Electoral Area; and $10,522 for Southern Gulf Islands Electoral Area.

Submitted by:	Nikki Elliott, Manager, Climate Action Programs
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

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REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF MONDAY, SEPTEMBER 21, 2022

SUBJECT MOUNT ERSKINE WATER CONVERSION

ISSUE SUMMARY

The Mount Erskine Water Society (the "Society") has requested that the Capital Regional District (CRD) take over their community water system.

BACKGROUND

The Society is a small community water system consisting of 40 lots situated on the west side of Mount Erskine, along Collins Road and Mount Erskine Drive on Salt Spring Island. The system was developed in the 1970's based on groundwater wells, and 35 lots are connected to a distribution system of approximately 1,300 meters of pipe, with three hydrants, two standpipes, two pressure-reducing valve chambers and a reservoir.

In 2008, at the request of the Society, the CRD undertook an engineering feasibility study for the Society's community water system as they were contemplating a potential conversion of the Society to a CRD Local Service. At that time the Society worked with another water operator to undertake some of the critical improvements identified in the study as their funding permitted.

In July 2022, the Society made a request for their water system to be taken over by the CRD (or converted to a CRD Local Service) due to the ability of the aging residents and lack of volunteers to operate and manage the water system. The Society will be meeting with its members on August 30th about their intentions to convert to the CRD and outline the conversion process. Following this meeting the CRD has requested that the Society provide a formal letter outlining its conversion request and a supporting resolution regarding conversion.

As part of the Society's conversion request, the CRD requires an updated engineering study to assess the existing water system, provide an outline of the proposed works that would be required for a conversion of the water system, and an estimate of the costs for the design and construction of the proposed works.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends that the Capital Regional District:
Authorize the submission of an application for an Infrastructure Planning grant for Mount Erskine Water Society to assess the water society's infrastructure, operations, and financial position.

Alternative 2
The Electoral Areas Committee recommends that the Capital Regional District:
Not support Mount Erskine Water Society request for conversion of their community water system.

Alternative 3
That this report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

This project is eligible for a provincial infrastructure planning grant to assess the Society's infrastructure and system operating and maintenance requirements. The program provides 100% of the project costs of the first $5,000; and 50% of the remaining costs for the next $10,000 or less. The Society has agreed to fund any cost difference between the cost of the study and available grant funding. Once the study is complete the CRD can prepare an impact assessment on taking on the water service and engage in further dialogue with the Society and ratepayers on potential costs for undertaking this responsibility and seeking both the Society's ratepayers and CRD Board approval.

CONCLUSION

The province encourages conversion of community water systems to regional district service areas by restricting grants through regional districts as the recipients of funding. The policy of the province is to encourage regional districts to work with community water purveyors and utilize infrastructure planning grants to assist in analyzing infrastructure systems. This is a precursor to a further bid for capital grant funding to upgrade those systems and contingent upon converting to the regional district in assuming responsibility of the community water system's assets.

RECOMMENDATION

The Electoral Area Committee recommends that the Capital Regional District:
Authorize the submission of an application for an Infrastructure Planning grant for Mount Erskine Water Society to assess the water society's infrastructure, operations, and financial position.

Submitted by:	Karla Campbell, MBA, BPA, Senior Manager Salt Spring Island Electoral Area
Concurrence:	Ted Robbins, BSc., CTech., General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., Acting Chief Administrative Officer

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REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 07, 2022

SUBJECT Indigenous Intercultural Skills Training for Board Directors

ISSUE SUMMARY

To support CRD Directors in building positive, respectful and reciprocal government-to-government relationships with First Nations through skills training.

BACKGROUND

First Nations are increasingly requesting direct government-to-government meetings with CRD decision-makers, the development of partnership agreements, and to have a say in all decisions that impact their traditional territories.

In order to move forward it will be necessary to have a common level of understanding regarding Indigenous-settler relations and responsibilities amongst CRD Directors. This is in keeping with the Truth and Reconciliation Commission's calls to Actions which directs municipal governments to provide education "on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism."

The CRD's Statement of Reconciliation recognizes that commitment to reconciliation alone is not enough and that action is needed to demonstrate how the CRD is taking measurable steps toward a better relationship with Indigenous peoples.

To this end, in 2022 many Board Directors participated in an intercultural skills training online session. Building respectful relationships with First Nations in the spirit of reconciliation requires an ongoing process of learning and unlearning. Offering ongoing intercultural skills training for the CRD Board is one component of supporting and operationalizing the Board's Statement of Reconciliation and commitment to inclusive governance.

Implementation of the provincial Declaration on the Rights of Indigenous Peoples Act Action Plan is anticipated to impact the delivery of regional, sub-regional and local services by the CRD, with details still to be determined. Building understanding of the United Nations Declaration on the Rights of Indigenous Peoples will support CRD Directors as the province moves to implement the Declaration Act.

ALTERNATIVES

Alternative 1
The First Nations Relations Committee recommends to the Capital Regional District Board:
That staff be directed to offer Directors a series of Indigenous intercultural training, learning and coaching opportunities in 2023.

Alternative 2

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

IMPLICATIONS

Intergovernmental Implications
Intercultural skills competency of CRD Board Directors will support implementation of inclusive governance commitments, and will support the development of respectful government-to-government working relationships. Building understanding of Indigenous perspectives will help support respectful and inclusive interactions with First Nations and will help mitigate risks.

The CRD Board faces heightened scrutiny on how the organization is translating reconciliation commitments into meaningful action, in the context of societal shifts towards reconciliation as well as increasing diversity, equity and inclusion. Providing opportunities for intercultural skills training for the incoming Board helps demonstrate a commitment to ongoing learning and transformation.

Intercultural Training Series
In recognition that Board Directors have varying degrees of experience working directly with First Nations, a range of intercultural training sessions are proposed as follows.

1. Primer in First Nations Relations: The orientation for all incoming Board Directors will include an overview of local First Nations, the CRD's Statement of Reconciliation, resources available, ongoing First Nations relations work, and emerging priorities.

2. Cultural Perspectives: This 2 hour online training will provide participants with an overview of colonization history in Canada from first contact to the social impact of residential schools on the lives of Indigenous peoples. Through understanding our shared history, participants learn the importance of reflecting on unearned advantage and building cultural intelligence to become effective allies. The learning objectives include:
    a. History of residential schools and their current impact on Indigenous communities
    b. The legacy of colonization and current day examples
    c. The role and responsibility of allies
    d. Unearned advantage and cultural intelligence
    e. Basics to build on for showing respect, following protocols, and working with Indigenous communities

This training is open to all Directors and is essential for those who didn't attend the 2022 Intercultural Skills Training, so that there is a common understanding of the history and ongoing legacy of Indigenous-Crown relations.

In addition for 2023, staff are recommending some new and more advanced training opportunities to continue the cultural education and skill development of Directors.

3. Building Local Relationships: 3-hour in person training which will be optional but recommended for Directors. The course will provide participants with strategies to strengthen their relationships with Indigenous individuals, organizations, and communities. This workshop is strongly experiential, utilizing the knowledge of invited speakers and by participating in sharing circles, following local protocols. Learning objectives include:

a. Identifying examples where decision-making can be affected by assumptions and bias;
b. Identifying examples of how known and assumed unearned advantage can impact relationships and communication with Indigenous families;
c. Defining cultural safety, identify what culturally safe practices look like, and how they can be introduced.

This training will be open to all Directors who have taken the 2022 or 2023 Cultural Perspectives Training.

4. Indigenous Relations Coaching: Optional, one-on-one coaching for Directors who would like support navigating difficult conversations or other aspects of First Nations relations. For 2023, 1- 2 hours with an expert in Indigenous intercultural government relations.

This coaching will only be available for those Directors who have taken the 2023 Building Local Relationships training.

In addition to the training opportunities identified above, staff will also seek opportunities to enhance the Board's understanding of Indigenous rights and law, particularly regarding the legal and regulatory implications for local governments of BC's Declaration Act on the Rights of Indigenous Peoples. This could be offered either in a lunch-and-learn format or as a topic for the Forum of all Councils in 2023.

Financial Implications
It is estimated that intercultural skills training for Board Directors will cost up to $15,000 - $20,000 in 2023. Funding is available through the First Nations Relations 2023 budget as well as carry-forward from the 2022 budget that is available as a result of postponing the Forum of All Councils.

Alignment with Board Priorities & Statement of Reconciliation
This training series supports the CRD's Statement of Reconciliation, specifically the acknowledgement of the fundamental right of self-determination to Indigenous peoples and the recognition that beyond commitments, action is needed to show that the CRD is taking measurable steps towards a better relationship with Indigenous peoples. This training also supports Board Priority 3a-1 regarding looking to First Nations for leadership in understanding how to create new regional planning and decision-making systems. Increased skill in intercultural awareness will facilitate and enhance how we are able to work together.

This training is also in line with the CRD Board's diversity and inclusion statement, which reads: "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."

CONCLUSION

A series of Indigenous intercultural skills training will support CRD Directors in building positive, respectful and reciprocal working relationships with First Nations participating in CRD Board committees and commissions as well as in direct government-to-government meetings. This training will help operationalize the Board's Statement of Reconciliation, commitment to inclusive governance with First Nations, and Diversity and Inclusion statement. Deepening understanding of cultural perspectives, approaches to building local relationships, Indigenous law and the UN Declaration on the Rights of Indigenous Peoples, along with support for Directors in learning how to navigate difficult conversations, will help foster respectful dialogue and engagement with First Nations.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:
That staff be directed to offer Directors a series of Indigenous intercultural training, learning and coaching opportunities in 2023.

Submitted by:	Caitlyn Vernon, MES, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Acting Chief Administrative Officer

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REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 07, 2022

SUBJECT First Nations Relations Operational Update

ISSUE SUMMARY

To provide, for information, an update on some of the recent initiatives underway in support of the Board priority of advancing strong relationships with First Nations.

BACKGROUND

The CRD's Statement of Reconciliation acknowledges the fundamental right of self-determination to Indigenous peoples, and commits to working with First Nations through the governance systems they choose. Recent initiatives of the First Nations Relations Division to support this goal include:

- Building relationships with First Nation Leadership and Land Managers in the region regarding archaeological and Indigenous cultural heritage management and conservation. To date we have met with and established communication channels with the Songhees Nation, Esquimalt Nation, T'Sou-ke Nation, Pacheedaht First Nation, and the W̱SÁNEĆ Leadership Council on behalf of Tsawout, Tsartlip and Tseycum First Nations. Regular meeting series have been established with the Songhees Nation and W̱SÁNEĆ Leadership Council to allow for continued relationship development and information sharing with the goal of collaborative heritage management.

- Assisting Legislative Services to communicate opportunities for First Nations to vote in upcoming municipal elections.

The CRD's Statement of Reconciliation recognizes the gap in wealth between First Nations and settler governments, and commits to working towards a prosperous economic future for all. Recent initiatives of the First Nations Relations Division include:

- Supporting Environmental Resource Management to negotiate a partnership agreement with the W̱SÁNEC Leadership Council that may include employment and economic opportunities, as part of implementation of the Solid Waste Management Plan.

- Establishing standing offer contractual agreements to enable cultural monitors to participate in project work, where required (e.g., areas of cultural or archaeological significance).

- Offering timber for firewood and ceremonial purposes and gravel to several First Nations in the region.

- Assisting Integrated Water Services to respond to First Nation requests and ongoing discussions related to water and wastewater servicing capacity and rates.

- Engaging a consultant to scope out how to increase Indigenous employment within the CRD in a way that is culturally safe and supportive of communities' employment goals. Between May to September 2022, the consultant is speaking with First Nations and urban Indigenous communities regarding their employment goals, capacity and interest for engaging with CRD employment initiatives, and what makes a culturally safe workplace. The consultant is also speaking with CRD divisions and unions about opportunities for Indigenous employment initiatives at the CRD, and is researching wise practices for supporting Indigenous employment. The consultant's recommendations are expected to address how to collaborate with Indigenous communities regarding employment initiatives, wise practices on workplace cultural safety and Indigenous employment, how to support and enhance internal CRD preparedness for Indigenous employment initiatives, and proposed next steps to co-develop employment programming with Indigenous communities. Staff will bring forward recommendations and a budget request to the Board on receipt of the consultant's recommendations on program design and the delivery model.

The CRD's Statement of Reconciliation recognizes the integral relationship First Nations have with the land and water, and commits to working together to take care of the land while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. Recent initiatives of the First Nations Relations Division include:

- Exploring opportunities with Environmental Resource Management and the W̱SÁNEĆ Leadership Council for collaboration in relation to solid waste management opportunities.

- Developing content and providing input into the Regional Parks and Trails Strategic Plan. Supporting Regional Parks with First Nations engagement related to the Regional Parks and Trails Strategic Plan.

- Working with Regional Parks to include Indigenous cultural heritage and archaeological site conservation planning for the management plans of Roche Cove, Matheson Lake & East Sooke Regional Parks. This includes collaboration with the T'Sou-ke Nation and Sc'ianew (Beecher Bay) First Nation to develop respectful and culturally appropriate approaches aimed at managing and protecting archaeological sites and areas of cultural importance in the Parks.

- Advising on and supporting First Nations engagement regarding requests from Regional Parks and Electoral Area community parks for Indigenous cultural input into signage and naming.

- Providing archaeology training to CRD staff, contractors/consultants, and volunteer organizations.

- Providing archaeological project support to IWS, Facilities Management and Engineering Services, and Regional Parks (e.g., Regional Trail Widening and Lighting, Mill Hill wastewater infrastructure upgrades, Bowker Creek Sewer Rehabilitation Program E&N Phase 4, Veitch Creek Trestle).

- Creation of Project Summary templates and data submission checklists to facilitate and streamline communications between Project Managers and First Nations – aimed at Projects with an archaeological or Indigenous cultural heritage component. Template has been reviewed and informed via discussions with W̱SÁNEĆ Leadership Council and Songhees Nation.

- Working with Juan de Fuca Local Area Services and Protective Services to respond to First Nation requests related to land use planning, archaeological site management and Indigenous cultural heritage conservation.

- Collaborating with Southern Gulf Islands volunteer park commissioners and contractors to manage and protect archaeological sites.

One of the Calls to Action from the Truth and Reconciliation Commission was to provide education "on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism." The First Nations Relations Division has offered the following education initiatives in 2022:

- In February, the CRD Board was offered a 3-hour online Introduction to Cultural Perspectives Training, delivered by Indigenous Perspectives Society. 26 Directors and Alternate Directors participated.

- So far, 535 CRD staff have participated in online Cultural Competency Seminar, with 90 minutes offered by Indigenous Perspectives Society and 30 minutes by First Nations Relations staff. An additional five seminars will be offered in the fall of 2022, for staff as well as for CRD Southern Gulf Island Community Parks Commissioners.

- CRD Executive Leadership Team, plus those managers and staff who work directly with members from the local First Nations, have been offered a 3-hour in-person Building Local Relationships Workshop, delivered by Indigenous Perspectives Society. Eight workshops were offered between March to June 2022, reaching 134 staff from six divisions. Two additional workshops are being scheduled for fall of 2022, with one for Salt Spring Island staff and Commissioners, and one for Southern Gulf Island Commissioners.

- First Nations Relations and Corporate Communications continue to proactively identify opportunities for education, such as was done with informative posts for all staff related to National Indigenous History Month, National Indigenous Peoples Day, the First Nations Relations Communication Framework, and inclusive language in the workplace.

Upcoming initiatives and identified needs for the First Nations Relations Division include:

- Scope, develop and implement a Reconciliation Action Plan, across all CRD Divisions;
- Develop a Strategic Engagement Framework that clarifies roles and responsibilities amongst CRD divisions pertaining to First Nations engagement, with associated mechanisms to support First Nations capacity to liaise with CRD works;
- Collaborate with Nations to host events for Directors and volunteer commissioners to attend;

- Work with SGI staff and commissioners to consider Indigenous naming and signage for SGI community parks;
- Develop a mechanism for more regular First Nations Relations updates across all CRD divisions;
- Address archaeology in the context of development, building permits, and Official Community Plans for the Juan de Fuca Electoral Area;
- Develop and implement a mechanism to track metrics related to internal and external requests for First Nations Relations advice and support with First Nations engagement; and
- Evaluate & propose efficiencies and reconfigurations for First Nations Relations staff capacity, given increasing demands.

IMPLICATIONS

Intergovernmental Implications
By uplifting self-determination, promoting opportunities for economic prosperity and for taking care of land and water, and raising awareness amongst CRD staff and Board, these initiatives contribute toward efforts to build trusting, reciprocal government-to-government relationships with First Nations. By exploring ways to support First Nations economic opportunities, such as through wastewater and water servicing, the CRD is taking steps to support the economic goals of First Nations.

Alignment with Board Priorities, Existing Plans & Strategies
The work of the First Nations Relations Division aligns with the Board priorities of taking measurable steps toward developing respectful government-to-government relationships and partnerships with First Nations to foster shared prosperity for all, while working together to take care of the land and water. The work of the Division supports the ability of the CRD across all divisions to engage with First Nations on all relevant plans and strategies and to implement the CRD's Statement of Reconciliation.

CONCLUSION

The First Nations Relations Division's governance, shared prosperity, land stewardship, training and operational support initiatives further the Board priority of advancing strong relationships with First Nations.

RECOMMENDATION

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

Submitted by:	Caitlyn Vernon, MES, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Acting Chief Administrative Officer

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4407

****

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

****

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

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

A. SCHEDULE A, PART 2, SECTION 3.0 FORESTRY ZONE – AF

(a) By adding a new paragraph 3.01(h) as follows:

"(h) portable sawmill accessory to a principal residential use on That Part of Lot 87, Renfrew District, Lying to the East of a Boundary Parallel to the Easterly Boundary of Said Lot and Extending From a Point on the Northerly Boundary of Said Lot Distant 10 Chains from the North East Corner of Said Lot and to the South of the Northerly Boundary of Plan 109 RW, Except Part in Plan 16260, PID: 006-452-230.";

(b) By deleting subsection "3.03 Density" in its entirety and replacing with the following:

3.03 <u>Density</u>

a) One one-family dwelling per lot;

b) One secondary suite or one detached accessory suite per lot;

c) The maximum area devoted to an accessory portable sawmill use shall be 0.5 ha.

(c) By deleting subsection "3.07 Yard Requirements" in its entirety and replacing with the following:

3.07 <u>Yard Requirements</u>

a) The front, side, rear and flanking yards for an accessory portable sawmill use shall be a minimum of 30 m;

b) For all other buildings and structures, the front, side, rear and flanding yards shall be a minimum of 15m.

(d) By adding a new subsection "3.08 Screening" as follows:

3.08 <u>Screening</u>

a) A vegetative screen, consisting of coniferous vegetation native to the region that is not less than 2 m high and 5 m deep and spaced no less than 2 m apart, or a solid fence, at least 2.5 m in height, shall be located and maintained around the perimeter of the portable sawmill operation.

(e) By adding a new subsection "3.09 Portable Sawmill" as follows:

3.09 <u>Portable Sawmill</u>

a) Persons employed at a portable sawmill operation are limited to persons normally resident in the dwelling unit to which it is incidental plus up to three non-resident employees;

b) A portable sawmill shall operate between the hours of 9 am and 3 pm, Monday to Friday, excluding statutory holidays;

c) In addition to the hours specifed in paragraph 3.09(b), sales from a portable sawmill shall be permitted on Saturdays between the hours of 9 am and 5 pm, excluding statutory holidays;

d) Notwithstanding Part 1, Section 4.01(2)(c), the maximum total floor area of buildings and structures devoted to an accessory portable sawmill use shall be 60 m^2;

e) Portable sawmill and related operations shall not create noise that exceeds a level of 55 dB when measured at the property line.

2. This bylaw may be cited as “Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 150, 2021”.

READ A FIRST TIME THIS	14th	day of	July,	2021
READ A SECOND TIME THIS	14th	day of	July,	2021
READ A THIRD TIME THIS	8th	day of	September,	2021
ADOPTED THIS		day of		

CHAIR CORPORATE OFFICER

Making a difference...together

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **Public Hearing Report on Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022"**

ISSUE SUMMARY

To receive the Report of the Public Hearing for proposed Bylaw No. 4473, held on September 7, 2022, and continued on September 8, 2022, and to consider Bylaw No. 4473 for third reading and adoption.

BACKGROUND

At its meeting of August 10, 2022, the Capital Regional District (CRD) Board gave first and second reading to Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022", and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4473.

Proposed Bylaw No. 4473 (Appendix A) would amend Bylaw No. 3109, "Comprehensive Community Development Plan for Port Renfrew Bylaw No. 1, 2003" by rezoning the subject property from Marine (M) to a new Commercial Marina (CM-1) zone for the purpose of permitting a commercial marina, community use services, food service establishments and retail establishments, and to a new Heritage Conservation (HC) zone for the purpose of protecting the integrity of and access to local First Nation cultural sites.

A public hearing for Bylaw No. 4473 was held on September 7, 2022, and continued on September 8, 2022. Twelve submissions from members of the public and a signed petition from the proponent with 138 signatures were received in response to the notice of public hearing. Forty-four members of the public attended the hearing either electronically or in-person at the Juan de Fuca Local Area Services Building, or in-person at the Port Renfrew Community Hall. The Report of the Public Hearing is attached as Appendix B.

ALTERNATIVES

Alternative 1

1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022" which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 7, 2022, and continued on September 8, 2022, for Bylaw No. 4473, be received;
2. That Bylaw No. 4473 be read a third time; and
3. That Bylaw No. 4473 be adopted.

Alternative 2

That the minutes that form the Report of the Public Hearing for Bylaw No. 4473, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 7, 2022, and continued on September 8, 2022, for Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022", be received.

IMPLICATIONS

Referral Process Implications

Bylaw No. 4473 was referred to external agencies, to CRD departments and to a Public Information meeting in February 2022. Referral comments were returned and the CRD Board gave first and second reading to Bylaw No. 4473 at its meeting on August 10, 2022.

Regional Growth Strategy

Section 445 of the *Local Government Act* requires that all bylaws adopted by a regional district board after the board has adopted a Regional Growth Strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the Port Renfrew OCP area is consistent with the OCP, it does not proceed to the full CRD Board for a determination of consistency with the RGS. The proposed zoning amendment is consistent with the policies of the Port Renfrew OCP.

Public Hearing

The CRD Board gave the bylaw first and second reading, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4473 at its meeting of August 10, 2022. The public hearing was held electronically and in-person at the Juan de Fuca Local Area Services Building in Otter Point on September 7, 2022, and continued in-person at the Port Renfrew Community Hall in Port Renfrew on September 8, 2022.

Twelve submissions were received in response to the notice of public hearing. One submission supported the application. The remaining eleven submissions included comments related to environmental impacts and site services for water and sewage treatment, and to desired changes to the consultation process including holding the public hearing in Port Renfrew. Comments also included a request for the current OCP to be reviewed and updated, and for development activities to be more closely monitored and enforced. One submission stated opposition to the application. A petition with 138 signatories supporting the application was received from the proponent.

Forty-four members of the public attended the hearing in-person or electronically. Twenty members of the public spoke at the hearing. Eleven members of the public stated general support for the proposal. Two members of the public stated support for the proposal if the development complies with regulatory requirements. Comments were also made regarding improvements in process, the desire to update the OCP, oversight of development practices, and site servicing and infrastructure. Comments were received from the Fire Chief, Port Renfrew Volunteer Fire Department, supporting the emergency and fire protection services items addressed by the applicant, including use of marina's helicopter pad by Emergency Health Services and the Coast Guard. Comment was also received from the Chief, Pacheedaht First Nation, thanking the CRD for coming to the traditional territory of the Pacheedaht to receive input from the community of Port Renfrew. The Report of the Public Hearing, including all submissions received is attached as Appendix B.

Land Use

Schedule 'A' of the Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 3109 (the "OCP"), designates the subject property, which is defined by Crown Lease #927321, as Marine Protection (M). The Marine Protection designation does not support log booming operations, and is silent on other maritime uses. The subject property is currently zoned Marine (M) under Schedule 'B' of Bylaw No. 3109, which only permits private boat docks.

The proposed uses in the Commercial Marina (CM-1) zone include commercial marina, community use services such as government services, food service establishments and retail establishments. These were authorized under Temporary Use Permit TP000008. The Permit expired on July 24, 2022, and there is no option to renew the permit for another term.

Construction of the breakwater and dock facilities was approved by the Province through the issuance of the original Licence of Occupation. At that time, the Province required detailed environmental assessments that led to the present location and configuration of the breakwater structures. The marina provides a year-round safe harbour and plays an important economic role for the surrounding community.

Construction of a picnic shelter and the siting of portable washrooms and marina office were permitted under the temporary use permit. Modifications to the picnic shelter have been made without a building permit and are to be brought into compliance with the *BC Building Code* in accordance with comments from CRD Building Inspection and Protective Services. The applicant wishes to keep the existing structure and has agreed to provide building inspection staff with a code analysis, detailing any requirements for bringing them into compliance. However, in order to issue building permits, the use must first be permitted under the land use bylaw.

The lease area is currently located outside the Port Renfrew Fire Protection Local Service Area. Inclusion of the parcel in the service area requires a service area bylaw amendment, which would be subject to confirmation from Protective Services that hazards have been identified and that the required resources can be put in place to provide service to the area. The process to review and amend the service area bylaw is currently underway in consultation with the applicant.

CRD staff had several conversations during the referral period with representatives of Pacheedaht First Nation regarding the proposal to rezone the marina lease area. Pacheedaht have expressed ongoing concern regarding environmental conditions associated with marina operations and with the location of the marina breakwater structures. Approval of the breakwater location was the subject of the Provincial lease application process and any concerns related to the marine environment are the jurisdiction of the federal and provincial governments.

Pacheedaht expressed additional concern regarding the status of buildings associated with the marina operation and with the impact of the marina on adjacent sea caves that hold significant cultural and archaeological importance to the Nation. This includes potential impact to the cave feature at registered archaeological site DdSc-24, also known as Cave 3. A second cave (Cave 2) is located in close proximity to registered archaeological site DdSc-24. Cave 2 is considered to have high archaeological potential and is of significant importance to Pacheedaht.

CRD staff and Pacheedaht representatives discussed the option of including a new Heritage Conservation (HC) zone to cover an area of foreshore fill to the north of the caves. The intent of the Heritage Conservation zone is to protect Caves 2 and 3, and to provide access to Cave 3 by Pacheedaht for cultural purposes. Proposed permitted uses are limited to *heritage conservation*, which is defined as, “the conservation of lands that have been identified as an area requiring protection or access for cultural or heritage purposes.”

With regards to environmental impacts of the marina infrastructure and operations, Ministry of Forests, Lands and Natural Resource Operations and Rural Development (FLNR) staff confirmed that an extensive review was conducted during the lease application process, and that concerns related to current impacts should be brought to the attention of the Resource Manager for investigation and action by the Province.

Based on comments received at the public hearing, changes made to the bylaw as result of consultation with Pacheedaht First Nation, and comments received through the referral process, staff recommend Alternative 1.

CONCLUSION

A public hearing for Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022", was held on September 7, 2022, and continued on September 8, 2022. The minutes are attached as the Report of the Public Hearing.

The purpose of this zoning bylaw amendment application is to rezone the subject property from Marine (M) to a new Commercial Marina (CM-1) zone for the purpose of permitting a commercial marina, community use services, food service establishments and retail establishments, and to a new Heritage Conservation (HC) zone for the purpose of protecting the integrity of and access to local First Nation cultural sites. Staff recommend Alternative 1: that the minutes of the public hearing be received, that the proposed bylaw be given third reading, and that the bylaw be adopted.

RECOMMENDATIONS

1. That the minutes that form the Report of the Public Hearing for Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022" which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 7 and continued on September 8, 2022 for Bylaw No. 4473, be received;
2. That Bylaw No. 4473 be read a third time; and
3. That Bylaw No. 4473 be adopted

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Proposed Bylaw No. 4473
Appendix B: Report of the Public Hearing September 7, 2022

Appendix A: Bylaw No. 4473

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4473

A BYLAW TO AMEND BYLAW NO. 3109,
THE "COMPREHENSIVE COMMUNITY PLAN FOR PORT RENFREW, BYLAW NO. 1, 2003"

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

1. Bylaw No. 3109 being the "Comprehensive Community Plan for Port Renfrew, Bylaw No. 1, 2003" is hereby amended:

A. SCHEDULE B, PART 1, SECTION 1 DEFINITIONS

a) By adding a new definition for "COMMERCIAL MARINA" before the words "COMMUNITY SEWAGE SYSTEM" as follows:

COMMERCIAL MARINA means a facility providing moorage for commercial vessels and private pleasure craft, as well as offices, fuel sales, boat trailer parking and boat storage.

b) By adding a new definition for "HERITAGE CONSERVATION" before the words "HOME BASED BUSINESS" as follows:

HERITAGE CONSERVATION means the conservation of lands that have been identified as an area requiring protection or access for cultural or heritage purposes.

B. SCHEDULE B, PART IV – ZONES

a) By inserting a new "CM-1 (Commercial Marina)" zone, after Section 27, to be read as follows:

SECTION 27A CM-1 (Commercial Marina) Zone

Permitted Uses

1. The following uses and no others are permitted in this zone:
   a) Commercial marina;
   b) Community use services;
   c) Food service establishments;
   d) Retail establishments.
2. The following accessory uses and buildings are permitted in this zone:
   a) Any buildings or structures accessory to any of the above listed uses.

Regulations

3. On a parcel of land located in this zone:

   Height

   a) No principal building or structure shall exceed 9.75 metres in height.
   b) No accessory building or structure shall exceed 6 metres in height.

b) By inserting a new "HC (Heritage Conservation)" zone, after Section 27, to be read as follows:

SECTION 28 HC (Heritage Conservation) Zone

Purpose

The intent of this zone is to protect archaeologically and culturally significant features and access to those features.

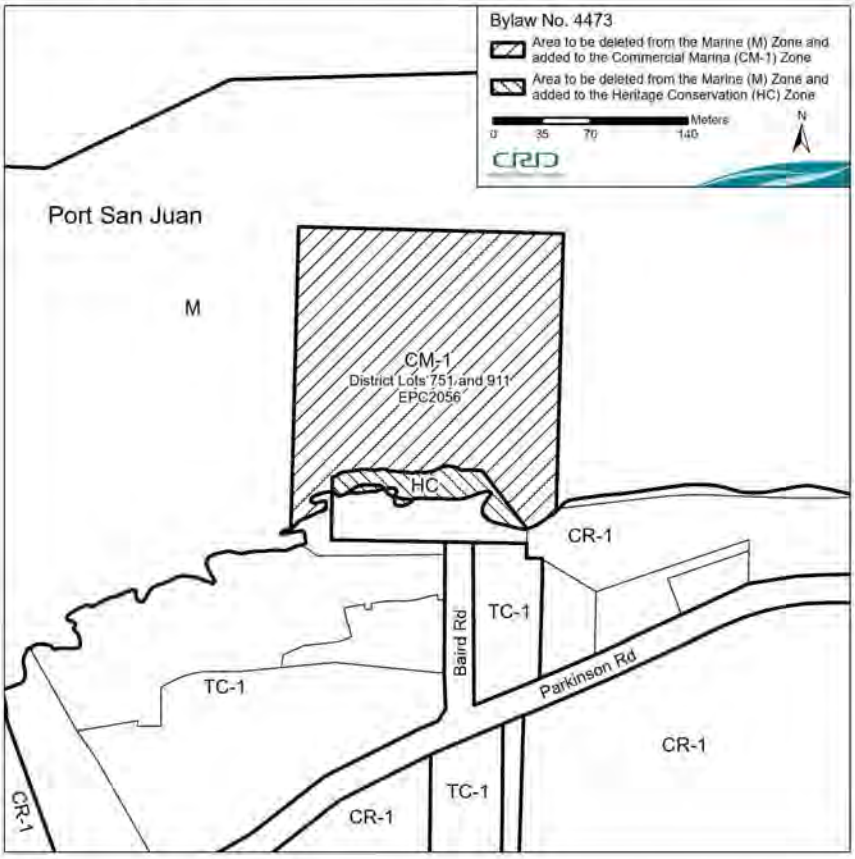
Permitted Uses

1. The following uses and no others are permitted in this zone:
   a) Heritage conservation

C. SCHEDULE B, MAP NO. 3 – ZONING

a) By deleting Blocks D and E, District Lots 751 and 911, Renfrew District, Plan EPC2056, Lease #927321, from the Marine (M) zone and adding said Lease area to the CM-1 (Commercial Marina) and HC (Heritage Conservation) zones, as shown on Plan No. 1, attached to and forming part of this bylaw.

Plan No. 1 of Bylaw 4473, an amendment to Bylaw No. 3109



2. This bylaw may be cited as Bylaw No. 4473, "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022".

READ A FIRST TIME THIS day of , 2022.

READ A SECOND TIME THIS day of , 2022.

READ A THIRD TIME THIS day of , 2022.

ADOPTED THIS day of , 2022.

CHAIR CORPORATE OFFICER

Appendix B: Report of the Public Hearing

REPORT OF PUBLIC HEARING
held at the Juan de Fuca Local Area Services Building
3-7450 Butler Road, Otter Point, BC
September 7, 2022, at 7:00 pm

SUBJECT: **BYLAW NO. 4473**, cited as "Comprehensive Community Development Plan for Port Renfrew, Bylaw No. 1, 2003, Amendment Bylaw No. 14, 2022"

PRESENT: **Director M. Hicks**, Chair by Resolution of the Capital Regional District Board on Wednesday, August 10, 2022
CRD Staff: I. Lawrence, Senior Manager; JdF Local Area Services;
W. Miller, Recorder

PURPOSE OF THE HEARING:

Bylaw No. 4473 will amend Bylaw No. 3109, "Comprehensive Community Development Plan for Port Renfrew Bylaw No. 1, 2003" by rezoning the subject property from Marine (M) to a new Commercial Marina (CM-1) zone for the purpose of permitting a commercial marina, community use services, food service establishments and retail establishments, and to a new Heritage Conservation (HC) zone for the purpose of protecting the integrity of and access to local First Nation cultural sites.

NOTICE: Notices were inserted in two (2) consecutive issues of the Sooke News Mirror appearing on August 25, 2022, and September 1, 2022.

ATTENDANCE: 12 EP; 1 In-person

EP – Electronic Participation

The Chair declared the public hearing open at 7:00 pm.

The guidelines and procedures of the public hearing and the Notice of Public Hearing were read to those present.

I. Lawrence advised that at the close the working day twelve submissions were received from members of the public, and a signed petition was received from the proponent in response to the notice of public hearing. All submissions will form a part of the record of the public hearing.

Janice Hiles:
- read a letter at a public information meeting in 2018 when the initial rezoning proposal was being considered
- did not feel heard and felt threatened after voicing concerns at that meeting
- the 2018 meeting was scheduled before the Christmas holidays and tonight's meeting was scheduled after a long weekend
- little change has been made since 2018 to address concerns expressed
- concerns remain regarding sewer, water, drainage, roads, sidewalks, bridge infrastructure, affordable housing and lack of employees
- the biggest issue is the twenty year old Official Community Plan (OCP)
- a new OCP would give the local community a say in how development proceeds

- the food truck with picnic shelter permitted under the temporary use permit has grown to a full licensed restaurant building without permits
- the temporary use permit has expired, but all uses continue to operate
- pays property taxes but it not clear what the taxes are paying for
- tired of the wild west approach of developing and then asking for approvals
- cannot be quiet about a rezoning application that leaves a property zoned for a commercial marina, community use services, food service establishments and retail establishments that leaves a development without a sewer connection, a current water connection, fire protection or a designated road access and a twenty year old OCP that was designed for a very different Port Renfrew
- supports halting development until there is a new OCP

Roxy Jones, Pacheedaht First Nation, stated that it is unclear as to who is at the meeting or if there is Pacheedaht First Nation representation at the meeting as no introductions were made.

The Chair introduced himself and staff and read aloud the names of the electronic attendees.

Roxy Jones
- this process needs to be a collaborative process
- information is lacking regarding this process
- this process is not consultation
- will be leaving the meeting as there is no Pacheedaht leadership representation

Ian Vantreight
- acknowledged the absence of Pacheedaht leadership representation
- rezoning addresses and formalizes the temporary uses
- supports the two proposed new zones

The Chair clarified that the CRD has been in direct consultation with the Pacheedaht First Nation through a separate process.

Karin Simmons
- is a visitor to Port Renfrew
- has submitted a written comment
- Port Renfrew is on the cusp of development and this development is just the tip of the iceberg
- does not support developments receiving rubber stump approval
- lost beach access when the proponent developed the marina in Mill Bay

Robert Van De Weghe
- owns property in the community
- supports transparency
- supports a good community plan
- supports greater community involvement to direct development
- supports development of the marina if the development is done in the right way

At 7:18 p.m. the Chair adjourned the Public Hearing, advising that the resumption of the Public Hearing would commence at 7:00 pm on September 8, 2022, at the Port Renfrew Community Hall. No electronic means of participation will be available at that location.

REPORT OF PUBLIC HEARING
continued at the Port Renfrew Community Centre
6638 DeeringRoad, Port Renfrew, BC
September 8, 2022 at 7:00 pm

The Chair resumed the Public Hearing on September 8, 2022, at 7:01 pm.

PRESENT: Director M. Hicks, Chair by Resolution of the Capital Regional District Board on Wednesday, August 10, 2022
CRD Staff: I. Lawrence, Senior Manager; JdF Local Area Services;
W. Miller, Recorder

ATTENDANCE: 32 In-person

The guidelines and procedures of the Public Hearing were read to those present and the Chair called for comments from those in attendance.

Andrew Purdy
- supports the marina

Brandon Tetreault
- kitchen manager at the marina
- wants to provide the best service to the town and the community, but cannot do that with the existing facilities
- wants to do things better

John McDonald
- supports the marina

Mikyla Weeks
- works at the marina
- enjoys working for the company, which has great staff and management
- there is opportunity for marina facilities to grow, increasing tourism and revenue for the community

Ward Bond
- the marina facility has improved over the last six years
- the marina is a great thing for the community

Carl Wilkinson
- owns property in the community
- employed by local employers including the applicant
- supports the marina

Dan Quigley
- owns property in the community
- marina facility will provide opportunity to protect the water by building alliances with the Coast Guard and the Pacheedaht First Nation
- supports the marina

Janice Hiles restated the comments expressed on September 7.

Duane Shaw
- owns property in the community
- supports the marina

Scott Phillips
- owns property in the community
- change is inevitable
- in favour of the marina
- not in favour of the process of how the marina was established
- the initial development plan presented in 2016 was simple
- the initial gazebo, food truck and washroom facilities have become non-conforming through expansion
- community members have submitted numerous complaints over the years regarding non-compliance
- understands that, for a building permit to be issued, the zoning needed to be in place
- supports pausing the rezoning until building permit approvals are received

At this time, the Chair acknowledged Chief Jones and thanked him and the Pacheedaht First Nation for having this gathering in their territory.

William Toulmin, Fire Chief
- making comment as the fire chief for the volunteer fire department
- emergency and fire protection concerns were heard and requests met by the developer
- as the community knows, BC Ambulance Service stopped use of the school field as a helicopter pad
- the marina entered into a memorandum of understanding for emergency helicopter access, which has been used for criterial lifesaving services

Brandon Tetreault
- the comments expressed this evening support the desire to build a proper and better restaurant facility

Francine Kuzman
- there has been a lack of transparency
- disregarding the community's input and moving things forward does not make for a friendly neighbour
- questions if things will be done right
- questions where the marina is getting its water

Anne Woods
- is a visitor to Port Renfrew
- loves the nature and beauty of Port Renfrew
- Port Renfrew deserves development that respects the nature of the area, including many unmapped streams that travel through blasted development areas
- supports proper environmental assessments
- cannot understand how Island Health could support a restaurant facility that is not up to code
- questions if proper environmental assessments were done for the marina site and if the assessments are available
- the marina site should not be developed further until proper water and sewer servicing and environmental assessments are in place

Chief Jones
- thanked the CRD for bringing the meeting to the community
- locals deserve a voice
- the area has seen considerable change over a short amount a time
- the CRD needs slow down to determine the best communication process
- the CRD needs to ensure that the development is done properly

Dan Kuzman
- fish carcasses from the marina facility are washing up on the shore which is causing a health concern for local dogs
- requests that the marina find a different way to address waste carcasses

Rob Wilson
- supports the marina
- if the community asks a developer to be held accountable for breaking rules, residents should also hold themselves accountable for the rules they have broken

Scott Phillips
- relayed concern received from another community member regarding the state of the stairway to the marina as it requires repair

The Chair called three times for further discussion on the bylaw and hearing none closed the public hearing on Bylaw No. 4473 at 7:27 pm.

CHAIR, Director M. Hicks

From: [redacted]
To: idf info
Subject: Bylaw4473 public hearing.
Date: Thursday, August 25, 2022 2:53:49 PM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

I appreciate that the crd is holding a public hearing in regard to bylaw 4473.
I do not however understand why this meeting is not being held in Port Renfrew.
Much of Port Renfrew has inadequate internet connections, unreliable at best.
The in person hearing is being held over an hour away in a completely different town on the first evening after a long weekend.
Covid rules say that we can get together,
I can not understand why this public hearing is not being held in the town of Port Renfrew.
The people of this community deserve to be listened to by a real person not be represented by a little head on a screen.
Thank you for looking into this for me. I look forward to your response.
Janice Hiles
[redacted]

From: Lynne
To: idf info
Subject: Fwd: Bylaw 4473 Port Renfrew
Date: Friday, August 26, 2022 9:39:25 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

> This meeting should be in Port Renfrew for numerous reasons.
>
> 1) A public meeting should be held here so PORT RENFREW residents can attend without the undue burden and expense to travel to another city. Many of us work and could not make it to the meeting given the travel time.
> 2) Many community members do not have access to reliable internet service and computers to attend electronically.
> 3) A public meeting was recently held at the Community Centre by the PR Community Economic Development group so the "COVID-19 situation" is not a valid reason for not having a local meeting.
> 4) CRD has restricted residents from having a say in the future of our community. Many years have gone by and continued requests for updates to our OCP have been promised and then promptly ignored. We do not agree that developers should shape our future as suggested.
> 5) We as a community do have a right to be heard in a public forum of our peers and have our questions answered by both decision makers and developers. Many of us have requested information on the proposed development and have yet to get answers. Why would we continue to send written submissions that are never addressed?
> 6) The meeting would give CRD an opportunity to rebuild trust in the community it serves. The appearance of a lack of transparency on issues related to proposed development has a negative impact on all of us and undermines CRD's authority overall.
> Please reschedule this meeting in Port Renfrew where it belongs.
>
> Regards,
> Lynne Conlin

From: Michelle Morrison
To: jdf info
Subject: September 7th - Bylaw No. 4473
Date: Friday, August 26, 2022 4:31:59 PM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

May you please host the September 7th meeting at the community center in Port Renfrew; as you already know there are many obstacles to community engagement and empowerment in this small, remote town.
Beginning to face these challanges as an ally of the townspeople means closing the gap on the factors contributing to community engagement and allowing residents to have an active role in the development of the town that they call home.

The goal of the revision of zoning, in part, is to protect the integrity and access of the local First Nations people cultural sites.

Bringing these topics to the people means keeping up to 100+ local residents from having to commute 2 hours for the hearing. You must know that Internet also poses a challange. Keep the power in the hands of the people, as this may affect their daily lives in intimate and profound ways.

Michelle L. Morrison

From: John Wells
To: jdf info
Subject: Full support
Date: Wednesday, August 31, 2022 6:36:03 PM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

I fully support this development for the purpose of future positive grown & employment. Twenty or more businesses run out of the marina and support many more including the two fish plans in town. Accommodations for these anglers coming to Renfrew support at least three cleaning companies.
It spreads to the store , gas not to mention the Province's benefits.
John Wells

From: [redacted]
To: idf info
Subject: Contact Us - Submission
Date: Tuesday, September 06, 2022 10:16:41 AM

The following message was received through the form at 'https://www.crd.bc.ca/contact-us?r=juan-de-fuca-information'. Neither the name nor the e-mail address can be confirmed as accurate.

••

Your Name:
Karin Simons

Your Email Address:
[redacted]

Message:
September 5th ,2022

Dear CRD,

Re: A Bylaw to amend Bylaw No. 3109

I wish to register this written submission to state my opposition to Bylaw to amend Bylaw 3109 at the public hearing on Wednesday September 7th to debate to consider adoption of an amendment to Bylaw No.4473. In plain language, I believe that it means the hearing will determine whether a commercial marina, restaurants and retail establishments will be permitted at the Pacific Gateway Marina site. Any temporary permits they held over the past 12 years have expired and did not include building permits. It seems to me the proper process has not been followed and any attempts to "fix it" by amending multiple bylaws is not acceptable.

Port Renfrew is on the cusp of some major changes and explosive growth and it is crucial that lending multiple bylawa ong term vision, planning and land management principals guide the community forward. The Official Community Plan was last updated in 2004, long before any of the current large scale development applications were submitted.

I believe that the people of Port Renfrew should have the opportunity to participate in updating their Official Community plan before any further building permits are granted or any more bylaws are amended to accommodate development applications. This will give the community time to address issues related to marine preservation, community solutions for water, sewage disposal, fire safety, stream mapping, riparian studies, community housing and develop long term growth strategies.

A new OCP also needs to include serious consideration of indigenous rights and reconciliation.

I oppose this development application until the OCP can be reviewed and updated as Port Renfrew is on the cusp of big changes. We need this to be done right.

Thank you,

Karin Simons

.

From: Sheena Hiles
To: jdf.info
Subject: Port Renfrew public Hearing
Date: Wednesday, September 07, 2022 7:28:34 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

To whom it may concern,
I am writing to express my concern over the development happening within port Renfrew. I do not believe that the development is sustainable and they are giving back little to nothing to the actual community. They do not care about the community who lives there full time. Development permits need to be monitored and enforced better.
Sincerely,
Sheena Christie

From: Clayton Hiles
To: jdf.info
Subject: Pacific Gateway Marina Development
Date: Wednesday, September 07, 2022 7:44:18 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Re: Comprehensive Community Plan Amendment Application RZ000242 (Pacific Gateway Marina)

Dear Land Use Committee,

I am writing to express my concern with the proposed amendment to the Port Renfrew Community Plan RZ000242. I have two major issues with the proposed amendment. (1) The change is not part of the Port Renfrew Official Community Plan, and community input has not meaningfully been incorporated into the creation of the amendment. (2) The proposed amendment, when developed, would significantly increase the number of tourists accessing services in Port Renfrew. While a good goal, there are significant housing and infrastructure issues that will be exasperated if the development goes ahead. This includes one way bridges, insufficient sewage and water utilities, lack of sidewalks, insufficient access to medical care, insufficient internet access, unaffordable housing, and lack of employees.

The two issues I have outlined point toward the need for an updated Official Community Plan. I believe this planning process should be completed before any further development is allowed to occur at the Pacific Gateway Marina.

Thank You,

Clayton Hiles
Victoria, BC

From: Ted Sheaff
To: idf.info
Subject: Port Renfrew planning
Date: Wednesday, September 07, 2022 8:23:32 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

Port Renfrew is at a time of potentially rapid transition. NOW is the time to consider what this transition will look like; and the people of Port Renfrew should be a prominent voice in planning the future of their community.

It is their Community's future that is being considered.

Edward T. Sheaff, PhD

From: lee lavis
To: idf.info
Subject: Port Renfrew planning committee
Date: Wednesday, September 07, 2022 8:48:24 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

I believe the people of Port Renfrew should have the opportunity to participate in updating their Official Community Plan before any further building permits are granted or any more bylaws are amended to accommodate development applications.
This will give the community time to address issues and develop long term growth strategies.
Lee Lavis

From: Carolyn Bendall
To: idf.info
Subject: Port Renfrew Community Plan
Date: Wednesday, September 07, 2022 9:32:43 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

I just found out about this hearing today, and I do not live in Port Renfrew but I am a frequent visitor there. I think it very important that the community of Port Renfrew have time to update their community plan prior to massive development that will further stress their community infrastructure. Those that wish to develop there should also be at the table. I really feel the very precious character of this amazing place is worth this time and effort.

Sincerely
Carolyn Bendall
[redacted]
Cobble Hill

From: Scott phillips
To: jdf info
Subject: Reading of Bylaw 4473
Date: Wednesday, September 07, 2022 10:10:45 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

To the JDF Board of Directors and affiliated staff.

Re; Bylaw No. 4473 – Comprehensive Community Development Plan for Port Renfrew Bylaw Amendment

Thankyou for finally listening to the people(s) request for a Public Meeting to be held in Port Renfrew on September 9th 2022, I request this letter will be submitted into the minutes of the September 08th 2022 in the Sooke Meeting.

We the people of Port Renfrew have been mislead on the whole Pacific Gateway Marina application and all of the non compliance issues, violations of BOTH temporary use Permits (TP00000008 – 2016 to 2019, which expired June 22nd 2022) were raised by the community members of Port Renfrew since the inception of the marina have been ignored.

For the most part, not only my personal view it's the People of Port Renfrew view that we agree that the marina provides employment, contributes to the economy of Port Renfrew, provides air ambulance location, **however it is the documented process in which the Applicant and the JDF board of Directors and affiliated staff have gone about and ignored "DUE Process "**

-

Our official community plan or bylaw 3109 clearly states that as residents we have a say in how our area is developed or not.

In the July 19th 2022 JDf Minutes for the Pacific Gateway Marina are as follows

Members of the public asked questions and raised concerns regarding environmental impacts of the marina infrastructure and operations on the surrounding marine environment, septic disposal, water consumption, the scale of the existing food service facility in relation to the temporary use permit, and the siting and condition of fuel services for the facility

-

CRD Building Inspection advised that an open gazebo had been approved in 2016, but has since been altered to that of a fully enclosed restaurant. The building should either be returned to an open gazebo or permits obtained upon completion of the rezoning to allow the alterations. Approvals for services to new buildings for water, sewage and storm water will required prior to the issuance of building permits

This is clearly a misleading statement --- The applicant must bring all of the Non conforming issues into compliance BEFORE – being issued RE-Zoning

-

Non conforming structures: Construction of a picnic shelter and the siting of temporary portable

washrooms (porta- potties) and marina office were permitted under the existing temporary use permit. Modifications to the picnic shelter have been made without a building permit and are to be brought into compliance with the BC Building Code in accordance with comments from CRD Building Inspection and Protective Services.

There is no mention of the washroom facilities, installation of a holding tank, and installation of a possible septic field to deal with grey water and or sewage, that have been constructed or the VIHA health onsite inspections to the Requirements for a sewerage system which has been installed or who the ROWP (registered onsite wastewater practitioner) and the AP (authorized person) who signed of on this document and submitted it as part of the building permit.

AND NOW .....

The Applicant: The applicant wishes to keep the existing structure(s) and has agreed to provide building inspection staff with a code analysis, detailing any requirements for bringing them into compliance. However, in order to issue building permits, the use must first be permitted under the land use bylaw.

AS a community we strongly ask the JDF Board to PAUSE this application:

We the residents ask that the JDF Board protect all documents and communication and that a "third Party" become involved to look into all of the communication and documents and to make a decision on how to proceed moving forwards in a joint effort to make our community whole again.

In closing:

You have to ask yourself several things: how was the obvious allowed to proceed for over nine years If.....

1. The JDF Board ignored the people of Port Renfrew
2. The JDF Board permitted the applicant to construct a marina and buildings without proper permits in place
3. The JDF board ignored the Patcheedhat First Nation issues when first raised in regards to burial site and the applicant continued to blast and desecrate the area.
4. The Temporary use Permits issued in 2016 and 2019 and the items of compliance were ignored and violated, there obviously was default. The Permits should have lapsed upon notification of default of compliance. Yet the JDF Board of directors allowed a renewal of the permit in 2019 and failed the requirements of the conditions of the permits.
5. There was never a STOP WORK NOTICE or Licence of non occupation posted or filed on any of the non conforming structures, and still is not to this date.
6. Unlawful non conforming water hookup – water was obtained from a cabin situated on the end of Baird road, and supplied the marina with water when VIHA has filled notices on non

th

compliance for Bridgmans food services since (June 27 2018)

7. If the current structures are non conforming, how are they registered on land titles? and if the current zoning is not compliant with the structures as present, how is the applicant allowed to proceed?
8. The applicant now acknowledges the non conforming structures however now wished to keep them as is moving forwards in the Bylaw 4473 adoption.
9. The JDF Building inspector now acknowledges that there are several non conforming buildings onsite, nine years after that fact.

The applicant has a demonstrated history of not following compliance, therefor it is requested by the people and community of Port Renfrew that the following is applied to this re-zoning application;

This Re-Zoning and adoption of Bylaw 4473 should be **paused** until such a time as a third party can review and make recommendation on how to proceed, and also it gives time to the applicant that they can bring all of the concerns from many levels of local government and the default of non-compliance buildings up to code with all issues being addressed **"PRIOR TO " approval to proceed to Bylaw 4473 adoption"'** and not take the attitude of build it, ignore it, and not address the concerns. **THEN ASK FOR FORGIVNESS** and give me the Bylaw 4473, then i'll fix the issues.

Sincerely
Scott Phillips
Port Renfrew Community resident

Sent from Mail for Windows 10

From: Anne Woods
To: jdf.info
Subject: Port Renfrew development: Public hearing tonight Sept. 7th
Date: Wednesday, September 07, 2022 11:27:06 AM

CAUTION: This Email is from an EXTERNAL source. Ensure you trust this sender before clicking on any links or attachments.

As a frequent visitor to Port Renfrew, I would like to voice my concerns regarding development at Port Renfrew. Port Renfrew is an incredible jewel and needs to be treated with respect and caution as development proceeds. So far the development has left very unsightly scars on the landscape which deface the natural beauty and environment of the area. It seems there has been little if any attention given to the streams that flow into the ocean, just blasting right through them. I am not an environmentalist, but it does not appear that concern for sewage, water treatment or riparian areas have been considered adequately. I understand the great potential for development at Port Renfrew and hope it can proceed in a manner that addresses the uniqueness of the landscape for all to enjoy rather than just monetary gain for a few .Thank you for adding my letter to your meeting.
Respectfully Anne Woods. [redacted]

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
STEVE FRENCH		
MARCUS KENNETT		
R. HALL		
E. GORDON		
R. CHAMBERLAND		
D. LUBARSKY		
N Bond		
Matt Wilkey		
Jaiden Poland		
Hailey Atchison		
Rob Peray		
Merle Engegordon		
Sherri Atchison.		

For more information, contact Luke at LMari@purdeygroup.com

SCANNED

If you support PGM's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

Pacific Gateway Marina Rezoning Support Survey

PACIFIC GATEWAY MARINA AT PORT RENFREW

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Susanna Taylor		
Ryanna Rawlings		
Mike Farraley		
Logan Wright		
Rob Parker		
S Dowding		
	Duncan	
	Victoria	
	Creek Cache	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

17

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Daniel Gibson	Duncan BC	
BOB SOLES	Duncan BC	
London Gibson	Duncan	
Robin Gibson	Duncan	
Chris Large		
Rod Walker		
Larry Green	Duncan	
Britni Lorimer		
Bruce Lorimer	Cobble Hill	
Clark ATCHISON	COWICHAN	
[illegible]		
Tyler [illegible]		
Tammy Hamstra		
Nick Schubert		
Laurie Zuffi	Vic	
BRUCE MILLER		
Chad Tyrell	T.L.C.	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via zoom

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Erin Brennan-Smith		
William Brennan-Smith		
DAN QUIGLEY		
Andrew Purdy	Port Renfrew	
Luc Quigley		
Darren Wright		
Brandon Earl		
Alicia Earl		
Darryl Eadie.		
Asola Robinson		
Don Nydam		
Tre Goodall		
MIKE LUKAITIS	SHAUGHNESSY VICTORIA	
MEYBEL DE REE		
Luke Martin	1 Lake Cowichan NL	
Mark Vogel II	Lake Cowichan	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

If you support PGMs rezoning application, please sign below & attend the public hearing Sept 7 Thank you

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Maureen Holman		
Paul Staats	Nanaimo	
Mike Miller		
Willy Gekler		
Josh Anderson		
Chad Slater		
Sean Croft	Calgary AB	
Steve Pike	Courtenay BC	
Graeme Mann	Victoria BC	
Trevor Mann	Victoria BC	
Brendan Chocolate	Maple Bay Rd	
Erin Rotenburger	Lake Cowichan	
Lindsey Thompson	Sooke BC	
Ryan Mace	Sooke Victoria	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
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Otter Point.
or via Zoom

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Jason Horton	1. Duncan Lane,	
Wade Sushelici		
JOSH WACKER		
Christina Clapham		
JENNIFER PAITT	SOOKE BC	
Melissa Torchia		
Olivia Wilkes		

For more information, contact Luke at LMari@purdeygroup.com

SCANNED

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

Pacific Gateway Marina Rezoning Support Survey

PACIFIC GATEWAY MARINA (PORT RENFREW)

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
SEAN BRIERLEY	DUNCAN	
DOUG ELLIOTT	COWICHAN	
CHRIS ALLEN	VICTORIA	
TOM SLATER	DUNCAN	
CON NAUG		
D ROBB		
J. METCALFE		
D MCALLISTER		

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

SCANNED

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
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If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Norm Pruitt	SURREY, BC	
Athena Bacon		
Donnie Willsie		
Joshua Soepboer		

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

SCANNED

Pacific Gateway Marina Rezoning Support Survey

PACIFIC GATEWAY MARINA at PORT RENFREW

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
John Lewis		
Wes Slater		
Doug Alpine		
Richard Mason		
Tyler Atcheson		
Will Wright		
Sean Croft	Calgary AB	
Nick Hui	Duncan	
Nin Dougall	Sooke	
Deb Dougall	Sooke	
Joy Bond		
Ralph Shearing	North Van V7J 2V8	
C. Fraser		
Lyn Paisley		
Sandra Lamien	Cobble Hill B.C.	
Chris Coss	Cobble Hill	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

SCANNED

If you support Pam's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Bailey Volk	Mill Bay	
Ava Plater	Mill Bay	
Marlese Plater	Mill Bay Rd. Shawnigan Lake, BC.	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
GLENN BROWN		
VICKI ABELIN		
J McNeil		
ANGUS CAMPBELL		
Valley Daigle		
Joh Daigle		
DIANE SULLIVAN		
JUDY THORARINSON		
Doug THORARINSON		
D Galbreath		
O'Shea Wilks		
Athena Bacon		
Dannie Wilsie		
Katie Anderson		
Carrie Anderson		
Melissa Torchia		

For more information, contact Luke at LMari@purdeygroup.com

SCANNED

Pacific Gateway Marina Rezoning Support Survey

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
Merle Eng-Gordon	1 Rd. Port Renfrew	Merle Eng-Gordon
Sherri Hutchison	1 Rd. Port Renfrew	
Jacob Blaikie	Nanaimo	
Kevin Ebeng	Rd Harbourside	
Chase Deems	Abbotsford BC	
Adrian South	Victoria	
Peter Williams		
Shaun Townsdale		

For more information, contact Luke at LMari@purdeygroup.com

SCANNED

If you support PGM's rezoning application, please sign below & attend the public hearing Sept 7 Thank you

Pacific Gateway Marina Rezoning Support Survey

PACIFIC GATEWAY MARINA

Project Description: To rezone the Pacific Gateway Marina (Port Renfrew, BC) from a temporary marina to a permanent, CM-1 zoned Commercial Marina

By signing below, I indicate my support for the project as described above.

Name	Address	Signature
John McDonald	PR	

For more information, contact Luke at LMari@purdeygroup.com

Public Hearing:
Wed Sept 7
7:00 pm
3-7450 Butler Rd
Otter Point.
or via Zoom

Making a difference...together

REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SETPEMBER 21, 2022

SUBJECT **Public Hearing Report on Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022"**

ISSUE SUMMARY

To receive the Report of the Public Hearing held September 13, 2022, for proposed Bylaw No. 4464, and to consider Bylaw No. 4464 for third reading.

BACKGROUND

At its meeting of August 10, 2022, the Capital Regional District (CRD) Board gave first and second reading to Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022" and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4464.

Bylaw No. 4464 (Appendix A) will amend Bylaw No. 2040, "Juan de Fuca Land Use Bylaw, 1992", by deleting Lots A to H, J and K, District Lot 87, Renfrew District, Plan EPP31225 from the Forestry (AF) zone and adding said lots to the Rural 2 (RU2) zone for the purpose of permitting agricultural activities.

A public hearing was held for Bylaw No. 4464 on September 13, 2022. There was one person in attendance at the hearing and no written submissions or comments were received. The Report of the Public Hearing is attached (Appendix B).

ALTERNATIVES

Alternative 1

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 13, 2022, for Bylaw No. 4464, be received;
2) That Bylaw No. 4464 be read a third time; and
3) That Bylaw No. 4464 be adopted.

Alternative 2

That the minutes that form the Report of the Public Hearing for Bylaw No. 4464, which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 13, 2022, for Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", be received.

IMPLICATIONS

Regional Growth Strategy Implications

Section 445 of the *Local Government Act* requires that all bylaws adopted by a regional district board after the board has adopted a Regional Growth Strategy (RGS) be consistent with the RGS. In accordance with CRD policy, where a zoning bylaw amendment that applies to land within the Shirley-Jordan River Official Community Plan (OCP) area is consistent with the OCP, it does not proceed to the full CRD Board for a determination of consistency with the RGS. The proposed rezoning is consistent with the policies of the Shirley-Jordan River OCP.

Referral Process Implications

Bylaw No. 4464 was referred to external agencies, the Shirley-Jordan River Advisory Planning Commission (APC) and to CRD departments in February 2022. Referral comments were returned and the CRD Board gave first and second reading to Bylaw No. 4464 at its meeting on August 10, 2022.

Land Use Implications

The Shirley-Jordan River OCP, Bylaw No. 4001, designates the subject properties as Coastal Upland. The primary use for the Coastal Upland policy area is to support the continued use of these lands for forestry. Single-family residential and agricultural uses are also supported in this designation provided that the density does not exceed one parcel per 4 ha and one dwelling per parcel. The AF zone permits silviculture and residential uses reflective of the historical use of the lands as working forests. The RU2 zone is considered consistent with the uses and density supported by the Coastal Upland designation and allows for the scale of agricultural activities desired by the applicants. The RU2 zone permits agriculture, farm buildings and residential uses. Density is restricted to a minimum lot size of 4 ha, and an allowance of one dwelling and one suite per parcel. This is in keeping with the density permitted by the AF zone. The RU2 zone incorporates specific definitions for the proposed uses, as follows:

> *Agriculture* means the growing, rearing, producing or harvesting agricultural crops or livestock; apiculture; horticulture; silviculture; the use and storage of associated farm machinery, implements and agricultural supplies; includes the ancillary sale, storage and processing on a parcel of the primary products harvested, reared or produced on that parcel; excludes intensive agriculture, intensive agriculture – medical marihuana, licenced cannabis production pursuant to the *Cannabis Act*, kennels, aquaculture, growing of mushrooms within a building and the permanent confinement of livestock or animals of any kind within a building.
>
> *Farm Building* means a structure which does not contain a residential occupancy and is: i) associated with and located on land devoted to the practice of farming; and ii) used essentially for the housing of agricultural crops or equipment or livestock including storage and processing of agricultural products produced on site; but excludes abattoirs, indoor equestrian riding arenas, and buildings for the permanent confinement of livestock or animals of any kind.

Past proposals to amend the AF zone to permit agriculture have been considered by the CRD Board. Bylaw No. 4179 proposed to add agriculture as a permitted use on all lands zoned AF, but was withdrawn in 2018 in favour of considering zoning amendments to allow agriculture on a case-by-case basis. A site specific rezoning of a split zoned Rural A and AF parcel in Shirley to a new Rural 2 (RU2) zone was completed in 2019 (Bylaw No. 4259). Staff consider the RU2 zone appropriate for properties in the 4 ha range that have been removed from forestry programs, have established rural residential uses, and wish to conduct agricultural activities.

The CRD Board gave the bylaw second reading, and passed a resolution to delegate authority to the Regional Director to hold a public hearing with respect to Bylaw No. 4464 at its meeting of August 10, 2022. In light of the absence of comment from the public at the Public Hearing, staff recommend that the proposed bylaw be given third reading and adopted.

CONCLUSION

The purpose of this zoning bylaw amendment application is to rezone 10 subject properties on Kirby Creek Road from the Forestry (AF) zone to the Rural 2 (RU2) zone for the purpose of permitting agriculture and farm buildings. Proposed Bylaw No. 4464 has been read a second time and a public hearing for Bylaw No. 4464 was held on September 13, 2022. Staff recommend Alternative 1: that the minutes of the public hearing be received, and that the proposed bylaw be given third reading and adopted.

RECOMMENDATIONS

1) That the minutes that form the Report of the Public Hearing for Bylaw No. 4464, "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022", which are certified as a fair and accurate summary of the representations that were made at the public hearing held on September 13, 2022, for Bylaw No. 4464, be received;
2) That Bylaw No. 4464 be read a third time; and
3) That Bylaw No. 4464 be adopted.

Submitted by:	Iain Lawrence, MCIP, RPP, Senior Manager, JdF Local Area Services
Concurrence:	Kevin Lorette, P.Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Proposed Bylaw No. 4464
Appendix B: Report of the Public Hearing September 13, 2022

Appendix A: Proposed Bylaw No. 4464

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4464

****

A BYLAW TO AMEND BYLAW NO. 2040, THE "JUAN DE FUCA LAND USE BYLAW, 1992"

****

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

1. Bylaw No. 2040 being the "Juan de Fuca Land Use Bylaw, 1992" is hereby amended as follows:

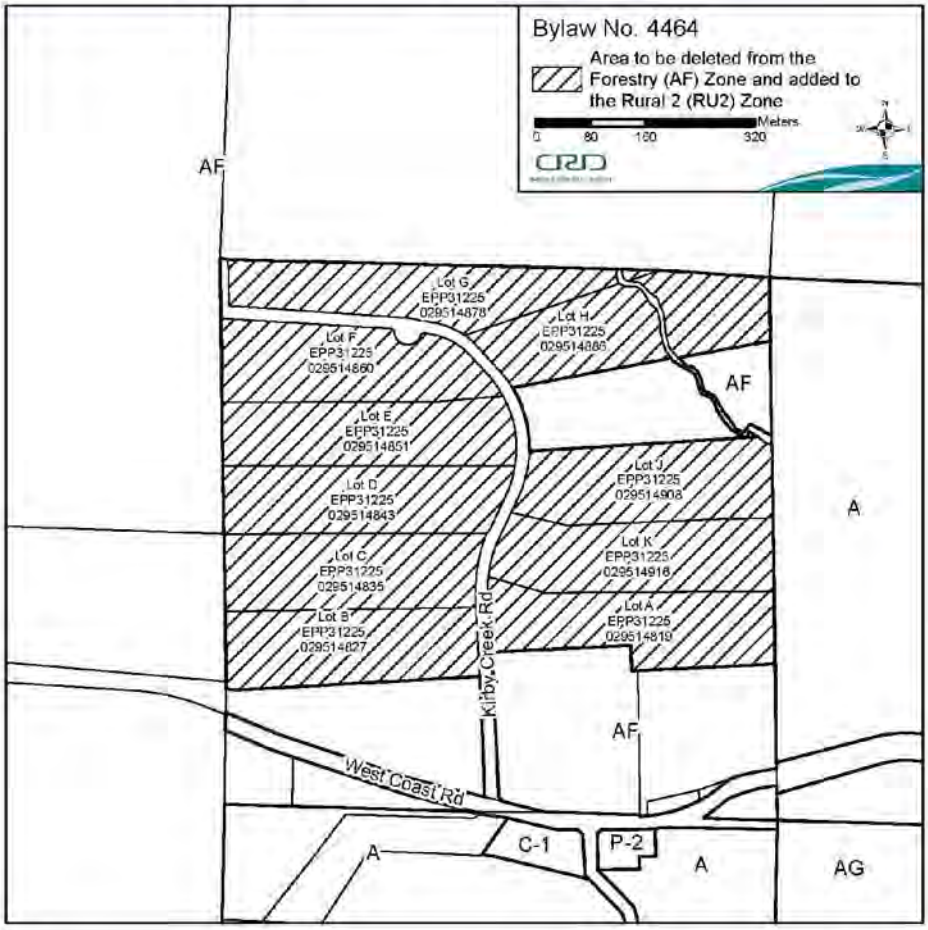
A. SCHEDULE B, Map No. 3 – SHIRLEY JORDAN RIVER ZONING MAP

(a) By deleting

Lot A, District Lot 87, Renfrew District, Plan EPP31225
Lot B, District Lot 87, Renfrew District, Plan EPP31225
Lot C, District Lot 87, Renfrew District, Plan EPP31225
Lot D, District Lot 87, Renfrew District, Plan EPP31225
Lot E, District Lot 87, Renfrew District, Plan EPP31225
Lot F, District Lot 87, Renfrew District, Plan EPP31225
Lot G, District Lot 87, Renfrew District, Plan EPP31225
Lot H, District Lot 87, Renfrew District, Plan EPP31225
Lot J, District Lot 87, Renfrew District, Plan EPP31225
Lot K, District Lot 87, Renfrew District, Plan EPP31225

from the Forestry (AF) zone and adding to the Rural 2 (RU2) zone, as shown on Plan No. 1.

Plan No. 1 of Bylaw No. 4464, an amendment to Bylaw No. 2040



2 This bylaw may be cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022".

READ A FIRST TIME THIS day of , 2022.

READ A SECOND TIME THIS day of , 2022.

READ A THIRD TIME THIS day of , 2022.

ADOPTED THIS day of , 2022.

CHAIR CORPORATE OFFICER

Appendix B: Report of the Public Hearing

REPORT OF PUBLIC HEARING
held at the Juan de Fuca Local Area Services Building
3-7450 Butler Road, Otter Point, BC
September 13, 2022 at 7:00 pm

SUBJECT: **BYLAW NO. 4464**, cited as "Juan de Fuca Land Use Bylaw, 1992, Amendment Bylaw No. 155, 2022"

PRESENT: **Director M. Hicks**, Chair by Resolution of the Capital Regional District Board on Wednesday, August 10, 2022
CRD Staff: I. Lawrence, Senior Manager, Juan de Fuca Local Area Services
W. Miller, Recorder

PURPOSE OF THE HEARING:

Bylaw No. 4464 will amend Bylaw No. 2020, "Juan de Fuca Land Use Bylaw, 1992," by deleting Lots A-H, and J and K, District Lot 87, Renfrew District, Plan EPP31225 from the Forestry (AF) zone and adding said lots to the Rural 2 (RU2) zone for the purpose of agricultural activities.

NOTICE: Notices were inserted in two (2) consecutive issues of the Sooke News Mirror appearing on September 1, 2022 and September 8, 2022.

ATTENDANCE: 1 In-person

The Chair provided a Territorial Acknowledgement.

The Chair declared the public hearing open at 7:00 pm.

The guidelines and procedures of the public hearing and the Notice of Public Hearing were read to those present.

The Chair called three times for further discussion on the bylaw and hearing none closed the public hearing on Bylaw No. 4464 at 7:02 pm.

CHAIR, Director M. Hicks

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, September 21, 2022

SUBJECT **City of Langford Hotel Tax**

ISSUE SUMMARY

The City of Langford has requested the Capital Regional District (CRD) support renewal of their application to levy an accommodation tax under the Municipal and Regional District Tax (MRDT) provision of the *Provincial Sales Tax Act.* (Appendix A).

BACKGROUND

Municipalities applying for the ability or the renewal of their ability to levy an accommodation tax have an obligation to consult with the regional district and hotels within their jurisdiction. An accommodation tax of up to 3% may be levied by the Province of British Columbia on behalf of municipalities, regional districts and eligible entities on sales of short-term accommodation in participating areas. See Appendix B for the most recent Provincial program gudelines.

The City of Langford is requesting support of the CRD for renewal of their application. The CRD does not currently levy a regional district tax on accommodation, instead opting to support municipalities and electoral areas in governing their jurisdictions. Currently, four municipalities in the region levy an accommodation tax: City of Langford, District of Oak Bay, District of Saanich and City of Victoria.

ALTERNATIVES

Alternative 1
That the Capital Regional District support renewal of the City of Langford's application to levy an accommodation tax under the Municipal and Regional District Tax (MRDT) provision of the *Provincial Sales Tax Act.*

Alternative 2
That the matter be referred back to staff for more information.

IMPLICATIONS

Financial Implications

The CRD does not currently levy a regional district tax on accommodation within its boundaries; as such, there is no conflict with a municipal accommodation tax.

CONCLUSION

The City of Langford is renewing its application to levy an accommodation tax on hotels within their municipal boundries. As part of the provincial program the City of Langford is required to consult with the regional district for support or opposition to the levy.

RECOMMENDATION(S)

That the Capital Regional District support renewal of the City of Langford's application to levy an accommodation tax under the Municipal and Regional District Tax (MRDT) provision of the *Provincial Sales Tax Act.*

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

ATTACHMENT(S)

Appendix A: Letter City of Langford – Re: Municipal and Regional District Hotel Room Tax
Appendix B: MRDT Program Requirements

Langford

2022/08/11

Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC V8W 2S6

Re: Municipal and Regional District Hotel Room Tax

The City of Langford is in the process of renewing our application for the existing Municipal and Regional District Tax (MRDT), also known as the Hotel Room Tax. The MRDT is a 5-year program and Langford's current 2018-2023 strategy is up for renewal. Part of this process is obtaining evidence that the Capital Regional District (CRD) has been consulted:

"If a municipality is applying, the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality."

Langford has been successfully delivering the goals and objectives in our tourism strategy, in four key areas:

Visitor Services

- addressing visitor servicing with our new mobile visitor centre van

Destination Marketing

- developing a new Langford website, visitor guide/ map, destination video, and Instagram channel
- leading co-operative marketing program with business, First Nations, and other municipal and tourism partners
- maintaining sector partnerships with Mountain Bike BC, Golf Vancouver Island, and the BC Bird Trail

Sport & Events

- promoting, supporting, and hosting events in Langford from culinary events such as *Brewery & the Beast* to world-class sporting events such as the 2023 World Cup Qualifiers (Rugby)

.../2

Destination Development

- developing and promoting new projects such as the Jordie Lunn Bike Park, Station Avenue Cultural Precinct – projects that benefit residents and encourage visitation and events in our community

In accordance with the above, we are asking for the CRD to support our continuation of the MRDT in the City of Langford.

Please contact me if you require any further information.

Sincerely,



Michael Dillabaugh, CPA, CA
Director of Finance
City of Langford



Municipal and Regional District Tax Program Requirements

Summer 2021

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1. Overview

The purpose of this document is to outline the requirements for the Municipal, Regional, and District Tax Program ("MRDT program") and provide guidance and assistance to designated recipients applying for or renewing the Municipal and Regional District Tax ("the tax") within their communities. This document includes application materials and other forms and templates to assist with application, renewal, and reporting requirements.

Designated Recipient: *The municipality, regional district or eligible not-for-profit business association that receives the revenue from the tax in a designated accommodation area.*

In *Budget 2018*, the government announced that the eligible uses of MRDT revenues would be expanded to include affordable housing initiatives. At the same time, it was announced that online accommodation platforms located outside of BC would be enabled to register to collect provincial sales tax and MRDT on purchases of accommodation through their platform.

In keeping with these announcements, the MRDT Program Requirements have been updated to reflect the changes. In particular, the revised Program Requirements include the following clarifications:

1. MRDT revenues from online accommodation platforms can be used for affordable housing initiatives;
2. General MRDT revenues cannot be used for affordable housing initiatives unless the designated recipient can demonstrate support of tourism stakeholders and accommodation providers; and
3. The requirement to demonstrate accommodation provider support will remain unchanged. Individual hosts that only list on online accommodation platforms will not need to be consulted.

Please see the revised details in Sections 7 and 8 and Appendix 1.8 and 2.4.

Moving forward, the Province will provide existing designated recipients with information on two types of MRDT revenue: revenues from multi-jurisdictional online accommodation platforms (OAP), which are based outside of BC but operate within the designated accommodation area; and revenues from general accommodation providers (general MRDT revenues), such as hotels, motels, etc. This is to support designated recipients' affordable housing spending (refer to Section 8 for details).

2. Enabling Legislation

Section 123 of the *Provincial Sales Tax Act* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/12035_00) imposes a tax of up to three percent on the purchase price of accommodation in a specified geographic area of the province ("designated accommodation area") on behalf of a designated recipient.

Designated Accommodation Area: *A specified geographic area of the province in which the tax will be applied on behalf of a designated recipient.*

3. Program Purpose

The purpose of the MRDT program is to assist designated recipients to fund tourism marketing, programs and projects. Affordable housing was added as a permissible use of funds in *Budget 2018*.

The MRDT program is jointly administered by the Ministry of Finance, the Ministry Tourism, Arts, Culture and Sport, and Destination British Columbia.

The MRDT program is one of a number of supports available to enhance tourism marketing in BC. The MRDT program is intended to help grow BC revenues, visitation and jobs, and amplify BC's tourism marketing efforts in an increasingly competitive marketplace. To promote a coordinated and efficient use of funds, the following **MRDT program principles** have been adopted:

- Effective tourism marketing, programs and projects;
- Effective local-level stakeholder support, and inter-community collaboration;
- Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics; and
- Fiscal prudence and accountability.

Affordable housing was added as a permissible use of funds in *Budget 2018* to help address local housing needs. Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Affordable housing funding must be consistent with fiscal prudence and accountability, and will be subject to additional reporting requirements. Further detail, including stakeholder consultation and support requirements, can be found in Section 8.

4. Eligible Use of Funds

The *Designated Accommodation Area Tax Regulation* (refer to http://www.bclaws.ca/civix/document/id/complete/statreg/93_2013) sets out the authorized purposes for funds collected under the MRDT program. Authorized purposes are tourism marketing, programs and projects, initiatives respecting affordable housing, and any other prescribed purposes as set out in the regulation.

The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and must be supported by both local governments and tourism industry stakeholders. MRDT for affordable housing is intended to provide flexibility to communities to address their local housing needs.

Funds from the MRDT program should augment current funding and cannot be used to replace existing sources of tourism funding in a community.

As the MRDT program is intended to primarily fund tourism marketing, programs and projects, consideration will only be given in special circumstances to the financing of capital expenditures (other than affordable housing) such as new tourism facilities or infrastructure. Proposals for capital spending must be included in the designated recipient's Five-Year Strategic Business Plan and must demonstrate strong local stakeholder support in order to be considered as an authorized use of MRDT program funds. A business case must be provided, including budget, for each capital project and all capital projects must be completed within the current Five-Year Strategic Business Plan time period. These proposals will be approved on a case-by-case basis by the Province of British Columbia ("the Province".)

Applicants must contact Destination British Columbia program staff prior to submitting an application including capital expenditures (refer to Section 13: Further Information). Refer to Section 8 for information required for affordable housing initiatives.

Designated recipients are expected to effectively manage administrative costs related to MRDT projects. Administration costs, where applicable, include:

- Management and staff unrelated to program implementation
- Finance staff
- Human Resources staff
- Board of Directors costs
- Employee-related information technology costs (i.e. computers, telephone, support, network connections)
- Office lease/rent
- General office expenses

Considerable scrutiny will be applied to ensure that MRDT program funds are used for authorized purposes.

5. Eligible Applicants

5.1 Designated Recipients

The following are eligible to be a designated recipient under the MRDT program:

- Municipalities;
- Regional districts; and
- Eligible not-for-profit business associations

To qualify as an eligible not-for-profit business association, an applicant must meet the definition of eligible entity under the *Provincial Sales Tax Act.* This means they must:

- Be a not-for-profit business association (e.g. a society incorporated under the *Society Act*; entities incorporated under the *Business Corporations Act* are not eligible). Note that a not-for-profit society whose specific purpose is tourism marketing is preferred.
- Have a place of business in the designated accommodation area; and
- Be actively engaged in tourism marketing, programs or projects in the designated accommodation area.

5.2 Designated Accommodation Area

The designated accommodation area may be:

- A whole municipality, but not a portion of a municipality
- A whole regional district or a portion of a regional district
- A combination of municipalities and portions of regional districts.

The tax may be levied in more than one municipality or regional district on behalf of a single designated recipient.

There can be no overlap with any other designated accommodation area in which the tax applies.

Generally, an electoral area is the smallest portion of a regional district that may be prescribed as a designated accommodation area.

5.3 Delegation of Administration

Municipalities and regional districts may either administer the MRDT program directly or delegate administration to a service provider (such as a destination marketing organization). The municipality or regional district remains the designated recipient and remains fully responsible for compliance with all MRDT program requirements.

Eligible not-for-profit business associations are not permitted to delegate the administration of the MRDT program to a service provider.

The Province does **not** mediate disputes between municipalities or regional districts and their service providers. A service agreement that details the deliverables and conflict resolution procedure is strongly recommended.

6. MRDT Program Overview

6.1 How the MRDT Program Works

Applicants may apply to request that the Province levy the tax on their behalf in a designated accommodation area.

The tax applies to purchases of taxable accommodation within the designated accommodation area. The tax is collected by the Province on behalf of the designated recipient.

Funds equal to the tax collected in the designated accommodation area minus an administration fee are forwarded to the designated recipient on a monthly basis.

For new and renewal applications, the tax will be implemented for a period of five years. To extend the tax for an additional five-year period, a designated recipient must re-apply. There is no restriction on the number of times a designated recipient can apply to renew the tax.

Under the *Provincial Sales Tax Act*, **all** designated recipients must account annually to the Province on how MRDT program funds are spent (refer to Section 11: Annual Performance Management and Reporting Requirements).

6.2 Three Percent Rate

The *Provincial Sales Tax Act* was amended in 2015 to increase the maximum tax rate on the purchase of accommodation that may be imposed in a designated accommodation area from two percent to three percent of the purchase price of the accommodation.

Increasing the rate of tax is optional. A designated recipient may request a change in the rate of the tax to three percent of the purchase price of the accommodation prior to their renewal date by submitting a complete application containing all requirements listed in Section 7: Application Requirements. If approved, the tax will be renewed at the new rate for another five-year period. Designated recipients not subject to renewal requirements will be required to submit a complete application for the new rate one time only.

It is intended that designated recipients implementing a rate of three percent will sponsor and contribute to a provincial Tourism Events Program. Under this program, 0.2 percentage points of the incremental one percent of the tax will contribute to a provincially led program to support tourism events that are expected to increase tourism to or within British Columbia.

Designated recipients with a three percent tax rate will be subject to enhanced reporting requirements (refer to Appendix 2.2 for further details).

6.3 Key Timelines

New applications for the tax, applications for rate changes and renewals requesting a change in designated accommodation area, must be submitted at least **nine** months in advance of the desired effective date of the tax.

Renewal applications with no rate change must be submitted at least **six** months in advance of the end of the five-year term of the tax ("repeal date").

Under extraordinary circumstances, designated recipients may make a written request to the Minister of Finance for an extension of the application deadline.

Failure to submit a completed application by the deadline may result in the tax ceasing to apply in a particular designated accommodation area.

7. Application Requirements

New applications, rate changes, and renewal application requirements include consultation and support from local governments, tourism industry stakeholders and accommodation providers. The application must include **all** the following information and be submitted as a single complete package:

- A completed application form (refer to Appendix 1.1) signed by an authorized signing authority of the municipality, regional district or eligible not-for-profit business association that confirms that all program requirements have been met and all required documents are included in the application package.

- A Five-Year Strategic Business Plan with first year tactical details that meets all the requirements set out in Appendix 1.2. The applicant is required to make its Five-year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements on page 7.

- Evidence that the funds from the tax are incremental to existing sources of tourism funds. The funds from the tax are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community. An applicant must note any additional funding sources that will be available to support the Five-Year Strategic Business Plan.

- Evidence of consultation and support from local governments.
    - **If a municipality is applying,** the municipality must provide evidence that the regional district has been consulted and indicate whether the regional district supports or opposes the imposition of the tax in the municipality. Evidence could be in the form of a letter from the regional district's Board of Directors.

    - **If a regional district is applying**, the regional district must provide evidence that all municipalities within the regional district have been consulted and agree with the tax being imposed in the regional district. Evidence must be in the form of letters of support from the municipality(ies).

    - **If an eligible not-for-profit business association is applying**, they must provide evidence that all municipalities and regional districts within the designated accommodation

area have been consulted and agree with the tax being imposed in the designated accommodation area on behalf of the eligible not-for-profit business association. Evidence must be in the form of letters of support from the municipality(ies) and regional district(s).

- In the case of a conflict between a municipality, regional district or eligible not-for-profit business association about who the designated recipient is for an application, or whether the tax should be imposed in a municipality, priority will be given to the position of the municipality.

- Evidence of authority and request to impose the tax.
  - **If a municipality is applying**, the municipality must pass a bylaw that requests the Province levy the tax on its behalf and provide a copy of the bylaw with the application.
  - **If a regional district is applying**, the regional district must pass a resolution that requests the province levy the tax on its behalf and provide a copy of the resolution with the application. The regional district must also provide evidence of its authority to use funds for the intended purpose either through letters patent or statutory authority.
  - **If an eligible not-for-profit business association is applying**, they must submit a letter that requests the province levy the tax on its behalf. They must also provide evidence of its authority to use funds for the intended purpose by submitting copies of its certificate of incorporation, articles of incorporation, constitution and bylaws.
  - The bylaw, resolution or letter must contain the following information:
    - Rate of tax to be imposed
    - Description of the geographic area in which the tax is to be imposed
    - Purpose for the funds
    - Desired effective date of the tax.

- Documentation on how the MRDT program, including revenue, will be administered (e.g. directly by the designated recipient or through a service provider). If a municipality or regional district is proposing to delegate administration of the program to a service provider, the name and address of the service provider must be included.

- Evidence of consultation with tourism industry stakeholders. The applicant must provide detailed evidence that the applicant has consulted with and received broad support from tourism industry stakeholders within the designated accommodation area in respect of the application. The applicant is required to make its Five-Year Strategic Business Plan available to tourism industry stakeholders and provide an opportunity for input. Examples of consultation activities could include presentations at town hall meetings, annual general meetings and information sessions, etc. Letters of support from individual tourism industry businesses or organizations can also be provided.

Tourism industry stakeholders: *Examples may include, but are not limited to, the following within the designated accommodation area:*

- *Accommodation providers;*
- *Attractions, sightseeing, activities and other primary tourism businesses;*
- *Restaurants, retail and other tourism related businesses;*
- *Regional and local tourism associations;*
- *Product Sector organizations;*
- *Parks and recreation;*
- *Visitor Centres; and*
- *Other government agencies and organizations that have programs and services that relate to tourism.*

- An Accommodation Directory Form that lists all the accommodation providers who offer taxable accommodation under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area (refer to Appendix 1.3). While the Province is able to provide an applicant with the names and addresses of registrants under the *Provincial Sales Tax Act*, it remains the responsibility of the designated recipient to ensure the accommodation directory is a complete and accurate list. The designated recipient is not required to identify and consult individual hosts who a) only list on registered online accommodation platforms, and b) those accommodation providers who offer fewer than 4 units of accommodation within the designated accommodation area (see below). For information on taxable and exempt accommodation, see PST Bulletin 120 Accommodation: https://www2.gov.bc.ca/assets/gov/taxes/sales-taxes/publications/pst-120-accommodation.pdf

For more information on taxable or exempt accommodation refer to PST Bulletin 120 Accommodation **https://www2.gov.bc.ca/assets/gov/taxes/sales-taxes/publications/pst-120-accommodation.pdf**

- An Accommodation Sector in Support of MRDT Form (refer to Appendix 1.4) that provides evidence that an applicant has sufficient support from accommodation providers who offer taxable accommodation within the designated accommodation area. The minimum required level of support is at least 51 percent of the accommodation providers representing at least 51 percent of the total number of units of accommodation offered by those accommodation providers in the designated accommodation area. Higher support from accommodation providers will increase the likelihood that an application will be approved, providing all other requirements are met. The applicant is required to make its Five-Year Strategic Business Plan available to accommodation providers. The applicant is also required to indicate on the Accommodation Sector in Support of MRDT Form if they wish to use general MRDT revenues for affordable housing.

  Online accommodation platforms located outside of BC have been enabled to register to collect tax on purchases of accommodation through their platforms. These are online marketplaces that facilitate transactions for renting short-term accommodations (many of which operate across jurisdictions) and typically list basement suites, individual rooms, or other forms of accommodation (such as trailers or motor homes). Their hosts may not regularly offer accommodation, may not be readily identifiable and accessible, and their accommodation units may not be on record with the Province.

  This will not affect the way that applicants have consulted accommodation providers in the past. Applicants are not required to identify and consult individual hosts who: a) only list on registered online accommodation platforms, and b) those accommodation providers who offer fewer than 4 units of accommodation within the designated accommodation area. Designated recipients are only required to consult those accommodation providers who are registered under the *Provincial Sales Tax Act* and who physically provide taxable accommodation; whose owners/property managers are readily identifiable; and whose addresses and total number of accommodation units are on record with the Province; and who offer 4 or more units of accommodation within the designated accommodation area. This includes hotels and motels, bed and breakfasts, and vacation rental reservation systems that list properties with verifiable property managers.

For clarification, the Province is able to provide the names and addresses of registrants to assist applicants in identifying which accommodation providers to consult.

- Confirmation that Destination British Columbia has been consulted to ensure that proposed spending is coordinated and does not duplicate Destination British Columbia's broader promotional programs and is complementary to provincial marketing strategies and tactics.

- Third Party Authorization Form. If the designated recipient wishes the Province to discuss the application with their service provider, the designated recipient must sign and submit the Third Party Authorization Form (refer to Appendix 1.5).

- Disclosure of Information Authorization Form. Applicants must authorize the Ministry of Finance to share information about the designated recipient in respect to the MRDT program with Destination British Columbia and the Ministry of Tourism, Arts, Culture and Sport for the purpose of program administration and evaluation, and development of provincial tourism policy (refer to Appendix 1.6).

- A signed Tourism Events Program Sponsorship Undertaking if the application is for a three percent tax rate (refer to Appendix 1.7).

- Affordable Housing Requirements and Documentation, if applicable (refer to Appendix 1.8 in Section 8).

8. Application Requirements for Affordable Housing

8.1 Parameters for Spending on Affordable Housing

Designated recipients have the flexibility to define, identify, and fund affordable housing initiatives that they deem appropriate to meet local needs. Designated recipients may use MRDT revenues for the following purposes for spending on affordable housing initiatives:

- Acquiring, constructing, maintaining or renovating housing or shelter;
- Acquiring or improving land used for, or intended to be used for, housing or shelter;
- Supporting the acquisition, construction, maintenance, renovation or retention of housing or shelter or the acquisition or improvement of land intended to be used for housing or shelter;
- Supporting housing, rental or shelter programs; or
- Paying expenses related to the administration or disposal of housing, shelter or land acquired with money paid out of MRDT revenues.

Documentation and plans for affordable housing (Appendix 1.8 and 2.4) will be forwarded to the Housing Policy Branch for assessment. Destination BC will remain the initial point of contact for discussions on applications. An updated Appendix 1.6 (Disclosure of Information Authorization Form) is also required for the first time that a designated recipient wishes to use MRDT for affordable housing, regardless of the revenue source.

8.2 Using Revenues from Online Accommodation Platforms (OAP) on Affordable Housing

Designated recipients are able to use OAP revenues on affordable housing initiatives without submitting a new five-year strategic business plan or application package. If a designated recipient chooses to only spend this amount on affordable housing, the following information on affordable housing will be required prior to implementation and due on November 30 of each year to outline spending in the upcoming year (see Appendix 1.8):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;
- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (number of housing units acquired, completed, maintained, or renovated); and
- Evidence of support on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that have committed to using OAP revenues for purposes other than affordable housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

8.3 Using General MRDT Revenues on Affordable Housing

For designated recipients that wish to use general MRDT revenues (meaning revenues beyond OAP revenues), they can submit a new application at any time during the five-year tax lifecycle, but the package must include all of the documentation required for a renewal or rate increase application outlined in Section 7, including:

- A completed application form;
- A Five-Year Strategic Business Plan with first year tactical details;
- Evidence that the funds from the tax are incremental to existing sources of tourism funds;
- Evidence of authority and request to impose the tax;
- Evidence of consultation with tourism industry stakeholders;
- An Accommodation Directory Form;
- An Accommodation Sector in Support of MRDT Form (which demonstrates support from 51 per cent of accommodation providers representing 51 per cent of accommodation units);
- Confirmation that Destination British Columbia has been consulted;
- Third Party Authorization Form (if applicable);
- Disclosure of Information Authorization Form;
- A signed Tourism Events Program Sponsorship Undertaking (if applicable); and
- An Affordable Housing MRDT Plan (Appendix 1.8).

Designated recipients not subject to the renewal application requirements that would like to use MRDT revenues on affordable housing initiatives must submit a complete application as outlined above.

9. Application Procedure

Complete application packages must be submitted in PDF format by email to Destination British Columbia (MRDT@destinationbc.ca). The applicant will receive an email from Destination British Columbia confirming receipt of the application package.

Applicants may be contacted to provide additional information.

Failure to provide complete and accurate information may result in the application being delayed, returned or rejected.

Applicants can find more information about application timelines in Section 6.3.

10. Upon Approval of Application

If the application is approved by Cabinet, the Designated Accommodation Area Tax Regulation will be amended to prescribe the designated recipient, the designated accommodation area, the rate of tax, the effective date of the tax, the repeal date of the tax if applicable, and the approved uses of the revenue from the tax for a five-year period.

The applicant will be informed by the Ministry of Finance when the amendment to the Designated Accommodation Area Tax Regulation has been made and will be given information on when the tax will come into effect.

For new applications, the tax will be implemented effective the first day of the month that is three full months after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the tax will be implemented in the designated accommodation area beginning September 1. This provides sufficient time for accommodation providers to prepare to collect the tax.

For rate changes, the new tax rate will be implemented effective the first day of the month that is one full month after the month in which the tax was approved. For example, if Cabinet approves the tax in May, the new tax rate will be implemented in the designated accommodation area beginning July 1.

The Consumer Taxation Programs Branch of the Ministry of Finance will provide information on the procedures for collecting and remitting the tax to all accommodation providers required to collect and remit the tax. Accommodation providers may also refer to PST Bulletin 120 *Accommodation* (refer to https://www2.gov.bc.ca/assets/gov/taxes/sales-taxes/publications/pst-120-accommodation.pdf)

11. Annual Performance Management and Reporting Requirements

Under the *Provincial Sales Tax Act,* all designated recipients must account annually to the Province for how money received from the tax has been spent. Therefore, **all designated recipients** must submit an **Annual Performance Report,** a **Financial Report**, and a **One-Year Tactical Plan**, signed by the authorized signing authority of the designated recipient, annually to the Province (email to MRDT@destinationbc.ca).

Annual Performance Report:

- Designated recipients must report on performance metrics related to the four MRDT program principles.
- Designated recipients with a three percent tax rate or who wish to spend on affordable housing initiatives will be subject to additional reporting requirements.
- The Annual Performance Report must also include a summary of the tactics, activities and key outputs and outcomes.
- A template for the Annual Performance Report is provided in Appendix 2.2.
- **The Annual Performance Report must be submitted by May 31 of each year.**

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence andaccountability.*

Financial Report:

- The Financial Report must include a detailed budget for the year ending and the year ahead. The Financial Report must show how all of the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes.
- The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan.
- The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.
- A template for the Financial Report is provided in Appendix 2.1.
- **The Financial Report must be submitted by May 31 of eachyear.**

Annual Affordable Housing MRDT Report (if applicable):

Designated recipients that spend MRDT revenues on affordable housing, regardless of whether from OAP revenues or from general MRDT revenues, must submit an **Annual Affordable Housing MRDT Report by May 31 of each year** (see Appendix 2.4).

One-Year Tactical Plan:

- The One-Year Tactical Plan must include:
  - A brief overview of the strategic direction from the Five-Year Strategic Business Plan.
  - Key strategies for the year, if different from the Five-Year Strategic Business Plan, and key target markets.
  - Detailed tactics for the next year, including details about tactics and activities, as well as a proposed budget for the next year.
  - Performance measures for next year, including expected outputs, outcomes, and performance metrics. The performance measures must relate to the MRDT program principles (as outlined in Appendix 2.2).
- The One-Year Tactical Plan should be made available to tourism industry stakeholders.
- A suggested template for the One-Year Tactical Plan is provided in Appendix2.3.
- **The One-Year Tactical Plan must be submitted by November 30 of each year.** If plans are available earlier, please submit as they become available.

Affordable Housing MRDT Plan:

Designated recipients must provide the following information (see Appendix 1.8):

- Project name and address;
- Project rationale and details (what is the need, issue, or demand);
- MRDT contribution;

- Housing provider/Project owner;
- Funding partners (if applicable);
- Funding partners' contribution (if applicable);
- Estimated completion date;
- Estimated number of housing units (how many rooms or beds that would be available for individual dwelling); and
- Evidence of consultation on using MRDT revenues for affordable housing from applicable local government(s) (only if the designated recipient is not a municipality).

Designated recipients that wish to use general MRDT revenues for affordable housing must provide the above information in their Five-Year Strategic Business Plan, One Year Tactical Plan, and must demonstrate strong local stakeholder support as part of a full application.

Designated recipients that wish to use OAP revenues for affordable housing do not need to provide a Five-Year Strategic Business Plan or One Year Tactical Plan; however, Appendix 1.8 is required and must be submitted prior to implementation of affordable housing initiatives.

The Affordable Housing MRDT Plan (Appendix 1.8) is required for:

- Renewal/new MRDT applications that include affordable housing **regardless of the revenue source**;
- A full application package submitted midway through a five-year tax term if designated recipients wish to use general MRDT revenues on affordable housing; and
- If designated recipients wish to use any OAP revenues on affordable housing in the next year, **due November 30** prior to implementation.

Please note:

- Designated recipients from larger communities (those that have the capacity for ongoing multi-year planning and reporting) may be asked to provide their multi-year rolling business plans annually for the purpose of program administration and evaluation.
- Designated recipients not subject to the renewal application requirements must submit a Five-Year Strategic Business Plan every five years. The first Five-year Strategic Business Plan must be submitted to the Province **by November 30 of each year.**

12. Amendments

The Designated Accommodation Area Tax Regulation sets out the designated recipient, the designated accommodation area, the rate of the tax, the repeal date of the tax, and the approved uses of the revenue from the tax for a five-year period. Any other use of the revenue is prohibited.

Requests for interim changes to the designated recipient or the designated accommodation area will not be considered.

Proposed changes in the use of revenue from the tax by the designated recipient that require amendments to the Designated Accommodation Area Tax Regulation will generally be considered with renewal applications, for example, a proposal to use revenue from the tax for capital projects.

Plans to only use OAP revenues for affordable housing are not required to submit a new application; however, information on affordable housing is required as outlined in Section 11.

Requests to use general MRDT revenues for affordable housing will be considered only once a designated recipient or applicant submits a new application (at any time during the five-year tax lifecycle). The package must include all documentation required for a renewal application outlined in Sections 7 and 8.

Designated recipients that have committed to using OAP revenues for purposes other than affordable housing in their tactical plan cannot redirect those revenues to affordable housing midway through the year; they must wait until the submission of the next tactical plan.

Designated recipients do not require approval from the Province for changes in marketing tactics previously submitted in their one-year Tactical Plan (as part of their application package or submitted with the annual review), as long as the tactics are consistent with the overall approved five-year Strategic Business Plan.

Any other material changes, that are significant shifts in the direction set out in either the One-Year Tactical Plan or the Five-Year Strategic Business Plan, must be submitted to Destination British Columbia for approval in advance of the change being implemented.

13. Monitoring, Compliance, and Termination

Designated recipients are required to comply with all MRDT program requirements, including eligible use of funds and annual reporting requirements. The Minister of Finance may terminate the tax in a designated accommodation area if the designated recipient is found to be in non-compliance with MRDT program requirements, and the non-compliance is not corrected in a timely manner.

The Ministry of Finance undertakes various compliance related activities as part of the administration of provincial consumption taxes, including the MRDT program, to ensure that all amounts due are remitted. The tax is levied under the *Provincial Sales Tax Act*. Any compliance activities undertaken in relation to the tax are carried out as part of those conducted for the Provincial Sales Tax (“PST”) according to the schedules and guidelines established for PST.

The Ministry of Finance will review specific lead information provided (for example, a hotel operating without collecting applicable taxes) and will make a determination as to whether any additional follow up may be necessary. The Ministry may conduct any further investigation deemed warranted.

A designated recipient may make a written request to the Minister of Finance to have the tax cease before the scheduled repeal date.

If the tax ceases in a designated accommodation area for any reason (e.g. failure to submit a completed renewal application on time, written request for early termination, or termination for non-compliance) a new application to impose the tax in that designated accommodation area would be required and it would be subject to the normal processing time associated with new applications.

14. Further Information

Applicants can request further **information about the MRDT program** by contacting Destination British Columbia by email at MRDT@destinationbc.ca or by phone at 604-953-6704.

For information on the **administration and enforcement of the tax**, please contact the Ministry of Finance:

Toll-free from anywhere in Canada call:
1-877-388-4440 Fax: 250-356-2195
E-mail: CTBTaxQuestions@gov.bc.ca

Please complete all MRDT application requirements and send to MRDT@destinationbc.ca in **one complete package** in PDF format.

Appendix 1.1 Municipal and Regional District Tax Application Form

Legal Name of Applicant: _____
Designated Accommodation Area: _____
Rate of Tax (up to 3%): _____
Implementation or Renewal Date: _____

Check when completed	Requirement
☐	*Five-year Strategic Business Plan (Appendix 1.2)*
☐	*Evidence that funds from the tax are incremental to existing sources of tourism funds*
☐	*Evidence of consultation and support, as applicable, from local governments*
☐	*Evidence of authority and request to impose the tax (e.g. Bylaw, resolution or letter requesting tax)*
☐	*Certificate of incorporation, copies of articles of incorporation, constitution, and bylaws (eligible not-for-profit business associations only)*
☐	*Documentation of how the MRDT program, including revenue, will be administered (where applicable)*
☐	*Evidence of consultation with tourism industry stakeholders*
☐	*Accommodation Directory Form (Appendix 1.3)*
☐	*Accommodation Sector in Support of Municipal and Regional District Tax Form (Appendix 1.4)*
☐	*Confirmation of consultation with Destination British Columbia*
☐	*Third party Authorization Form (Appendix 1.5, where applicable)*
☐	*Disclosure of Information Authorization Form (Appendix 1.6)*
☐	*Tourism Events Program Sponsorship Undertaking (3% applicants only) (Appendix 1.7)*
☐	*Affordable Housing Plan (Appendix 1.8, where applicable)*

By signing this application form, you certify that the information included in the application package is accurate, that all Municipal and Regional District Tax program requirements have been met, and that all required documents have been included in the application package.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.2 Five-Year Strategic Business Plan

A municipality, regional district or eligible not-for-profit business association interested in applying for the Municipal and Regional District Tax or a renewal of the Municipal and Regional District Tax must submit an application as set out in the MRDT Program Requirements. A Five-Year Strategic Business Plan is required **at time of application**. This Five-Year Strategic Business Plan must include a detailed One-Year Tactical Plan for the first year of program implementation. Each year (years two through five of the program), the One-Year Tactical Plan must be updated and resubmitted (by November 30th) to reflect current marketing activities for the year as part of the annual reporting obligations. A separate template has been provided to guide the development of these year two through five plans (refer to Appendix 2.3).

The Five-Year Strategic Business Plan must encompass the five-year period covered by the application and it **must** include the following elements:

Section 1: Five-year strategic overview with identified targets and actions for the five-year period
Section 2: One-Year Tactical Plan with performance measures, and
Section 3: Detailed Budget for Year One

Your Five-Year Strategic Business Plan must adhere to the MRDT program principles.

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. The applicant and designated recipients not subject to renewal applications are required to make their Five-Year Strategic Business Plan available to tourism industry stakeholders and accommodation providers as part of the industry consultation and accommodation support requirements.

Your Five-Year Strategic Business Plan must identify marketing strategies, key markets and targets that the community will focus on to build its tourism business and the steps it needs to take to achieve desired results.

Your Five-Year Strategic Business Plan should answer the following key questions:

- What business objectives related to tourism does your community expect to achieve?
- What type of growth does your community want to achieve (in the short and long term)?
- How will your community achieve these objectives?
- What type of tourism products will you need?
- What type of visitor are you hoping to attract?

Please contact Destination British Columbia at MRDT@destinationbc.ca for any questions.

Quick Reference Guide

(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects. Affordable housing was added as a permissible use of funds in Budget 2018.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

Five-Year Strategic Business Plan Template

Designated Recipient: _____
Community Name: _____
Date Prepared: _____
MRDT Term Expiry Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Five-Year Strategic Business Plan may be developed specific to your community needs and resources, but must include all required sections of the Five-Year Strategic Business Plan listed below.** If using this template, please delete the grey text and provide your response accordingly.

Section 1: Five-Year Strategic Overview	
Vision and Mission	• *The Vision is future focused, something to be pursued, a destination, inspirational, and verifiable.* • *The Mission is present focused, reason for being, a roadmap, concrete, and measurable.*
Strategic Context	• *The Strategic Context will be developed by conducting a situation analysis. The situation analysis is an integral part of this Five-Year Strategic Business Plan and should include current trends, forecasts and areas of priority to address the following:* o *What are the current economic and tourism conditions?* o *What challenges and opportunities exist?* o *Key learnings.*
Overall Goals, Objectives and Targets	• *Goals and Objectives are the quantifiable results the recipient expects to achieve over the five-year period. Goals should be realistic, achievable, yet challenging and should include a timeline.* • *Example objectives include amount of MRDT revenue, visitation levels, or visitor revenue desired by a certain date. If an objective is difficult to measure, indicators can be used; for example, the increase in visitors to a sample of operators or the number of enquiries at a website or visitor center could be indicators for overall visitation levels.* • *Targets should be identified for all Objectives for the five-year period.*
Strategies - Key Actions	• *Strategies describe the broad direction the community will take to achieve the stated goals and objectives.* • *Strategies look longer term and may not change from year to year while tactics are short-term actions to achieve the implementation of a strategy.* • *Strategies could include but are not limited to promotional strategies as well as relevant Destination development and Product experience and visitor services strategies:* o *Examples of promotional strategies are social media, media*

Section 1: Five-Year Strategic Overview	
	relations, advertising, joint or levered promotions, or consumer shows. o *Destination development and product experience strategies may include those addressing infrastructure and policy issues, or products for tourism development.* o *Visitor services strategies may include approaches to satisfy visitor information needs.* • *Applicants should provide a description of the overall resource allocation by major category* • *Applicants should list key actions for each year of the five-year period with more detail in the first three years.*
Stakeholder Engagement	*The applicant is required to make its Five-Year Strategic Business Plan available to tourism industry stakeholders and provide an opportunity for input. Please provide a summary of your stakeholder engagement.*
Brand Positioning	*Please provide the following:* • *A statement that clearly defines how the community will be positioned and the rationale.* • *This positioning statement should provide direction for product development and promotional activities.* • *Brand positioning may include other communities clustered within a larger area.*
Target Markets	*Please provide:* • *The types of visitors that are priorities for the community, stating primary and secondary target markets.* • *Geographic target markets, demographic, and activity-based target groups.*
Management, Governance, and Administration	*Please provide:* • *A description of the proposed management, governance and administration process for the activities and funds.* • *For example, whether the applicant will be carrying out the proposed activities or, in the case of a municipality or regional district, whether a service provider such as a local tourism association or other organization will be responsible for carrying out the proposed activities.* • *The applicant remains responsible for monitoring and reporting on the use of funds, even where the activities are delegated.*

Sources of Funding	• *Please indicate other available sources of funding to fund tourism marketing, programs and projects in addition to the MRDT.* • *Funds from the MRDT must be incremental to existing sources of funding.* • *The funds from the MRDT must not replace existing sources of tourism funding in the community.*
Affordable Housing (if applicable)	• *Please provide an overview of what your affordable housing plans seek to achieve over the five-year period (what is the intent and end state).* • *Specific details are to be included in Appendix 1.8.*

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade and FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and tourism-related industry workshops, etc.)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc, roving/mobile visitor services, ambassador programs, FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners)
- Please complete and attach Appendix 1.8.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.

3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.

4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: *(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)*

Activity Title: *Please provide the title of activity.*

Tactics:

Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.

Implementation Plan:

For each activity, an implementation plan should include the following information:

Short Description:

Quantifiable Objectives:

Rationale:

Action Steps:

Potential Partnerships:

Resources:

Sources of Funding:

Timeframe: (when will the tactic begin and end or is it ongoing?)

Budget:

Performance Measures:

- *Please review the tactics listed above and identify expected outcomes and outputs for each.*
- *Report out annually on the performance measures (refer to Appendix 2.2).*
- *The performance measures must align with the four MRDT Program Principles:*
  - *Effective tourism marketing, programs and projects*
  - *Effective local-level stakeholder support, and inter-community collaboration*
  - *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
  - *Fiscal prudence and accountability.*
- *Consider the following definitions when preparing the output and outcome measures:*
  - *Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.*
  - *Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.*
- *Examples only:*

Output Measures:

- *Types of marketing activities*
- *Number of event campaigns and results*
- *Description of social media activities and outcomes*
- *Number of media placements*
- *Number of conventions and meeting sales*
- *Webpage visits*
- *Visitor inquiries/calls*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*
- *Number of new tourism businesses*

Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues (MRDT and Non-MRDT)	Budget $
Ending Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	
MRDT (net of admin fees)	
MRDT from online accommodation platforms (OAP)	
Local government contribution	
Stakeholder contributions (i.e. membership dues)	
Estimated Co-op funding (e.g. CTO, CMO-led projects)	
Grants – Federal	
Grants – Provincial	
Grants/Fee for Service - Municipal	
Retail Sales	
Interest	
Other (please describe)	
Total Revenues	

Expenses (MRDT and Non-MRDT)	Budget $
Marketing	
Marketing staff – wage and benefits	
Media advertising and production	
Website - hosting, development, maintenance	
Social media	
Consumer shows and events	
Collateral production and distribution	
Travel media relations	
Travel trade	
Consumer-focused asset development (imagery, video, written content)	
Other (please describe)	
Subtotal	
Destination & Product Experience Management	
Destination & Product Experience Management Staff – wage and benefits	
Industry development and training	
Product experience enhancement and training	
Research and evaluation	
Other (please describe)	
Subtotal	
Visitor Services	
Visitor Services Wages and Benefits	
Visitor services Operating Expenses	
Other (please describe)	
Subtotal	
Meetings, Conventions, Events and Sport	
Staff – wages and benefits (if stand alone)	
Meetings, conferences, conventions, sales, events, sport, etc.	

	Subtotal	
	Administration	
	Management and staff unrelated to program implementation – wages and benefits	
	Finance staff – wages and benefits	
	Human Resources staff – wages and benefits	
	Board of Directors costs	
	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	
	General office expenses	
	Subtotal	
	Affordable Housing	
	OAP Revenue	
	General MRDT Revenue	
	Subtotal	
	Other	
	All other wages and benefits not included (please describe)	
	Other activities not included above (please describe)	
	Subtotal	
	Total Expenses	
	Estimated Carry Forward – all Net Assets Restricted and Unrestricted	
Balance		

Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only & projected percentage of spend focused on each season (broad estimate)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total $ by Market
BC		
Alberta		
Ontario		
Other Canada *(please specify)*		
Washington State		
California		
Other USA *(please specify)*		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International *(Please specify)*		
Total		**100%**

Appendix 1.3 Accommodation Directory Form

Please list **ALL** the accommodation providers who offer accommodation that is taxable under the *Provincial Sales Tax Act* within the designated accommodation area, and the number of units each accommodation provider offers within the designated accommodation area. Applicants are not required to list individual hosts who only list on an online accommodation platform or those accommodation providers who offer less than 4 units of accommodation.

Please ensure the information provided is complete and accurate. Failure to provide complete and accurate information may result in your application being delayed, returned or rejected. Thank you for your cooperation. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Legal Name of Applicant: _____

Property Name	Address	Number of Units	Phone Number	Owner/Manager

Appendix 1.4 Accommodation Sector in Support of Municipal and Regional District Tax Form

Legal Name of Applicant: _____ **Rate of Tax (2% or 3%):** _____

Applicants, please check the following, if applicable:

Does the designated recipient plan on using general MRDT revenues (meaning revenues beyond Online Accommodation Platform revenues) for affordable housing initiatives and are these activities included as part of the Five-Year Business Plan and One-Year Tactical Plan (including Appendix 1.8)?

☐ **YES** ☐ **NO**

The Municipal and Regional District Tax (MRDT) is being proposed or is up for renewal in your municipality/region. The MRDT is intended to assist municipalities, regional districts and eligible entities in funding local tourism marketing programs and projects, **as outlined in the applicant's Five-Year Strategic Business Plan**. Affordable housing initiatives are also included as a permissible use of revenues. Accommodation providers may request a copy of the Five-Year Strategic Business Plan from the applicant. The MRDT will apply to purchases of accommodation that are taxable under the *Provincial Sales Tax Act* within the designated accommodation area.

As an owner/manager offering accommodation, your input is critical. **The minimum support required from the accommodation sector for the tax to be imposed is at least 51% of the number of establishments that would collect the tax within the municipality/region representing at least 51% of the total number of rooms.**

BY SIGNING THIS FORM, YOU HAVE INDICATED THAT YOU SUPPORT IMPLEMENTATION OF THE MUNICIPAL AND REGIONAL DISTRICT TAX IN YOUR MUNICIPALITY/REGION AND THAT YOU ARE AUTHORIZED TO ACT ON BEHALF OF YOUR ORGANIZATION. [ATTACH ADDITIONAL SHEETS AS REQUIRED]

Property Name	Address	Number of Units	Owner/Manager (Print Name)	Signature	Date

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.5 Third Party Authorization Form

As part of our commitment to protect your privacy and confidentiality you can use this form to authorize Destination British Columbia to communicate and exchange information regarding the Municipal and Regional District Tax program with your representative. If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax Program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization of a Third Party Representative

☐ I authorize Destination British Columbia to communicate with my representative named below on the Municipal and Regional District Tax program.

Name of Representative: _____

Organization: _____

Address: _____

Phone Number: _____ Fax Number: _____ Email: _____

Section 3: Applicant Signature

By signing this form, you acknowledge that Destination British Columbia is authorized to communicate with your representative named above but that you remain fully responsible for fulfilling all obligations under the Municipal and Regional District Tax program.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Freedom of Information and Protection of Privacy Act (FOIPPA). The personal information on this form is collected for the purpose of administering the Municipal and Regional District Tax program under the authority of the *Provincial Sales Tax Act* and section 26 of FOIPPA. Questions about the collection or use of this information can be directed to Destination British Columbia at MRDT@destinationbc.ca.

Appendix 1.6 Disclosure of Information Authorization Form

Confidentiality restrictions under the *Provincial Sales Tax Act* prevent the Ministry of Finance from disclosing tax information collected under the Act except under limited circumstances. Administration of the Municipal and Regional District Tax program requires the Ministry of Finance to share information with the Ministry of Municipal Affairs and Housing (Appendix 1.8 and 2.4 only, as applicable), Ministry of Tourism, Arts and Culture, and with Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Signing this form will allow the Ministry of Finance to share information about the applicant with respect to the MRDT program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the above purposes.

If you wish to cancel or change any part of this authorization please advise Destination British Columbia by email at MRDT@destinationbc.ca.

This authorization does not change your responsibilities and obligations under the Municipal and Regional District Tax program.

Section 1: Applicant Information

Name: _____

Address: _____

Name and Title of Authorized Signing Authority: _____

Section 2: Authorization

☐ I authorize the Ministry of Finance to share information about the applicant with respect to the Municipal and Regional District Tax program with the Ministry of Tourism, Arts and Culture and Destination British Columbia for the purpose of program administration and evaluation, and development of provincial tourism policy.

Applicant's Authorized Signing Authority Name	Applicant's Authorized Signing Authority Title
Date	Applicant's Authorized Signing Authority Signature

Appendix 1.7 Tourism Events Program Sponsorship Undertaking For 3% Applications Only

Name: _____
Address: _____
Fax Number: _____
Designated Recipients: _____
Designated Accommodation Area: _____

In support of its application to introduce or increase the Municipal and Regional District Tax rate under section 123 of the *Provincial Sales Tax Act* at or to 3% ("3% MRDT"), the Applicant agrees that, subject to approval of its application and implementation of the 3% MRDT, the Applicant will sponsor the administration and implementation of the provincial Tourism Events Program as further described in Schedule A as may be amended by the Province from time to time, as long as the 3% MRDT applies and the Tourism Events Program is continued. In particular, the Applicant consents upon becoming a Designated Recipient with a 3% MRDT in the Designated Recipient's Designated Accommodation Area to:

- Make Sponsorship Payments to the Her Majesty the Queen in the Right of the Province of British Columbia (the "Province") in relation to the provincial Tourism Events Program, equal to 2/30 of the Net Distributable 3% MRDT Collections (as defined in Schedule B hereto) collected in the Designated Recipient's Designated Accommodation Area; and
- The Province retaining a portion of the 3% MRDT it collects as agent of the Designated Recipient by way of set-off in respect of the money the Designated Recipient owes to the Province, in accordance with Schedule B hereto.

For purposes of this undertaking, "Sponsorship Payments" means monthly payments to the Province by the Designated Recipient, to be used for sponsoring the provincial Tourism Events Program so long as it continues, from Net Distributable 3% MRDT Collections in accordance with Schedule B.

Applicant's Authorized Signing Representative Name	Applicant's Authorized Signing Representative Title
Date	Applicant's Authorized Signing Representative Signature

Schedule A
Tourism Events Program Overview

British Columbia is an internationally renowned destination with an excellent reputation for maximizing its world-class infrastructure to deliver remarkable experiences for travellers. As a result, BC's tourism sector is a key economic driver, helping to create jobs and keep the province's economy diverse, strong and growing.

Understanding that tourism is one of the world's most competitive industries, the Province launched the **Tourism Events Program (TEP)** to support the delivery of events that have a high tourism value: events that will increase the volume of visitors to British Columbia, and/or increase global recognition for the province.

The TEP is an application-based program, with two application intakes per year with corresponding event windows (March 1 to April 30 and September 1 to October 31).

TEP funding is open to all organizations and communities across British Columbia.

TEP provides incremental funding to eligible events to support their marketing or promotional activities in order to increase and broaden the impact of the event.

Applications must demonstrate how eligible events:

- Raise awareness nationally and internationally of British Columbia's tourism brands;
- Motivate Canadians and people from around the world to experience British Columbia's natural beauty, diverse activities and world-class infrastructure; and
- Offer the greatest incremental tourism and economic impact to the host community and the surrounding region.

For more information, please visit the TEP webpage at: http://www.destinationbc.ca/BC-Tourism-Industry/Municipal-and-Regional-District-Tax-Program/Tourism-Events-Program.aspx

Schedule B
Sponsorship Payments and Payments to the Designated Recipient Of 3% MRDT Revenue

Provincial Payment to the Designated Recipient

The following table illustrates how the Province will calculate the monthly payments it makes to the Designated Recipient in accordance with the *Provincial Sales Tax Act* and with this undertaking to sponsor the provincial Tourism Events Program, as may be amended from time to time by the Province.

Monthly Payments to Designated Recipient

Adjustment/ Result	
	Monthly gross collections of the 3% MRDT [tax collected under sections 123, 123.2(3) and 123.3(3) of the *Provincial Sales Tax Act*]
Plus or Less:	Ministry of Finance collection/audit assessment adjustments in respect of previous periods
Less:	MRDT collection/administration fee [set by the Ministry of Finance from time to time]
Equals:	**Net Distributable 3% MRDT Collections**
Less:	Sum of all **Sponsorship Payments** in a month [i.e., Net Distributable 3% MRDT Collections multiplied by 2/30]
Equals:	**Total Payment to Designated Recipient** in a month

Appendix 1.8 Affordable Housing MRDT Plan

The following table **must** be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues.

Project Name and Address

Project Goals, Rationale and Details
• **How does this project respond to affordable housing needs in your community?** • What is the need, issue, or demand? • What kind of project are you spending on (such as acquiring or constructing buildings, providing funding to an existing housing project or towards a rental or social housing program, or entering into a partnership agreement)? • What documentation do you have authorizing the project to proceed (such as a contribution agreement or contract, or permits or schematics)? **Submit the documents with your report**. • How will you measure success on the housing project?

MRDT Contribution
• Also indicate if the contribution is from OAP or general MRDT revenues.

Housing Provider/Project Owners/Project Lead

Funding Partner(s)
Contribution from Funding Partner(s)
Estimated Completion Date
Estimated Number of Housing Units Completed
• The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.
Evidence of Consultation with Local Governments for Affordable Housing (if applicable)
• If the designated recipient is not a municipality, provide evidence of consultation (such as support letters) from the applicable local government(s) in your area in regards to using MRDT revenues for affordable housing. • If your affordable housing spending has already been approved through the submission of a Five-Year Strategic Plan, this section is not required.

Appendix 2.1 Financial Report

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually in the form of a Financial Report **by May 31 of each year**.

The Financial Report must show how all the money received from the tax was spent and certify that all of the money received from the tax was used solely for approved purposes. The Financial Report must show that spending of money received from the tax was consistent with the Five-Year Strategic Business Plan. The Financial Report must also show the amounts, sources, and uses of all other tourism revenues.

Please do not add lines or customize this template as the data has to be consistently consolidated across all 60+ designated accommodation areas. Please use the "Other" sections to describe any significant items not listed.

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date (if applicable): _____
Total MRDT Funds Received: _____
Year Ending: _____

Section 1: MRDT Budget Variance Report

*Designated recipients **must** complete the table as provided below. Refer to Appendix 2.3 for further expense line item descriptions.*

Revenues	Current Year		
	Budget $	Actual $	Variance
Starting Carry Forward (All Net Assets – Restricted and Unrestricted)			
General MRDT (net of admin fees)			
MRDT from online accommodation platforms (OAP)			
Local government contribution			
Stakeholder contributions (i.e. membership fees)			
Co-op funds received (e.g. DBC coop, DMO-led projects)			
Grants – Federal			
Grants - Provincial			
Grants/Fee for Service - Municipal			
Retail Sales			
Interest			
Other (please describe)			
Total Revenues			

Expenses (MRDT & Non-MRDT)	Budget $	Actual $	Variance
Marketing			
Marketing staff – wage and benefits			
Media advertising and production			
Website - hosting, development, maintenance			
Social media			
Consumer shows and events			
Collateral production and distribution			
Travel media relations			
Travel trade			
Consumer-focused asset development (imagery, video, written content)			
Other (please describe)			
Subtotal			
Destination & Product Experience Management			
Destination and product experience management staff – wage and benefits			
Industry development and training			
Product experience enhancement and training			
Research, evaluation, analytics,			
Other (please describe)			
Subtotal			
Visitor Services			
Visitor Services – wage and benefits			
Visitor Services operating expenses			
Other (please describe)			
Subtotal			
Meetings, Conventions, Events and Sport			
Staff – wage and benefits			
Meetings, conventions, conferences, events, sport, etc.			
Subtotal			
Administration			
Management and staff unrelated to program implementation - wages and benefits			
Finance staff – wages and benefits			
Human Resources staff – wages and benefits			
Board of Directors costs			
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)			
Office lease/rent			
General office expenses			
Subtotal			

Expenses (MRDT & Non-MRDT)	Budget $	Actual $	Variance
Affordable Housing			
Funded by OAP Revenue			
Funded by General MRDT Revenues (if Applicable)			
Subtotal			
Other			
All other wages and benefits not included above			
Other activities not included above (please describe)			
Subtotal			
Total Expenses			
Ending Carry Forward (All Net Assets – Restricted and Unrestricted)			

Section 2: Actual Spending by Market – LEISURE ONLY

Geographic Market	Total Marketing Budget by Market	% of Total $ by Market
BC		
Alberta		
Ontario		
Other Canada *(please specify)*		
Washington State		
California		
Other USA *(please specify)*		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International *(Please specify)*		
Total		

By signing this form, you certify that the above information is an accurate representation of the actual tourism related expenditures for the jurisdiction defined under the terms of the Municipal and Regional District Tax.

Form MUST be signed by the Designated Recipient, not the service provider.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.2 Annual Performance Report

Under the *Provincial Sales Tax* Act, all designated recipients, including designated recipients not subject to the renewal application requirement, must report back to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete the following Annual Performance Report as well as a Financial Report (refer to Appendix 2.1) **by May 31 of each year**.

All designated recipients are required to fill in the sections below.

Only those designated recipients that receive the three percent tax rate will be required to report out on additional metrics (as indicated below).

A description/instructions pertaining to each performance metric is provided in grey text as a guide only. Please delete the grey text and provide your response accordingly.

Designated Recipient:_____ **Report Completed:** dd-mm-yr___

Designated Accommodation Area:_____ **Reporting period: Jan 1- Dec 31 –** yr*

***or for first year of term, indicate accordingly**

1. Effective tourism marketing, programs and projects MRDT-funded tourism marketing, programs and projects maximize the potential for increased visitation and growth in tourism business activity, employment and incremental tourism revenue.	
Mandatory Metric	**Designated Recipient Response**
MRDT Revenue	*Report on the total annual MRDT revenue received by the Designated Recipient. The period should be between January 1 to December 31 of the reporting year (or portion thereof in the first year of reporting).*
MRDT activities, tactics, investment efforts and outcomes (as per your One-Year Tactical Plan)	*Report on the MRDT activities, tactics, investment efforts and resulting outputs achieved in the reporting period indicated above.* *Metrics will vary by tactic. Example metrics include:* *OUTPUT MEASURES* • *Types of marketing activities* • *Number of event campaigns and results* • *Description of social media activities and outcomes* • *Number of media placements* *Number of conventions and meeting sales* • *Webpage visits* • *Visitor inquiries/calls.* *OUTCOME MEASURES* • *Visitor volume* • *Visitor nights and visitor spending* • *Visitor revenues* • *Average length of stay* • *Accommodation revenues* • *Number of new tourism businesses.*
Key Learnings	*Please provide an assessment of effectiveness of tactics, describe what worked, what didn't and lessons learned.*

2. Effective local-level stakeholder support and inter-community collaboration Designated recipients are responsible for engaging with key stakeholders, establishing local-level support, and seeking out efficiencies through collaborative activities to inform appropriate decision-making regarding investments.	
Mandatory Metric	**Designated Recipient Response**
Extent of Local-level Stakeholder Engagement	*Report on the engagement activities they have undertaken annually to ensure stakeholders are informed and have the ability to provide input on direction. Metrics will vary by tactic.* *Example of metrics include the number and descriptions of:* • *Outreach communications (such as newsletters, marketing plans and annual reports)* • *Conferences, engagement sessions, or annual general meetings.*
Stakeholder Satisfaction	***Only for designated recipients collecting 3% tax:*** *The designated recipient must conduct an annual stakeholder survey to:* • *Assess the level of awareness of tourism marketing activities in the community (region)* • *Assess the level of satisfaction with the use of MRDT funds.* *Examples of tourism industry stakeholders may include, but are not limited to, the following within the designated accommodation area:* • *accommodation providers;* • *attractions, sightseeing, activities and other primary tourism businesses;* • *restaurants, retail and other tourism related businesses;* • *Regional and local tourism associations;* • *Product Sector organizations;* • *Parks and recreation;* • *Visitor Centres; and* • *Other government agencies and organizations that have programs and services that relate to tourism.* *The designated recipient must append a copy of the survey (list of questions asked), list of respondents and aggregated results to this report.* *The designated recipient must seek Destination British Columbia's feedback on the methodology, defining the survey questions and survey audience prior to issuing the survey.*
Community Collaboration	***Only for designated recipients collecting 3% tax:*** *Report on the collaborative activities and outcomes to demonstrate partnerships and alignment within and across communities on tourism marketing activities and with provincial or federal tourism-related agencies as appropriate.*

Mandatory Metric	Designated Recipient Response
Community Collaboration	*Examples of collaborative activities include:* • *Meetings and discussions with other designated recipients or Destination Marketing Organizations in other designated accommodation areas* • *Meetings and discussions with other tourism industry stakeholders on shared interests and goals* • *Integrated planning* • *Sharing of resources on content and asset development* • *Aligned product development* *Cooperative and or partnered marketing campaigns/initiatives*
3. Marketing Efforts Are Coordinated and complementary to provincial marketing strategies and tactics: Designated recipients are responsible for ensuring their marketing efforts complement and do not duplicate those of Destination British Columbia to avoid overlap at the community level and dilution of BC's marketing message in key domestic and international markets.	
Mandatory Metric	**Designated Recipient Response**
Provincial Alignment	*Report on actions taken to verify that proposed activities are in complimentary and support Destination BC, regional, community and/or other available tourism strategic and/or marketing plans as part of the completion of One-Year Tactical Plan.* *Examples of actions taken could include:* • *Refer to Destination British Columbia's strategic plan and regional plans* • *Liaise/consult with regional and/or provincial staff during strategic/tactical plan development* • *Provincial or regional staff attendance at community AGM, planning sessions or marketing showcases* • *Attendance at provincial marketing and/or planning sessions* • *Attendance at regional marketing and/or planning sessions* • *Attendance at regional annual conferences/marketing presentations.*
Coordinated with Destination British Columbia on Travel Media and Travel Trade Activities	***Only for designated recipients collecting 3% tax:*** *Report on actions taken to ensure travel trade and travel media activities are coordinated with Destination BC's overarching marketing plan, and similar activities undertaken by other designated recipients.* *The designated recipient should also report on any outcomes of trade show and travel trade activities.*

4. Fiscal prudence and accountability All designated recipients must be accountable, transparent, and make fiscally prudent investments in community tourism marketing.	
Mandatory Metric	**Designated Recipient Response**
Effective Financial Management	*The designated recipient must provide a completed Financial Report (refer to Appendix 2.1) that shows how MRDT funds were spent consistent with the designated recipient's Five-Year Strategic Business Plan and certify that all of the revenue was used solely for purposes as approved in their One-Year Tactical Plan.*
Streamlined Administrative Costs	*The designated recipient must identify and include all administrative costs as outlined in Appendix 2.1 and in accordance to the definition provided in the MRDT Program Requirements (Section 4: Eligible Use of Funds).*
Leveraging of Other Marketing Funds	*The designated recipient must provide details (in this space) regarding what steps they undertook to leverage funding over the year.* *Additionally, the designated recipient must provide the amount(s) and source(s) of marketing funds leveraged from other sources in the Financial Report (refer to Appendix 2.1).*

By signing this form, you certify the accuracy and completeness of the information provided above.

Designated Recipient's Authorized Signing Authority Name	Designated Recipient's Authorized Signing Authority Title
Date	Designated Recipient's Authorized Signing Authority Signature

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax* Act, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30th each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

Quick Reference Guide
(from the MRDT Program Requirements):

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

The MRDT program principles are:

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

One-Year Tactical Plan Template

Designated Recipient: _____
Designated Accommodation Area: _____
Date Prepared: _____
MRDT Repeal Date: _____
Five Year Period: _____

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	**Description**
Strategic Direction	• *A brief overview of the strategic direction from the Five-Year Strategic Business Plan, which may include an articulation of the Vision, Mission, Goals and Objectives from the Five-Year Strategic Business Plan.*
Key Learnings and Conclusions	• *Key learnings and conclusions from a situation analysis or annual review that will inform your One-Year Tactical Plan.* • *Provide an update on progress to date for current yearactivities.*
Overall Goals, and Objectives	• *Overall Goals, Objectives and Targets, if different from the Five-year Strategic Business Plan.*
Strategies	• *Key Strategies for the year, if different from the Five-Year Strategic Business Plan. If any change in Key Strategies is deemed to be material or a substantial shift from original direction set, then approval from Destination British Columbia will be required before implementation.* • *Identify your key content themes for the year (i.e. wilderness, touring, ski, etc.)*
Target Markets	• *The types of visitors that are priorities for your community for the next year, stating primary and secondary target markets. Include geographic target markets, demographic, and activity-based target groups.* • *The desired length of stay that your community is seeking from the target markets, from day visits or overnight getaways to longervacations.*

Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

   Marketing, which may include:
   - Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
   - Website - Hosting, Development, Maintenance
   - Social Media Management Platforms and Tools (i.e. Hootsuite)
   - Consumer Shows and Events
   - Collateral production and distribution
   - Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
   - Travel Trade (for example: trade FAM hosting/support, etc.)
   - Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
   - Other.

   Destination and Product Experience Management, which may include:
   - Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
   - Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
   - Research, Evaluation, and Analytics
   - Other.

   Visitor Services, which may include:
   - Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
   - Other.

   Meetings, Conventions, Events and Sport:
   - Examples could include conferences, events, sales, sport, grant programs, etc.

   Affordable Housing, which may include:
   - Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
   - Please complete and attach Appendix 1.8.

   Other:
   - Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.

3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.

4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: *(e.g., Marketing - Travel Trade; Visitor Services – Mobile Apps; Conferences)*

Activity Title: *Please provide the title of activity.*

Tactics:

Please list and describe the tactics to be used to achieve the strategies outlined in Section 1 of the Strategic Business Plan. There may be several tactics for each activity.

Implementation Plan:

For each activity, an implementation plan should include the following information:

Short Description:

Quantifiable Objectives:

Rationale:

Action Steps:

Potential Partnerships:

Resources:

Sources of Funding:

Timeframe: (when will the tactic begin and end or is it ongoing?)

Budget:

Performance Measures:

- *Please review the tactics listed above and identify expected outcomes and outputs for each.*
- *Report out annually on the performance measures (refer to Appendix 2.2).*
- *The performance measures must align with the four MRDT Program Principles:*
    - *Effective tourism marketing, programs andprojects*
    - *Effective local-level stakeholder support, and inter-communitycollaboration*
    - *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
    - *Fiscal prudence andaccountability.*
- *Consider the following definitions when preparing the output and outcome measures:*
    - *Outputs - measure the level of service provided by a project or provides information about what was done. They define "what you did", e.g., hosted four media familiarization trips.*
    - *Outcomes - measures on the achievement of broader goals such as increasing average visitor yield or enhancing the customer experience.*
- *Examples only:*

Output Measures:

- *Types of marketing activities*
- *Number of event campaigns and results*
- *Description of social media activities andoutcomes*
- *Number of media placements*
- *Number of conventions and meeting sales*
- *Webpage visits*
- *Visitor inquiries/calls*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*
- *Number of new tourism businesses*

Section 3: MRDT Budget for Year One

Designated recipients **must** complete the budget table as provided below.

Revenues (MRDT and Non-MRDT)	Budget $
Ending Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	
MRDT (net of admin fees)	
MRDT from online accommodation platforms (OAP)	
Local government contribution	
Stakeholder contributions (i.e. membership dues)	
Estimated Co-op funding (e.g. CTO, CMO-led projects)	
Grants – Federal	
Grants – Provincial	
Grants/Fee for Service - Municipal	
Retail Sales	
Interest	
Other (please describe)	
Total Revenues	

Expenses (MRDT and Non-MRDT)	Budget $
Marketing	
Marketing staff – wage and benefits	
Media advertising and production	
Website - hosting, development, maintenance	
Social media	
Consumer shows and events	
Collateral production and distribution	
Travel media relations	
Travel trade	
Consumer-focused asset development (imagery, video, written content)	
Other (please describe)	
Subtotal	
Destination & Product Experience Management	
Destination & Product Experience Management Staff – wage and benefits	
Industry development and training	
Product experience enhancement and training	
Research and evaluation	
Other (please describe)	
Subtotal	
Visitor Services	
Visitor Services Wages and Benefits	
Visitor services Operating Expenses	
Other (please describe)	
Subtotal	
Meetings, Conventions, Events and Sport	
Staff – wages and benefits (if stand alone)	
Meetings, conferences, conventions, sales, events, sport, etc.	

	Subtotal	
	Administration	
	Management and staff unrelated to program implementation – wages and benefits	
	Finance staff – wages and benefits	
	Human Resources staff – wages and benefits	
	Board of Directors costs	
	Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
	Office lease/rent	
	General office expenses	
	Subtotal	
	Affordable Housing	
	OAP Revenue	
	General MRDT Revenue	
	Subtotal	
	Other	
	All other wages and benefits not included (please describe)	
	Other activities not included above (please describe)	
	Subtotal	
	Total Expenses	
	Estimated Carry Forward – all Net Assets Restricted and Unrestricted	
Balance		

Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only & projected percentage of spend focused on each season (broad estimate)

Add more rows as needed.

Geographic Market	Total Marketing Budget by Market	% of Total $ by Market
BC		
Alberta		
Ontario		
Other Canada *(please specify)*		
Washington State		
California		
Other USA *(please specify)*		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International *(Please specify)*		
Total		**100%**

Appendix 2.4 Annual Affordable Housing MRDT Report

The following table must be completed if the designated recipient wishes to use MRDT revenues on affordable housing initiatives, regardless of whether revenues are solely from online accommodation platforms or from general MRDT revenues. If you have submitted a previous report through your annual reporting requirements, only provide details on changes in the categories below. This report must be submitted by May 31 of every year.

Project Name and Address
Project Rationale and Details
• Have there been any changes to the project? • What progress/milestones have been made on the measurements of success outlined in your Affordable Housing MRDT Plan?
MRDT Contribution
• Has your MRDT contribution changed since your last report?
Housing Provider/Project Owners/Project Lead
Funding Partner(s)

Contribution from Funding Partner(s)
Estimated Completion Date
• Has the estimated completion date changed? If so, provide some reasons.
Number of Housing Units Completed
• The number of housing units (such as rooms available for individual dwelling) acquired, completed, maintained, or renovated.

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, SEPTEMBER 21, 2022

SUBJECT **Bylaws No. 4487 and 4488: Seagirt Waterworks Conversion to CRD Service**

ISSUE SUMMARY

A local debt service and loan authorization is required to fund upgrades and remediation of the Seagirt Waterworks Improvement District's former water system.

BACKGROUND

On July 14, 2021, the CRD Board adopted the following recommendation:

1. *Commence a service conversion process with the Province to convert the Seagirt Improvement District (SID) to a Capital Regional District (CRD) service which, when concluded, would result in incorporating the SID water infrastructure into the Juan de Fuca Water Distribution Service; and establishing a new service for the purpose of CRD financing of the infrastructure improvements required as a condition of conversion, and dissolving the SID; and*
2. *Apply for any available conversion or infrastructure grants on SID's behalf.*

At the direction of the Province and supported by CRD, the SID residents ran a successful petition for establishing a CRD service. The petition has been certified by the Regional District's Corporate Officer, which confirms it complies with the requirements of the *Community Charter*. The Province has drafted an order-in-council to dissolve SID and transfer its assets and liabilities, but CRD is unable to accept without a service to pay for the upgrades necessary to tie-in the service area with the existing JDF water system and remediate the system.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
2. That participating area approval for Bylaw No. 4487 is authorized by sufficient petition in accordance with ss. 337 and 347 of the *Local Government Act;*
3. That Bylaw No. 4487 be referred to the Inspector of Municipalities for approval;
4. That Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
5. That participating area approval for Bylaw No. 4488 is authorized by sufficient petition in accordance with ss. 337, 347, 407 and 408 of the *Local Government Act*; and
6. That Bylaw No. 4488 be referred to the Inspector of Municipalities for approval.

Alternative 2

That Bylaws No. 4487 and 4488 be referred back to staff for additional information.

IMPLICATIONS

Governance & Financial Implications

Much like other local improvement district conversion services, it will be administered by staff on behalf of residents. Water provision and long-term system maintenance and administration will be undertaken by the Juan de Fuca Water Distribution Commission and paid for by user fees (metered water).

Residents desire a per property parcel tax, rather than fee and charge or requisition, with a maximum term of 25 years and a maximum borrowing amount of $2.1-million, an estimated $1,850 per year, per property, depending on Municipal Finance Authority interest rates. The JDF Electoral Area has pledged an additional $100,000 in Community Works Funds and SID has approximately $150,000 in cash reserves to contribute to the project.

CONCLUSION

In order to allow the Province and SID to convert to a regional district service, CRD must create the local debt service and loan authorization.

RECOMMENDATION

1. That Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
2. That participating area approval for Bylaw No. 4487 is authorized by sufficient petition in accordance with ss. 337 and 347 of the *Local Government Act;*
3. That Bylaw No. 4487 be referred to the Inspector of Municipalities for approval;
4. That Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022", be introduced and read a first, second, and third time;
5. That participating area approval for Bylaw No. 4488 is authorized by sufficient petition in accordance with ss. 337, 347, 407 and 408 of the *Local Government Act*; and
6. That Bylaw No. 4488 be referred to the Inspector of Municipalities for approval.

Submitted by:	Steven Carey, J.D., Senior Manager, Legal and Risk Management
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022"

Appendix B: Bylaw No. 4488, "Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022"

Appendix C: Certification of Petition Results

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4487

****

A BYLAW TO ESTABLISH THE SEAGIRT WATER SYSTEM LOCAL SERVICE AREA

****

WHEREAS:

A. The Capital Regional District may, under Section 263(1)(a) of the *Local Government Act*, establish and provide any service that the Board considers necessary or desirable for all or part of the Capital Regional District;

B. The Board of the Capital Regional District wishes to establish a water distribution local service of the regional district (the "Service"), in the area formerly serviced by the Seagirt Waterworks District, in order to fund upgrades to the water system, while the former water supply service provided by the Seagirt Waterworks District will be taken on by the Juan De Fuca Water Distribution Service and Commission, respectively;

C. Participating area approval is required and assent of the electors has been obtained pursuant to Sections 337 and 347(1)(a) of the *Local Government Act*; and

D. The approval of the Inspector of Municipalities has been obtained under Section 342 of the *Local Government Act*.

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

Service

1. The Service established by this Bylaw is for the purposes of upgrading the existing Seagirt Waterworks District Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences in the area formerly known as the Seagirt Waterworks District.

Boundaries

2. The boundaries of the Service Area are shown in heavy outline on the Plan attached as Schedule "A" to this Bylaw, which are within the Juan de Fuca Electoral Area.

Participating Area

3. Only the Juan de Fuca Electoral Area contains a participating area for this service.

Cost Recovery

4. As provided in Section 378 of the *Local Government Act*, the annual costs of providing the Service may be recovered by one or more of the following:

    a) by property value taxes imposed in accordance with Division 3 of the *Local Government Act*;

b) parcel taxes imposed in accordance with Division 3 of the *Local Government Act;*

c) fees and charges imposed under Section 397 of the *Local Government Act*;

d) revenues raised by other means authorized under the *Local Government Act* or another Act;

e) revenues received by agreement, enterprise, gift, grant or otherwise.

Maximum Requisition

5. In accordance with Section 339(1)(e) of the *Local Government Act*, the maximum amount that may be requisitioned annually for the cost of the Service is the greater of:

a) Three hundred and twenty thousand ($320,000); or

b) An amount equal to the amount that could be raised by a property value tax rate of $3.4824 per One Thousand Dollars ($1,000) that, when applied to the net taxable value of land and improvements in the Service Area, will yield the maximum amount that may be requisitioned for the Service.

Citation

6. This Bylaw may be cited as the "Seagirt Water System Local Service Establishment Bylaw No. 1, 2022".

READ A FIRST TIME THIS day of

READ A SECOND TIME THIS day of

READ A THIRD TIME THIS day of

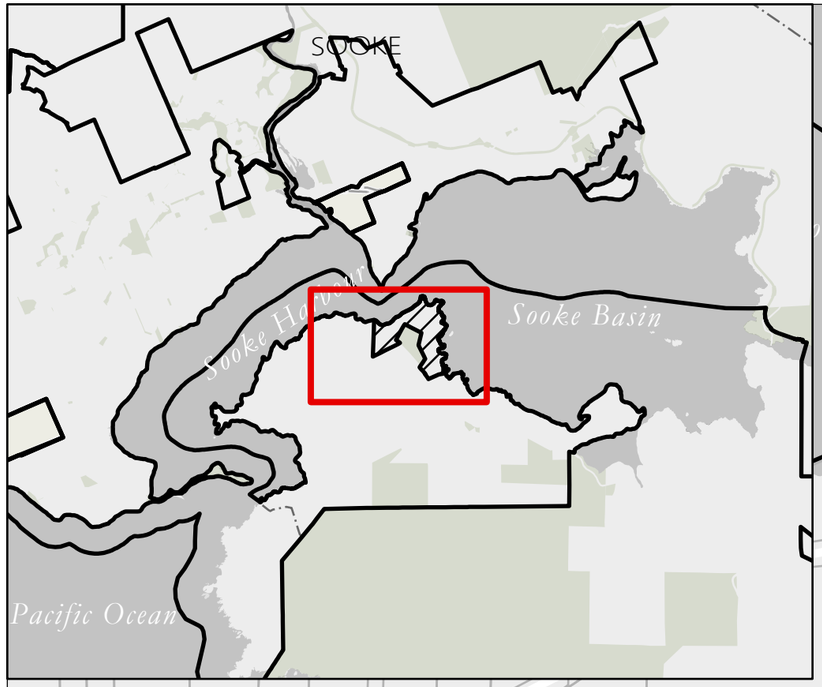
APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS day of

RECEIVED PARTICIPATING AREA APPROVAL UNDER SECTION 347(1)(a) OF THE *LOCAL GOVERNMENT ACT* THIS day of

ADOPTED THIS day of

CHAIR

CORPORATE OFFICER



BILLINGS POINT

BILLINGS SPIT

MILLHEAD

SEAGIRT RD

EAST SOOKE RD

Seagirt Ponds Park

Sooke Basin

COVEY RUN RD

QU'AYIL PEAK PL

COLE RD

LLANILAR RD

CAPITAL REGIONAL DISTRICT

Seagirt Water System Boundaries Schedule "A" to Bylaw No. 4487, "Seagirt Water System Local Service Establishment Bylaw No.1, 2022"

Proposed Service Area Addition

Water Service Area

0 45 90 180 270 Meters

N W E S

Projection: Universal Transverse Mercator. Zone 10, North. North American Datum 1983.

1:7,000

DISCLAIMER

Important This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. **This map is not for navigation.** The CRD **will not be liable** for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

September 2022 | 2022-09-07-41821-SeagirtWaterworksService.aprx | gis@crd.bc.ca

Appendix B

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4488

****

A BYLAW TO AUTHORIZE THE BORROWING OF TWO MILLION, ONE HUNDRED THOUSAND DOLLARS ($2,100,000); FOR THE SEAGIRT WATER SYSTEM UPGRADE

****

WHEREAS:

A. Under Bylaw No. 4487, Seagirt Water System Local Service Establishment Bylaw No. 1, 2022, the Capital Regional District established a local service for the payment of upgrades to the former Seagirt Waterworks District water distribution service;

B. The Board of the Capital Regional District wishes to upgrade the existing Seagirt Water System in connection with the Service (the "Project") to facilitate integration with the Juan de Fuca Water Distribution Service;

C. The estimated cost of the Project, including expenses incidental thereto to be funded by debt servicing, is the sum of Two Million, One Hundred Thousand Dollars ($2,100,000); which is the amount of debt intended to be authorized by this bylaw;

D. Pursuant to Section 337, 342 and 407 of the *Local Government Act*, participating area approval is required and has been obtained by petition of the electors under Section 342(2)(d) of the *Local Government Act*;

E. The approval of the Inspector of Municipalities is required under Section 342 of the *Local Government Act*; and

F. It is proposed that the financing of the Project is to be undertaken by the Municipal Finance Authority of British Columbia pursuant to proposed agreements between that Authority and the Capital Regional District.

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

1. The Board is hereby empowered and authorized to undertake and carry out or cause to be carried out the planning, study, design and construction of works for the provision of the facilities and equipment for the purpose of the Project in connection with the Service and to do all things necessary in connection with the Project and without limiting the generality of the foregoing:

   (a) to borrow upon the credit of the Capital Regional District a sum not exceeding Two Million, One Hundred Thousand Dollars ($2,100,000);

   (b) to acquire all such real property, easements, rights-of-way, leases, licenses, rights or authorities as may be requisite or desirable for or in connection with the Project.

2. The maximum term for which debentures may be issued to secure the debt intended to be created by this bylaw is twenty five years.

3. This Bylaw may be cited as the “Seagirt Water System Local Service Loan Authorization Bylaw No. 1, 2022”.

READ A FIRST TIME THIS day of

READ A SECOND TIME THIS day of

READ A THIRD TIME THIS day of

APPROVED BY THE INSPECTOR OF MUNICIPALITIES THIS day of

RECEIVED PARTICIPATING AREA APPROVAL UNDER SECTIONS 342(2), 407 AND 408 OF THE *LOCAL GOVERNMENT ACT* THIS day of

ADOPTED THIS day of

CHAIR

CORPORATE OFFICER

Appendix C

Making a difference...together

CAPITAL REGIONAL DISTRICT

CERTIFICATION OF RESULTS

PETITION TO CONVERT SEAGIRT WATERWORKS DISTRICT TO A CAPITAL REGIONAL DISTRICT LOCAL SERVICE

I, Kristen Morley, Corporate Officer for the Capital Regional District, do hereby declare and certify that elector assent has been obtained via petition with regards to the establishment by the CRD of a service for water provision and debt servicing in the area of the Seagirt Waterworks District and for the borrowing associated with water system upgrades. The requirements for the petition as set out in section 337 of the *Local Government Act* and 212 of the *Community Charter* have been satisfied.

Dated at Victoria, BC
this 15th day of September, 2022.

Kristen Morley
Corporate Officer