



Capital Regional District

Notice of Meeting and Meeting Agenda

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, October 03, 2023

6:30 PM

SEAPARC Board Room
2168 Phillips Rd
Sooke, BC V9Z 0Y3

A. Beddows (Chair), D. Bishop (Vice Chair), D. Little, J. Perkins, M. Tait, A. Wickheim

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

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

- 3.1. Minutes from the September 5, 2023 Sooke & Electoral Area Parks and Recreation Commission.

Recommendation: That the minutes of the Sooke & Electoral Area Parks and Recreation Commission of September 5, 2023 be adopted as circulated.

Attachments: Minutes: September 5, 2023

4. Chair's Remarks

5. Presentations/Delegations

6. Commission Business

- 6.1. Program Services Update

Recommendation: That the Sooke & Electoral Area Parks and Recreation Commission receive this report for information.

Attachments: Staff Report: 2023 May to August Programs and Services Report
Appendix A: 2023 May to August Programs and Services Highlights

- 6.2. Road Sign Renewal

Recommendation: The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board: That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.

Attachments: Staff Report: Road Sign Renewal - SEAPARC

- 6.3. 2024 Service Planning

Recommendation: The Sooke & Electoral Area Parks and Recreation Commission recommend the Committee of the Whole recommends to the Capital Regional District Board: That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Attachments: Staff Report: Service Planning 2024 Arts & Recreation Community Need Summary
Appendix A: Community Needs Summary – Arts & Recreation

6.4. 2024 Budget Review and Approval Process

Recommendation: The Sooke & Electoral Area Parks and Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board: That Appendix A, 2024-2028 SEAPARC Budget be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Attachments: Staff Report: 2024 Budget Review and Approval Process – Sooke & Electoral Area Parks & Recreation Commission
Appendix A: 2024-2028 SEAPARC Budget

6.5. Skate Park – Verbal Update

7. Correspondence

8. Notice(s) of Motion

9. New Business

10. Adjournment

11. Next Meeting: November 7, 2023



Meeting Minutes

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, September 5, 2023

6:30 PM

SEAPARC Board Room
2168 Phillips Road,
Sooke, BC V9Z 0Y3

Present:

Commissioners: A. Beddows (Chair), D. Bishop (Vice-Chair), D. Little, J. Perkins, M. Tait

Staff: M. Alsdorf, Manager, SEAPARC Recreation; C. Hoglund, Program Services Manager; M. MacKeigan, Administrative Secretary (Recorder)

Absent: A. Wickheim

Chair Beddows called the meeting to order at 6:30 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

MOVED by Commissioner Tait, **SECONDED** by Commissioner Little,

That the agenda for the September 5, 2023 session of the SEAPARC Commission be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

MOVED by Commissioner Tait, **SECONDED** by Commissioner Bishop,

That the minutes of the Sooke & Electoral Area Parks and Recreation Commission meeting of June 6, 2023 be adopted as circulated.

CARRIED

4. CHAIR'S REMARKS

There was no report.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

There were no presentations.

5.2. Delegations

There were no delegations.

6. COMMISSION BUSINESS

6.1. Second Quarter Financial Report

M. Alsdorf provided an overview of the report. The commission discussed the following topics:

- Recognition of staff for the regular updates on projects and challenges

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

6.2. 20-Year Capital Plan

M. Alsdorf provided an overview of the report. The commission discussed the following topics:

- The costs listed account for inflation, contingency and project design
- New infrastructure will be included from the strategic plan
- This plan provides a good outline and reference document

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

6.3. Bylaw No. 2788 Update

M. Alsdorf provided an overview of the report. The commission discussed the following topics:

- Term limits

6.4. Arena Chiller Project – Verbal Update

M. Alsdorf provided an overview of the chiller project, the updated timeline for ice making and the anticipated start date for ice users. The commission discussed the following topics:

- Ice building process and timeline

6.5. Skate Park – Verbal Update

M. Alsdorf provided an overview of the skate park project, preliminary discussion with two businesses on the options for repair or replacement, and approval from the SD62 school board to enter into negotiations for a long-term lease. The commission discussed the following topics:

- Option to relocate the skate park, safety concerns with proximity to the ball fields
- Community involvement in the building of a new skate park
- Role of CRD engineering department

6.6. Community Sport Program Development Fund – Verbal Update

C. Hoglund provided an overview of the grant, \$1500 towards Learn to Play Lacrosse Program and staff development. The commission discussed the following topics:

- No discussion.

7. CORRESPONDENCE:

There were no correspondence.

8. NOTICE(S) of MOTION:

There were no notices of motion.

9. NEW BUSINESS:

The commission discussed the following:

- Update from the District of Sooke: the CAO is scheduled to start mid October; strategic planning is scheduled for October; installation of 5 flashing light cross walks is scheduled including the crossing of Phillips rd to the SEAPARC driveway; a partnership between the District of Sooke and SD62 to encourage active transportation with walking school bus, including a stop at the SEAPARC trail to Journey Middle School; space planning for Raven's Ridge Park is underway with plans for a basketball court, picnic tables, landscaping and trees.
- Several issues were brought forward to commission members by members of the public: vending machines being out of stock and out of order, first base in Stan Jones Field being too high, one side of the road sign turned off, and gaps in the rink boards. Staff provided the following information:
 - Vending machines: Two machines were temporarily out of order while new parts were on order. All vending machines are in operation and restocked on a regular basis.
 - Stan Jones Field: Staff will follow up with the Facilities Operations Supervisor
 - Digital Road Sign: The Sooke side of the sign is no longer in operation after ongoing display issues and review of a specialized technician. Replacement of the road sign is planned as part of the 2024 capital plan. Location, size, and use of the sign requires approval by the Ministry of Highways and Infrastructure.
 - Rink Board Gaps: The facility maintenance team completes an inspection of the rinks boards during ice-in and throughout the season to eliminate gaps in the rink board.

10. ADJOURNMENT:

MOVED by Commissioner Little, **SECONDED** by Commissioner Tait,

That the September 5, 2023 meeting of the Sooke & Electoral Area Parks and Recreation Commission be adjourned at 7:45 pm.

CHAIR

RECORDER



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REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 03, 2023

SUBJECT 2023 May to August Programs and Services Report

ISSUE SUMMARY

To provide an overview of programs and services.

BACKGROUND

During the May to August season, program attendance and registration remained steady. Membership sales increased 40% with \$86,273 in sales in 2022 and \$120,597 as of August 31 this year. Drop-in admissions are following a positive upward trend with an increase of 106% in drop-in revenue (\$24,156 in 2022; \$49,777 in 2023).

Golf course green fee admissions increased from 2,802 in 2022 to 7,013 attendees in 2023 during this time period. This increase can be attributed to increased public engagement post COVID, and fulltime staff coverage during course operating hours.

Marketing:

- Weekly ads are submitted for the Sooke News Mirror
- Facebook posts maintain a consistent reach and engagement, with any given post reaching approximately 1,200 people, with several posts often exceeding that number
- Staggered swim lesson program registration days continues to be well received by staff and the public
- The Digital Road Sign has limited usage currently and staff are pursuing plans for repair

Special Events or Promotions:

- Annual Pool Shutdown took place June 12-July 1
- 83 Youth Summer Sweat and Splash Pass were purchased. This pass provides youth ages 7-18 with unlimited access to drop-in activities throughout the summer for \$40.
- The summer camp staff team represented SEAPARC at All Sooke Day on August 19. In partnership with the Rotary Club of Sooke, the staff lead games and supervised activities for children and youth at the event.

Appendix A provides a brief summary of May to August for 2023, in comparison to 2022.

IMPLICATIONS

Social Implications

Recreation participation offers positive social, emotional, and physical benefits for people of all ages, and these services are essential to a healthy community.

Financial Implications

Staff continue to monitor and adapt services to ensure fiscal responsibility. Drop-in attendance and membership sales continue to exceed budget targets.

Service Delivery Implication

SEAPARC continues to expand and adapt programs and activities where possible to meet increased community demand.

CONCLUSION

SEAPARC continues to monitor and adjust operations in response to community needs and demand.

RECOMMENDATION

That the Sooke & Electoral Area Parks and Recreation Commission receive this report for information.

Submitted by:	Colleen Hoglund, Program Services Manager, SEAPARC
Concurrence:	Melanie Alsdorf, Manager, SEAPARC

ATTACHMENT(S)

Appendix A: 2023 May to August Programs and Services Highlights

SEAPARC Recreation



2023 May to August Programs & Services Report



SEAPARC Recreation Departments Covered in This Report:

Aquatics

- ◆ Early Years & School Age
- ◆ Adult
- ◆ Group & Private Lessons
- ◆ Aquatic Training

Community Recreation

- ◆ Early Years
- ◆ School Age
- ◆ Adult
- ◆ Arena

Fitness

Aquatic Programs

Early Years & School Age

- Water Playland toddler program was not offered in the spring and is being re-introduced in the fall.
- There were 38 participants aged 7-14 years in the Sharks Swim Program compared to 16 from the same time in 2022. This included a new program offered in July and August.
- The Grade 2 Swim to Survive 7 week program was completed in the spring with 200 students participating. The Sooke Lions Club sponsors this program each year.

Adult

- Drop-in Swim Fit attendance remained steady with approximately 14-30 participants weekly, compared to 14-25 attending weekly for the same time period in 2022. This program was offered throughout the summer as well.
- Aqua Fitness consistently has strong attendance, with approximately 25-40 participants per class. Additional classes are now being offered.



Aquatic Programs

Group & Private Swim Lessons

- There were 662 swim lesson participants in 131 classes between April – August 2023, compared to 309 participants in 84 classes for the same time period in 2022.
- There are waitlists for swim lessons every session. Staff continue to focus on training and recruiting new instructors to respond to demand for this service, however challenges continue to exist with securing enough staff to expand this service.
- Private Swim Lessons continue to be on hold.

Aquatic Training

- 23 candidates participated in a variety of 8 advanced courses including Bronze Star, Bronze Medallion, Bronze Cross, National Lifeguard, and Swim Instructor courses in comparison to 15 participants during this time frame in 2022.
- Some of the candidates received sponsorship to attend the National Lifeguard and Swim Instructor course and as a result have become SEAPARC employees.



Community Recreation Programs

Early Years (Birth to 5 Years)

- There was an increase of 59% in program revenue (\$4,699 in 2022 to \$7,467 in 2023). This includes revenue from camps and all early years programs, excluding licensed preschool.
- The number of summer camps offered for this age group increased in 2023, which increased participation from 119 in 2022 to 158 in 2023.
- The afternoon Play and Learn programs were offered through May and June, with 15 children registered between 2 programs. This program is a good introduction to licensed preschool, however attendance has been low and as a result staff are currently evaluating alternatives to ensure additional options are available for this population.
- Drop-in Kindergym was offered every Saturday through the spring but does not run through the summer months. Approximately 50 children attended each week. Staff are currently evaluating options to include an additional time through the week or weekend.

Licensed Preschool

- The 2022-2023 classes had 17 children in total registered. The 2023-2024 school year has 27 children registered.
- The Monday/Wednesday/Friday class is now 4 hours each day.



Community Recreation Programs

School Age (5-18 Years)

- There was a slight increase of 1.8% in program revenue (\$103,449 in 2022 to \$105,376 in 2023). This includes revenue from camps and all other school age and youth programs.
- 26 youth aged 6-18 years attended a beginner Lacrosse program.
- The Volunteer 101 program had 6 youth registered. This program introduces youth to the skills necessary to become a recreation and camp leader.
- The May and June Kids Night Out programs were at full capacity with 20 children registered for each session.
- SEAPARC summer camps were at full capacity, with approximately 60 children each week. Staff focused on delivering a quality experience every day. This year they introduced a weekly epic theme day and scheduled select guests who delivered unique activities such as circus activities and learning about chameleons, mixing some fun with education and awareness opportunities for participants.
- Several contracted camps were offered throughout the summer including Soccertron, Eli Pasquale Basketball, Golf, and Mijo Taekwondo.

Adult (19+ Years)

- Drop-in Pickleball was offered 3 nights a week, with approximately 20 people attending per night. Pickleball is not offered through the summer.
- The second annual 2-person Scotch Golf tournament was held, 22 golfers participated. This is a fun, recreational tournament with awards and door prizes.



Community Recreation Programs

Arena

- Dry floor programs were offered for 2.5 months of the spring season. There was a slight revenue increase of approximately 1.5% (\$640 in 2022 to \$650 in 2023)
- The Tuesday night public skate time was converted to a drop-in roller skate session. Approximately 20 skaters attended each week.
- Indoor drop-in Youth Ball Hockey attendance was minimal. Based on this and patron requests, this time was converted to a to a multi-sport drop-in program, which included indoor soccer, ball hockey, and pickleball. It ran for 3 sessions and had an approximately 10-12 youth attending each session.

Fitness Programs

Youth & Adult (13+ Years)

- The number of registered and drop-in fitness classes increased from 16 per week in 2022 to 24 per week in 2023.
- Weight room visits increased approximately 54% compared to the same time period in 2022. There were 8,188 visits to the weight room May to August of 2022, compared to 12,619 visits to the weight room during the same time period in 2023.
- 27 Youth Weight Room orientations were completed.
- 20 personal training sessions were completed.





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REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 03, 2023

SUBJECT Road Sign Renewal – SEAPARC

ISSUE SUMMARY

To provide the Commission with information and options for renewal of the SEAPARC LED road sign.

BACKGROUND

The SEAPARC LED road sign located at the corner of Sooke Road and Phillips Road has reached end of life. One of the LED panels has not been operational for several months. The LED panel cannot be repaired, and replacement is the only option to remedy this issue.

The replacement of the road sign backlit headers and both LED panels is proposed in the 2024-2028 budget for renewal in 2024, with a budget of \$45,000. The project is included for early approval – to occur in January 2024.

Expediting the renewal of the sign by two months requires a capital budget amendment through the Capital Regional District (CRD) Board.

ALTERNATIVES

Alternative 1

The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board: That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.

Alternative 2

The Sooke & Electoral Area Parks and Recreation Commission direct staff to proceed with road sign replacement in 2024, as recommended in the 2024-2028 preliminary budget.

IMPLICATIONS

Financial Implications

There are no implications on the financial plan, as the project value is unchanged.

Service Delivery Implications

A budget amendment to proceed with renewal in 2023 would start the project in November 2023. If the project remains in the 2024-2028 capital budget and receives early approval, the project will start in January 2024.

CONCLUSION

The SEAPARC road sign is at end of life and requires replacement. A budget amendment would expedite the project by approximately two months.

RECOMMENDATION

The Sooke & Electoral Area Parks and Recreation Commission recommends to the CRD Board: That the 2023 SEAPARC Capital Plan be amended to include \$45,000 for road sign replacement, funded by capital reserves.

Submitted by:	Melanie Alsdorf, Senior Manager, SEAPARC
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer



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REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 03, 2023

SUBJECT **Service Planning 2024 – Arts & Recreation Community Need Summary**

ISSUE SUMMARY

To provide strategic context and an overview of services, initiatives and performance data related to the Arts & Recreation Community Need.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2023-2026 Board Priorities on March 8, 2023. Staff then developed the 2023-2026 CRD Corporate Plan, which was approved by the CRD Board on April 12, 2023.

The CRD Corporate Plan presents the work the organization needs to deliver over the four-year term, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the five-year financial plan.

The 2024 planning cycle marks the first year of the implementation of the 2023-2026 CRD Corporate Plan. The CRD's annual service plans, known as Community Need Summaries, provide an overview of the operational and strategic context, services levels, initiatives and performance data for each Community Need. They also provide details of the initiatives, associated staffing, timing, and service levels required to advance the work in future years.

The Arts & Recreation Community Need Summary is attached as Appendix A. The desired outcome is that residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life.

The CRD reports on the progress of its initiatives and services on a regular basis. The Board receives updates about the Board Strategic Priorities through the Chief Administrative Officer Quarterly Progress Reports. The Board also receives an overview of progress made on delivering the Corporate Plan twice a year at the strategic check-in and provisional budget meetings, which take place in the spring and fall respectively. The next strategic check-in will take place in spring 2024. During the year, standing committees and commissions also fulfill an oversight and advisory role in relation to the work.

ALTERNATIVES

Alternative 1

The Sooke & Electoral Area Parks and Recreation Commission recommend the Committee of the Whole recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Sooke & Electoral Area Parks and Recreation Commission recommend the Committee of the Whole recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Recreation, be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Governance Implications

In 2024, staff have prioritized programs and initiatives that:

- Advance 2023-2026 Board Priorities or Corporate Plan initiatives;
- Operationalize capital investments; and/or
- Are necessary to maintain a core service level following a regulatory change or where there is a safety risk to customers, communities, or staff.

The Executive Leadership Team (ELT) has reviewed and assessed all initiative business cases and confirmed alignment with the criteria. ELT has determined that the consolidated package of work is appropriate and a proportional response to the CRD Board's and communities' expectations of the organization.

Financial Implications

To exercise constraint and cost containment, the CRD Board directed staff to keep the core inflationary adjustment to 3.5% through the 2024 Service and Financial Planning Guidelines. Staff and management have taken the necessary steps to mitigate the financial impact of proposed initiatives as well as cost escalation and high inflation rate experienced in 2022 through to 2023.

Financial and staff impacts for initiatives will be summarized and included in the provisional budget which will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. Starting this year, this will also include a five-year forecast of staffing level changes, which will be reviewed annually.

Service Delivery Implications

Appendix A includes information about existing service delivery, operational considerations, and performance. Additional information has been provided below about the proposed changes for 2024/2025.

1. Proposed changes for 2024

Staff are proposing to advance one new initiative for the Arts & Recreation Community Need that have financial implications for 2024, as shown in Table 1. The key drivers for the initiatives are:

1. Advancing a Board or Corporate Plan Priority; and
2. Adjustments to core service levels to maintain safety.

Table 1. Arts & Recreation Community Need Initiatives (2024)

Initiative	Implementation Year(s)	Staff Impacts (2024)	Incremental Cost (2024)	Funding Source
10c-2.2 SEAPARC – Manager of Operations	2024-Ongoing	1 New Ongoing	\$157,000	Fee-For-Service

The information in Table 1 reflects the initiative business case costs which ELT reviewed as part of their annual assessment of initiatives. The financial impacts reflect full program costs, including cost of staffing.

10c-2.2 SEAPARC – Manager of Operations

The SEAPARC Leisure Complex is experiencing record attendance and membership/pass sales as the community continues to grow. Increased facility use means an enhanced reliance on preventative maintenance and accurate planning of lifecycle of equipment as use increases to ensure continuity of service delivery to patrons. The expanded operation with a variety of diverse facilities requires leadership and overarching planning and oversight beyond the current supervisor role.

SEAPARC has added several low or no cost recreational opportunities over the past seven years, including a bike park, golf course and sport box. As the community is projected to continue to grow, it is expected that more recreational facilities will be required to meet demand for a healthy and livable community. Current and future facilities need to be managed, both with preventative maintenance and long-term planning for servicing, repairs, and replacement. The increased regulatory requirements also require management oversight for the health and safety of staff and public at these facilities.

Initiative 10c-2.2 seeks to create a new regular ongoing Manager of Operations position for SEAPARC responsible for lifecycle and asset management planning, health & safety and regulatory oversight, and project management, among other responsibilities.

2. Planned Changes in 2025

There is one initiative planned for 2025, shown in Table 2. The CRD Board will consider approval next year.

Table 2. Forecast of Future Initiatives: Arts & Recreation Community Need

Initiative	Implementation Year(s)	Staff Impacts (2025)	Incremental Cost (2025)	Funding Source
10c-2.1 SEAPARC – Maintain Reception Staffing	2025-Ongoing	0.5 Auxiliary Converted	\$0	Cost Offset

The information in Table 2 also reflects the business case costs.

10c-2.1 SEAPARC – Maintain Reception Staffing

In a challenging labour market, it is valuable to have a balance of regular and auxiliary staff for the reception services at SEAPARC. Regular staff provide consistency and ability to schedule based on operational need. Auxiliary staff complement these shifts and provide relief in the event of staff illness, vacation, etc.

An existing reception staff position was converted to regular part-time status in 2013. Should the position become vacant, however, it would revert to auxiliary. This would negatively impact operations as the demand for services continues to grow and reception hours continue to increase to support program offerings.

Initiative 10c-2.1 will propose to maintain current staffing levels and associated levels of service, by formally converting this part-time (0.5 FTE) auxiliary reception staffing role to an ongoing regular position in the SEAPARC Division.

CONCLUSION

CRD staff are progressing initiatives identified in the 2023-2026 CRD Corporate Plan, including the Board Priorities. The CRD Board and commissions with delegated authorities determine resourcing through the annual review and approval of the provisional financial plan. To support decision-making, staff provide recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Sooke & Electoral Area Parks and Recreation Commission recommend the Committee of the Whole recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Melanie Alsdorf, Manager, SEAPARC
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Community Need Summary – Arts & Recreation

10 Arts & Recreation



Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

01 Strategy

STRATEGIES & PLANS

- › [Panorama Recreation Strategic Plan](#) › [CRD Arts & Culture Support Service Strategic Plan](#)
- › [SEAPARC Strategic Plan](#)

CORPORATE PLAN GOALS

- 10a Support, promote & celebrate the arts
- 10b Sustain & enhance arts throughout the region
- 10c Affordable recreation opportunities that improve livability

02 Contacts

Chris Gilpin, Arts & Culture	@ email	T. 250.360.3205
Lorraine Brewster, Panorama Recreation	@ email	T. 250.655.2170
Melanie Alsdorf, SEAPARC	@ email	T. 250.642.8009

03 Operating Context

ACHIEVEMENTS IN 2023

1. CRD Arts and Culture hosted the Arts Champions Summit on May 17, 2023 at the Baumann Centre, which gathered over 100 arts leaders and supporters to celebrate sector innovations, spark new collaborations, and collect sector feedback on community needs and opportunities.
2. After an extensive public engagement process, the CRD Arts Commission approved a new strategic plan for the Arts & Culture Support Service with a refreshed Mission and Vision for 2024-27.
3. Panorama Recreation received the BC Recreation and Parks Association's Facility Excellence Award for facilities under \$3 million, for the Jumpstart Multi Sport Court.
4. SEAPARC completed a 20-year capital plan to support asset management.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

Arts

- 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.
- 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 provincial level, arts and culture work is a fast-growing economic sector. From 2010-21, the number of culture jobs in British Columbia increased by 28% and the culture sector GDP per capita increased by 7%, both are the fastest increases in Canada in those respective measures (adjusted for population growth and inflation).

Panorama Recreation

- COVID-19 impact on services has diminished. Registered programs have returned to pre-pandemic levels, and drop-in programs are at 91% of pre-pandemic levels as of June 2023.
- A competitive job market throughout the region continues to challenge operations and may impact service delivery.
- The Panorama Strategic Plan 2022-2026 sets the direction for the future of our services by prioritizing several infrastructure investments that will result in increased capacity and require staffing adjustments.
- Planning is underway for the construction of a covered multi-sport box in Central Saanich. This new facility will provide year-round space for lacrosse, pickleball, roller hockey, and recreation programming. Construction is expected to be complete in Winter 2025.
- Management and operations planning has begun for Panorama Recreation to assume the operation of recreation facilities for partnering areas. This may include tennis courts, pickleball courts, sports fields and programming spaces for North Saanich, Central Saanich and Sidney.
- Design work and cost analysis has begun for enhancements to arena dressing rooms and adjacent support spaces to modernize them, with a focus on equity and functionality.

Sooke and Electoral Area Parks and Recreation (SEAPARC)

- The SEAPARC aquatic and arena facilities are aging. Financial impacts of new infrastructure to support a growing community and plans for renewal/replacement need to be balanced in the capital plan to ensure service continuity. A long-term asset management plan has been completed to inform financial planning. Climate goal considerations for recreational facilities will also have financial implications on the capital plan.
- A competitive job market throughout the region continues to challenge operations.
- Projected population growth within the District of Sooke and Juan de Fuca (JdF) Electoral Area will increase demand for recreational programs and services.
- SEAPARC will undertake a new strategic plan in 2024 to provide direction for 2025-2035.
- SEAPARC is participating in a regional initiative, under the umbrella of The Village Initiative, to improve access to local programs and opportunities for youth to assist in the prevention of crime and vandalism, while strengthening regional service coordination.

OPERATIONAL STATISTICS

Arts

1. In 2022, the CRD Arts and Culture delivered **six granting intakes for five different granting programs**: Operating Grants, Projects Grants (two intakes), IDEA Grants, Equity Grants, and Incubator Grants.
2. In 2022, the six granting intakes received a combined total of **119 applications**, which are reviewed by staff and adjudicated through assessment teams of the Arts Advisory Council.
3. In 2022, a record-high **95 of these applicants received funding** through these grant programs.
4. In terms of outreach capacity, in 2022, the CRD Arts and Culture e-newsletter grew to over **800 subscribers** who receive information about launches of grant programs, information sessions, and other notifications about opportunities in the arts sector in the capital region.
5. Performance, in terms of outcomes, is measured against social and economic indicators as outlined in Section 6.

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Arts

SERVICE BUDGET REFERENCES¹

- › 1.297 Arts Grants and Development
- › 1.290 Royal Theatre
- › 1.295 McPherson Theatre

1. ARTS & CULTURE SUPPORT SERVICE

Description

Supports, champions and develops arts and cultural activities for the benefit of the community through funding programs and outreach activities.

What you can expect from us

- ▶ 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.

Staffing Complement

Arts & Culture Support Service: **2.8 FTE (includes 0.8 FTE Manager and 1 FTE Administrative Support)**

¹ Service budget(s) listed may fund other services

2. THE MCPHERSON PLAYHOUSE SERVICE

Description

Contribution agreement for the municipal support of the theatre.

What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre

Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

3. THE ROYAL THEATRE SERVICE

Description

Contribution agreement for the municipal support of the theatre.

What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the Royal Theatre.

Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

Panorama Recreation

SERVICE BUDGET REFERENCES²

- › 1.44X Panorama Recreation Centre

3. PENINSULA RECREATION

Description

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.

What you can expect from us

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
- ▶ A 13,200 square foot outdoor 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

For North Saanich Middle School, operating agreement with Saanich School District 63 for the use of facility spaces outside of school hours to deliver programs and services:

- ▶ Gymnasium
- ▶ Multipurpose room
- ▶ Multipurpose dance/fitness studio
- ▶ Foods and textiles room

² Service budget(s) listed may fund other services

For Central Saanich Cultural Centre, operating agreement with Central Saanich for the use of:

- ▶ Two activity rooms for program use

Staffing Complement

Panorama Recreation: **36.85 FTE (includes Manager and Administrative Support)**

SEAPARC

SERVICE BUDGET REFERENCES³

- › 1.40X SEAPARC – Facilities & Recreation

4. SEAPARC

Description

Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF Electoral Area.

What you can expect from us

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
- ▶ Skateboard park
- ▶ Joint Use Agreement with School District 62
- ▶ Community Events
- ▶ Multi-use trail
- ▶ DeMamiel Creek golf course
- ▶ Fitness studio and programs
- ▶ Weight Room
- ▶ Outdoor sport box

Staffing Complement

SEAPARC: **19.1 FTE (includes Manager and Administrative Support)**

³ Service budget(s) listed may fund other services

05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan	2023-2026	-	-
10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	2026	-	-
10b-2 Scale up regional support for performing art facilities within the region	2026	-	-
10c-1 Consider service expansions to address gaps and opportunities, as they emerge	Ongoing	-	-
▶ NEW IBC 10c-1.1 Peninsula Recreation – Management and Operations Planning	2024-ongoing	\$27K requisition	Auxiliary
▶ NEW IBC 10c-1.2 Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing	\$30K fee-for-service	0.9 New Ongoing
10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	Ongoing		
▶ FUTURE IBC 10c-2.1 SEAPARC – Maintain Reception Staffing	Planned for 2025	\$ - cost offset	0.5 Auxiliary Converted
▶ NEW IBC 10c-2.2 SEAPARC – Manager of Operations	2024-ongoing	\$157K fee-for-service	1 New Ongoing
10c-3 Develop and implement a long-term strategic plan for SEAPARC	2024	\$50K Fee-for-service	-
10c-4 Undertake a review of youth-focused programming at SEAPARC	2023-2025	-	-

06 Performance

GOAL 10A: SUPPORT, CHAMPION & DEVELOP THE ARTS

Targets & Benchmarks

Through funding programs and other activities, the Arts & Culture Support Service amplifies the contribution that arts organizations make to economic sustainability, community vitality and quality of life across the region and their role in providing a wide range of activities for citizens and visitors.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
Social Contributions						
1	Total number of CRD-funded events ¹	Quantity	11,000	12,000	12,500	↗
2	Total attendees at CRD-funded arts events ²	Quantity	3,000,000	3,300,000	3,500,000	↗
3	Total number of grants distributed ³	Quantity	95	93	100	↗
4	First-time grant recipients ⁴	Quantity	15	13	16	↗

¹⁻⁴ Data from 2021 Arts & Culture Progress Report

Economic Contributions

5	Total funding invested (via CRD grants) in grant recipients ⁵	Quantity	\$2,601,270	\$2,684,670	\$2,778,000	↗
6	Total culture GDP (\$M) generated in CRD ⁶	Quantity	\$800.0	\$820.0	\$840.0	↗
7	Total culture jobs generated in CRD ⁷	Quantity	10,000	10,500	11,000	↗

⁵ Data from 2021 Arts & Culture Progress Report

⁶⁻⁷ Data from Statistics Canada based on forecasts from Cultural Satellite Account

Discussion

Social Contributions

1. The number of events and workshops rose sharply in 2022, due to the restarting of in-person events in 2022 after COVID-19 restrictions were lifted in late 2021.
2. 2022 saw pent-up demand for in-person attendance increasing as soon as event and gathering restrictions were loosened.

3. In 2022, the number of grants distributed was similar to the previous year, which was an all-time high.
4. 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.

Economic Contributions

5. Total arts grant funding has remained consistent throughout the pandemic and continues to have modest increases in 2023.
6. 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.
7. The most recent jobs data from Statistics Canada is from 2020, which shows the impact of the COVID-19 pullback in economic activity. The long-term trend, however, has been a continued increase in culture jobs.

GOAL 10B: SUSTAIN & ENHANCE ARTS THROUGHOUT THE REGION

Targets & Benchmarks

1. To scale up participation in the Arts and Culture Support Service will require new jurisdictions to join this service.
2. To scale up support for performing arts facilities would require more funding, which could be pursued through multiple methods, including through existing services.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Increase the number of participants in the Arts and Culture Support Service ¹	Quantity	9	9	10	↗
2	Increase the support available for performing arts facilities (\$M)	Quantity	\$1.33	\$1.33	\$1.38	↗

¹ Currently there are nine participating jurisdictions in this service.

Discussion

1. The ability to add participants to this service is dependent on external factors, namely the interest level of willingness of non-participating jurisdictions to join the service through the council consent process.
2. The ability to increase support to the Royal Theatre and McPherson Playhouse is also dependent on external factors, namely that current participants support amending bylaws to remove the current fixed maximum contribution amount.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – PANORAMA RECREATION

Targets & Benchmarks

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1 Offer programs that meet community need	Program success rate ¹	Quality	85%	88%	85%
	Program participation rate ²	Quantity	83%	86%	85%
2 Maximize participation levels in drop-in recreation programs and services ³	Aquatics	Quantity	121,474	170,487	194,869
	Arena during ice season	Quantity	8,577	11,931	13,392
	Fitness classes	Quantity	21,039	29,574	33,147
	Weights	Quantity	98,762	148,557	187,206
	Sports	Quantity	2,084	6,252	8,025
	Community Recreation	Quantity	4,239	4,271	4,280
3 Increase new program offerings and maximize revenue ⁴	New program offerings ⁵	Quality	45	30	35
	Registered programs revenue ⁶	Quantity	\$1,833,424	\$1,988,967	\$1,910,850
	Admissions – single admission ⁷	Quantity	\$352,050	\$417,288	\$346,812
	Admissions – punch pass ⁸	Quantity	\$724,918	\$943,318	\$1,172,045

¹ 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.

² Average participation rate of courses, as a percentage of maximum course capacity reached, on average across all programs. Calculated by number of participants registered divided by the maximum capacity of the program. Data from recreation software Activity Registration Summary.

³ Total annual visitors to drop-in reservable programs given capacity and staffing limitations; data from recreation software Daily Attendance Report – Date Range.

⁴ Data from recreation software General Ledger, Activity Registration report and program coordinators.

⁵ New program is defined as a program not offered in the prior year.

⁶ Revenue generated by registration in programs.

⁷ Revenue generated by single admission purchase.

⁸ Revenue generated by punch pass and timed pass purchases.

Discussion

Metric 1: Course participation has been added as an additional benchmark for Metric 1. Course participation reflects how full courses are on average, based on the number of participants registered relative to the total spaces available.

A target participation rate of 85% represents service delivery, which balances diversity of programming, alignment with community need, and financial sustainability.

Metric 2: Attendance continues to recover to pre-pandemic levels. June 2023 attendance is at 91% of June 2019, up from 77% in 2022.

Metric 3: The Lifesaving Society Swim for Life program was adopted in 2022 to replace the Canadian Red Cross program, which was phased out across Canada in 2022. The implementation of this program in 2022 led to a higher number of new programs than anticipated.

Licensed childcare program revenue is reduced from 2022 and 2023 as a result of increased funding from Child Care Operating Fund (CCOF) for Fee Reduction Initiative which directly reduces the fees paid by the public. The decrease in program revenue is reflected in a comparable increase in grant funding revenue. Projected CCOF funding for 2024 is \$229,270.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – SEAPARC

Targets & Benchmarks

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1 Deliver fitness programs and service that meet community need and recover operation investment ¹	Fitness/Weights admissions	Quantity	\$22,838	\$57,000	-
	Membership sales	Quantity	\$289,258	\$431,000	-
2 Manage user funding at approximately 30% ²	-	Quality	30.6%	32%	35%
3 Increase Community Recreation program revenue by each year ³	-	Quantity	\$180,378	\$216,000	-
4 Offer programs that meet community need	Program offering success rate ⁴	Quality	73%	75%	78%
5 Maximize participation levels in drop-in recreation programs and services ⁵	Aquatics	Quantity	74,170	78,000	82,000
	Arena	Quantity	10,401	12,000	12,250
	Fitness classes	Quantity	4,449	6,500	6,800
	Weights	Quantity	26,421	45,000	47,250
	Golf	Quantity	18,800	22,000	22,500
	Community Recreation	Quantity	1,024	1,900	2,000
6 Increase new program offerings and maximize revenue	New program offerings ⁶	Quality	24	17	15
	Registered programs revenue ⁷	Quantity	\$346,524	\$472,000	\$522,000
	Admissions – single admission ⁸	Quantity	\$226,600	\$364,000	\$400,500
	Membership revenue - general ⁹	Quantity	\$219,796	\$350,000	\$399,250
	Membership revenue – golf ¹⁰	Quantity	\$69,462	\$81,000	\$85,000

¹ Fitness & weight room admission revenue and revenue from all membership sales.

² User funding or tax investment (without debt).

³ Total registered programs revenue (gross revenue) generated by registration in community recreation programs; data from recreation software General Ledger

⁴ 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.

⁵ Total annual visits to drop-in programs by program area. Data from Membership Pass Scan report, Drop-in Sales report and Activity Registration Summary report.

⁶ Data from recreation software General Ledger, Activity Registration report and program coordinators. New program is defined as a program not offered in the prior year.

⁷ Total revenue generated by registration in programs. Data from General Ledger.

⁸ Revenue generated by single admission purchase, including golf. Data from General Ledger.

⁹ Revenue recognized from SEAPARC membership pass sales (excludes golf). Data from General Ledger.

¹⁰ Revenue recognized from golf membership pass sales. Data from General Ledger.

Discussion

Metric 1: The weight room and fitness classes have returned to drop-in operations post-COVID and fitness class offerings have increased. This has resulted in a trend of increased admissions and membership pass sales. Membership sales increase may also be supported by population growth. These metrics will be discontinued in 2024 and replaced with Metrics 5 & 6.

Metric 2: The projected increase in membership sales will contribute to an increase in proportion of 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.

Metric 4: The goal is to be responsive to community needs by offering desired programs, contributing to a high success rate. Each season program coordinators evaluate the success of programs and discontinue or adjust those that have a pattern of being cancelled and try out new programs based on feedback.

Metric 5 & 6: This metric reflects current trends with increased admission, membership and registered program revenue, as well as increased fees as approved in the fees & charges bylaw. The trend is particularly strong with the weight room and fitness, with quickly increasing demand for these services.

07 Business Model

Arts

PARTICIPANTS	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
FUNDING SOURCES	Requisitions
GOVERNANCE	Arts & Culture Support Service: Arts Commission Theatres: Royal and McPherson Theatres Services Advisory Committee

Panorama Recreation

PARTICIPANTS	Sidney, Central Saanich and North Saanich
FUNDING SOURCES	Requisitions, grants, sponsorships, donations and non-tax revenue
GOVERNANCE	Peninsula Recreation Commission

SEAPARC

PARTICIPANTS	Sooke and JdF EA
FUNDING SOURCES	Requisition (75% Sooke, Juan de Fuca Electoral Area 25%), grants, sponsorships, donations, non-tax revenue
GOVERNANCE	Sooke and Electoral Area Parks and Recreation Commission



Making a difference...together

REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 03, 2023

SUBJECT **2024 Budget Review and Approval Process – Sooke & Electoral Area Parks and Recreation Commission**

ISSUE SUMMARY

This report presents the 2024-2028 Sooke & Electoral Area Parks and Recreation Commission (SEAPARC) budget for review and provisional approval.

BACKGROUND

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

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

Under Board direction, SEAPARC is responsible for reviewing the service plan and the budget and recommending them for approval to the Board. Ultimately, the Board is responsible for the approval of all the service budgets.

2024 Financial Plan Approach

The 2024 planning cycle marks the first year of implementation of the Board-approved 2023-2026 CRD Corporate Plan. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the 2024-2028 5-Year Financial Plan. In response to a high degree of economic uncertainty, prioritization will focus on balancing cost pressures with ensuring essential core service delivery.

The budget process includes service planning to align operational service requirements and recommendations with Board strategic priorities and the Corporate Plan. Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan.

On May 3, 2023, the Board approved the 2024 Service and Financial Planning Guidelines. The guidelines supported financial management strategies related to revenue, reserves, and debt management.

2024 Financial Plan Overview

The Financial Plan includes operating, capital, and reserve funds. The operating budget identifies the regular annual costs to operate the services. Budgeted revenues are primarily derived from sale of services, fees and charges, requisition and grants. Expenditures are determined through the application of a variety of assumptions and agreements, some of which the Board considers directly, and others that are recommended locally by participants or local service commissions. The capital expenditure plan shows the anticipated expenditures for capital projects and equipment replacement for the next five years. This plan has been informed by the SEAPARC 20-year capital plan. Over the next five years, despite increases to contributions, the capital reserve fund is maintained at an average of \$562,000. In order to proceed with a regular preventative maintenance plan, support an aging facility and still be prepared for unexpected facility projects, the target for this fund is \$1,000,000 to \$1,500,000.

The 2024 budget considers changes in service delivery, particularly increased attendance at SEAPARC Leisure Complex in direct relation to the weight room and fitness expansion project and an increase of program offerings. Cost drivers such as inflation forecasts and interest rate changes have a direct and sometimes significant impact on the overall budget and have also been considered. Items such as wages and benefits, supplies, utilities including electricity and fuel, vehicles and equipment are subject to inflationary changes that influence the cost of service delivery. Increased expense costs have largely been mitigated by projected increases in membership sales and program revenue.

The 2024 ongoing supplemental budget represents the incremental growth as we return to regular operations post-COVID and experience growth in the community. There is additional revenue generated from membership sales, drop-in admissions, new program offerings and an expanded ice rental season, which requires additional expenses for additional maintenance, reception, and program delivery staff. This also includes a new Manager of Operations position to provide project management, a comprehensive preventative maintenance schedule, workplace safety oversight, and staff recruitment and training.

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

ALTERNATIVES

Alternative 1

The Sooke & Electoral Area Parks and Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, 2024-2028 SEAPARC Budget be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Sooke & Electoral Area Parks and Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, 2024-2028 SEAPARC Budget be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Financial Implications

Operating Budget

The 2024 presentation includes a requisition increase of \$89,537 or 2.79% over the 2023 budget. While total operating costs, including transfers to reserves, increase by 14.8%, requisition funding is being held at 2.8%, below the board approved financial planning guidelines of 3.5%. To balance the operating plan, revenue from user fees and rentals are expected to increase by 42.9%, largely driven by performance in 2023. Forecasted 2023 revenue for the golf course, fitness gym and pool are nearly double the approved plan. This revenue growth is expected to continue at a more moderate rate in 2024.

Capital Budget

The 2024 capital budget is informed by the 20-year capital plan to ensure preventative maintenance, renewal and replacement is completed to ensure ongoing service to the community. The capital reserve fund is currently underfunded.

The attached 2024-2028 SEAPARC Budget in Appendix A, which includes operating and capital budgets, is provided for preliminary approval.

CONCLUSION

The service and financial planning process is integral to providing ongoing service delivery. SEAPARC's service plan and budget are part of the overall planning cycle for the CRD. The attached service plan and 2024-2028 SEAPARC budget are provided for review by the Commission for approval by the CRD Board.

RECOMMENDATION

The Sooke & Electoral Area Parks and Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That Appendix A, 2024-2028 SEAPARC Budget be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Melanie Alsdorf, Manager, SEAPARC
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: 2024-2028 SEAPARC Budget

CAPITAL REGIONAL DISTRICT

2024 BUDGET

SEAPARC

**Sooke and Electoral Area Parks and
Recreation Commission Review**

October 2023

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 swimming pool, the golf course and multi-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 apportionment 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, \$660,000 issued).

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation

Commission: Sooke Electoral Area Parks & Rec

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy	Residential Tax Rate /1000
District of Sooke	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	
District of Sooke	2023	6,673	593,953,061	5,532,345,536		2,440,575	
JDF-Sooke Rec - M(762) LSA # 33	2023	2,881	298,355,031	2,582,513,326		772,113	
Summary	2023	9,554	892,308,092	8,114,858,862	12,983,774	3,212,688	

SEAPARC - ALL SERVICE AREAS			BUDGET I QUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,830,225	2,820,863	2,898,197	438,534	-	3,336,731	3,454,772	3,532,592	3,612,128	3,695,078
Electricity & Utilities	244,175	281,574	267,523	-	-	267,523	268,540	273,920	279,400	289,600
Operating Supplies & Promotion	281,706	352,360	368,899	-	-	368,899	372,070	378,870	385,830	396,760
Maintenance and Repairs	186,362	200,250	199,863	-	-	199,863	199,780	203,770	207,840	216,320
Internal Allocations	270,583	270,583	303,078	-	-	303,078	315,455	323,055	327,386	334,438
Contract for Services	52,436	42,445	46,350	-	-	46,350	45,200	46,100	46,970	47,930
Vehicles and Travel	25,228	27,009	25,300	-	-	25,300	25,810	26,330	26,850	27,380
Operating - Other	73,355	62,190	89,326	-	-	89,326	90,080	91,870	93,700	96,640
Insurance Cost	32,370	32,370	32,570	-	-	32,570	34,190	35,900	37,690	39,570
Contingency	20,604	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	4,017,044	4,089,644	4,231,106	438,534	-	4,669,640	4,805,897	4,912,407	5,017,794	5,143,716
Percentage increase over prior year		1.8%	5.33%			16.25%	2.92%	2.2%	2.1%	2.5%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	-	50,000	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	340,000	476,276	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	310,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	450,000	836,276	470,000	-	-	470,000	529,400	539,990	550,790	561,800
		85.8%	4.44%			4.44%	12.64%	2.0%	2.0%	2.0%
DEBT CHARGES	104,086	104,086	104,126	-	-	104,126	54,126	54,126	54,126	54,126
TOTAL COSTS	4,571,130	5,030,006	4,805,232	438,534	-	5,243,766	5,389,423	5,506,523	5,622,710	5,759,642
		10.04%	5.12%			14.71%	2.78%	2.17%	2.11%	2.44%
FUNDING SOURCES (REVENUE)										
Balance C/F from Current to Next year						-				
Balance C/F from Prior to Current year	(54,750)	(54,750)	-	-	-	-	-	-	-	-
Fee Income	(977,085)	(1,396,940)	(1,144,142)	(405,780)	-	(1,549,922)	(1,581,606)	(1,613,250)	(1,645,484)	(1,677,660)
Rental Income	(320,850)	(359,871)	(350,942)	(34,920)	-	(385,862)	(394,600)	(402,500)	(410,560)	(418,770)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(5,757)	(5,757)	(5,757)	-	-	(5,757)	(5,757)	(5,757)	(5,757)	(5,757)
TOTAL REVENUE	(1,358,442)	(1,817,318)	(1,500,841)	(440,700)	-	(1,941,541)	(1,981,963)	(2,021,507)	(2,061,801)	(2,102,187)
			10.48%			42.92%	2.08%	2.0%	2.0%	2.0%
REQUISITION	(3,212,688)	(3,212,688)	(3,304,391)	2,166	-	(3,302,225)	(3,407,460)	(3,485,016)	(3,560,909)	(3,657,455)
Percentage increase over prior year requisition			2.85%			2.79%	3.19%	2.28%	2.18%	2.71%
PARTICIPANTS: Sooke and JDF AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	1.00	-	20.10	20.60	20.60	20.60	20.60

SEAPARC - ALL SERVICE AREAS			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATING COSTS										
Arena	508,712	533,073	451,442	-	-	451,442	466,625	478,305	487,620	499,216
Golf Course	168,936	211,455	188,056	40,000	-	228,056	218,265	222,860	227,545	247,772
Community Recreation	408,794	361,130	378,965	-	-	378,965	387,235	395,671	404,297	413,115
Fitness Gym	127,676	125,125	151,479	-	-	151,479	154,699	157,982	161,334	164,765
Outdoor Facilities	26,975	15,600	24,001	-	-	24,001	22,400	22,840	23,240	23,730
Multi-Purpose Rooms	3,849	5,200	5,650	-	-	5,650	5,760	5,880	6,000	6,120
Concession	42,315	66,145	80,280	-	-	80,280	81,890	83,530	85,190	86,900
Pool	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
General ops	977,848	973,920	1,168,701	-	-	1,168,701	1,242,485	1,269,525	1,297,136	1,325,357
Maintenance	799,869	761,500	815,740	-	-	815,740	1,064,876	1,089,892	1,115,481	1,141,665
TOTAL OPERATION AND OVERHEAD COSTS	4,017,044	4,064,644	4,201,106	166,553	-	4,367,659	4,775,897	4,882,407	4,987,794	5,113,716
*Percentage increase over prior year		1.2%	4.58%			8.73%	9.35%	2.2%	2.2%	2.5%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	340,000	476,276	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	310,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
Transfer to Operating Reserve Fund	-	50,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL/RESERVES	450,000	836,276	470,000	-	-	470,000	529,400	539,990	550,790	561,800
DEBT CHARGES										
Fitness Gym	50,000	50,000	50,000	-	-	50,000	-	-	-	-
Golf Course	54,086	54,086	54,126	-	-	54,126	54,126	54,126	54,126	54,126
TOTAL OPERATING, CAPITAL AND DEBT COSTS	4,571,130	5,005,006	4,775,232	166,553	-	4,941,785	5,359,423	5,476,523	5,592,710	5,729,642
FUNDING SOURCES (REVENUE)										
Arena	(317,778)	(356,699)	(327,160)	(59,800)	-	(386,960)	(395,730)	(403,640)	(411,700)	(419,920)
Golf Course	(165,019)	(248,940)	(183,412)	(80,200)	-	(263,612)	(268,880)	(274,250)	(279,740)	(285,330)
Community Recreation	(262,749)	(238,222)	(266,912)	(3,870)	-	(270,782)	(276,876)	(282,420)	(288,064)	(293,100)
Outdoor Facilities	(1,000)	(2,250)	(3,250)	-	-	(3,250)	(3,320)	(3,390)	(3,460)	(3,530)
Fitness Gym	(152,500)	(304,000)	(164,400)	(170,600)	-	(335,000)	(341,700)	(348,540)	(355,510)	(362,630)
Multi-Purpose Rooms	(8,550)	(18,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,290)	(22,740)
Concession	(47,340)	(66,100)	(91,680)	-	-	(91,680)	(93,510)	(95,380)	(97,280)	(99,220)
Pool	(343,000)	(522,600)	(437,270)	(126,230)	-	(563,500)	(574,770)	(586,280)	(598,000)	(609,960)
TOTAL REVENUE	(1,297,936)	(1,756,811)	(1,495,084)	(440,700)	-	(1,935,784)	(1,976,206)	(2,015,750)	(2,056,044)	(2,096,430)
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(5,757)	(5,757)	(5,757)	-	-	(5,757)	(5,757)	(5,757)	(5,757)	(5,757)
REQUISITION	(3,267,437)	(3,242,438)	(3,274,391)	274,147	-	(3,000,244)	(3,377,460)	(3,455,016)	(3,530,909)	(3,627,455)
*Percentage increase over prior year requisition		-0.8%	0.21%			-8.18%	12.57%	2.30%	2.20%	2.73%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	1.00	-	20.10	20.60	20.60	20.60	20.60

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS - ARENA</u>										
Salaries and Wages	100,303	109,743	115,879	-	-	115,879	118,499	121,182	123,918	126,718
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	119,500	142,000	146,000	-	-	146,000	148,920	151,900	154,940	158,040
Other Internal Allocations & Insurance	189,358	189,358	110,176	-	-	110,176	118,226	122,613	124,492	128,498
Maintenance & Operating Supplies	89,147	91,972	79,387	-	-	79,387	80,980	82,610	84,270	85,960
Contingency	10,404	-	-	-	-	-	-	-	-	-
	508,712	533,073	451,442	-	-	451,442	466,625	478,305	487,620	499,216
<u>OPERATING COSTS - GOLF COURSE</u>										
Salaries and Wages	120,849	150,300	130,470	40,000	-	170,470	172,565	176,240	179,985	185,432
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	1,700	5,700	6,035	-	-	6,035	1,820	1,860	1,900	6,550
Maintenance & Supplies & Operating Cost	46,387	55,455	51,551	-	-	51,551	43,880	44,760	45,660	55,790
	168,936	211,455	188,056	40,000	-	228,056	218,265	222,860	227,545	247,772
<u>OPERATING COSTS - RECREATION PROGRAMS</u>										
Salaries and Wages	341,332	307,500	317,365	-	-	317,365	324,405	331,591	338,947	346,465
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Operating Other	67,462	53,630	61,600	-	-	61,600	62,830	64,080	65,350	66,650
Contingency	-	-	-	-	-	-	-	-	-	-
	408,794	361,130	378,965	-	-	378,965	387,235	395,671	404,297	413,115
<u>OPERATING COSTS - FITNESS GYM</u>										
Salaries and Wages	112,676	109,500	130,244	-	-	130,244	133,049	135,912	138,834	141,825
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Operating Other	9,500	7,625	11,235	-	-	11,235	11,450	11,670	11,890	12,120
Instructional Services	5,500	8,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
	127,676	125,125	151,479	-	-	151,479	154,699	157,982	161,334	164,765

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OUTDOOR FACILITIES</u>	26,975	15,600	24,001	-	-	24,001	22,400	22,840	23,240	23,730
<u>MULTI-PURPOSE ROOMS</u>	3,849	5,200	5,650	-	-	5,650	5,760	5,880	6,000	6,120
<u>CONCESSION</u>	42,315	66,145	80,280	-	-	80,280	81,890	83,530	85,190	86,900
TOTAL OPERATING COSTS	1,287,257	1,317,728	1,279,873	40,000	-	1,319,873	1,336,874	1,367,068	1,395,226	1,441,618
Percentage Increase		2.4%	-0.57%			2.53%	1.3%	2.3%	2.1%	3.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve fund	340,000	340,000	355,000	-	-	355,000	362,100	369,340	376,730	384,260
Transfer to Equipment Replacement Fund	110,000	110,000	115,000	-	-	115,000	167,300	170,650	174,060	177,540
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	450,000	450,000	470,000	-	-	470,000	529,400	539,990	550,790	561,800
Golf Debt	54,086	54,086	54,126	-	-	54,126	54,126	54,126	54,126	54,126
Fitness Gym Debt	50,000	50,000	50,000	-	-	50,000	-	-	-	-
DEBT CHARGES	104,086	104,086	104,126	-	-	104,126	54,126	54,126	54,126	54,126
TOTAL COSTS RECREATION SERVICES	1,841,343	1,871,814	1,853,999	40,000	-	1,893,999	1,920,400	1,961,184	2,000,142	2,057,544
<u>OPERATION AND OVERHEAD COSTS</u>										
Salaries and Wages	695,944	665,500	706,863	47,300	-	754,163	771,406	789,032	807,057	825,488
Internal Allocations	63,123	63,123	202,616	-	-	202,616	206,669	210,803	215,019	219,319
Internet Services & Telephone	35,700	39,000	42,000	-	-	42,000	42,840	43,700	44,570	45,460
Advertising	17,891	19,450	20,500	-	-	20,500	20,910	21,330	21,750	22,190
Travel, Training & Consultants	30,062	17,400	22,200	-	-	22,200	22,640	23,090	23,550	24,010
Operating - Other	135,128	169,447	174,522	-	-	174,522	178,020	181,570	185,190	188,890
TOTAL OPERATION AND OVERHEAD COSTS	977,848	973,920	1,168,701	47,300	-	1,216,001	1,242,485	1,269,525	1,297,136	1,325,357
<u>MAINTENANCE COSTS - SALARIES</u>	799,869	761,500	815,740	224,681	-	1,040,421	1,064,876	1,089,892	1,115,481	1,141,665
TOTAL OVERHEAD & MAINTENANCE COSTS	1,777,717	1,735,420	1,984,441	271,981	-	2,256,422	2,307,361	2,359,417	2,412,617	2,467,022
Internal Recovery - Operations	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	3,619,060	3,607,234	3,838,440	311,981	-	4,150,421	4,227,761	4,320,601	4,412,759	4,524,566

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>FUNDING SOURCES (REVENUE)</u>										
Arena - Fee Charges	(49,977)	(67,818)	(53,080)	(24,880)	-	(77,960)	(79,530)	(81,120)	(82,730)	(84,380)
Arena - Rental Income	(267,801)	(288,881)	(274,080)	(34,920)	-	(309,000)	(316,200)	(322,520)	(328,970)	(335,540)
Golf Course - Fee Charges	(137,000)	(213,200)	(145,800)	(80,200)	-	(226,000)	(230,520)	(235,120)	(239,820)	(244,610)
Golf Course - Rental and Sales Income	(28,019)	(35,740)	(37,612)	-	-	(37,612)	(38,360)	(39,130)	(39,920)	(40,720)
Recreation - Fee Charges	(257,225)	(224,212)	(250,230)	(3,870)	-	(254,100)	(259,856)	(265,060)	(270,354)	(275,040)
Recreation - Other Misc Income	(5,524)	(14,010)	(16,682)	-	-	(16,682)	(17,020)	(17,360)	(17,710)	(18,060)
Fitness Gym - Fee Charges	(152,500)	(304,000)	(164,400)	(170,600)	-	(335,000)	(341,700)	(348,540)	(355,510)	(362,630)
Multi-Purpose Room - Rental Income	(8,550)	(18,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,290)	(22,740)
Concession - Sales and Commissions	(47,340)	(66,100)	(91,680)	-	-	(91,680)	(93,510)	(95,380)	(97,280)	(99,220)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Sport Box - Rental	(1,000)	(2,250)	(3,250)	-	-	(3,250)	(3,320)	(3,390)	(3,460)	(3,530)
TOTAL REVENUE	(954,936)	(1,234,211)	(1,057,814)	(314,470)	-	(1,372,284)	(1,401,436)	(1,429,470)	(1,458,044)	(1,486,470)
REQUISITION, PILT & PRIOR YEAR SURPLUS	(2,664,124)	(2,373,023)	(2,780,626)	2,489	-	(2,778,137)	(2,826,325)	(2,891,131)	(2,954,715)	(3,038,096)
Percentage Increase		-10.9%	4.37%			4.28%	1.7%	2.3%	2.2%	2.8%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	15.45	15.45	15.45	1.00	0.00	16.45	16.95	16.95	16.95	16.95

SEAPARC - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
OPERATION COSTS										
Salaries and Wages	643,683	696,000	661,036	126,553	-	787,589	848,962	867,303	886,036	905,175
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Operations	-	-	-	-	-	-	-	-	-	-
Utility	122,000	133,274	114,500	-	-	114,500	116,790	119,130	121,510	123,940
Operating - Supplies	65,715	71,750	76,400	-	-	76,400	77,920	79,450	81,050	82,660
Other Internal Allocations & Insurance	50,472	50,472	22,856	-	-	22,856	24,750	25,539	25,565	26,191
Maintenance	60,000	60,000	62,000	-	-	62,000	63,240	64,500	65,790	67,110
Contingency	10,200	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
*Percentage Increase		6.2%	-1.60%			11.69%				
TOTAL COSTS	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(317,000)	(486,000)	(398,770)	(126,230)	-	(525,000)	(535,500)	(546,220)	(557,140)	(568,280)
Other Income	(9,500)	(15,600)	(16,500)	-	-	(16,500)	(16,830)	(17,170)	(17,510)	(17,860)
Rental Income	(16,500)	(21,000)	(22,000)	-	-	(22,000)	(22,440)	(22,890)	(23,350)	(23,820)
TOTAL REVENUE	(343,000)	(522,600)	(437,270)	(126,230)	-	(563,500)	(574,770)	(586,280)	(598,000)	(609,960)
REQUISITION, PILT & PRIOR YEAR SURPLUS	(609,070)	(488,896)	(499,522)	(323)	-	(499,845)	(556,892)	(569,642)	(581,951)	(595,116)
Percentage Increase		-19.7%	-17.99%			-17.93%	11.4%	2.3%	2.2%	2.3%
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

Change in Budget 2023 to 2024
Service: 1.40X SEAPARC

Total Expenditure

Comments

2023 Budget

4,571,130

Change in Salaries:

Base salary and benefit change	62,806	Inclusive of estimated collective agreement changes
Step increase/paygrade change	5,166	
1.0 FTE Manager	148,181	IBC - 10c-2.2 Manager of Operations
Auxiliary	290,353	Additional auxiliary hours to accommodate increased service levels
<hr/>		
Total Change in Salaries	506,506	

Other Changes:

Standard Overhead Allocation	10,629	Increase in 2023 operating costs
Human Resources Allocation	21,807	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Utilities	23,348	
Reserve Transfers	20,000	
Other Costs	90,346	
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Total Other Changes	166,130	

2024 Budget

5,243,766

Summary of % Expense Increase

2024 Base salary and benefit change	1.4%
Service Level increase	6.4%
New FTE	3.2%
Balance of increase	3.7%
<i>% expense increase from 2023:</i>	14.7%

<i>% Requisition increase from 2023 (if applicable):</i>	2.8%	<i>Requisition funding is 63% of service revenue</i>
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Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$386,276 (8.4%) due mainly to increased operational revenue. This variance will be moved to Operating Reserve (\$50,000), Equipment Replacement Reserve (\$200,000) and Capital Reserve (\$ 86,276).

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.40X SEAPARC	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$225,500	\$710,500	\$2,223,000	\$232,000	\$189,500	\$3,580,500	
Equipment	\$0	\$451,700	\$417,150	\$1,671,500	\$139,850	\$176,300	\$2,856,500	
Land	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000	
Engineered Structures	\$0	\$1,100,000	\$0	\$0	\$27,000	\$0	\$1,127,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
		\$0	\$1,777,200	\$1,627,650	\$3,894,500	\$398,850	\$365,800	\$8,064,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Debenture Debt (New Debt Only)	\$0	\$0	\$700,000	\$1,850,000	\$0	\$0	\$2,550,000	
Equipment Replacement Fund	\$0	\$234,700	\$371,650	\$166,500	\$118,850	\$109,800	\$1,001,500	
Grants (Federal, Provincial)	\$0	\$778,000	\$0	\$1,400,000	\$0	\$0	\$2,178,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$0	\$764,500	\$556,000	\$478,000	\$280,000	\$256,000	\$2,334,500	
		\$0	\$1,777,200	\$1,627,650	\$3,894,500	\$398,850	\$365,800	\$8,064,000

Service:

1.40X

SEAPARC

Project Number 20-09

Capital Project Title Domestic Hot Water Replacement

Capital Project Description Replacement of hot water storage tanks and update system

Project Rationale Service life is ended for DHW storage tanks for the arena as well as for the pool/gym. This project will replace the tanks and centralize the hot water boilers/storage in the upper mechanical room and include heat recovery.

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. Replacement of areas 4 & 4A in 2023, along with creation of 5 year workplan for pool and lobby roof.

Project Number 22-04

Capital Project Title Pool Lectronator System

Capital Project Description Replacement of lectronator cells

Project Rationale Annual replacement of lectronator cells.

Project Number 22-07

Capital Project Title Golf Course Irrigation Upgrade

Capital Project Description Renewal irrigation renewal

Project Rationale Ongoing repairs and upgrades to golf course irrigation system ensure continuity of service.

Service: 1.40X SEAPARC

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/replacement 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.

Project Number 23-05

Capital Project Title #N/A

Capital Project Description #N/A

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

Service: 1.40X SEAPARC

Project Number 23-07

Capital Project Title Parking Lot Remediation

Capital Project Description Renewal parking lot remediation

Project Rationale Sections of the parking lot are starting to show signs of deterioration and require remediation.

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 23-13

Capital Project Title Arena Dehumidifier Wheel Replacement

Capital Project Description Arena Dehumidifier Wheel Replacement

Project Rationale End of life replacement

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.

Service:

1.40X

SEAPARC

Project Number 24-02

Capital Project Title Security System Replacement

Capital Project Description Security System Replacement

Project Rationale End of life

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. This project will recoat the pool metal roof to extend the lifespan of the roof.

Service: 1.40X SEAPARC

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 24-08

Capital Project Title Upgrade BAS Software/Network

Capital Project Description Upgrade BAS Software/Network

Project Rationale End of life. Renewal expected to improve energy efficiency.

Project Number 24-09

Capital Project Title EV Charger Replacement

Capital Project Description EV Charger Replacement

Project Rationale Approaching end of life. Replacement of 2 existing charger timed to align with 4 new chargers received through grant funding.

Service: 1.40X SEAPARC

Project Number 24-10 **Capital Project Title** Road Sign Replacement **Capital Project Description** Replacement of digital advertising road sign

Project Rationale End of life. One screen is no longer operational.

Project Number 24-11 **Capital Project Title** Pool Valve Replacement **Capital Project Description** Replacement of valves for pool circulation system

Project Rationale End of life.

Project Number 24-12 **Capital Project Title** Accessibility Lift System **Capital Project Description** Replacement of accessibility lift track

Project Rationale End of life. Replacement of portions of the track, track bracing and additional lift to ensure adequate service levels.

Project Number 24-13 **Capital Project Title** Arena Compressor Overhaul **Capital Project Description** Refrigeration plant compressor overhaul

Project Rationale Overhaul of arena compressor #2 to ensure continuity of service. Recommended by CIMCO.

Service: 1.40X SEAPARC

Project Number 24-14

Capital Project Title Heating System Replacement-Throup Rd. House

Capital Project Description Replace heating system at Throup Rd house

Project Rationale Oil storage tank for furnace is at end of life. Installation of heat pump to improve energy efficiency.

Project Number 24-15

Capital Project Title IT Equipment Replacement

Capital Project Description Replacement of IT equipment and computers

Project Rationale CRD IT's infrastructure renewal plan

Project Number 25-01

Capital Project Title Implement Heat Recovery System Phase 1

Capital Project Description Implementation of phase 1 of heat recovery system

Project Rationale A number of pool mechanical systems approaching end of life. Heat recovery system would address replacement of these systems and benefit with reduced GHG emissions to meet climate targets.

Project Number 25-02

Capital Project Title Ice resurfacer

Capital Project Description Replacement of ice resurfacer

Project Rationale End of life.

Service:

1.40X

SEAPARC

Project Number

25-03

Capital Project Title

Recoat Arena Purlins & Frames

Capital Project Description

Recoat Arena Purlins & Frames

Project Rationale

To prolong service life of roof supporting steel components in the arena.

Project Number

25-04

Capital Project Title

Exterior Wall Evaluation

Capital Project Description

Exterior Wall Evaluation

Project Rationale

Study detailed condition assessment for exterior walls.

Project Number

25-05

Capital Project Title

Replace Sewage & Storm Pump System

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

Service: 1.40X SEAPARC

Project Number 25-07

Capital Project Title Thermal Evaluation of Electrical System

Capital Project Description Thermal Evaluation of Electrical System

Project Rationale Code requirement

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 25-11

Capital Project Title Repaint Arena & Pool Exterior

Capital Project Description Repaint Arena Metal Cladding & Pool Exterior Walls

Project Rationale Repaint arena metal cladding & pool exterior walls and replacement of seals around doors. Align colour scheme with new fitness facility exterior. Extend service life.

Service: 1.40X SEAPARC

Project Number 26-04

Capital Project Title Overhaul Cooling Tower - Arena

Capital Project Description Overhaul Cooling Tower - Arena

Project Rationale To maintain reliability and extend service life through 2038.

Project Number 26-06

Capital Project Title Equipment Replacement (pooled)

Capital Project Description Equipment Replacement

Project Rationale Annual small equipment replacement schedule

Project Number 26-07

Capital Project Title Entrance sign replacement

Capital Project Description Replace exterior entrance sign

Project Rationale Replace sign at parking lot entrance due to end of life.

Project Number 26-08

Capital Project Title Duct cleaning

Capital Project Description Duct cleaning

Project Rationale Regular service project to maintain life and operational integrity of HVAC system.

Service:

1.40X

SEAPARC

Project Number

26-09

Capital Project Title

Pool Lectronator System

Capital Project Description

Replacement of lectronator cells

Project Rationale

Annual replacement of lectronator cells.

Project Number

27-01

Capital Project Title

Replace Pool Circulation Pumps

Capital Project Description

Replace Pool Circulation Pumps

Project Rationale

End of life.

Project Number

27-03

Capital Project Title

Replace Arena Rubber Mat Flooring

Capital Project Description

Replace Arena Rubber Mat Flooring

Project Rationale

Flooring at end of life.

Project Number

27-04

Capital Project Title

Equipment Replacement (pooled)

Capital Project Description

Equipment Replacement

Project Rationale

Annual small equipment replacement schedule

Service: 1.40X SEAPARC

Project Number 28-01

Capital Project Title Recoat Arena Change Room & Pool Interior Roof

Capital Project Description Locally recoat arena interior change room roof steel deck & pool interior roof deck, purlins and beams

Project Rationale Recoating of swimming pool interior roof deck, purlins, beams as well as arena interior change room roof steel deck. Project to prolong service life of roof supporting structures.

Project Number 28-02

Capital Project Title Repaint Pool Fitness Facility Exterior

Capital Project Description Repaint Pool & Fitness Facility Exterior

Project Rationale Maintain aesthetics and extend service life.

Project Number 28-03

Capital Project Title Recoat Arena Metal Roof

Capital Project Description Recoat Arena Metal Roof

Project Rationale Extend roof service life.

Project Number 28-04

Capital Project Title Pool Change Room Renovation

Capital Project Description Pool Change Room Renovation

Project Rationale

Service:

1.40X

SEAPARC

Project Number

28-05

Capital Project Title

Pool Secondary Boiler Replacement

Capital Project Description

Design for replacement of secondary pool boilers (oil to electric)

Project Rationale

Oil tank for the secondary boiler is past end of life. Oil tank to be decommissioned and oil boiler replaced with electric boiler. Electrical upgrades required as part of this project.

Project Number

28-06

Capital Project Title

Equipment Replacement (pooled)

Capital Project Description

Equipment Replacement

Project Rationale

Annual small equipment replacement.

**1.40X SEAPARC Recreation Combined
 Asset and Reserve Summary Schedule
 2024 - 2028 Financial Plan**

Asset Profile

SEAPARC Recreation (1.401 & 1.403 Combined)

Assets held by the Sooke Parks and Recreation service consist of a pool, an arena, ball field, skate park and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
Capital Reserve	1,122,208	717,708	523,808	415,148	511,878	640,138
Equipment Replacement Fund	362,134	244,434	40,084	44,234	99,444	167,184
Total projected year end balance	1,484,342	962,142	563,892	459,382	611,322	807,322

**1.40X SEAPARC Recreation Combined
 Capital Reserve Fund Schedule
 2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,137,932	1,122,208	717,708	523,808	415,148	511,878
Planned Capital Expenditure (Based on Capital Plan)	(542,000)	(764,500)	(556,000)	(478,000)	(280,000)	(256,000)
Transfer from Operating Budget	476,276	355,000	362,100	369,340	376,730	384,260
Interest Income*	50,000	5,000				
Ending Balance \$	1,122,208	717,708	523,808	415,148	511,878	640,138

* 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)
 2024 - 2028 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	153,134	362,134	244,434	40,084	44,234	99,444
Planned Purchase (Based on Capital Plan)	(103,000)	(234,700)	(371,650)	(166,500)	(118,850)	(109,800)
Transfer from Operating Budget	310,000	115,000	167,300	170,650	174,060	177,540
Equipment Disposal	-					
Interest Income*	2,000	2,000				
Ending Balance \$	362,134	244,434	40,084	44,234	99,444	167,184

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

1.40X SEAPARC
Operating Reserve Summary
2024 - 2028 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				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Operating Reserve	84,249	86,249	86,249	86,249	86,249	86,249
Operating Reserve - Legacy Fund	2,115	2,215	2,215	2,215	2,215	2,215
Total projected year end balance	86,364	88,464	88,464	88,464	88,464	88,464

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2024 - 2028 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				
	2023	2024	2025	2026	2027	2028
Beginning Balance	32,649	84,249	86,249	86,249	86,249	86,249
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	50,000	-	-	-	-	-
Interest Income*	1,600	2,000				
Total projected year end balance	84,249	86,249	86,249	86,249	86,249	86,249

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
2024 - 2028 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 Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,015	2,115	2,215	2,215	2,215	2,215
Planned Purchase						
Transfer from Ops Budget	-					
Interest Income*	100	100				
Total projected year end balance	2,115	2,215	2,215	2,215	2,215	2,215

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.