

**REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 25, 2023**

SUBJECT **Capital Regional District 2024 Financial Plan Provisional Approval**

ISSUE SUMMARY

This report presents the Capital Regional District (CRD) 2024 Financial Plan for review and provisional approval.

BACKGROUND

The CRD is required to annually develop a five-year financial plan that includes both revenue and expenditures for operating and capital budgets. This financial plan is implemented in accordance with legislation and, upon approval, provides authority for the CRD's operations. Final budget approval is required each year before March 31.

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

The provisional financial plan will be subject to modifications due to final year-end adjustments, revised assessment information and commissions, committees, or Board amendments before final approval. Also, it should be noted that both the Capital Region Housing Corporation (CRHC) and Capital Regional Hospital District (CRHD) execute their respective financial planning processes concurrently with the CRD.

Planning and Approval Process

The 2024 service planning process marks the first year of implementation of the 2023-2026 CRD Corporate Plan. The corporate plan was developed by staff in early 2023, following the adoption of the 2023-2026 Board Priorities on March 8, 2023.

The service planning cycle is designed to ensure alignment and implementation of Board and corporate strategic objectives identified and prioritized at the beginning of the Board term. Any changes to service levels and financial plans are brought forward in the annual service and financial planning cycle.

As in prior years, the Service and Financial Planning Guidelines Report was presented through committee and approved by the Board in May. The guidelines support financial management strategies related to revenue, reserves, and debt management. The guidelines for 2024 mandated staff to focus on absorbing cost pressures to remain within inflationary targets while prioritizing

board priorities and core service levels. Refer to Appendix A for the Service and Financial Planning Guidelines report and 2024 planning timeline with milestones and activities.

As part of the planning process, the Executive Leadership Team (ELT) has met multiple times to review initiative business cases (IBCs), Community Need Summaries and financial implications in alignment with the corporate plan and financial planning guidelines.

ELT has prioritized initiatives in consideration of fiscal constraints, organizational capacity, and workforce pressures. Actions included identifying opportunities to realign or reallocate resources, seek efficiencies between departments and services, review service levels and adjustments related to regulatory compliance, and undertaking system infrastructure improvements to ensure sustainable service delivery. Several initiatives were deferred, phased, mitigated, or scaled down where possible while maintaining services and meeting corporate plan objectives. The identified resources for prioritized initiatives and changes to service levels have been included through service plans and the provisional budget.

New in 2023, all regional and sub-regional services with operating budgets greater than \$5M have been reviewed and recommended for approval by standing committees. Also, new in 2023 was the establishment of a local community commission for select services in the Salt Spring Island electoral area (SSI), which resulted in delegation for budget review and recommendation for select SSI budgets. The fourteen (14) delegated budgets were reviewed and recommended, with directed changes now reflected in the provisional plan. Consistent with prior years, recommendation of all electoral-area-exclusive, and all remaining local service commission budgets has been made by the Electoral Areas Committee (EAC). The Committee of the Whole (COW) will consider recommendations from Committees and Commissions in approving the provisional plan. All recommendations from committees are included in the provisional plan and reviewed committee packages have been included in Appendix O for reference.

2024 Financial Plan Overview

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

Impacts to services are driven by community needs, Board priorities, and regulatory requirements. Prioritized initiatives to support these impacts are highlighted in the service plan report and resulting financial plan.

Inflation and interest rates have a direct, and sometimes significant impact on the overall budget. Some of these uncontrollable variables that impact the cost-of-service delivery are benefit rates, pricing of materials and utility rate increases such as electricity, natural gas, and fuel. In addition, most services are cost apportioned on an assessment basis. Historical growth trends have been positive on an aggregate regional basis, but difficult to forecast on a participant basis.

Regional Trends and Observations

Canadian economic growth slowed in the second quarter of 2023, according to Statistics Canada¹. The lower-than-expected Gross Domestic Product (GDP) growth contributed to the Bank of Canada leaving the overnight policy rate unchanged in September 2023. Locally, strong population growth continues to create upward economic pressure.

Population growth in Greater Victoria continues to outpace the province, with cumulative growth exceeding 20% since 2015. In 2022, nine municipalities in the CRD exceeded the provincial average of the municipal population growth rate of 1.4%².

In August 2023, the unemployment rate in Greater Victoria was 3.5%, one of the lowest across the country. Vancouver's rate was 5.8% while British Columbia came in at 5.4%³.

Canada's inflation rate peaked in the summer of 2022 but has now declined to an annual average rate of 5.0% as of August 2023⁴. The downward shift is attributable to reduced goods and energy prices, as well as weakening consumer spending influenced by monetary policy. Year-to-date annual average inflation rates are higher trending at 5.2% in Greater Victoria, 5.4% in Vancouver and 5.3% provincially⁵. Although exceeding the Bank of Canada's preferred level, the slowing economy and unemployment trends suggest inflation may continue to recede even without additional rate increases.

With respect to real estate, in August 2023 regional active listings were higher at nearly 2,500 listings, an increase of 16.5% from August 2022, representing a slowing of real estate transactions. Additionally, the benchmark value for a single-family home in Victoria reduced slightly to \$1,323,900 or (0.3%)⁶.

Amid rising interest rates, regional building permit values are now trending lower through the third quarter of 2023, the first time this has occurred since the pandemic. Permit values have reduced nearly (30%) year-to-date compared to the same period in 2022⁷. Housing starts, a lagging indicator, remain relatively stable with 2,937 through August 2023, down slightly by (4%) when compared to prior year⁸. The more pronounced decrease in building permits compared to housing starts indicates builders are delaying new projects amid unfavorable economic conditions, while existing housing starts progress towards completion despite these challenges. Although a potential dip in regional housing prices would be expected, the data highlights that the expected reduction in new home supply may persist reinforcing housing affordability challenges in the region.

Through 2023, economic activities and other external and growth factors continue to drive demand for CRD services. Regional Parks visitation now exceeds eight million visitors annually and Hartland landfill's tipping tonnage increased by over 25% from 2019 to 2022, while concurrently regional water consumption rose by more than 5% over the same period.

¹ At: <https://www150.statcan.gc.ca/n1/daily-quotidien/230901/dq230901a-eng.htm?HPA=1&indid=3278-1&indgeo=0>

² At: https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population_estimates?keyword=regional&keyword=district&keyword=population

³ At: [Table 14-10-0380-01 Labour force characteristics, three-month moving average, seasonally adjusted](https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpidata.xlsx)

⁴ At: https://www.statcan.gc.ca/en/subjects-start/prices_and_price_indexes/consumer_price_indexes

⁵ At: BC Stats: <https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpidata.xlsx>

⁶ At: <https://www.vreb.org/historical-statistics#gsc.tab=0>

⁷ At: CRD Regional Planning

⁸ At: <https://www.cmhc-schl.gc.ca/professionals/housing-markets-data-and-research/housing-data/data-tables/housing-market-data/monthly-housing-starts-construction-data-tables>

ALTERNATIVES

Alternative 1

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

1. That the Capital Regional District 2024 Financial Plan be given provisional approval as presented;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2024, implementation be approved for expenditure;
4. That the 2024 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix L be approved.

Alternative 2

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

1. That the Capital Regional District 2024 Financial Plan be given provisional approval with specific directions on amendments;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required, with specific directions on amendments;
3. That the new initiatives and capital identified in Appendix H for January 1, 2024, implementation be approved with specific directions on amendments;
4. That the 2024 Community Need Summaries be approved with specific directions on amendments; and
5. That the Staff Establishment Chart as attached in Appendix L be approved with specific directions on amendments.

IMPLICATIONS

Financial Implications

Budget Overview

On a consolidated basis, the combined 2024 draft financial plans of the CRD, CRHD, and CRHC total \$723.8 million; \$429.9 million in operating and \$293.9 million in capital, as summarized below.

Table 1 - Consolidated Financials (in \$ millions)

Entity	2024 Operating Budget \$	2024 Capital Budget \$	Total \$
Capital Regional District (CRD)	362.3	235.4	597.7
Capital Regional Hospital District (CRHD)	33.4	15.4	48.8
Capital Region Housing Corporation (CRHC) ¹	34.2	43.1	77.3
Total	\$429.9	\$293.9	\$723.8

¹CRHC Financial Plan figures are estimates only, Financial Plan is under development for CRHC Board approval December 2023.

The 2024 CRD Financial Plan includes operating revenues and expenditures of \$362.3 million, an increase of \$18.3 million or 5.3% compared to the 2023 plan, as summarized below.

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

Expenditure Type	2024 Financial Plan \$	2023 Financial Plan \$ ¹	\$ Change	% Change
Operations	265.9	247.4	18.5	7.5%
Debt Servicing	37.7	46.8	(9.1)	(19.4%)
Capital Funding	32.6	26.5	6.1	23.0%
Transfers to Reserves	26.1	23.3	2.8	12.0%
Total	\$362.3	\$344.0	\$18.3	5.3%

¹ Based on amended Financial Plan (Bylaw No. 4570)

With the approval of the corporate plan, the annual service planning process identifies initiatives to deliver each objective with resourcing implications. Each initiative is evaluated and integrated into existing operations with an aim to optimize and minimize impacts. Appendix J summarizes Board directed initiatives as well as prioritized initiatives for implementation through 2024.

The total increase of \$18.3 million is due primarily to increases in operating expenditures and capital funding which are partially offset by reduced debt servicing costs. The detailed budgets by service are included in Appendix G (Part A, B and C) and changes in service budgets are highlighted in Appendix J. The following table explains the year over year changes to the operating budget by cost driver:

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

Cost Driver	Total \$	% of Total Change
Community Needs (Initiative Business Cases)	4.7	1.4%
Community Needs (Regulatory and Policy)	4.8	1.4%
Inflation and Core Service Delivery	8.7	2.5%
Total Change	\$18.3	5.3%
<i>Board Directed Initiatives</i>	<i>+\$0.3</i>	<i>+0.1%</i>
<i>Board Endorsed Initiatives (subject to successful service establishment)</i>	<i>+\$0.5</i>	<i>+0.2%</i>

The total change of \$18.3 million or 5.3% is the result of IBCs directly supporting Corporate Plan Priorities totaling \$4.7 million or 1.4%, regulatory and policy changes of \$4.8 million or 1.4% and inflation and core service adjustments of \$8.7 million or 2.5%. A detailed listing of budget changes is included in Appendix K while a list of initiatives is included in Appendix J.

To mitigate inflationary and core service adjustments, staff have reviewed and rebalanced ongoing service delivery including deferral and phasing of initiatives and adjustments to annual capital and operating reserve funding through alignment with board approved reserve guidelines. As a result, inflation and core service delivery results are in line with the board approved financial planning guidelines which set the targeted Consumer Price Index inflation rate at 3.5%.

Board directed initiatives are items approved by Board for inclusion in the final budget approval in March 2024. These initiatives were directed after staff concluded the annual service planning and financial planning development cycle and result in an additional \$0.3 million or 0.1% incremental to the operating budget. This includes \$0.12 million, for a one-time funding increase

from \$0.23 million to \$0.35 million for the Alliance to End Homelessness for continued support of operations through 2024. As well as a three-year renewal to fund \$0.16 million starting in 2024 (escalating annually by Victoria CPI) for the Aboriginal Coalition to End Homelessness.

Board endorsed initiatives are items approved for inclusion in the final budget but are subject to advancement of the service establishment process. These initiatives were included within the service and financial planning process but excluded from the current budget based on legislative authority. This initiative includes planning and feasibility work in response to the corporate plan initiative to create a Foodlands Access Service, totaling \$0.5 million or 0.2% of the operating budget.

The proposed 2024 Staff Establishment Chart is included for approval as Appendix L. New in 2023, the staff establishment chart was extended to include a five-year view of staffing through 2028. The years 2025-2028 have been included as projections for consideration only, future approval will be refined annually in the planning cycle. Table 4 summarizes the incremental resourcing impact to deliver IBCs within each community need.

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

Community Need (target outcome)	FTE	Term	Total
Wastewater (<i>efficient and effective management of the region's wastewater</i>)	1.00	(1.00)	0.00
Water (<i>safe drinking water and resilient water supply</i>)	4.00	-	4.00
Solid Waste and Recycling (<i>minimizing waste disposal and maximizing waste diversion</i>)	3.00	-	3.00
Transportation (<i>that residents have access to convenient, green, and affordable multi-modal transportation systems that enhance livability</i>)	-	1.50	1.50
Housing and Health (<i>that residents have access to affordable housing and improved health facilities that enhances livability</i>)	2.00	0.50	2.50
Safety and Emergency Management (<i>protect public safety and cooperatively mitigate against, prepare for, respond to, and recover from emergencies</i>)	1.50	-	1.50
Arts and Recreation (<i>residents having access to appropriate and affordable arts and recreation opportunities that enhance quality of life</i>)	1.90	-	1.90
People (<i>an organization staff are proud to be a part of</i>)	4.00	-	4.00
Open Government (<i>coordinated and collaborative governance, and leadership in organizational performance and service delivery</i>)	1.00	-	1.00
First Nations Reconciliation (<i>strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals</i>)	1.00	-	1.00
Local Government (<i>administer and deliver local services in Juan de Fuca, Salt Spring Island, and the Southern Gulf Islands</i>)	0.60	-	1.10

Business Systems and Processes (leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets)	2.00	-	2.00
Total	22.00	1.00	23.00
CRHC - Housing and Health (that residents have access to affordable housing and improved health facilities that enhances livability)	3.00	2.00	5.00
TOTAL CRD and CRHC	25.00	3.00	28.00
<i>Board Directed Initiatives</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<i>Board Endorsed Initiatives</i>	<i>0.00</i>	<i>0.50</i>	<i>0.50</i>

Operating Revenue

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

Table 5 – Operating Budget Funding (in \$ millions)

Sources of Revenue	2024 Financial Plan \$	2023 Financial Plan \$ ¹	\$ Change	% Change
Sale of Services	172.9	154.6	18.3	11.8%
Requisition	87.0	82.1	4.9	6.0%
Allocation to other Services	57.5	53.0	4.5	8.5%
Municipal Debt	16.6	17.3	(0.7)	(4.0%)
Rentals and other Revenue	7.5	9.0	(1.5)	(16.7%)
Surplus	5.9	6.3	(0.4)	(6.3%)
Grants	7.1	5.4	1.7	31.5%
Transfer from Reserve	7.8	16.2	(8.4)	(51.9%)
Total	\$362.3	\$344.0	\$18.3	5.3%

¹ Based on amended Financial Plan (Bylaw No. 4570)

Of the total \$18.3 million net increase in 2024 revenue, \$18.3 million is raised through incremental sales of services. This is primarily driven by:

- \$7.8 million in Landfill revenue as a result of updated tipping fees and increased waste diversion revenue in alignment with the Solid Waste Management Plan.
- \$3.3 million in Core Area Wastewater for invoice by agreement payments due to a combination of increased chemical costs and reduced operating reserve funding.
- \$3.2 million in Regional Water Supply due to a combination of increased water consumption and water rate adjustments.
- \$2.1 million in Juan de Fuca Water Distribution due to a combination of increased water consumption and water rate adjustments.

Allocations to other services increased by \$4.5 million driven by:

- \$2.7 million in recoveries to Legislative and General Government service from increases to the administration allocation of \$1.8 million and the Human Resources allocation of \$0.9 million primarily due to prioritized initiative business cases.
- \$0.8 million in wastewater labour recoveries for multiple services, including core area wastewater treatment. The increased recovery is to accommodate increased recovery rate driven by labour rates and impacts of inflation.
- \$0.4 million in facilities recoveries for capital reserve contributions pertaining to the Fisgard building, and facilities maintenance costs related to core area wastewater conveyance and buildings.
- \$0.3 million in Environmental Engineering to recover addition costs for resourcing a project engineer driven by the Regional Trail Widening project, and redeploying staff to create an additional engineering support position for Regional Park's capital projects.

Transfer from reserve decreased by \$8.4 million driven by the removal of one-time 2023 transfers related to:

- \$4.3 million for Core Area Wastewater Debt, resulting from the one-time early payout of a Core Area Wastewater Treatment Project (CAWTP) in 2023. This early payout is in line with the Wastewater Treatment Project Finance Strategy.
- \$3.9 million in Core Area Wastewater operating from a one-time operating reserve transfer in 2023 to cover waste sludge disposal at Hartland, address chemical cost increases and compensate for revenue shortfalls from Residual Treatment Facility tipping fees.
- \$1.7 million net decrease in one-time Legislative and General Government initiatives.
- \$1.7 million increase in reserve fund usage for Environmental Resource Management, due to a projected one-time revenue gap on recycling revenue in 2024, as the organization enters a new five-year curbside recycling contract.

Requisition

The 2024 requisition forecast is \$87.0 million (excluding municipal debt), an increase of \$4.9 million or 6.0% compared to 2023. Table 6 summarizes the change in requisition from the previous year categorized by regional, sub-regional and EAs.

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

Description	2024 Requisition	2023 Requisition	\$ Change	% Change	% of Total Change
Regional	38.5	35.5	3.0	8.5%	3.7%
Sub-Regional	31.0	30.2	0.8	2.6%	1.0%
Electoral Areas	17.5	16.4	1.1	6.8%	1.3%
Total	\$87.0	\$82.1	\$4.9	6.0%	6.0%

Sub-Regional and Electoral area requisition accounts for \$31.0 million and \$17.5 million respectively and a combined 56% of the total requisition. The impact of sub-regional and electoral area requisition to each municipality and electoral area will vary depending on sub-regional and local service participation. Other variables include changes in cost apportionment which can be driven by assessment and population growth.

The primary drivers for increases in requisition include:

- Regional: Of the \$3.0 million increase, \$1.6 million for inflationary increases, initiatives and operating costs for a growing assets number of assets and activity in Regional Parks and \$0.8 million for initiatives within Legislative and General Administration, including a new Manager of Corporate Initiatives and Administration, a Senior Analyst of Privacy and Information, staffing in First Nations Relations and creating and implementing an Indigenous Employment Strategy.
- Sub-Regional: The \$0.8 million increase is largely attributable to \$0.7 million for Core Area Wastewater, due to a combination of increased chemical costs and reduced operating reserve funding from 2023 to 2024.
- EAs: For additional details on the \$1.1 million increase, see appendices O1.1 through OI.5. The EAC recommended approval of their respective budgets on October 23, 2023.

Table 7 – Requisition Drivers (in \$ millions)

Requisition Drivers	\$ Total	% of Total Change
Community Needs (IBCs)	1.8	2.2%
Core Service Delivery and Inflation	3.1	3.8%
Total Change	4.9	6.0%
<i>Board Directed Initiatives</i>	<i>+\$0.30</i>	<i>+0.3%</i>
<i>Board Endorsed Initiatives (subject to successful service establishment)</i>	<i>+\$0.40</i>	<i>+0.5%</i>

Of the total \$4.9 million or 6.0% increase in requisition, the main driver is related to inflation and core service adjustments, netting to \$3.1 million or 3.8%. The incremental impact of implementing IBCs accounts for the balance of the change of \$1.8 million or 2.2%.

Core service delivery and inflation drivers includes impacts to requisition across many services in relation to the labour contract settlement adjustment, which had been mitigated by reserve transfers in 2023. Additional drivers include Core Area Wastewater Operations Service adjustments related to sludge waste disposal costs and associated revenue impacts.

Requisition would increase a further \$0.3 million or 0.3% with the inclusion of the Board directed initiatives and a further \$0.4 million or 0.5% for those Board endorsed initiatives contingent on outcomes of the service establishment process including referendum approval. If approved, the impacts will be incorporated into the final budget approval in March.

Appendix D provides a summary of the overall 2024 budget including gross expenditures and revenue sources, as well as the 2023 budget for comparison. The preliminary impact to member municipalities and EAs is estimated in the schedules and are based on current BC Assessment information. Applicable updated assessment data will not be available until the new year.

Capital Budget

The 2024 Capital Plan overview is shown in Appendix C and the list of projects over \$500,000 in Appendix E. Detailed capital plans by service are included in Appendix G. Capital budgets are developed through the planning processes and consider:

- Status of projects already in progress
- Condition of existing assets and infrastructure
- Regulatory, environmental, risk and health and safety factors
- New or renewal projects prioritized by committees, commissions, and local service areas

The proposed 2024 capital plan is \$235.4 million, an increase of \$8.6 million or 3.8% from prior year. The change in investment is driven by the Replacement of the Ultraviolet (UV) System in the Regional Water Supply service with a planned expenditure of \$9.4 million, a decrease of (\$15.1) million in Regional Parks due to completion of multiple projects including the Mayne Island Regional Trail and the Elk Lake Oxygenation system and \$8.0 million investments in the East Coast Interceptor and the Bowker Sewer Rehabilitation project (phase 2). Table 8 summarizes the capital plan by department.

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

Department	2024 Capital Plan \$	2023 Capital Plan \$ ¹	\$ Change	% Change
Wastewater	48.2	36.7	11.5	31.5%
Drinking Water	97.1	81.0	16.1	19.8%
Planning and Development ²	11.7	19.1	(7.4)	(38.8%)
Protective Services	1.5	2.6	(1.1)	(41.9%)
Regional Parks	9.5	24.6	(15.1)	(61.4%)
Solid Waste	41.7	40.1	1.6	4.0%
Recreation and Culture	14.2	11.1	3.1	27.4%
General Gov and Other	11.5	11.6	(0.1)	(0.5%)
Total	\$235.4	\$226.8	\$8.6	3.8%

¹ Based on amended Capital Plan (Bylaw No. 4570)

² Includes the Land, Banking and Housing Service

Capital plan highlights include:

- Within Wastewater - \$32.8 million planned for the Core Area Wastewater service including various pump station renewal projects, Marigold electrical and building upgrades, the Bowker sewer rehabilitation project, various meter, gravity sewer and manhole renewal projects and closeout of remaining capital obligations for CAWTP. There is an additional \$4.4 million related to Ganges Wastewater Treatment Plant improvements and \$4.1 in planned pump station and treatment plant upgrades for the Magic Lake Sewer System.
- Within Drinking Water - infrastructure projects totalling \$57.7 million in the Regional Water Supply service focus on remediation, replacement, and upgrades to vulnerable sections of Supply Main 4, replacement of the UV System, and office and lab equipment replacement at the Goldstream Integrated Water System (IWS) field office.

- Within Planning and Development - \$9.4m is allocated to the Regional Housing First Program to create new affordable housing units throughout the region, including \$2.0 million for the Village on the Green redevelopment and \$2.0 million for the Campus View redevelopment.
- Within Solid Waste - investments total \$38.8 million for projects including Landfill Gas Utilization, Cell 4 Liner Installation, and aggregate production.
- Within Recreation and Culture - \$6.4 million is planned for the Heat Recovery project and the Centennial Park multi-sport box at Panorama Recreation.
- Parks infrastructure investments of \$9.6 million include designing and expanding the East Sooke Alyard Farm parking lot, the Regional Trestle Renewal, Trail Widening and Lighting project and forecasted land acquisitions.

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

Capital Funding

The funding profile in 2024 has seen an increase in the proportion of debt financing, increasing from 24% to 36%. 2024 planned grant revenue, donations and third-party contributions account for 12% of all capital funding. The remainder of the capital plan is funded directly from operating and work-in-process (28%) and Reserves (24%). The funding profile for 2024 continues to show a diversified and sustainable funding model for capital investment. As seen by the increase in the share of finding coming from grants, Staff continue to be proactive in leveraging senior government funding. Additionally, Staff continue to reevaluate internal capacity to deliver projects and programs and enabling business transformation by continuously improving operations through prioritized capital investment. See Appendix C for the capital budget overview.

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

Funding Sources	2024 Capital Plan \$	% of Total Funding	2023 Capital Plan \$¹	% of Total Funding
Operating and WIP	65.6	28%	54.6	24%
Debenture Debt	85.3	36%	53.9	24%
Reserve Funding	57.4	24%	79.1	35%
Grants	21.2	9%	20.9	9%
Donations and Third Party	5.9	3%	18.3	8%
Total	\$235.4	100%	\$226.8	100%

¹ Based on amended Capital Plan (Bylaw No. 4570)

Reserves

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

Reserves are a mechanism for leveraging annual revenue in support of sustainable service delivery. A review of capital reserve health for the CRD was completed in 2021 and 2022 resulted in Board approved guidelines. The guidelines define the relationship between leverage and savings and are now incorporated into financial planning across all CRD services.

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

Advance Approvals

Advance approval is requested in specific situations where the commencement of work before March 2024 is considered necessary to address operational needs for meeting service plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders must be issued and where a delay in commencement of work can have a negative impact on service delivery timing. Items identified as necessary activities to begin in advance of the March 31 final approval are listed in Appendix H.

Summary

The attached 2024 budget package in Appendix G, which includes operating and capital, is provided for preliminary approval. Appendix H contains items that, because of business requirements, need to be implemented by January 1 in advance of the March 31 approval.

The provisional budget is subject to change due to final 2023 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors and the Board prior to final approval of the Financial Plan bylaw by March 31, as outlined in the *Local Government Act*.

The EAC reviewed and provided preliminary approval of the 2024 Electoral Area-only budgets on October 23, 2023. The regional and sub-regional budgets, once approved by the COW, together with the EAC budgets, will be presented to the CRD Board for preliminary approval.

CONCLUSION

The CRD 2024 Financial Plan has been prepared and presented for preliminary approval. The Financial Plan will be subject to change as a result of the final 2023 surplus/deficits, revised assessment information and any directed amendments prior to final approval by the Board as part of the Financial Plan bylaw by March 31, 2024.

RECOMMENDATION

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

1. That the Capital Regional District 2024 Financial Plan be given provisional approval as presented;
2. That the Board Directed and Board Endorsed Initiatives be approved and incorporated into the final budget, subject to successful service establishment where required;
3. That the new initiatives and capital identified in Appendix H for January 1, 2024, implementation be approved for expenditure;
4. That the 2024 Community Need Summaries be approved as presented; and
5. That the Staff Establishment Chart as attached in Appendix L be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Presentation: 2024 Capital Regional District Provisional Budget
- Appendix A: CRD Budget Planning Process and Financial Planning Guidelines Report
- Appendix B: CRD 2024 Operating Budget Overview
- Appendix C: CRD 2024 Capital Budget Overview
- Appendix D: CRD 2024 Preliminary Financial Plan Summary
- Appendix E: CRD 2024 Major Capital Projects
- Appendix F: CRD 2024 Financial Indicators
- Appendix G: Budget Review Package (Parts A, B and C)
- Appendix H: January Approvals
- Appendix I: CRD 2024 Operating Cost Summary by Service
- Appendix J: Service Budget Highlights
- Appendix K: Initiative Business Cases – 2024 Budget Impact
- Appendix L: CRD Staff Establishment
- Appendix M: Operating and Capital Reserve Forecasts
- Appendix N: Service Listing for Direct to Board
- Appendix O: Other Committee/Commission Budget Packages (Parts 1 through 13)
- O1: Electoral Areas Committee (O1.1 through O1.5)
 - O2: Core Area Liquid Waste Management Committee
 - O3: Environmental Service Committee
 - O4: Governance Committee
 - O5: Juan de Fuca Water Distribution Commission
 - O6: Peninsula Recreation Commission
 - O7: Regional Parks Committee
 - O8: Regional Water Supply Commission
 - O9: Saanich Peninsula Water Commission and Wastewater Commission
 - O10: Sooke and Electoral Area Parks and Recreation Commission
 - O11: Arts Commission
 - O12: Royal and McPherson Theatres Services Advisory Committee
 - O13: Salt Spring Island Local Community Commission

2024 Provisional Budget

Capital Regional District
Wednesday October 25, 2023

Agenda

1 CRD Accomplishments 2022-2023

Ted Robbins
Chief Administrative Officer

2 2024 Planning Process & Timelines

Ted Robbins
Chief Administrative Officer

4 The Executive Leadership Team is available to discuss capital projects, operating initiatives, community needs

inclusive of key trends and
assumptions, performance metrics,
service level adjustments, initiative
progress, etc

Ted Robbins
Chief Administrative Officer

Nelson Chan
Chief Financial Officer

Alicia Fraser
GM, Integrated Water Services

Larisa Hutcheson
GM, Parks & Environmental Services

Kevin Lorette
GM, Planning & Protective Services

Kristen Morley
GM, Corporate Services & Corporate Officer

3 2024 Provisional Budget Regional Context Capital & Operating Plans

Nelson Chan
Chief Financial Officer



CRD Board 2022-2023

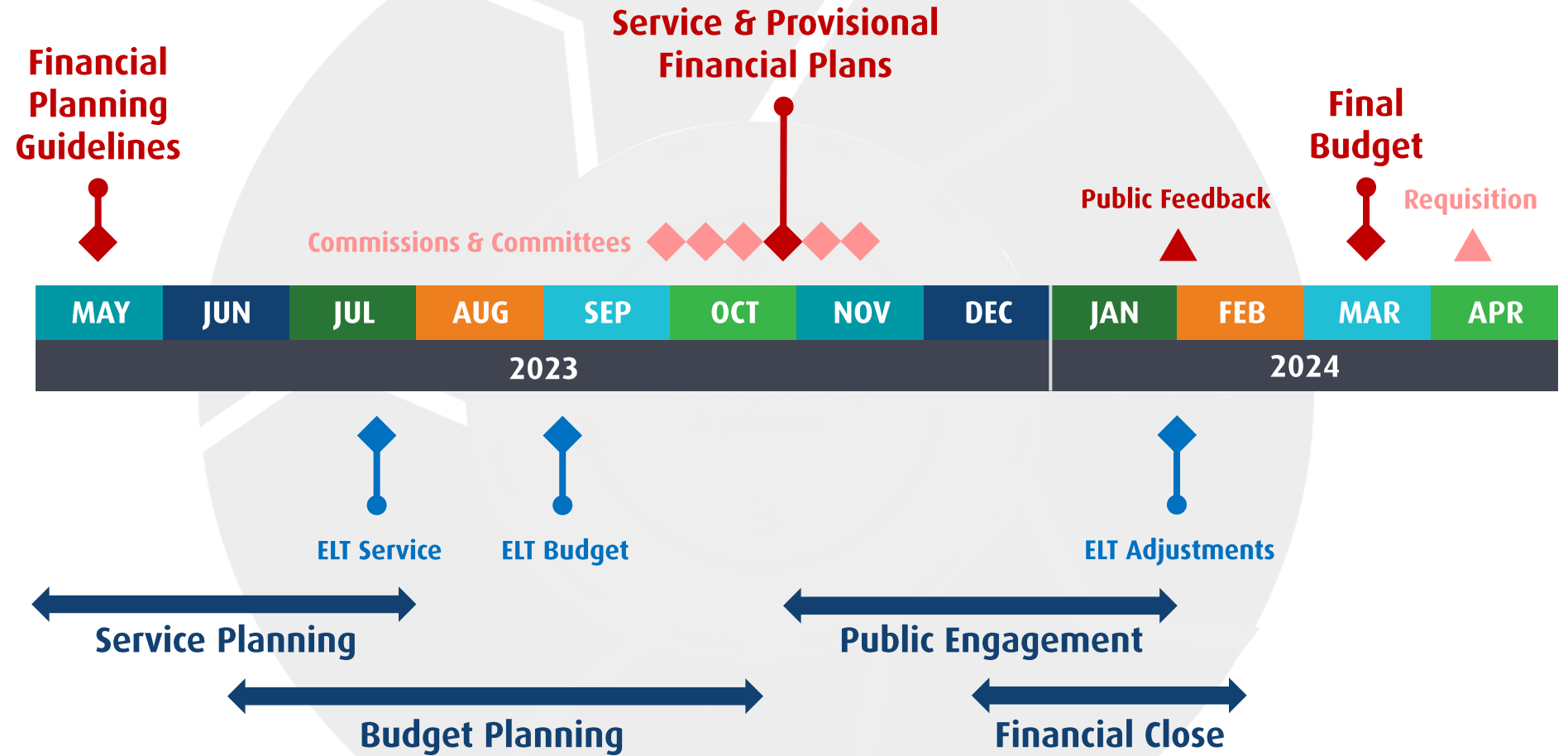
During the first year of its term the CRD Board:

- Through multiple planning sessions, approved the **Strategic Priorities** & the **Corporate Plan**
- Approved **new regional & sub-regional strategic plans**, setting the course for CRD services and the future of the region building on existing plans
- Initiated **new initiatives**
- Oversaw the advancement of **large-scale capital investments**
- Kept the organization on track with delivery of more than **200 services at a regional, sub-regional and local level**
- Provided staff with 2024 Budget direction through the annual **Planning Guidelines** directive.

Process & Timeline

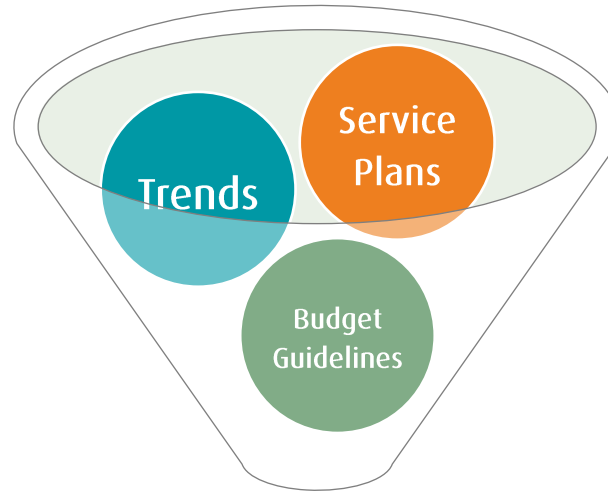
Process & Timeline

2024 Planning

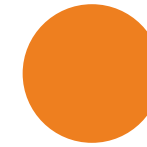


Process & Timeline

2024 Approvals



2024 Provisional Budget



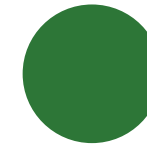
Service Planning Process

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



Trends and Assumptions

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



Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

- Board approved Financial Planning Guidelines (Spring 2023)
- Committees & Commissions (Fall)
- Electoral Areas Committee (Fall)

Provisional Budget

- Committee of the Whole review (October 2023)
- Requests authority to expend January through March 2024

Final Budget

- Authority for expenditures in operating & capital budgets
- Incorporates assessment updates
- Adopt bylaw (March 2024)

Planning Guidelines

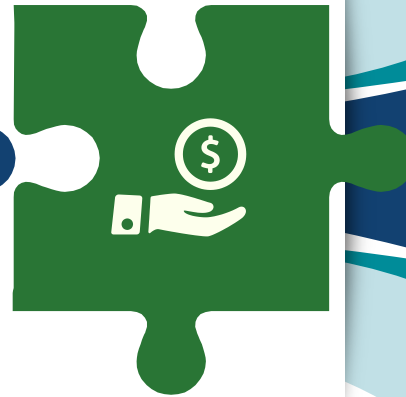
Planning Guidelines

2024 Direction



Economic Conditions

Drivers and assumptions for the basis of the financial plan



Financial Management Strategies

1 Optimize fees for service revenue and stabilize tax rates to fund operations, maintenance, growth and assets utilization

2 Limit transfers to/from operating reserves to fund one-time projects or to stabilize revenue requirements

3 Transfers to/from capital reserves supported through life cycle funding and optimal debt and debt terms



Service Delivery

The Corporate Plan aligns services plans to outcomes

Planning
Guidelines

KPI
Performance

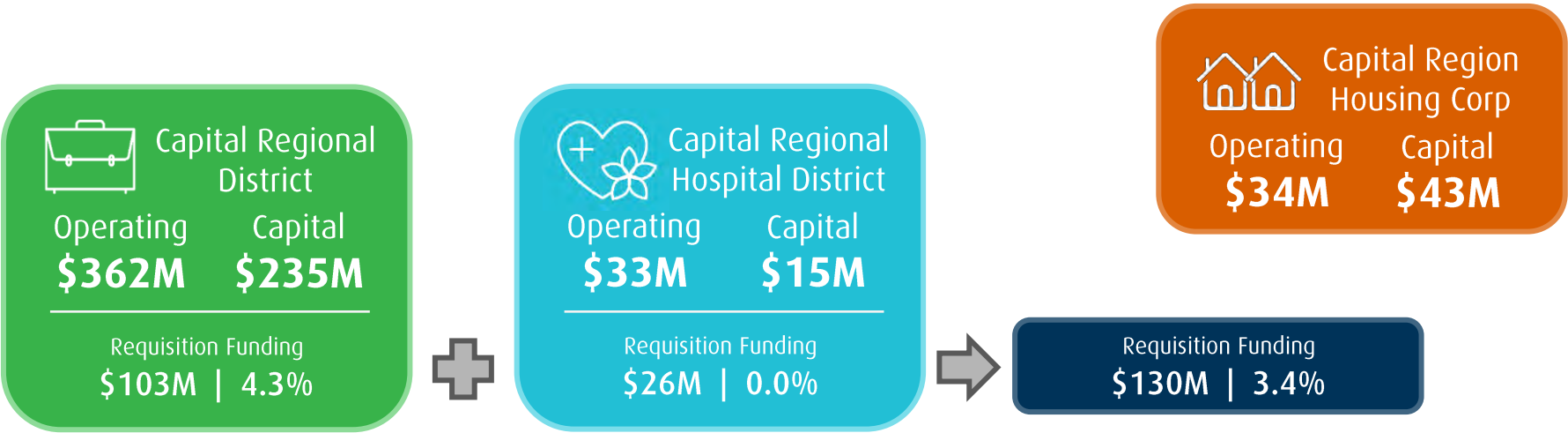
Consolidated (CRD + EAs + CRHD)	2023 Final Budget		2024 Prelim Budget	
	Expenditures	Requisition	Expenditures	Requisition
	7.9%	2.8%	5.0%	3.4%
Consolidated Req/HH \$		\$665		\$688

2023 Planning	2022 CPI Forecast (Q2)	Budget Guidelines	2022 CPI Actuals	2023 Prelim Budget	2023 Final Budget
Consolidated Req/HH %	5.5%	5.5%	7.0%	1.8%	2.8%
			<div><div></div><div>(5.2%)</div><div></div></div> <div><div></div><div>(4.2%)</div><div></div></div>		
2024 Planning	2023 CPI Forecast (Q2)	Budget Guidelines	12-Month CPI as of 08-2023	2024 Prelim Budget	2024 Final Budget
Consolidated Req/HH %	3.9%	3.5%	5.2%	3.4%	TBD March 2024
	<div><div></div><div>(0.4%)</div><div></div></div>		<div><div></div><div>(1.7%)</div><div></div></div>		

2024 Provisional Budget

2024 Provisional Budget

Executive Summary



Managing Capital Investments

capital investment is 4.2x depreciation while 7% of revenue is committed to long-term debt payments

Supporting Board & Corporate Priorities

advancing initiatives in alignment with community needs in the 2023-2026 corporate plan

Adapting to Regional Challenges

persistent economic challenges, constrained labour market, continued long-term growth in asset utilization

Striving for Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

Regional Context

Regional Context

External Factors & Growth Indicators



1.7^B

2023 FORECASTED BUILDING PERMITS IN REGION

+4600

REGIONAL HOUSING STARTS FORECASTED IN 2023



20%



REGIONAL POPULATION GROWTH SINCE 2011
FORECASTED ANNUAL INCREASE OF 2.2% IN 2023



5.2%

GREATER VICTORIA CPI
ROLLING 12 MONTHS AS OF AUGUST 2023



3.5%

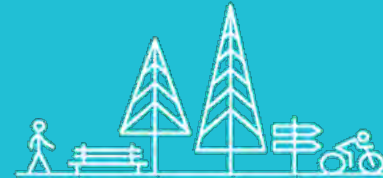
UNEMPLOYMENT RATE
GREATER VICTORIA AS OF AUGUST 2023



(0.3%)

SINGLE FAMILY DWELLING

REGIONAL AVG PURCHASE PRICE OF
\$1.3 MILLION IN 2023



+8 MILLION

VISITATIONS TO CRD REGIONAL PARKS IN 2022

Regional Context

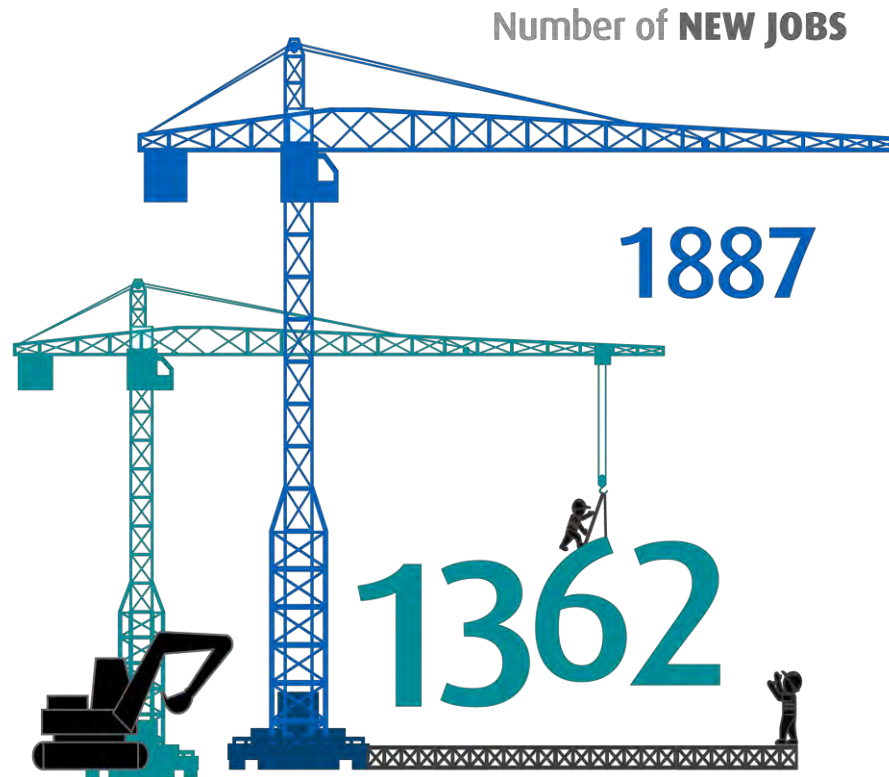
Housing in the Capital Region

Since 2019 the CRD has added **750 new** dwellings. In the next 5 years, we are forecasting **adding another 800** new dwellings for a combined portfolio of **more than 2700 units** operated by the CRD by 2028 (or more depending on available funding).

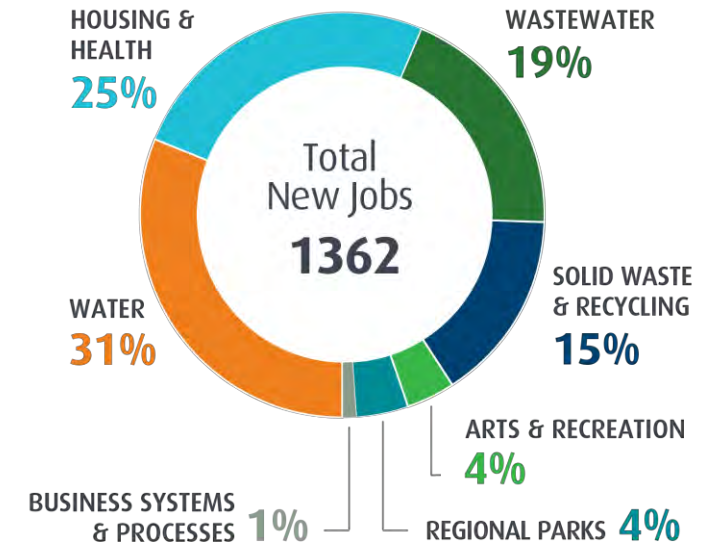


Regional Context

Economic Impact of Capital Investment



JOB CREATION By Community Need



The consolidated capital plan's combined investment of \$294M, generates an estimated 1,362 new jobs in the region through the flow of goods and services among various industries.

CRD Capital Plan

CRD Capital Plan

Executive Summary

2023 | \$227M

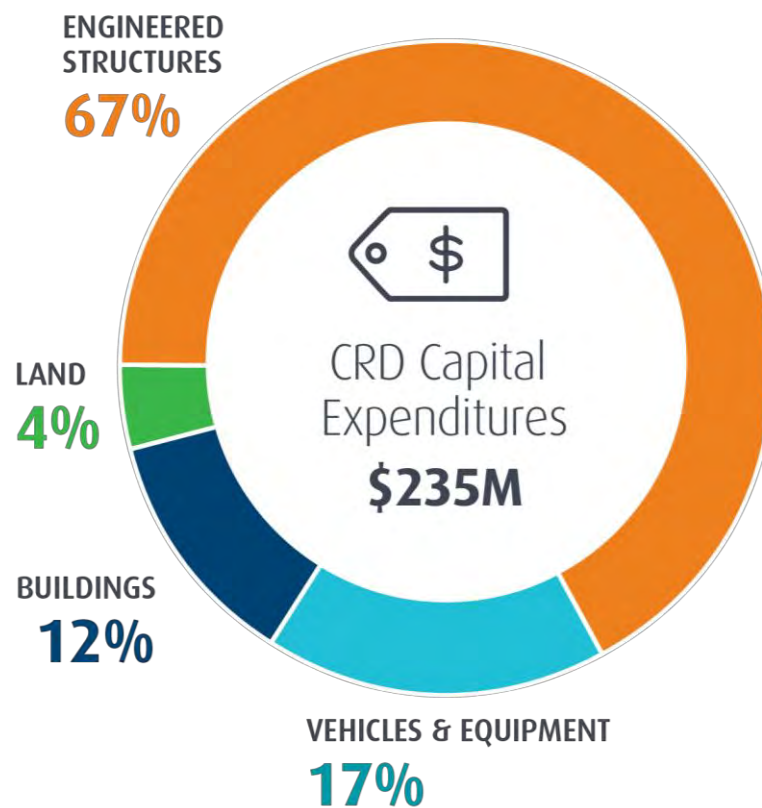


2024 | \$235M

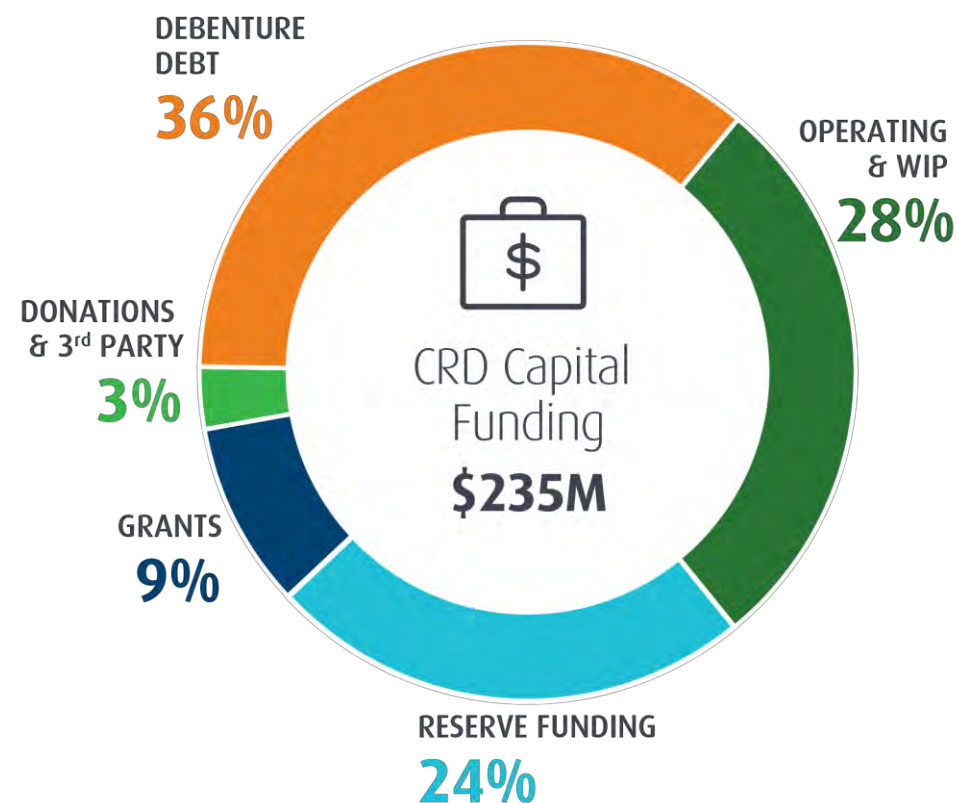


+\$8M | 3.8%

WHERE THE MONEY GOES

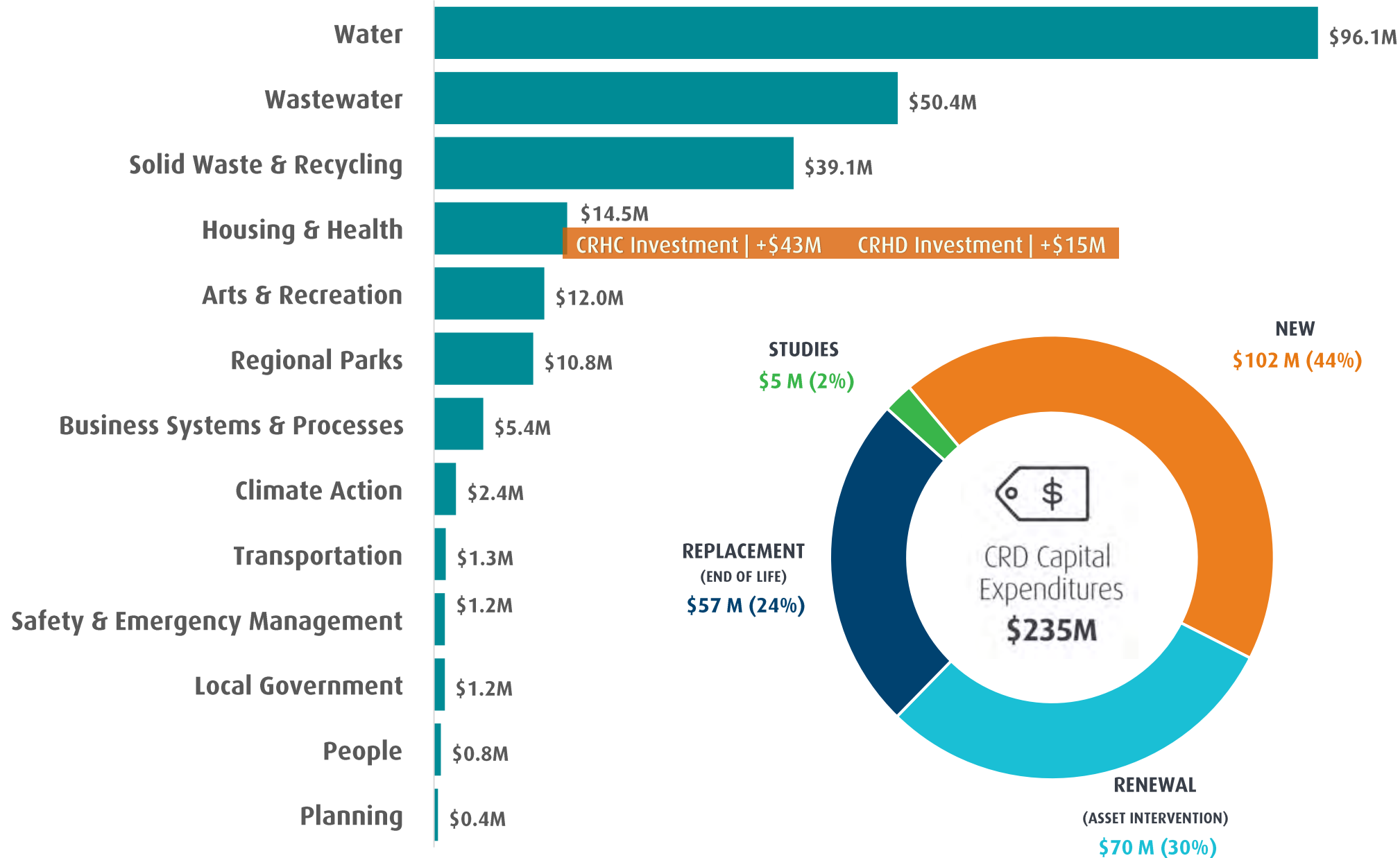


WHERE THE MONEY COMES FROM



CRD Capital Plan

Community Needs



CRD Operating Plan

CRD Operating Plan

Executive Summary

2023 | \$344M

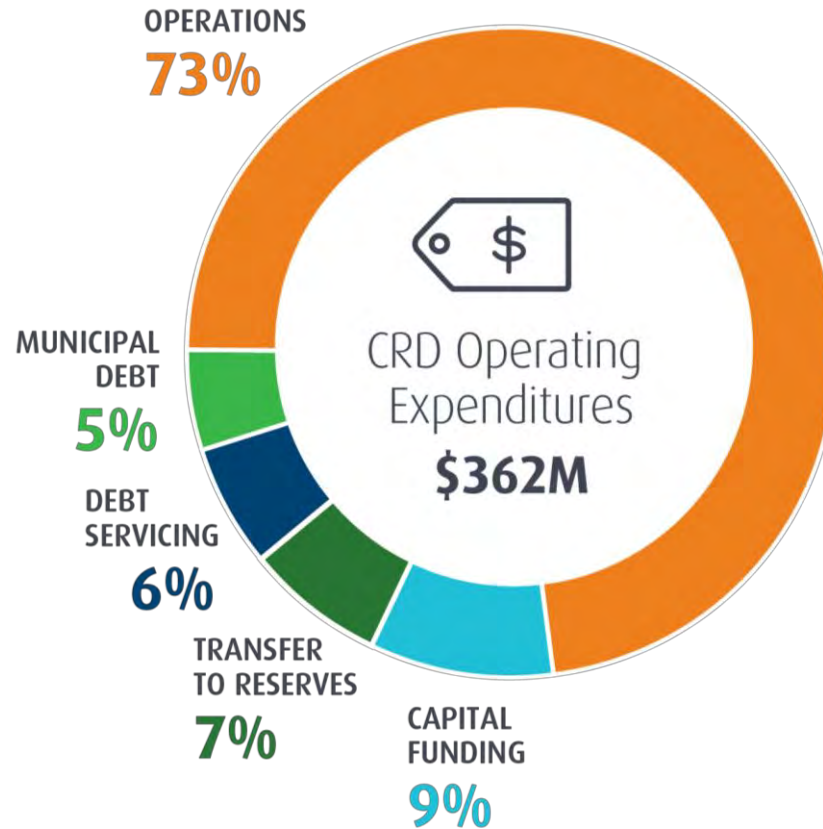


2024 | \$362M

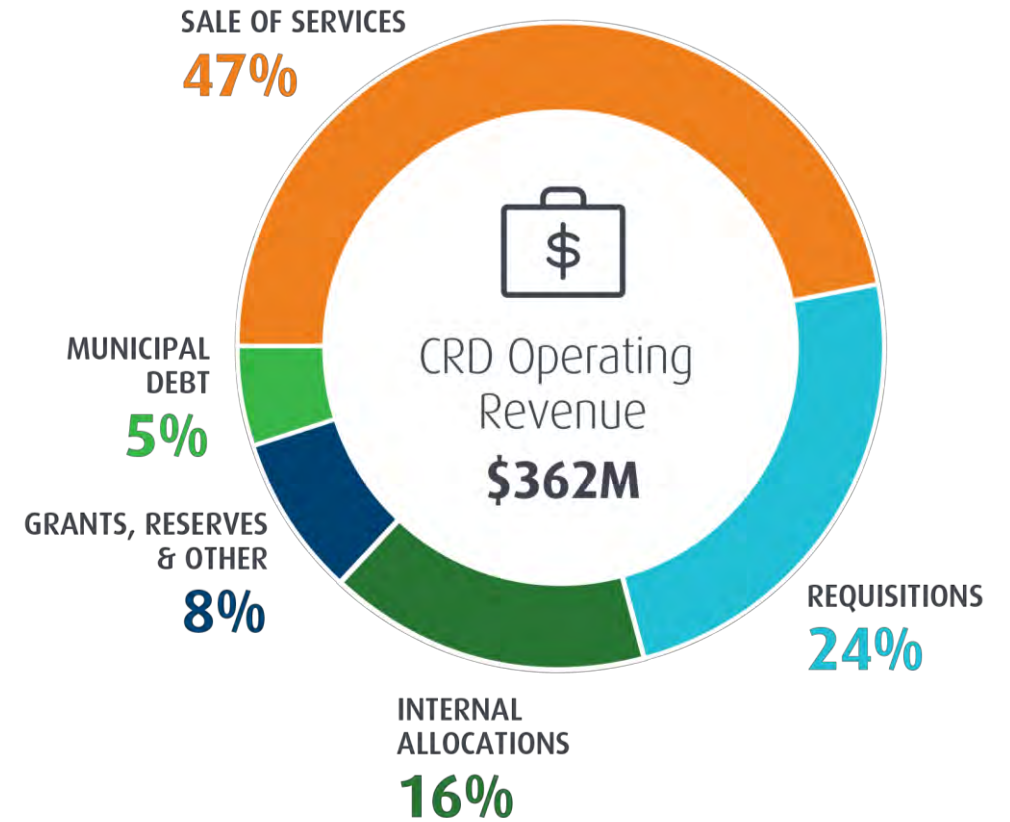


+\$18M | 5.3%

WHERE THE MONEY GOES

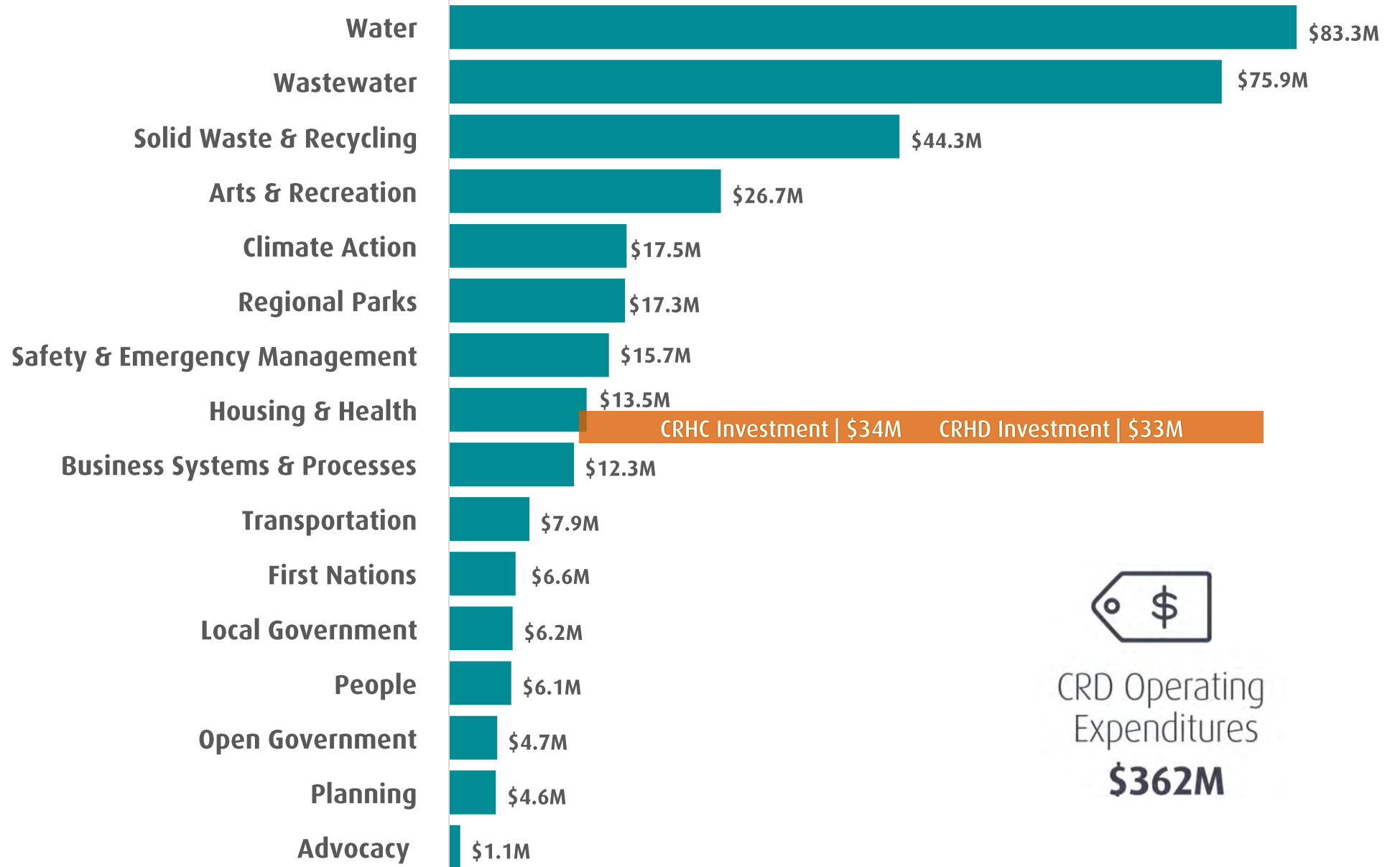


WHERE THE MONEY COMES FROM



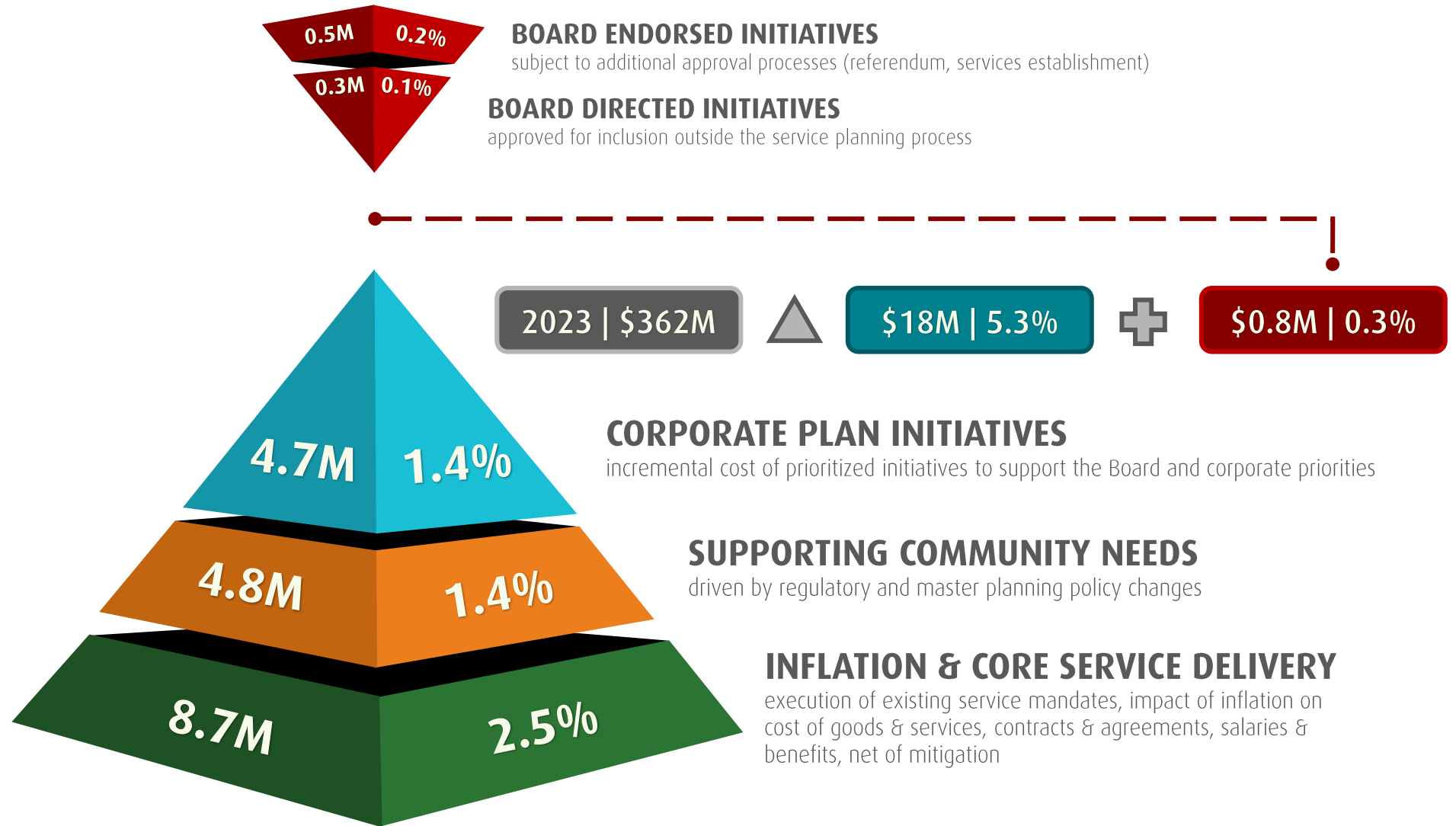
CRD Operating Plan

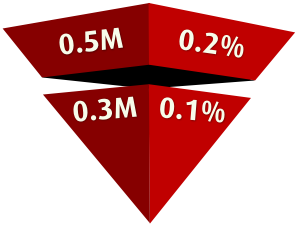
Community Needs



CRD Operating Plan

2024 Drivers





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

BOARD DIRECTED INITIATIVES
approved for inclusion outside the service planning process

\$0.8M | 0.3%

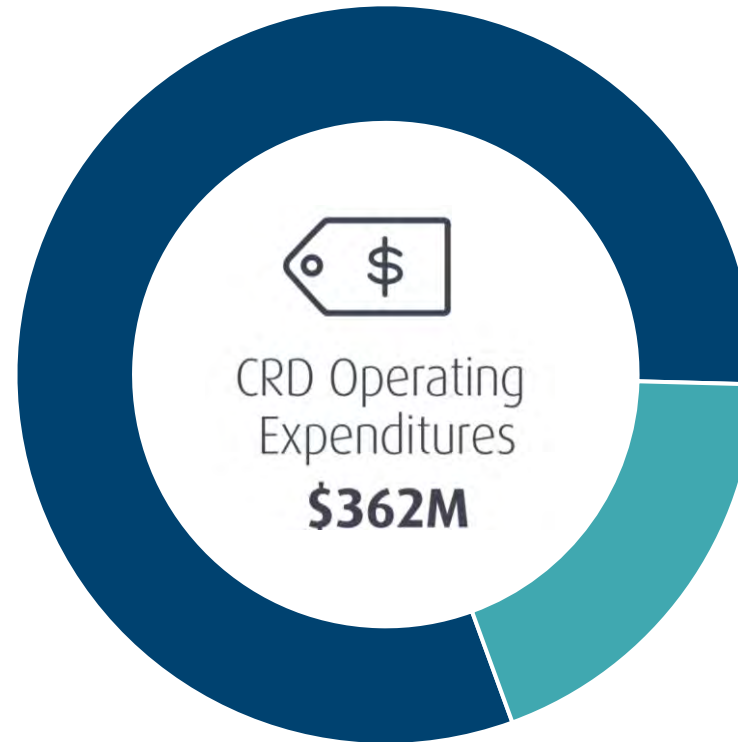
BOARD ENDORSED INITIATIVES		\$000's		
8b-1.1	Community Need: Planning Initiative: Foodlands Access	\$517		
		Req	Fees	A/O
		86%		14%
BOARD DIRECTED INITIATIVES		\$000's		
5c-1.1	Community Need: Housing & Health Initiative: Core Funding – Aboriginal Coalition to End Homelessness	\$155		
		Req	Fees	A/O
		100%		
5c-1.2	Community Need: Housing & Health Initiative: Incremental Core Funding – Alliance to End Homelessness	\$120		
		Req	Fees	A/O
		100%		

CRD Operating Plan

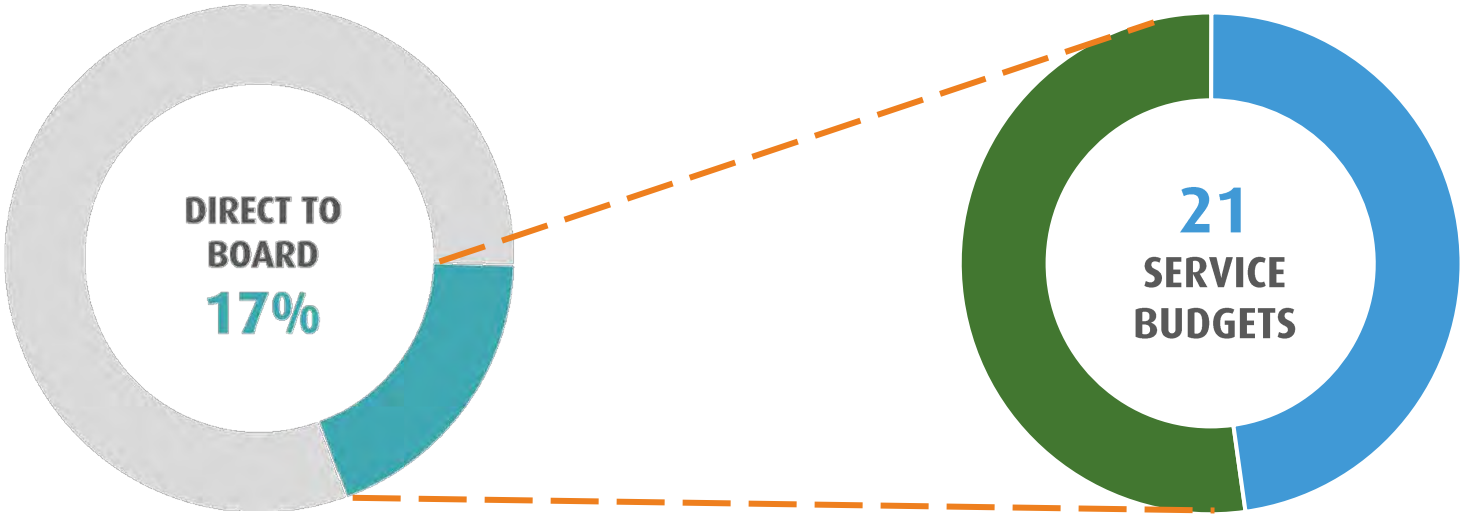
Commission & Committee Review

- The Executive Leadership Team has reviewed all budgets in consideration of the **Service & Financial Planning Guidelines** approved by the Board.
- The plan has been prioritized where several initiatives and workplans have been deferred, phased, mitigated, or scaled down where possible while maintaining directed service levels and **meeting Corporate Plan objectives**.
- Through the planning process, the majority of budgets have been **recommended for approval by Commissions and Committees** ahead of the Committee of the Whole.

COMMITTEE
COMMISSION
REVIEWED
83%



DIRECT TO
BOARD
17%



- 17% of the operating plan has not been reviewed by a Commission or Committee ahead of Committee of the Whole, this represents **44 services as detailed in appendix N**
- Of these services, 21 or 48% exceed a predefined 3.5% threshold. All budgets have been through a detailed **review by the Executive Leadership Team and are recommended for approval**

FINANCE AND TECHNOLOGY		\$000's		%	
4.3.4) Feasibility Study Reserve Fund (Appendix G, Part A, PDF pg 125, Print pg 61)		\$203		137.4%	
• New funds to study a Regional Transportation Service. Incremental is net of returning existing balance to regional participants from the Regional Arts Facilities feasibility studies.		Req	Fees	Other	Alloc
		100%	-	-	-

❖ **X.X.X) Appendix G Budget reference numbers**

CRD Operating Plan

Balance of Services

ENVIRONMENTAL SERVICES		\$000's		%	
6.2.5) Millstream Site Remediation (Appendix G, Part B, PDF pg 143, Print pg 44)		(\$518)		(96.4%)	
<ul style="list-style-type: none">Reduction in debt servicing costs from exercising early payout option in 2023, under MFA LA 3513		Req	Fees	Other	Alloc
		100%	-	-	-
6.2.8) Liquid Waste Mgt Plan – Core and West Shore (Appendix G, Part B, PDF pg 172, Print pg 73)		\$211		56.6%	
<ul style="list-style-type: none">Increased transfer to reserve to fund long-term biosolids planning		Req	Fees	Other	Alloc
		3%	97%	-	-
6.2.11) Climate Action & Adaption (Appendix G, Part B, PDF pg 172, Print pg 73)		\$284		12.4%	
<ul style="list-style-type: none">Increased transfer to General Capital Fund for capital plan requirements, partially offset by decreased Operating Reserve transfers		Req	Fees	Other	Alloc
		-	-	100%	-
6.2.13) Sooke Stormwater Quality Management (Appendix G, Part B, PDF pg 185, Print pg 86)		\$51		129.6%	
<ul style="list-style-type: none">Increased contract for services costs for Sooke Basin Water Quality Sampling Study, partially offset by reduction in reserve transfer		Req	Fees	Other	Alloc
		2%	-	98%	-
6.2.14) Core & Westshore Stormwater Quality Managmt (Appendix G, Part B, PDF pg 190, Print pg 91)		\$111		14.9%	
<ul style="list-style-type: none">Increased contract for services costs for Harbour Water Quality Sampling Study and increased transfer to reserve		Req	Fees	Other	Alloc
		19%	-	81%	-
6.4.1) Environmental Engineering Services (Appendix G, Part B, PDF pg 227, Print pg 128)		\$142		5.1%	
<ul style="list-style-type: none">+1.0 FTE Term Manager at Hartland, +1.0 FTE Engineer for Regional Trail Project. Costs are partially offset by reduced one-time costs in 2023 related to project management office study and a vehicle purchase		Req	Fees	Other	Alloc
		-	-	-	100%
6.4.2) Facilities Management (Appendix G, Part B, PDF pg 238, Print pg 139)		\$136		6.7%	
<ul style="list-style-type: none">+1.0 FTE Facilities Maintenance Worker and incremental auxiliary staffing, partially offset by reduction in transfer to capital from a one-time 2023 vehicle purchase		Req	Fees	Other	Alloc
		-	-	-	100%

❖ X.X.X) Appendix G Budget reference numbers

CRD Operating Plan

Balance of Services

ENVIRONMENTAL SERVICES (continued)	\$000's		%	
6.4.3) CRD HQ Building (Appendix G, Part B, PDF pg 249, Print pg 150)	\$227		11.5%	
<ul style="list-style-type: none"> Increased transfer to capital reserve, rentals and leases and allocations 	Req	Fees	Other	Alloc
	-	-	-	100%

INTEGRATED WATER SERVICES	\$000's		%	
8.2.3) IWS – Environmental Operations (Appendix G, Part C, PDF pg 241, Print pg 126)	\$634		4.6%	
<ul style="list-style-type: none"> Collective agreement adjustments partially offset by position reclassifications and pay grade changes. Increased ERF transfers to align with increased costs of future EV vehicle replacements. 	Req	Fees	Other	Alloc
	-	-	-	100%
Debt – NET & ECI Sewer Upgrade	(\$119)		(100%)	
<ul style="list-style-type: none"> Legacy Trunk Sewer debt retirement in 2023 for MFA Issue 103-104 	Req	Fees	Other	Alloc
	84%	-	-	16%
Debt – Core Sewage Integrated Treatment Facilities	(\$792)		(100%)	
<ul style="list-style-type: none"> Legacy Sewer debt retirement in 2023 for MFA Issue 104 	Req	Fees	Other	Alloc
	17%	83%	-	-

❖ X.X.X) Appendix G Budget reference numbers

CRD Operating Plan

Balance of Services

PLANNING & PROTECTIVE SERVICES		\$000's		%	
7.2.1) Land Banking & Housing (Appendix G, Part C, PDF pg 10, Print pg 12)		\$652		21.4%	
<ul style="list-style-type: none">+1.0 FTE Planning Assistant to support increasing housing supply, +1.0 Term FTE Policy Analyst, +4.0 Term FTE Reaching Home extensions. Additional debt servicing costs for RHFP borrowing.		Req	Fees	Other	Alloc
		33%	-	67%	-
7.2.2) Regional Housing Trust Fund (Appendix G, Part C, PDF pg 21, Print pg 19)		\$385		10.5%	
<ul style="list-style-type: none">Unallocated Capital grants carryforward from 2023 to 2024		Req	Fees	Other	Alloc
		-	-	100%	-
7.3.2) Community Health (Appendix G, Part C, PDF pg 33, Print pg 30)		(\$88)		(10.8%)	
<ul style="list-style-type: none">Decrease for ACEH funding budgeted to not continue into 2024, partially offset by one-time consultant's fee for violence prevention and wellness promotion.		Req	Fees	Other	Alloc
		-	-	100%	-
7.4.2) Regional Emergency Program Support (Appendix G, Part C, PDF pg 43, Print pg 41)		(\$90)		(37.9%)	
<ul style="list-style-type: none">Reduction of one-time 2023 costs for REMP Program Development		Req	Fees	Other	Alloc
		-	-	100%	-
7.4.3) Hazardous Material Incident Response (Appendix G, Part C, PDF pg 47, Print pg 45)		(\$66)		(14.8%)	
<ul style="list-style-type: none">Reduction of one-time 2023 costs for operations review project, partially offset by an increase in contract for services hazmat costs.		Req	Fees	Other	Alloc
		-	-	100%	-
7.4.7) Regional CREST Contribution (Appendix G, Part C, PDF pg 75, Print pg 73)		\$144		8.1%	
<ul style="list-style-type: none">Increase in CREST contribution per new agreement and deficit carry forward.		Req	Fees	Other	Alloc
		100%	-	-	-
7.4.8) Animal Care Services (Appendix G, Part C, PDF pg 79, Print pg 77)		\$73		4.4%	
<ul style="list-style-type: none">Increase in auxiliary staffing, base salary and step increases for existing staff.		Req	Fees	Other	Alloc
		18%	10%	72%	-

❖ X.X.X) Appendix G Budget reference numbers

CRD Operating Plan

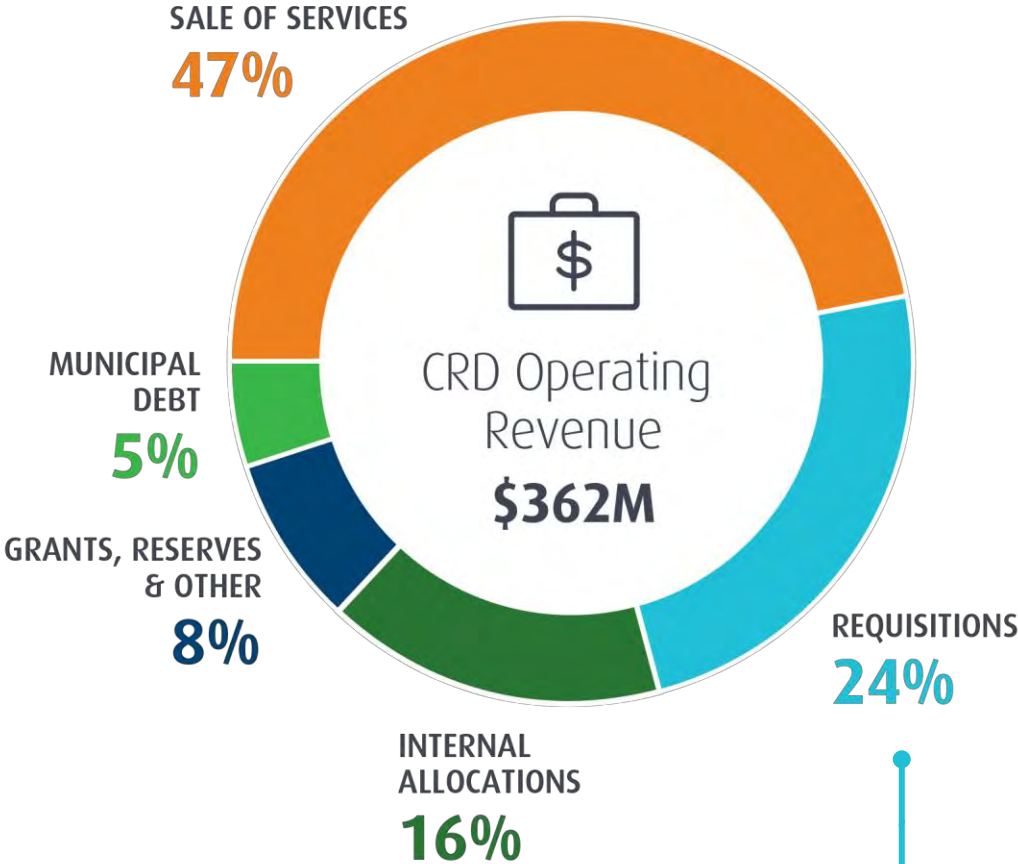
Balance of Services

PLANNING & PROTECTIVE SERVICES (continued)		\$000's		%	
7.5.2) Regional Planning Services (Appendix G, Part C, PDF pg 101, Print pg 99)		\$673		43.3%	
<ul style="list-style-type: none"> One-time contract for service cost related to the Island Corridor consultation, and base salary and step increases for existing staff. 	Req	Fees	Other	Alloc	
	5%	-	94%	1%	
7.5.3) Regional Growth Strategy (Appendix G, Part C, PDF pg 111, Print pg 109)		(\$93)		(21.9%)	
<ul style="list-style-type: none"> Reduction from 2023 one-time expense for Foodlands Access Service and reduced auxiliary wages. 	Req	Fees	Other	Alloc	
	5%	-	95%	-	

❖ X.X.X) Appendix G Budget reference numbers

CRD Operating Plan Funding

CRD
Operating
Plan
Funding




Sale of Services	173
Requisition	87
Internal Allocations	57
Grants, Reserves & Other	28
Municipal Debt	17
Total	\$362M

2024 Provisional	2023 Final	Δ \$	Δ %
\$87.0M	\$82.1M	\$4.9M	6.0%
BOARD DIRECTED & ENDORSED INITIATIVES		+\$0.7M	+0.8%

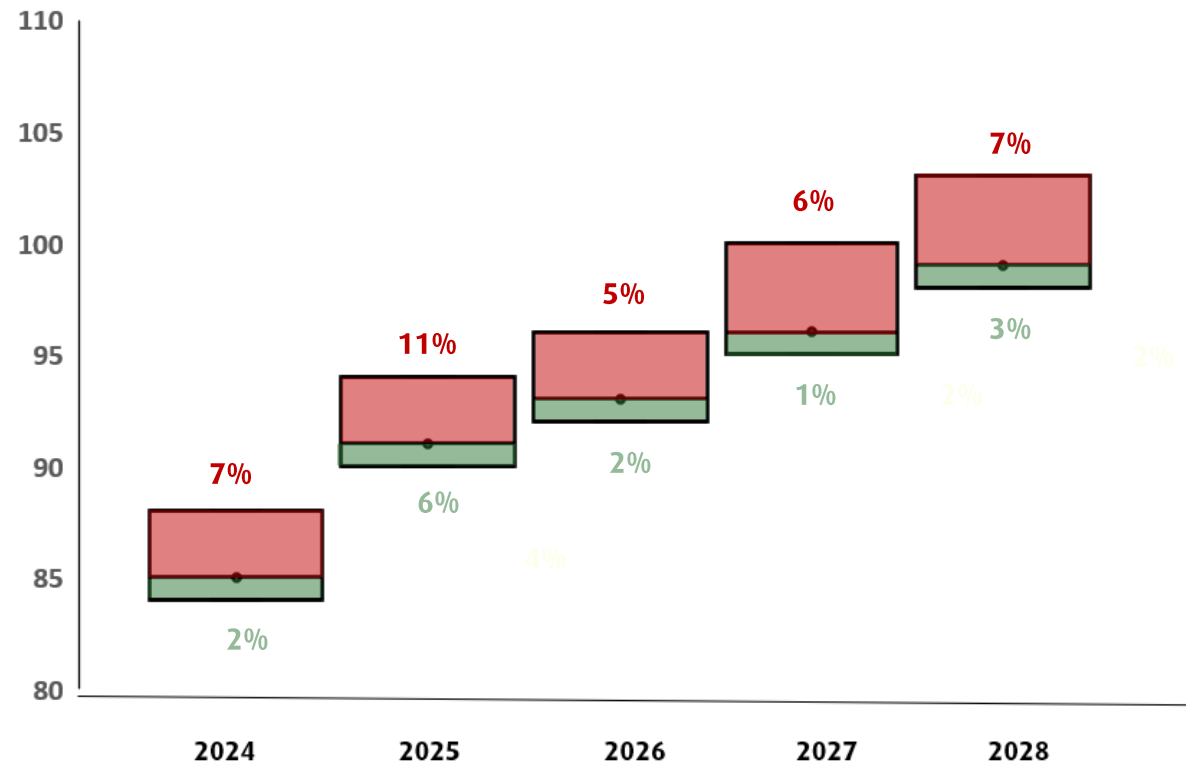
CRD Operating Plan Funding

Requisition Summary

	A	+	B	=	C	→	D	→	E
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD (Base)		CRD, CRHD & Municipal Debt (Base)		CRD, CRHD & Municipal Debt (Cost per HH)
Central Saanich	-		4.8%		4.8%		3.7%		3.7%
Colwood	-		3.0%		3.0%		(0.3%)		(0.3%)
Esquimalt	-		9.0%		9.0%		2.5%		2.5%
Highlands	-		6.6%		6.6%		2.0%		2.0%
Langford	-		6.9%		6.9%		5.5%		5.5%
Metchosin	-		6.3%		6.3%		4.0%		4.0%
North Saanich	-		4.8%		4.8%		3.1%		3.1%
Oak Bay	-		2.9%		2.9%		(2.6%)		(2.6%)
Saanich	-		6.4%		6.4%		3.1%		3.1%
Sidney	-		4.7%		4.7%		3.1%		3.1%
Sooke	-		4.0%		4.0%		3.0%		3.0%
Victoria	-		6.0%		6.0%		2.6%		2.6%
View Royal	-		6.2%		6.2%		3.0%		3.0%
Juan de Fuca	-		7.2%		7.2%		6.0%		6.0%
Salt Spring Island	-		10.8%		10.8%		9.6%		9.6%
Southern Gulf Islands	-		5.2%		5.2%		4.2%		4.2%
Total	-		6.0%		6.0%		3.4%		3.4%
BOARD DIRECTED & ENDORSED INITIATIVES						+0.8%	+0.6%		+0.6%

CRD Operating Plan Funding

Requisition Forecast



Consumer price inflation is forecast to be 3.0 per cent in 2024 and 2025 and is expected to fall to 2.75 per cent in 2026 and 2. per cent in 2027 and 2028, as the effects of elevated commodity prices and supply disruptions fade. Then, inflation is expected to return to the Bank of Canada's target of around 2 per cent for the balance of the forecast horizon. Requisition forecasting assumption is a 1-year lag in inflation forecast.

Population is projected to increase by 2.0 per cent in 2024 and 1.6 for the balance of the forecast horizon. This compares to a 2023 increase of 2.2 per cent.

Risks to Forecast: Victoria's economy has been resilient to pandemic, geopolitical, and climate-related disruptions but higher interest rates are expected to weigh on the economy in the near-term. There are upside risks, such as inflationary pressures easing sooner than expected leading to less restrictive monetary policy and a less pronounced slowing of the global economy. Keys risks to the forecast include:

- persistent high inflation reducing affordability and leading to higher interest rates over a longer period;
- uncertainty around the extent of the impact of higher interest rates
- further inflationary pressures due to lingering supply-chain disruptions and restrictions associated with new COVID-19 variants in B.C., Canada, • aging demographics leading to tighter labour market conditions (an imbalance of the supply and demand of workers) and elevated job vacancies;
- climate-related disasters disrupting the lives and livelihoods in the Capital Region

2024 Provisional Budget

2024 Provisional Budget

Key Takeaways



Managing Capital Investments

capital investment is 4.2x depreciation while 7% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives in alignment with community needs in the 2023-2026 corporate plan



Adapting to Regional Challenges

persistent economic challenges, constrained labour market, continued long-term growth in asset utilization



Striving for Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies



Thank you



@crdvictoria



Capital Regional District



CRDVictoria



crd.bc.ca

BUDGET PLANNING PROCESS



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



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

**REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 03, 2023**

SUBJECT 2024 Service and Financial Planning Guidelines

ISSUE SUMMARY

This report outlines the service and financial planning process for 2024 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2024 service and financial planning processes have begun. Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the 2024–2028 five-year financial plan. Appendix A highlights the overall corporate planning process while Appendix B details the timeline specific to the planning cycle.

The 2024 planning cycle marks the first year of the implementation of the Board approved 2023-2026 CRD Corporate Plan. The Corporate Plan identifies the initiatives that will progress service delivery in alignment with the Board Priorities. The Corporate Plan also includes initiatives that deliver on core service mandates, are necessary to meet regulatory requirements and help the organization keep pace with population growth and community expectations.

Impacts for initiatives will be summarized and presented with the 2024 service plans, known as Community Need Summaries, and the provisional budget will be presented at the Committee of the Whole meeting scheduled for October 25, 2023. As in prior years, to proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the CRD Board:

That the service and financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Alternative 2

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

IMPLICATIONS

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

Governance Implications

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. The 2024 financial planning process will reflect feedback from various Commissions.

In 2024, staff will prioritize programs and initiatives that:

- Advance 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.

As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through committee, commission and CRD Board meetings. New for 2024, there will be a review of service and financial plans by committees for services with annual operating plans greater than \$5 million ahead of provisional budget approval scheduled for October 25, 2023. Plans presented to committees will total nearly two thirds of the operating budget.

Financial Implications

Financial Planning Guidelines

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

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

1) Economic Conditions

The financial plan relies on ongoing analysis and monitoring by staff of economic drivers and assumptions, with a focus on understanding their impact on both service delivery and financial performance. In the past year, three key interrelated economic indicators that remain under watch for their impact on service delivery are inflation, unemployment and interest rates.

Since the start of 2022, borrowing rates have undergone significant changes. Due to low unemployment rates and supply chain disruptions, inflation reached a 30-year high, prompting national policymakers to act. In response, the Bank of Canada (BOC) has increased the key overnight lending rate eight times between March 2022 and January 2023 in an effort to slow inflation and attain their 2% target. The overnight lending rate now sits at 4.5%¹, increasing short- and long-term borrowing costs significantly higher than the year before. Despite the rate increase, inflation remains above BOC target currently. Rate increases do have a lagging affect on inflation, reducing economic activity over time as more business and consumers are exposed to higher rates. Market expectations are that inflation will decline nationally in the coming months

¹ <https://www.bankofcanada.ca/2023/04/fad-press-release-2023-04-12/>

however, other factors like unemployment levels also influence inflation. The BOC will continually re-assess the adequacy of its existing measures and is willing to further raise the rate if necessary.

Rising market rates have increased the long-term borrowing rates offered by the Municipal Finance Authority of BC, causing local governments across British Columbia to reevaluate and increase project budgets. The CRD is addressing these challenges through cost containment within the financial planning process and through effective use of financing strategies aimed at optimizing value for money by lowering overall borrowing costs.

Inflation in Canada has decreased since last summer's peak of 8.1%, with annual national Consumer Price Index inflation falling to 5.2% in February². Core inflation was just below 5%, due to a drop in the price of goods, energy prices and decreased spending brought about through monetary policy on the overnight rate. However, inflation remains higher in most provinces and regions, including 6.2% in British Columbia, 6.0% in Victoria, and 5.9% in Vancouver as of February 2023³. Although the British Columbia (BC) provincial budget, which was recently approved, assumes an inflation rate of 3.9% for forecasting, the Executive Leadership Team is setting a service planning cap of 3.5%.

Meanwhile, Victoria has the lowest unemployment rate in BC, and the second-lowest rate among Canadian urban centers. According to Statistics Canada, the city's jobless rate fell slightly to 3.2% last month, from 4.5%⁴ in August 2022, while Vancouver's unemployment rate rose slightly to 4.9%⁵. The provincial and national rates were 4.5% and 5.0% respectively. The tight conditions of the local employment market pose ongoing recruitment and retention challenges for CRD.

Service delivery and infrastructure investment will be affected by pricing and labor pressures. The increased utilization of CRD services, driven by population growth and local economic activity, leads to higher volumes and costs of delivery. To ensure optimal levels of service, the staff continuously monitors these costs. In response to increased uncertainty, conservative planning assumptions are recommended.

2) Core Service Levels and Infrastructure Funding

The CRD Board's 2023-2026 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates.

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

The organization has experienced growth in many core services within the past five years driven by community need and guided by the Corporate Plan. Service delivery review is an effective tool to evaluate efficacy of existing service delivery while priorities continue to evolve. The

² <https://www2.gov.bc.ca/gov/content/data/statistics/economy/consumer-price-index>

³ <https://www2.gov.bc.ca/gov/content/data/statistics/economy/consumer-price-index>

⁴ <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410038001>

⁵ <https://vancouverisland.ctvnews.ca/b-c-adds-14-000-jobs-with-second-lowest-unemployment-rate-in-canada-1.6345791>

organization's approach has been and will continue to include annual Board reviews to prioritize existing services and advance essential initiatives directly identified in the Corporate Plan.

Prioritization will focus on mitigating cost impacts where possible while still balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary adjustment will be kept to 3.5% in the planning process. Mitigation of inflationary pressures through retraction of auxiliary, delayed staffing and optimal levels of resourcing can aid the organization in absorbing cost pressures.

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

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

- Sustainable Service Delivery plans to maintain and replace existing assets in short, medium and long-term horizons;
- Lifecycle Costing Framework integrating quantitative, qualitative, social, environmental and economic measures such as climate action and risk management; and
- Library of Financial Guidelines aimed at optimizing financial position, reserves and borrowing capacity while lowering current costs and current revenue.

3) Financial Management Strategies

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

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

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

CONCLUSION

Board Priorities, Corporate Plan initiatives and core service delivery form the foundation of the 2024–2028 five-year financial plan. To proactively influence the planning process, this report recommends planning guidelines in the context of observed trends, assumptions and drivers impacting the organization. The guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources to deliver the Corporate Plan. In response to a high degree of economic uncertainty, more conservative planning assumptions are recommended. Prioritization will focus on balancing cost pressures with ensuring essential service delivery.

RECOMMENDATION

The Finance Committee recommends to the CRD Board:

That the service and financial planning guidelines as presented be approved and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

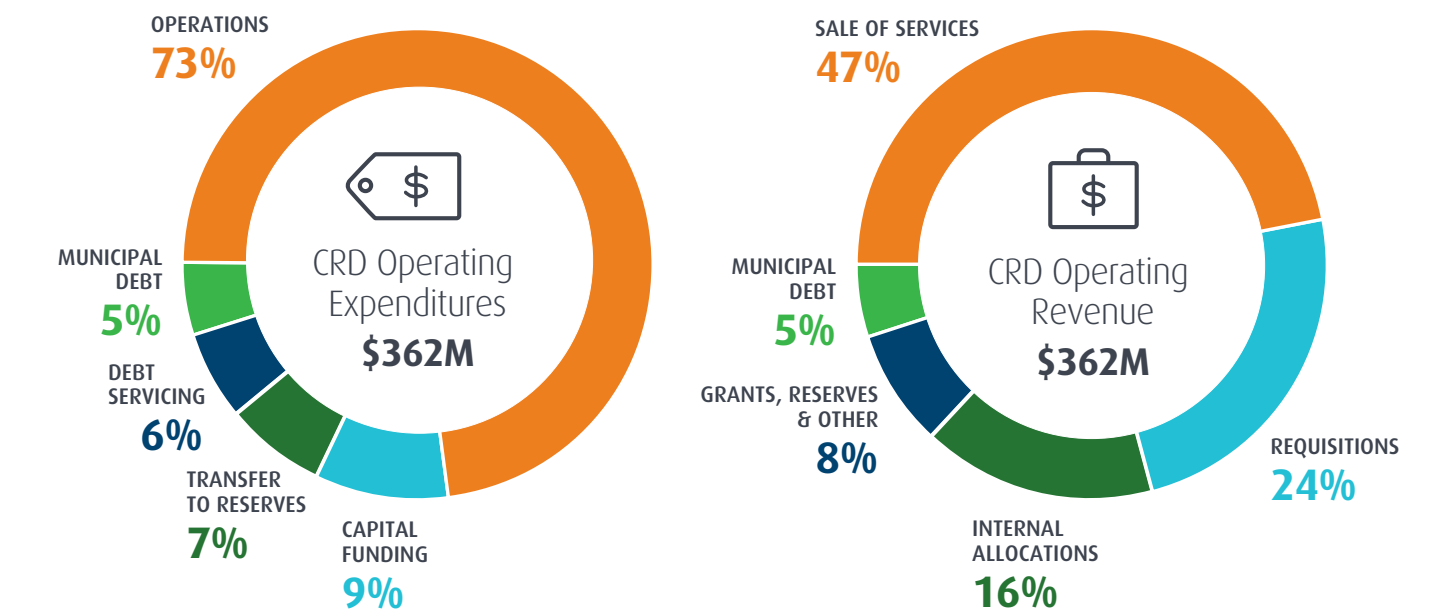
Appendix A: CRD Corporate Planning Framework
Appendix B: 2024 CRD Financial Planning Timetable

Service and Financial Planning Guidelines

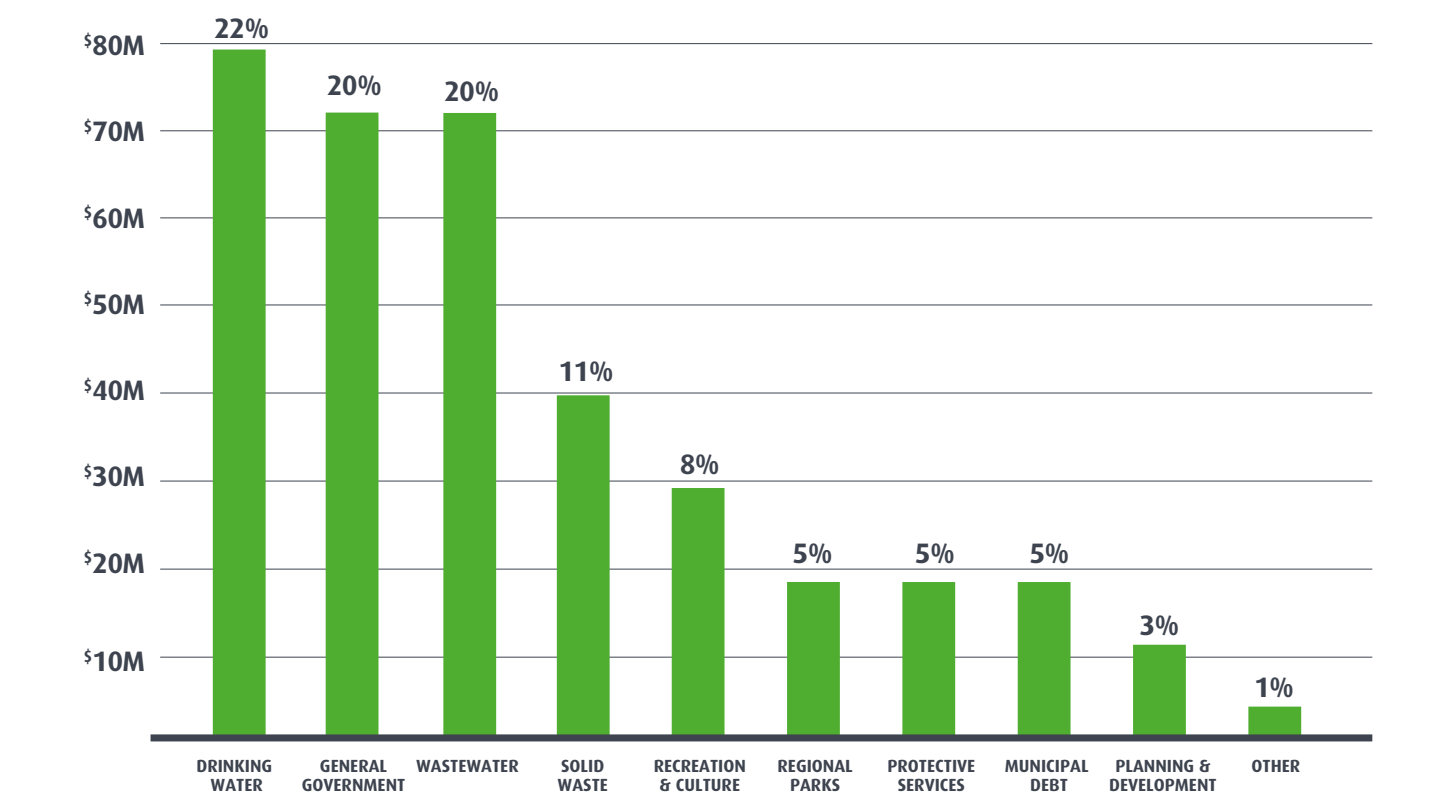
CRD Timetable for 2024-2028 Financial Plan	
Month	Description
June	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
June - August	Staff - Service Planning and Budget Preparation
September - October	Executive Leadership Team, Committees & Commissions - Review of Budgets, including Initiative Business Cases
October	Electoral Area Committee - Budgets and Initiative Business Cases (Oct 23) Committee of the Whole - Financial Plan and Initiative Business Cases (Oct 25) Board - Approval Provisional Financial Plan (Oct 25)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

WHERE THE MONEY GOES

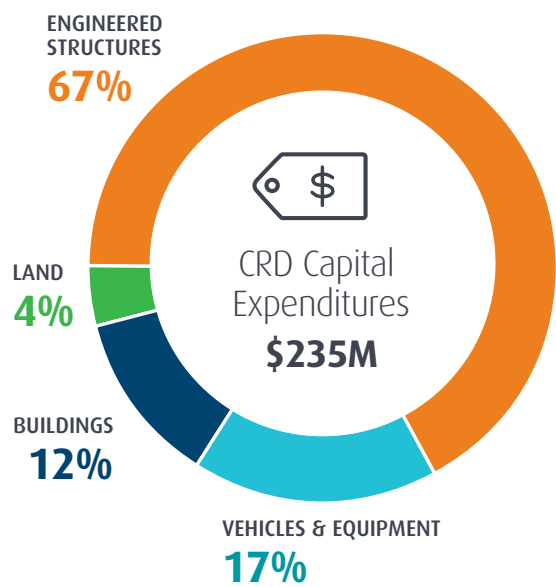
WHERE THE MONEY COMES FROM



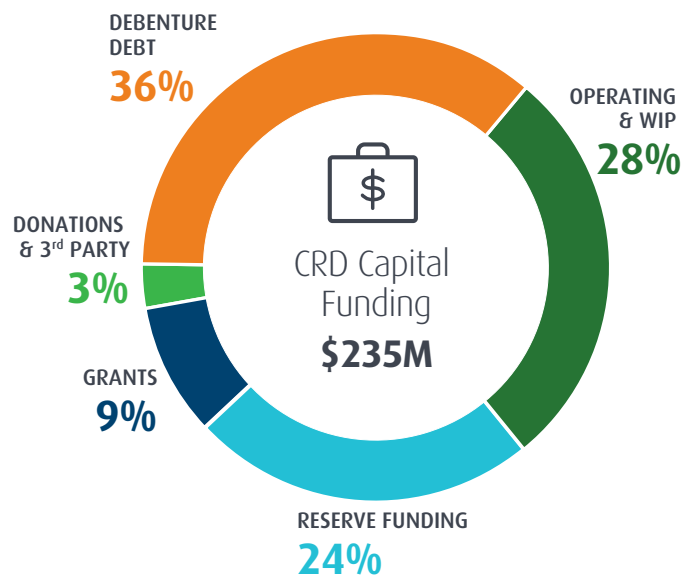
HOW THE MONEY IS SPENT



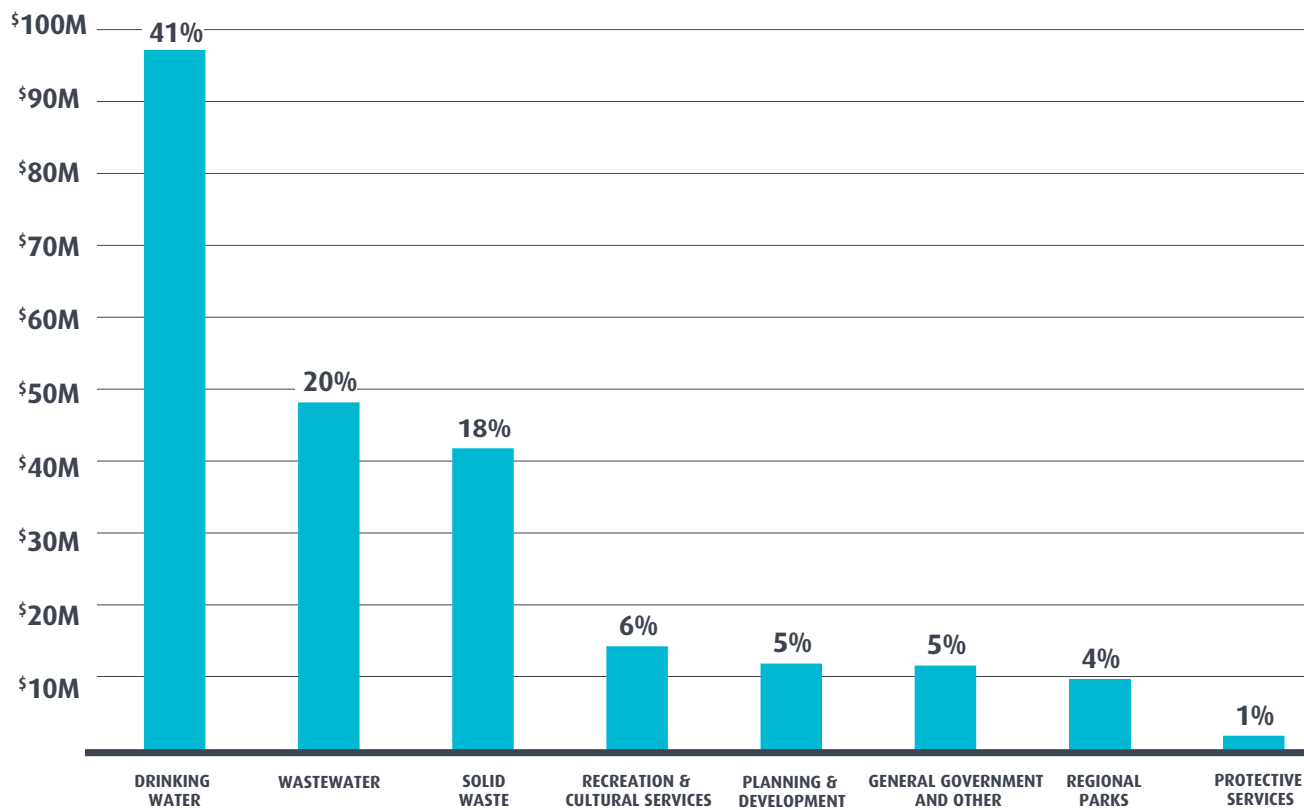
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



CAPITAL REGIONAL DISTRICT

2024 Financial Plan Summary

(Cost Apportionment based on Prior year assessment data. Subject to change with the final 2024 Assessment values).

Prepared by CRD
Financial Services
October 25, 2023

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CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

Regional	Service	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.010	Legislative & General Government	36,520,973	37,787,034	640,000	21,550,550	3,434,286	12,162,198	11,374,383	6.93%
1.10X	Facilities Management	4,231,807	4,606,290	-	4,390,348	42,208	173,734	164,676	5.50%
1.101	G.I.S.	638,822	653,615	-	514,396	6,030	133,189	128,685	3.50%
1.112	Regional Grant in Aid	1,532,621	1,577,621	1,537,621	-	40,000	-	15,000	-100.00%
1.224	Community Health	814,860	727,218	2,500	-	190,515	534,203	624,376	-14.44%
1.226	Health Facilities - VIHA	1,720,718	1,776,222	-	-	1,776,222	-	-	0.00%
1.280	Regional Parks	17,528,008	19,093,346	-	76,018	1,483,484	17,533,844	15,952,365	9.91%
1.309	Climate Action and Adaptation	2,288,185	2,572,299	-	-	980,934	1,591,365	1,716,387	-7.28%
1.310	Land Banking & Housing	3,152,716	3,813,203	314,144	595,481	1,042,180	1,861,398	1,503,088	23.84%
1.312	Regional Goose Management	237,522	243,486	-	-	-	243,486	237,522	2.51%
1.323	By-Law Enforcement	571,466	599,731	-	563,101	36,630	-	-	0.00%
1.324	Regional Planning Services	1,554,118	2,227,436	-	93,180	863,437	1,270,819	1,227,844	3.50%
1.335	Geo-Spatial Referencing System	177,779	183,406	-	-	16,499	166,907	161,580	3.30%
1.374	Regional Emergency Program Support	238,227	148,016	-	-	7,320	140,696	138,181	1.82%
1.375	Hazardous Material Incident Response	446,471	380,531	-	-	25,190	355,341	334,696	6.17%
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	29,690,987	38,751,084	-	-	38,751,084	-	-	0.00%
1.525	Solid Waste Disposal - Debt	314,054	1,229,666	-	-	1,229,666	-	-	0.00%
1.57X	Environmental Services	26,020,224	26,803,809	-	26,368,809	435,000	-	-	0.00%
1.911	911 Systems	2,495,079	2,541,353	-	-	2,298,133	243,220	181,510	34.00%
1.921	Regional CREST Contribution	1,790,531	1,934,722	-	-	99,170	1,835,552	1,691,654	8.51%
2.670	Regional Water Supply	39,915,804	42,114,204	-	-	42,114,204	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	137,412	350,000	139,412	-	-	210,588	-	100.00%
Total Regional		172,018,384	190,114,292	2,633,677	54,151,883	94,872,192	38,456,540	35,451,947	8.48%
Sub-Regional	Service	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.121	Sooke Regional Museum	222,348	230,107	-	-	520	229,587	221,810	3.51%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	55,625	54,743	38,946	-	797	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	304,857	322,656	-	-	14,634	308,022	289,741	6.31%
1.230	Traffic Safety Commission	137,118	92,376	16,304	-	3,560	72,512	72,512	0.00%
1.290	Royal Theatre	580,000	580,000	-	-	-	580,000	580,000	0.00%
1.295	McPherson Theatre	785,822	785,822	-	-	35,822	750,000	750,000	0.00%
1.297	Arts Grants	3,132,037	3,208,277	-	15,130	228,254	2,964,893	2,864,931	3.49%
1.311	Regional Housing Trust Fund	3,676,394	4,061,222	3,117,012	-	225,535	718,675	1,000,000	-28.13%
1.313	Animal Care Services	1,663,324	1,736,250	-	-	1,259,710	476,540	460,422	3.50%
1.330	Regional Growth Strategy	424,846	331,880	-	-	16,750	315,130	304,476	3.50%
1.40X	SEAPARC	4,571,131	5,243,766	-	-	1,941,541	3,302,225	3,212,688	2.79%
1.44X	Panorama Rec. Center.	10,136,965	10,710,738	-	-	5,311,565	5,399,173	5,260,398	2.64%
1.531	Stormwater Quality Management - Sooke	39,432	90,529	-	-	50,086	40,443	39,346	2.79%
1.536	LWMP-Stormwater Quality Management-Core	744,030	854,927	-	-	177,763	677,164	656,268	3.18%
1.537	Stormwater Quality Management - Peninsula	121,932	125,376	-	-	4,454	120,922	117,478	2.93%
1.538	Source - Stormwater Quality - Peninsula	58,657	59,373	-	-	2,420	56,953	55,836	2.00%
1.912B	911 Call Answer - Municipalities	25,947	14,121	-	681,953	(42,690)	(625,142)	(628,679)	0.56%
1.913	913 Fire Dispatch	366,986	347,449	-	-	34,239	313,210	298,293	5.00%
2.610	Saanich Peninsula Water Supply	7,407,397	7,892,266	-	-	7,892,266	-	-	0.00%
2.680	Juan de Fuca Water Distribution	23,970,506	26,026,524	-	-	26,026,524	-	-	0.00%
2.681	Florence Lake Water System Debt	15,549	19,357	-	-	37	19,320	15,512	24.55%
3.700	Septage Disposal	157,910	161,020	-	-	161,020	-	-	0.00%
3.701	Millstream Remediation Service	537,888	19,708	-	-	13,446	6,262	55,468	-88.71%
3.707	LWMP - On Site System Management Program	177,649	183,866	-	-	49,160	134,706	130,150	3.50%
3.718	Peninsula Wastewater TP	4,747,515	4,993,159	-	154,483	2,737,398	2,101,278	1,993,748	5.39%
3.720	LWMP - (Peninsula) - Implementation	56,247	57,534	-	-	2,320	55,214	53,927	2.39%
3.750	LWMP - Core and West Shore	372,322	582,915	-	-	358,863	224,052	217,527	3.00%
3.752	LWMP - Harbour Studies	354,238	361,373	-	-	21,658	339,715	332,580	2.15%
3.755	Regional Source Control	1,641,038	1,674,718	-	55,000	201,932	1,417,786	1,389,986	2.00%
3.756	Harbours Environmental Action	70,752	72,170	-	-	2,165	70,005	68,587	2.07%
3.71X	Core Area Wastewater Operations	34,173,017	34,539,974	-	630,083	28,843,734	5,066,157	4,370,207	15.92%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,269,184	21,840,947	-	-	15,963,064	5,877,883	6,045,953	-2.78%
Total Sub-Regional		128,148,023	127,424,503	3,172,262	1,536,649	91,687,906	31,027,686	30,244,165	2.59%
Total CRD - Regional & Sub-Regional		300,166,407	317,538,795	5,805,939	55,688,532	186,560,098	69,484,226	65,696,112	5.77%
Total Electoral Areas Only		26,480,353	27,986,254	105,863	1,789,636	8,612,213	17,478,542	16,358,854	6.84%
Total CRD excluding Municipal Debt		326,646,760	345,525,049	5,911,802	57,478,168	195,172,311	86,962,768	82,054,966	5.98%
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	16,723,216	-	-	78,720	16,644,496	17,260,244	-3.57%
Total CRD		343,959,204	362,248,265	5,911,802	57,478,168	195,251,031	103,607,264	99,315,210	4.32%
CRHD	Capital Regional Hospital District	32,678,574	33,356,448	53,692	-	6,839,853	26,462,903	26,462,552	0.00%
Total CRD, CRHD & Municipal Debt		376,637,778	395,604,713	5,965,494	57,478,168	202,090,884	130,070,167	125,777,762	3.41%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

REQUISITION DETAIL

1.010	Legislative & General Government	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.011	Board Expenditures	1,258,509	1,334,649	-	-	2,500	1,332,149	1,230,009	8.30%
1.012	Other Legislative	201,873	213,426	-	-	-	213,426	201,873	5.72%
1.014	CAO & Executive Office	929,365	1,114,127	-	-	-	1,114,127	929,365	19.88%
1.014B	Corporate Services	2,941,150	2,867,282	-	555,412	150,000	2,161,870	2,004,113	7.87%
1.015	Real Estate	526,051	544,807	-	435,846	-	108,961	105,371	3.41%
1.016	Human Resources & Corporate Safety	3,177,519	3,748,978	-	3,110,606	80,000	558,372	686,469	-18.66%
1.017	Finance	8,459,287	8,762,255	-	4,800,000	948,141	3,014,114	3,214,953	-6.25%
1.018	Health Planning	705,453	727,800	-	727,800	-	-	-	0.00%
1.022	Information Systems & ERP	12,461,712	12,697,691	-	9,100,000	974,548	2,623,143	2,547,379	2.97%
1.024	Planning & Protective Services	585,602	596,742	-	285,898	-	310,844	309,369	0.48%
1.025	Corporate Emergency	406,282	342,950	-	107,013	-	235,937	229,114	2.98%
1.027	First Nations Relations	1,311,999	1,229,002	-	-	85,500	1,143,502	1,002,999	14.01%
1.028	Environmental Services	500,584	516,103	-	99	-	516,004	500,487	3.10%
1.118	Corporate Communications	1,453,689	1,513,346	-	850,000	108,000	555,346	618,479	-10.21%
	(Surplus)/Deficit	-	-	640,000	-	-	-	-	0.00%
	Other revenue - cc 100001	1,601,898	1,577,876	-	1,577,876	1,085,597	(1,725,597)	(2,205,597)	-21.76%
Total Legislative & General Government		36,520,973	37,787,034	640,000	21,550,550	3,434,286	12,162,198	11,374,383	6.93%
1.10X	Facilities Management	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.105	Facility Management	2,016,211	2,151,733	-	1,969,852	8,147	173,734	164,676	5.50%
1.106	CRD HQ Building	1,977,438	2,204,840	-	2,170,779	34,061	-	-	0.00%
1.107	Corporate Satellite Offices	238,158	249,717	-	249,717	-	-	-	0.00%
Total Facilities Management		4,231,807	4,606,290	-	4,390,348	42,208	173,734	164,676	5.50%
1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.151	Debt - Victoria	5,387,728	5,306,234	-	-	30,150	5,276,084	5,366,278	-1.68%
1.152	Debt - C. Saanich	613,048	613,778	-	-	2,890	610,888	610,888	0.00%
1.153	Debt - Esquimalt	2,439,378	2,283,659	-	-	13,380	2,270,279	2,434,758	-6.76%
1.154	Debt - Saanich	5,574,247	5,588,649	-	-	16,860	5,571,789	5,562,267	0.17%
1.155	Debt - Oak Bay	278,382	-	-	-	-	-	276,972	-100.00%
1.156	Debt - N. Saanich	654,623	655,393	-	-	3,030	652,363	652,363	0.00%
1.157	Debt - Sidney	544,886	545,456	-	-	2,920	542,536	542,536	0.00%
1.160	Debt - V. Royal	534,357	534,907	-	-	2,180	532,727	532,727	0.00%
1.162	Debt - Highland	87,908	79,861	-	-	340	79,521	87,658	-9.28%
1.163	Debt - Colwood	718,721	635,294	-	-	3,690	631,604	717,091	-11.92%
1.164	Debt - Sooke	479,166	479,985	-	-	3,280	476,705	476,706	0.00%
Total Municipalities' Own Debt - M.F.A.		17,312,444	16,723,216	-	-	78,720	16,644,496	17,260,244	-3.57%
1.57X	Environmental Services	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
1.575	Env. Ser. - Administration	201,670	206,947	-	206,947	-	-	-	0.00%
1.576	Env. Engineering Services	2,765,567	2,907,695	-	2,907,695	-	-	-	0.00%
1.577	Env. Ser. - Operations	13,875,220	14,509,517	-	14,074,517	435,000	-	-	0.00%
1.578	Env. Protection and Water Quality	9,177,767	9,179,650	-	9,179,650	-	-	-	0.00%
Total Environmental Services		26,020,224	26,803,809	-	26,368,809	435,000	-	-	0.00%
3.71X	Core Area Wastewater Operations	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.709	I & I Enhanced Program	408,001	417,843	-	417,843	-	-	-	0.00%
3.717	Core Area Wastewater Operations	33,765,016	34,122,131	-	212,240	1,100,895	32,808,996	28,764,837	14.06%
Core Area Wastewater - Operations Total		34,173,017	34,539,974	-	630,083	1,100,895	32,808,996	28,764,837	14.06%
Invoice by Agreement						27,742,839	(27,742,839)	(24,394,630)	
Total Sewer Operating		34,173,017	34,539,974	-	630,083	28,843,734	5,066,157	4,370,207	15.92%
3.718	Peninsula Wastewater TP	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.718	Peninsula Wastewater TP	4,747,515	4,993,159	-	154,483	187,772	4,650,904	4,412,900	5.39%
Invoice by Agreement						2,549,626	(2,549,626)	(2,419,152)	
Total Peninsula Wastewater TP		4,747,515	4,993,159	-	154,483	2,737,398	2,101,278	1,993,748	5.39%
3.750	LWMP - Core and West Shore	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.750	LWMP - Core and West Shore	372,322	582,915	-	-	219,194	363,721	353,128	3.00%
Invoice by Agreement						139,669	(139,669)	(135,601)	
Total LWMP - Core and West Shore		372,322	582,915	-	-	358,863	224,052	217,527	3.00%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
3.769	Debt - Macaulay Pt. - Genset	-	-	-	-	-	-	(10,870)	-100.00%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	-	-	-	-	(566)	-100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	118,870	-	-	-	-	-	44,463	-100.00%
3.792	Debt - Craigflower PS	5,165	-	-	-	-	-	3,918	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	791,811	-	-	-	-	-	771,658	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	807,616	808,546	-	-	39,597	768,949	768,385	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	25,545,722	21,032,401	-	-	595,135	20,437,266	20,465,185	-0.14%
3.799	Debt - Oak Bay	-	-	-	-	-	-	(2,347)	-100.00%
Core Area & Legacy Trunk - Debt - Total		27,269,184	21,840,947	-	-	634,732	21,206,215	22,039,826	-3.78%
Invoice by Agreement						15,328,332	(15,328,332)	(15,993,873)	
Total Sewer Debt		27,269,184	21,840,947	-	-	15,963,064	5,877,883	6,045,953	-2.78%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function		Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
Joint Electoral Area Services									
1.103	Elections	65,760	65,580	-	-	90	65,490	65,490	0.00%
1.104	U.B.C.M.	12,958	13,263	695	-	90	12,478	12,074	3.35%
1.318	Building Inspection	2,026,725	2,241,973	-	32,060	1,644,823	565,090	491,380	15.00%
1.320	Noise Control	41,228	43,371	-	-	1,030	42,341	40,910	3.50%
1.322	Nuisances & Unsightly Premises	54,986	57,419	-	-	849	56,570	54,661	3.49%
1.369	Electoral Area Fire Services (JDF & SGI)	308,466	335,064	-	-	128,824	206,240	147,313	40.00%
1.372	Electoral Area Emergency Program	671,399	690,757	-	509,530	15,160	166,067	155,204	7.00%
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	-	10,000	-	-	(10,000)	-	100.00%
TOTAL JOINT ELECTORAL AREA SERVICES		3,191,522	3,447,427	10,695	541,590	1,790,866	1,104,276	967,032	14.19%
Juan de Fuca Electoral Area									
1.109	Electoral Area Admin Exp - JDF	66,492	72,549	-	-	150	72,399	63,123	14.70%
1.114	Grant-in-Aid - Juan de Fuca	33,865	27,004	26,714	-	290	-	-	0.00%
1.317	JDF Building Numbering	13,475	13,884	105	-	50	13,729	13,282	3.37%
1.319	Soil Deposit Removal	5,899	6,180	-	-	120	6,060	5,859	3.43%
1.325	Electoral Area Services - Planning	858,038	879,137	-	33,180	102,167	743,790	718,640	3.50%
1.340	JDF Livestock Injury Compensation	3,158	3,158	3,053	-	-	105	105	0.00%
1.370	Juan de Fuca Emergency Program	89,953	105,295	-	-	240	105,055	89,719	17.09%
1.377	JDF Search and Rescue	91,058	91,802	-	-	21,850	69,952	69,952	0.00%
1.405	JDF EA - Community Parks	202,006	233,885	-	-	910	232,975	201,123	15.84%
1.924	Emergency Comm - CREST - JDF	144,211	147,619	-	-	250	147,369	143,971	2.36%
Total JDF Regional		1,508,155	1,580,513	29,872	33,180	126,027	1,391,434	1,305,774	6.56%
1.119	Vancouver Island Regional Library	341,748	353,825	-	-	795	353,030	341,091	3.50%
1.129	Vancouver Island Regional Library - Debt	339,466	339,366	-	-	339,366	-	-	0.00%
1.133	Langford E.A. - Greater Victoria Public Library	32,542	33,671	9	-	90	33,572	32,435	3.51%
1.232	Port Renfrew Street Lighting	9,143	9,199	1,242	-	4,242	3,715	3,589	3.51%
1.350	Willis Point Fire Protect & Recreation	174,824	183,280	-	-	37,550	145,730	140,804	3.50%
1.353	Otter Point Fire Protection	542,138	561,110	-	-	340	560,770	541,808	3.50%
1.354	Malahat Fire Protection	66,940	68,672	-	-	-	68,672	66,352	3.50%
1.355	Durrance Road Fire Protection	3,016	3,016	-	-	-	3,016	3,016	0.00%
1.357	East Sooke Fire Protection	565,807	582,231	13,361	-	90,920	477,950	468,579	2.00%
1.358	Port Renfrew Fire Protection	161,476	167,438	-	-	68,038	99,400	96,077	3.46%
1.360	Shirley Fire Protection	193,332	200,090	-	-	210	199,880	193,122	3.50%
1.408	JDF EA - Community Recreation	93,862	92,612	-	-	21,980	70,632	72,632	-2.75%
1.523	Port Renfrew Refuse Disposal	93,420	110,631	-	26,440	44,815	39,376	34,856	12.97%
2.650	Port Renfrew Water	133,609	144,180	-	-	71,980	72,200	66,243	8.99%
2.682	Seagirt Water System Debt	97,650	114,767	-	-	-	114,767	97,650	17.53%
2.691	Wilderness Mountain Water Service	158,838	167,956	-	-	101,726	66,230	61,900	7.00%
3.850	Port Renfrew Sewer	131,021	135,608	-	-	68,589	67,019	64,750	3.50%
Total JDF Local/Specified/Defined Services		3,138,832	3,267,652	14,612	26,440	850,641	2,375,959	2,284,904	3.99%
TOTAL JUAN DE FUCA ELECTORAL AREA		4,646,987	4,848,165	44,484	59,620	976,668	3,767,393	3,590,678	4.92%

CAPITAL REGIONAL DISTRICT - YEAR 2024 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function		Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition		Req.
							2024	2023	% Incr.
Salt Spring Island Electoral Area									
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,373,863	-	683,846	5,730	684,287	622,011	10.01%
1.116	Grant-in-Aid - Salt Spring Island	60,772	49,799	787	-	260	48,752	21,558	126.14%
1.124	SSI Economic Development Commission	96,581	74,349	-	-	650	73,699	95,958	-23.20%
1.236	Salt Spring Island Fernwood Dock	16,055	21,547	-	-	167	21,380	15,888	34.57%
1.141	Salt Spring Island Public Library	677,239	727,906	-	-	1,656	726,250	675,683	7.48%
1.238A	Community Transit (SSI)	599,884	606,864	-	-	281,278	325,586	261,262	24.62%
1.238B	Community Transportation (SSI)	148,993	158,259	-	-	430	157,829	147,826	6.77%
1.299	Salt Spring Island Arts	123,180	133,122	-	-	90	133,032	123,090	8.08%
1.316	SSI Building Numbering	9,891	10,228	-	-	20	10,208	9,871	3.41%
1.342	SSI Livestock Injury Compensation	3,158	3,158	3,053	-	-	105	105	0.00%
1.371	SSI Emergency Program	142,927	134,181	-	-	4,011	130,170	126,745	2.70%
1.378	SSI Search and Rescue	25,804	25,804	-	-	100	25,704	25,704	0.00%
1.455	Salt Spring Island - Community Parks	1,097,686	1,033,949	-	404,570	36,720	592,659	584,647	1.37%
1.458	Salt Spring Is.- Community Rec	313,379	386,702	-	-	275,260	111,442	77,640	43.54%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	2,458,698	-	88,420	447,420	1,922,858	1,614,486	19.10%
1.535	Stormwater Quality Management - SSI	57,276	36,034	-	-	11,424	24,610	23,778	3.50%
1.925	Emergency Comm - CREST - SSI	145,123	148,577	-	-	160	148,417	144,675	2.59%
3.705	SSI Liquid Waste Disposal	1,028,430	1,150,132	-	-	737,546	412,586	376,975	9.45%
Total S.S.I. Regional		7,862,338	8,533,172	3,840	1,176,836	1,802,922	5,549,574	4,947,902	12.16%
1.234	SSI Street Lighting	27,882	31,968	-	-	40	31,928	27,842	14.68%
2.620	SSI Highland Water System	32,004	31,988	80	-	90	31,818	31,795	0.07%
2.621	Highland / Fernwood Water - SSI	546,435	572,602	-	-	494,972	77,630	75,000	3.51%
2.622	Cedars of Tuam	52,678	48,397	-	-	48,397	-	-	0.00%
2.624	Beddis Water	297,178	293,927	-	-	207,987	85,940	80,318	7.00%
2.626	Fulford Water	216,639	246,280	-	-	194,310	51,970	50,212	3.50%
2.628	Cedar Lane Water (SSI)	83,180	95,342	-	-	77,522	17,820	16,200	10.00%
2.660	Fernwood Water	14,744	14,731	33	-	40	14,658	14,658	0.00%
3.810	Ganges Sewer	1,187,404	1,264,781	-	-	1,202,791	61,990	59,891	3.50%
3.820	Malview Estates Sewer System	218,911	268,646	-	-	263,576	5,070	4,900	3.47%
Total S.S.I. Local/Specified/Defined Services		2,677,055	2,868,662	113	0	2,489,725	378,824	360,816	4.99%
TOTAL S.S.I. ELECTORAL AREA		10,539,393	11,401,834	3,953	1,176,836	4,292,647	5,928,398	5,308,718	11.67%
Southern Gulf Islands Electoral Area									
1.110	Electoral Area Admin Exp - SGI	479,701	475,663	-	-	61,503	414,160	400,086	3.52%
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	111,611	-	-	1,257	110,354	105,004	5.10%
1.125	SGI Economic Development Commission	157,768	129,627	1,381	-	1,520	126,726	121,426	4.36%
1.138	Southern Gulf Islands Regional Library	239,681	247,999	1,170	-	2,629	244,200	235,946	3.50%
1.235	SGI Small Craft Harbour Facilities	461,887	479,120	-	-	158,750	320,370	309,533	3.50%
1.314	SGI House Numbering	9,764	10,098	4	-	146	9,948	9,612	3.50%
1.341	SGI Livestock Injury Compensation	3,158	3,158	3,053	-	34	71	71	0.00%
1.373	SGI Emergency Program	250,121	275,218	-	-	27,840	247,378	247,378	0.00%
1.533	Stormwater Quality Management - SGI	40,221	41,480	-	-	480	41,000	39,808	2.99%
1.923	Emergency Comm - CREST - SGI	182,388	185,882	-	-	2,060	183,822	179,709	2.29%
Total Southern Gulf Islands Regional		1,930,950	1,959,856	5,608	-	256,219	1,698,029	1,648,573	3.00%
1.137	Galiano Island Community Use Building	68,064	67,354	-	-	300	67,054	64,770	3.53%
1.170	Gossip Island Electric Power Supply	63,695	63,216	-	-	290	62,926	63,455	-0.83%
1.227	Saturna Island Medical Clinic	25,327	26,027	66	-	2,120	23,841	23,171	2.89%
1.228	Galiano Health Service	139,886	144,768	32	-	188	144,548	139,686	3.48%
1.229	Pender Islands Health Care Centre	234,921	243,068	-	-	2,130	240,938	232,862	3.47%
1.352	South Galiano Fire Protection	584,473	606,587	-	-	1,120	605,467	583,353	3.79%
1.356	Pender Fire Protection	1,243,987	1,285,034	-	-	123,546	1,161,488	1,120,842	3.63%
1.359	North Galiano Fire Protection	241,634	241,302	10,310	-	890	230,102	223,144	3.12%
1.363	Saturna Island Fire	267,829	278,663	180	-	13,243	265,240	256,273	3.50%
1.465	Saturna Island Comm. Parks	27,245	28,199	-	-	1,620	26,579	25,680	3.50%
1.468	Saturna Island - Community Rec.	18,976	19,178	4,348	-	680	14,150	13,676	3.47%
1.475	Mayne Is. Com. Parks & Rec	95,875	99,239	-	-	2,970	96,269	93,012	3.50%
1.476	Mayne Is. Comm. Parks (reserve)	26,883	24,728	16,348	-	8,380	-	-	0.00%
1.478	Mayne Is. Community Rec.	52,931	46,711	9,839	-	60	36,812	35,740	3.00%
1.485	North & South Pender Com. Parks	169,351	175,280	-	-	2,070	173,210	167,354	3.50%
1.488	North & South Pender Com. Rec	71,371	70,450	-	-	860	69,590	67,240	3.49%
1.495	Galiano Parks	127,681	132,499	-	-	20,810	111,689	107,562	3.84%
1.498	Galiano Community Recreation	38,375	39,690	-	-	30	39,660	38,317	3.50%
2.630	Magic Lakes Estate Water System	1,000,318	1,003,671	-	-	423,671	580,000	580,000	0.00%
2.640	Saturna Island Water System (Lyall Harbour)	278,852	284,019	-	-	145,669	138,350	133,030	4.00%
2.642	Skana Water (Mayne)	89,870	93,840	-	-	67,260	26,580	25,680	3.50%
2.665	Sticks Allison Water (Galiano)	75,539	80,277	-	-	74,997	5,280	5,100	3.53%
2.667	Surfside Park Estates (Mayne)	123,835	129,572	-	-	104,952	24,620	23,790	3.49%
3.830	Magic Lake Estates Sewer System	868,799	913,885	-	11,590	295,777	606,518	586,010	3.50%
3.830D	Magic Lake Estates Sewer Debt	235,784	231,715	-	-	2,180	229,535	234,106	-1.95%
Total SGI Local/Specified/Defined Services		6,171,501	6,328,972	41,123	11,590	1,295,813	4,980,446	4,843,853	2.82%
TOTAL SGI ELECTORAL AREA		8,102,451	8,288,828	46,731	11,590	1,552,032	6,678,475	6,492,426	2.87%
TOTAL FOR ELECTORAL AREAS ONLY		26,480,353	27,986,254	105,863	1,789,636	8,612,213	17,478,542	16,358,854	6.84%

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2024	2025	2026	2027	2028	TOTAL
EXPENDITURE						
Buildings	28,825,000	26,680,000	4,086,500	1,243,500	4,734,500	65,569,500
Equipment	32,097,192	11,371,806	10,856,602	4,425,420	3,739,136	62,490,156
Land	9,296,000	6,457,000	5,342,000	5,270,000	5,230,000	31,595,000
Engineered Structures	158,491,408	119,727,786	102,366,452	86,540,667	79,972,500	547,098,812
Vehicles	6,678,189	3,363,750	2,907,000	2,855,000	2,392,000	18,195,939
	235,387,789	167,600,342	125,558,554	100,334,587	96,068,136	724,949,407
SOURCE OF FUNDS						
Capital Funds on Hand	65,599,172	28,883,185	29,791,726	28,538,745	29,936,000	182,748,828
Debenture Debt	85,284,500	102,022,461	67,478,358	51,910,000	41,215,000	347,910,319
ERF	11,450,231	7,586,393	5,690,278	5,430,397	5,390,636	35,547,935
Grants (Federal, Provincial)	21,208,761	8,184,136	6,719,125	4,610,278	9,065,000	49,787,300
Other	5,906,000	2,715,000	200,000	-	-	8,821,000
Reserve Fund	45,939,125	18,209,167	15,679,067	9,845,167	10,461,500	100,134,025
	235,387,789	167,600,342	125,558,554	100,334,587	96,068,136	724,949,407



2024 - CAPITAL EXPENDITURE PLAN

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.011	Board Expenditures	764,500					764,500			764,500				764,500
1.014	Chief Administrative Officer	14,796					14,796			14,796				14,796
1.015	Real Estate	1,500					1,500			1,500				1,500
1.016	Human Resources	6,576					6,576	-		6,576			-	6,576
1.017	Finance	506,549					506,549	425,000		81,549				506,549
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500				1,500
1.022	Information Technology	3,976,600	-				3,976,600	3,930,000		46,600				3,976,600
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	8,000					8,000			8,000				8,000
1.027	First Nations Relations	1,644					1,644			1,644				1,644
1.105	Facilities Management	10,000	15,000				25,000			25,000				25,000
1.106	Facilities and Risk			515,000	25,000		540,000	250,000					290,000	540,000
1.107	Corporate Satellite Facilities			25,000			25,000						25,000	25,000
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.110	SGI Admin. Expenditures	6,600					6,600			6,600				6,600
1.111	SSI Admin. Expenditures	46,100	-				46,100			46,100				46,100
1.118	Corporate Communications	278,288					278,288			3,288			275,000	278,288
1.123	Family Court Building			1,352,500			1,352,500	47,500				700,000	605,000	1,352,500
1.137	Galiano Island Community Use Building			12,000			12,000						12,000	12,000
1.141	SSI Public Library			10,000			10,000						10,000	10,000
1.226	Health Facilities - VIHA	440,000		3,380,000	-		3,820,000	665,000				375,000	2,780,000	3,820,000
1.235	SGI Small Craft Harbour Facilities				482,000		482,000	247,000				20,000	215,000	482,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				70,000		70,000				-		70,000	70,000
1.238A	Community Transit (SSI)				110,000		110,000	50,000			50,000		10,000	110,000
1.238B	Community Transportation (SSI)				485,000		485,000		-		210,000		275,000	485,000
1.280	Regional Parks	370,200	698,000	145,000	3,300,000	5,000,000	9,513,200	200,000	5,000,000	808,200	900,000	-	2,605,000	9,513,200
1.290	Royal Theatre	-		867,000			867,000	-			-	350,000	517,000	867,000
1.295	McPherson Theatre	57,000		270,000			327,000						327,000	327,000
1.297	Arts Grants and Development	2,100					2,100			2,100				2,100
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478			792,961
1.310	Land Banking and Housing	10,000		9,400,000			9,410,000		9,400,000	10,000				9,410,000
1.313	Animal Care Services	80,000	111,189	200,000	65,000		456,189	415,189		30,000		11,000		456,189
1.318	Building Inspection	30,500	55,000				85,500			85,500				85,500
1.323	ByLaw Services	2,500	100,000				102,500			102,500				102,500
1.324	Regional Planning Services	44,000					44,000			44,000				44,000
1.325	Community Planning	44,855			275,000		319,855			44,855	275,000			319,855
1.335	Geo-Spatial Referencing	100,000					100,000			100,000				100,000
1.350	Willis Point Fire	6,000		-			6,000			6,000			-	6,000
1.352	South Galiano Fire	10,000	400,000				410,000			410,000			-	410,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000			40,000	55,000
1.356	Pender Island Fire	28,000					28,000			28,000				28,000
1.357	East Sooke Fire	28,551	160,000				188,551			176,551			12,000	188,551
1.358	Port Renfrew Fire	20,000					20,000			20,000				20,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500				2,500
1.373	SGI Emergency Program	25,000					25,000						25,000	25,000
1.375	Hazardous Material Incident Response	75,000	-				75,000			75,000				75,000
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation		100,000		649,000	50,000	799,000	574,000		100,000	125,000			799,000
1.40X	SEAPARC	451,700		225,500	1,100,000	-	1,777,200		-	234,700	778,000		764,500	1,777,200



2024 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.44x	Panorama Recreation	869,072	57,000	3,483,500	4,412,908		8,822,480	450,000	4,400,000	776,072	2,104,408		1,092,000	8,822,480
1.455	SSI Community Parks	60,000	150,000		360,000		570,000	40,000		60,000	320,000		150,000	570,000
1.458	SSI Community Recreation	40,000			10,000		50,000			5,000			45,000	50,000
1.459	SSI Park Land & Rec Programs	35,000	50,000	597,500	195,000	-	877,500		-	35,000	637,500		205,000	877,500
1.465	Saturna Island Community Parks				6,000		6,000						6,000	6,000
1.475	Mayne Island Community Parks	-		2,000	-		2,000						2,000	2,000
1.485	Pender Island Community Parks				75,000		75,000						75,000	75,000
1.495	Galiano Community Parks	1,000			11,000		12,000			1,000			11,000	12,000
1.521	Environmental Resource Management	603,000		350,000	37,856,000		38,809,000	950,000	14,213,000	1,103,000			22,543,000	38,809,000
1.523	Port Renfrew Refuse Disposal				274,500		274,500				262,500		12,000	274,500
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	105,000				145,000			145,000				145,000
1.577	IW - Environmental Operations	125,000	1,614,000				1,739,000			1,739,000	-			1,739,000
1.578	Environmental Protection	514,600	220,000				734,600	380,000		354,600				734,600
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	800,000			10,355,000		11,155,000		6,000,000	200,000			4,955,000	11,155,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)				1,028,500		1,028,500		913,000		-		115,500	1,028,500
2.622	Cedars of Tuam Water (SSI)				130,000		130,000		115,000		-		15,000	130,000
2.624	Beddis Water (SSI)				428,000		428,000		340,000		-		88,000	428,000
2.626	Fulford Water (SSI)	103,000			497,000		600,000	7,000	504,000		-		89,000	600,000
2.628	Cedar Lane Water (SSI)				468,000		468,000		448,000				20,000	468,000
2.630	Magic Lake Estates Water (Pender)	15,000			145,000		160,000	15,000					145,000	160,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			695,000		761,000	268,000	88,000		390,000		15,000	761,000
2.642	Skana Water (Mayne)	10,000			50,000		60,000	30,000	-		-		30,000	60,000
2.650	Port Renfrew Water	20,000			275,000		295,000		-		275,000		20,000	295,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000						5,000	5,000
2.667	Surfside Park Estates (Mayne)	-			15,000		15,000		-				15,000	15,000
2.670	Regional Water Supply	17,409,000	1,801,000	7,840,000	26,786,000	3,829,000	57,665,000	38,724,000	7,300,000	1,191,000	6,000,000	4,450,000		57,665,000
2.680	JDF Water Distribution	1,365,000	965,000	80,000	19,485,000		21,895,000	15,610,000	4,500,000	765,000			1,020,000	21,895,000
2.682	Seagirt Water System				2,250,000		2,250,000	250,000	2,000,000					2,250,000
2.691	Wilderness Mountain Water Service				225,000		225,000				220,000		5,000	225,000
3.701	Millstream Site Remediation					417,000	417,000	300,000			117,000			417,000
3.705	SSI Septage / Composting			30,000	175,000		205,000	20,000	120,000		-		65,000	205,000
3.718	Saanich Peninsula Wastewater	530,000			1,990,000		2,520,000		-	950,000			1,570,000	2,520,000
3.798C	Debt - Core Area Wastewater Treatment Program	550,000			32,270,000		32,820,000		28,565,000	805,000			3,450,000	32,820,000
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		3,782,500		4,434,500		1,007,500		3,298,875		128,125	4,434,500
3.820	Maliview Sewer Utility (SSI)				2,460,000		2,460,000		371,000		1,989,000		100,000	2,460,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			4,000,000		4,060,000	1,500,000	-		2,500,000		60,000	4,060,000
3.850	Port Renfrew Sewer				215,000		215,000	40,000			175,000		-	215,000
1.579	Environmental Water Quality	30,000					30,000						30,000	30,000
3.750	L.W.M.P. - Core and West Shore				1,000,000		1,000,000		-				1,000,000	1,000,000
Total		32,097,192	6,678,189	28,825,000	158,491,408	9,296,000	235,387,789	65,599,172	85,284,500	11,450,231	21,208,761	5,906,000	45,939,125	235,387,789



2025 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.011	Board Expenditures	91,500					91,500			91,500				91,500
1.014	Chief Administrative Officer	3,288					3,288			3,288				3,288
1.015	Real Estate	-					-			-				-
1.016	Human Resources	6,765					6,765	-		6,765			-	6,765
1.017	Finance	228,994					228,994	200,000		28,994				228,994
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	2,320,702	100,000				2,420,702	2,268,702		152,000				2,420,702
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	First Nations Relations	-					-			-				-
1.105	Facilities Management	10,000	150,000				160,000			160,000				160,000
1.106	Facilities and Risk			265,000	-		265,000	-					265,000	265,000
1.107	Corporate Satellite Facilities			-			-						-	-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	4,900	65,000				69,900			69,900				69,900
1.118	Corporate Communications	4,932					4,932			4,932			-	4,932
1.123	Family Court Building			10,000			10,000	-				-	10,000	10,000
1.137	Galiano Island Community Use Building			-			-						-	-
1.141	SSI Public Library			-			-						-	-
1.226	Health Facilities - VIHA	-		955,000	75,000		1,030,000	-				660,000	370,000	1,030,000
1.235	SGI Small Craft Harbour Facilities				304,000		304,000	179,000				-	125,000	304,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				130,000		130,000				75,000		55,000	130,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000	60,000
1.238B	Community Transportation (SSI)				1,255,000		1,255,000		320,000		840,000		95,000	1,255,000
1.280	Regional Parks	68,400	405,000	585,000	11,977,500	5,000,000	18,035,900	-	13,067,515	473,400	1,302,485	-	3,192,500	18,035,900
1.290	Royal Theatre	462,000		2,337,000			2,799,000	112,000			680,000	1,055,000	952,000	2,799,000
1.295	McPherson Theatre	15,000		300,000			315,000						315,000	315,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478			792,961
1.310	Land Banking and Housing	5,000		16,100,000			16,105,000		16,100,000	5,000				16,105,000
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000		-		30,000
1.318	Building Inspection	4,500	-				4,500			4,500				4,500
1.323	ByLaw Services	2,500	25,000				27,500			27,500				27,500
1.324	Regional Planning Services	4,000					4,000			4,000				4,000
1.325	Community Planning	3,290			-		3,290			3,290	-			3,290
1.335	Geo-Spatial Referencing	80,000					80,000			80,000				80,000
1.350	Willis Point Fire	6,000		-			6,000			6,000			-	6,000
1.352	South Galiano Fire	10,200	85,000				95,200			10,200			85,000	95,200
1.353	Otter Point Fire	15,000		40,000			55,000			15,000			40,000	55,000
1.356	Pender Island Fire	105,000					105,000			105,000				105,000
1.357	East Sooke Fire	19,512	-				19,512			19,512			-	19,512
1.358	Port Renfrew Fire	-					-			-				-
1.359	North Galiano Fire	150,000					150,000			150,000				150,000
1.360	Shirley Fire Department	-					-			-				-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation		-		-	100,000	100,000	-		-	100,000			100,000
1.40X	SEAPARC	417,150		710,500	-	500,000	1,627,650		700,000	371,650	-		556,000	1,627,650
1.44x	Panorama Recreation	486,612	-	400,000	70,000		956,612	-	-	411,612	-		545,000	956,612
1.455	SSI Community Parks	30,000	-		70,000		100,000	-		30,000	20,000		50,000	100,000
1.458	SSI Community Recreation	10,000			77,500		87,500			5,000			82,500	87,500
1.459	SSI Park Land & Rec Programs	40,000	-	1,547,500	-	50,000	1,637,500		1,500,000	30,000	-		107,500	1,637,500



2025 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				6,000		6,000						6,000	6,000
1.475	Mayne Island Community Parks	-		-	20,000		20,000						20,000	20,000
1.485	Pender Island Community Parks				85,000		85,000						85,000	85,000
1.495	Galiano Community Parks	1,000			4,000		5,000			1,000			4,000	5,000
1.521	Environmental Resource Management	355,000		-	14,975,000		15,330,000	225,000	7,650,000	355,000			7,100,000	15,330,000
1.523	Port Renfrew Refuse Disposal				29,167		29,167				-		29,167	29,167
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	55,000				95,000			95,000				95,000
1.577	IW - Environmental Operations	125,000	683,500				808,500			808,500	-			808,500
1.578	Environmental Protection	145,600	180,000				325,600	-		325,600				325,600
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
2.610	Saanich Peninsula Water Supply	300,000			4,404,000		4,704,000		3,000,000	200,000			1,504,000	4,704,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)				1,981,500		1,981,500		1,895,000		-		86,500	1,981,500
2.622	Cedars of Tuam Water (SSI)				810,000		810,000		805,000		-		5,000	810,000
2.624	Beddis Water (SSI)				1,674,000		1,674,000		1,582,000		-		92,000	1,674,000
2.626	Fulford Water (SSI)	-			1,265,000		1,265,000	-	1,265,000		-		-	1,265,000
2.628	Cedar Lane Water (SSI)				274,000		274,000		274,000				-	274,000
2.630	Magic Lake Estates Water (Pender)	-			22,000		22,000	-					22,000	22,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			220,000		220,000	-	220,000		-		-	220,000
2.642	Skana Water (Mayne)	115,000			50,000		165,000	-	150,000		-		15,000	165,000
2.650	Port Renfrew Water	260,000			1,915,000		2,175,000		916,667		1,233,333		25,000	2,175,000
2.665	Sticks Allison Water (Galiano)				-		-						-	-
2.667	Surfside Park Estates (Mayne)	20,000			500,000		520,000		500,000				20,000	520,000
2.670	Regional Water Supply	2,312,500	685,250	3,390,000	30,175,000	807,000	37,369,750	17,484,500	16,700,000	685,250	1,500,000	1,000,000		37,369,750
2.680	JDF Water Distribution	232,500	905,000	40,000	12,520,000		13,697,500	8,172,500	3,700,000	905,000			920,000	13,697,500
2.682	Seagirt Water System				-		-	-	-					-
2.691	Wilderness Mountain Water Service				400,000		400,000				400,000		-	400,000
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting			-	2,280,000		2,280,000	-	2,280,000		-		-	2,280,000
3.718	Saanich Peninsula Wastewater	1,050,000			2,850,000		3,900,000		3,600,000	200,000			100,000	3,900,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			16,300,000		16,300,000		14,600,000	700,000			1,000,000	16,300,000
3.810	Ganges Sewer Utility (SSI)	-	-		3,589,119		3,589,119		1,967,279		1,351,840		270,000	3,589,119
3.820	Maliview Sewer Utility (SSI)				265,000		265,000		230,000		-		35,000	265,000
3.830	Magic Lake Sewer Utility (Pender)	-			80,000		80,000	30,000	-		50,000		-	80,000
3.850	Port Renfrew Sewer				15,000		15,000	-			-		15,000	15,000
1.579	Environmental Water Quality	-					-						-	-
3.750	L.W.M.P. - Core and West Shore				9,000,000		9,000,000		9,000,000				-	9,000,000
Total		11,371,806	3,363,750	26,680,000	119,727,786	6,457,000	167,600,342	28,883,185	102,022,461	7,586,393	8,184,136	2,715,000	18,209,167	167,600,342



2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.011	Board Expenditures	55,000					55,000			55,000				55,000
1.014	Chief Administrative Officer	20,133					20,133			20,133				20,133
1.015	Real Estate	1,500					1,500			1,500				1,500
1.016	Human Resources	353,288					353,288	-		3,288			350,000	353,288
1.017	Finance	58,043					58,043	-		58,043				58,043
1.018	Health & Capital Planning Strategies	3,000					3,000			3,000				3,000
1.022	Information Technology	1,484,893	-				1,484,893	1,423,243		61,650				1,484,893
1.024	GM - Planning & Protective Services	2,049					2,049			2,049				2,049
1.025	Corporate Emergency	7,000					7,000			7,000				7,000
1.027	First Nations Relations	3,693					3,693			3,693				3,693
1.105	Facilities Management	10,000	75,000				85,000			85,000				85,000
1.106	Facilities and Risk			140,000	-		140,000	-					140,000	140,000
1.107	Corporate Satellite Facilities			-			-						-	-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.110	SGI Admin. Expenditures	2,800					2,800			2,800				2,800
1.111	SSI Admin. Expenditures	15,900	-				15,900			15,900				15,900
1.118	Corporate Communications	7,464					7,464			7,464			-	7,464
1.123	Family Court Building			-			-	-				-	-	-
1.137	Galiano Island Community Use Building			-			-						-	-
1.141	SSI Public Library			-			-						-	-
1.226	Health Facilities - VIHA	-		937,500	-		937,500	-				200,000	737,500	937,500
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				-	50,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				60,000		60,000				-		60,000	60,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000	60,000
1.238B	Community Transportation (SSI)				515,000		515,000		135,000		320,000		60,000	515,000
1.280	Regional Parks	107,700	340,000	-	13,420,000	5,000,000	18,867,700	-	15,000,000	447,700	-	-	3,420,000	18,867,700
1.290	Royal Theatre	44,000		93,000			137,000	-			-	-	137,000	137,000
1.295	McPherson Theatre	55,000		238,000			293,000						293,000	293,000
1.297	Arts Grants and Development	3,800					3,800			3,800				3,800
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478			792,961
1.310	Land Banking and Housing	10,000		-			10,000		-	10,000				10,000
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000		-		30,000
1.318	Building Inspection	6,000	60,000				66,000			66,000				66,000
1.323	ByLaw Services	2,500	25,000				27,500			27,500				27,500
1.324	Regional Planning Services	8,000					8,000			8,000				8,000
1.325	Community Planning	-			-		-			-	-			-
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	6,000		-			6,000			6,000			-	6,000
1.352	South Galiano Fire	10,800	85,000				95,800			95,800			-	95,800
1.353	Otter Point Fire	20,000		40,000			60,000			20,000			40,000	60,000
1.356	Pender Island Fire	18,000					18,000			18,000				18,000
1.357	East Sooke Fire	41,578	-				41,578			41,578			-	41,578
1.358	Port Renfrew Fire	-					-			-				-
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500				2,500
1.373	SGI Emergency Program	-					-			-			-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation		-		-	-	-	-		-	-			-
1.40X	SEAPARC	1,671,500		2,223,000	-	-	3,894,500		1,850,000	166,500	1,400,000		478,000	3,894,500
1.44x	Panorama Recreation	383,380	15,000	310,000	-		708,380	-	-	398,380	-		310,000	708,380
1.455	SSI Community Parks	55,000	-		10,000		65,000	-		15,000	-		50,000	65,000



2026 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a Difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000			7,500	12,500
1.459	SSI Park Land & Rec Programs	40,000	-	25,000	-	50,000	115,000		-	40,000	-		75,000	115,000
1.465	Saturna Island Community Parks				-		-						-	-
1.475	Mayne Island Community Parks	4,000		-	-		4,000						4,000	4,000
1.485	Pender Island Community Parks				80,000		80,000						80,000	80,000
1.495	Galiano Community Parks	-			4,900		4,900			-			4,900	4,900
1.521	Environmental Resource Management	385,000		-	9,600,000		9,985,000	200,000	2,000,000	385,000			7,400,000	9,985,000
1.523	Port Renfrew Refuse Disposal				29,167		29,167				-		29,167	29,167
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	55,000				95,000			95,000				95,000
1.577	IW - Environmental Operations	125,000	630,000				755,000			755,000	-			755,000
1.578	Environmental Protection	122,000	50,000				172,000	-		172,000				172,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	300,000			3,400,000		3,700,000		3,000,000	200,000			500,000	3,700,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)				3,750,000		3,750,000		3,750,000		-		-	3,750,000
2.622	Cedars of Tuam Water (SSI)				465,000		465,000		465,000		-		-	465,000
2.624	Beddis Water (SSI)				443,000		443,000		305,000		-		138,000	443,000
2.626	Fulford Water (SSI)	-			1,465,000		1,465,000	-	1,465,000		-		-	1,465,000
2.628	Cedar Lane Water (SSI)				105,000		105,000		95,000				10,000	105,000
2.630	Magic Lake Estates Water (Pender)	-			145,000		145,000	-					145,000	145,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-	-	-		-		-	-
2.642	Skana Water (Mayne)	674,120			-		674,120	-	127,262		546,858		-	674,120
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-		10,000	210,000
2.665	Sticks Allison Water (Galiano)				-		-						-	-
2.667	Surfside Park Estates (Mayne)	-			1,500,000		1,500,000		1,500,000				-	1,500,000
2.670	Regional Water Supply	2,425,000	773,000	40,000	47,385,000	292,000	50,915,000	19,742,000	28,400,000	773,000	2,000,000	-		50,915,000
2.680	JDF Water Distribution	175,000	774,000	40,000	9,120,000		10,109,000	8,215,000	1,100,000	774,000			20,000	10,109,000
2.682	Seagirt Water System				-		-	-	-					-
2.691	Wilderness Mountain Water Service				-		-				-		-	-
3.701	Millstream Site Remediation					-	-	-			-		-	-
3.705	SSI Septage / Composting			-	132,500		132,500	-	82,500		40,000		10,000	132,500
3.718	Saanich Peninsula Wastewater	1,270,000			350,000		1,620,000		1,120,000	400,000			100,000	1,620,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			7,475,000		7,475,000		6,075,000	400,000			1,000,000	7,475,000
3.810	Ganges Sewer Utility (SSI)	-	-		2,314,385		2,314,385		578,596		1,735,789		-	2,314,385
3.820	Maliview Sewer Utility (SSI)				285,000		285,000		230,000		45,000		10,000	285,000
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-	-		-		-	-
3.850	Port Renfrew Sewer				-		-	-			-		-	-
1.579	Environmental Water Quality	-					-						-	-
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
Total		10,856,602	2,907,000	4,086,500	102,366,452	5,342,000	125,558,554	29,791,726	67,478,358	5,690,278	6,719,125	200,000	15,679,067	125,558,554



2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a d Finance...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.011	Board Expenditures	-					-			-				-
1.014	Chief Administrative Officer	20,133					20,133			20,133				20,133
1.015	Real Estate	-					-			-				-
1.016	Human Resources	354,932					354,932	-		4,932			350,000	354,932
1.017	Finance	12,994					12,994	-		12,994				12,994
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500				1,500
1.022	Information Technology	355,000	-				355,000	305,000		50,000				355,000
1.024	GM - Planning & Protective Services	2,318					2,318			2,318				2,318
1.025	Corporate Emergency	-					-			-				-
1.027	First Nations Relations	4,932					4,932			4,932				4,932
1.105	Facilities Management	10,000	75,000				85,000			85,000				85,000
1.106	Facilities and Risk			140,000	-		140,000	-					140,000	140,000
1.107	Corporate Satellite Facilities			-			-			-			-	-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	10,900	-				10,900			10,900				10,900
1.118	Corporate Communications	3,288					3,288			3,288			-	3,288
1.123	Family Court Building			-			-	-				-	-	-
1.137	Galiano Island Community Use Building			-			-						-	-
1.141	SSI Public Library			-			-						-	-
1.226	Health Facilities - VIHA	-		-	-		-	-				-	-	-
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				-	50,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000				-		10,000	10,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000	60,000
1.238B	Community Transportation (SSI)				1,100,000		1,100,000		315,000		700,000		85,000	1,100,000
1.280	Regional Parks	62,800	120,000	545,000	14,385,000	5,000,000	20,112,800	-	15,000,000	182,800	-	-	4,930,000	20,112,800
1.290	Royal Theatre	-		-			-	-			-	-	-	-
1.295	McPherson Theatre	-		190,000			190,000						190,000	190,000
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	164,023					164,023	43,745			120,278			164,023
1.310	Land Banking and Housing	-		-			-		-	-				-
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000		-		30,000
1.318	Building Inspection	6,000	60,000				66,000			66,000				66,000
1.323	ByLaw Services	2,500	25,000				27,500			27,500				27,500
1.324	Regional Planning Services	3,000					3,000			3,000				3,000
1.325	Community Planning	2,700			-		2,700			2,700	-			2,700
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	12,000		16,500			28,500			12,000			16,500	28,500
1.352	South Galiano Fire	9,700	-				9,700			9,700			-	9,700
1.353	Otter Point Fire	20,000		40,000			60,000			20,000			40,000	60,000
1.356	Pender Island Fire	23,000					23,000			23,000				23,000
1.357	East Sooke Fire	18,850	-				18,850			18,850			-	18,850
1.358	Port Renfrew Fire	-					-			-				-
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.372	Emergency Planning Coordination	-	70,000				70,000			70,000				70,000
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	300,000				300,000			300,000				300,000
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation		-		-	-	-	-		-	-			-
1.40X	SEAPARC	139,850		232,000	27,000	-	398,850		-	118,850	-		280,000	398,850
1.44x	Panorama Recreation	304,000	-	-	385,000		689,000	-	-	304,000	-		385,000	689,000
1.455	SSI Community Parks	15,000	-		10,000		25,000	-		15,000	-		10,000	25,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000			7,500	12,500
1.459	SSI Park Land & Rec Programs	40,000	-	-	-	50,000	90,000		-	40,000	-		50,000	90,000



2027 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a d Finance...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				-		-						-	-
1.475	Mayne Island Community Parks	-		-	-		-						-	-
1.485	Pender Island Community Parks				50,000		50,000						50,000	50,000
1.495	Galiano Community Parks	-			32,000		32,000			-			32,000	32,000
1.521	Environmental Resource Management	385,000		-	1,600,000		1,985,000	-	350,000	385,000			1,250,000	1,985,000
1.523	Port Renfrew Refuse Disposal				29,167		29,167				-		29,167	29,167
1.575	Environmental Administration Services	9,000					9,000			9,000				9,000
1.576	Environmental Engineering Services	40,000	-				40,000			40,000				40,000
1.577	IW - Environmental Operations	125,000	615,000				740,000			740,000	-			740,000
1.578	Environmental Protection	97,000	-				97,000	-		97,000				97,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	100,000			1,000,000		1,100,000		600,000	200,000			300,000	1,100,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)				2,750,000		2,750,000		2,665,000		40,000		45,000	2,750,000
2.622	Cedars of Tuam Water (SSI)				460,000		460,000		435,000		20,000		5,000	460,000
2.624	Beddis Water (SSI)				3,170,000		3,170,000		3,120,000		40,000		10,000	3,170,000
2.626	Fulford Water (SSI)	-			1,175,000		1,175,000	-	1,125,000		40,000		10,000	1,175,000
2.628	Cedar Lane Water (SSI)				680,000		680,000		675,000				5,000	680,000
2.630	Magic Lake Estates Water (Pender)	-			75,000		75,000	-					75,000	75,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-	-	-		-		-	-
2.642	Skana Water (Mayne)	-			-		-	-	-		-		-	-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-		10,000	210,000
2.665	Sticks Allison Water (Galiano)				-		-						-	-
2.667	Surfside Park Estates (Mayne)	-			-		-		-				-	-
2.670	Regional Water Supply	1,612,500	855,000	40,000	39,690,000	220,000	42,417,500	21,212,500	16,750,000	855,000	3,600,000	-		42,417,500
2.680	JDF Water Distribution	182,500	710,000	40,000	6,775,000		7,707,500	6,977,500	-	710,000			20,000	7,707,500
2.682	Seagirt Water System				-		-	-	-					-
2.691	Wilderness Mountain Water Service				-		-				-		-	-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting			-	-		-	-	-		-		-	-
3.718	Saanich Peninsula Wastewater	250,000			800,000		1,050,000		400,000	200,000			450,000	1,050,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			12,025,000		12,025,000		10,275,000	750,000			1,000,000	12,025,000
3.810	Ganges Sewer Utility (SSI)	-	-		-		-		-		-		-	-
3.820	Maliview Sewer Utility (SSI)				-		-		-		-		-	-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-	-	-		-		-	-
3.850	Port Renfrew Sewer				-		-	-			-		-	-
1.579	Environmental Water Quality	-					-						-	-
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
Total		4,425,420	2,855,000	1,243,500	86,540,667	5,270,000	100,334,587	28,538,745	51,910,000	5,430,397	4,610,278	-	9,845,167	100,334,587



2028 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.011	Board Expenditures	-					-			-				-
1.014	Chief Administrative Officer	14,796					14,796			14,796				14,796
1.015	Real Estate	1,500					1,500			1,500				1,500
1.016	Human Resources	6,576					6,576	-		6,576			-	6,576
1.017	Finance	38,549					38,549	-		38,549				38,549
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500				1,500
1.022	Information Technology	69,000	-				69,000	20,000		49,000				69,000
1.024	GM - Planning & Protective Services	1,644					1,644			1,644				1,644
1.025	Corporate Emergency	5,000					5,000			5,000				5,000
1.027	First Nations Relations	1,644					1,644			1,644				1,644
1.105	Facilities Management	10,000	-				10,000			10,000				10,000
1.106	Facilities and Risk			140,000	-		140,000	-					140,000	140,000
1.107	Corporate Satellite Facilities			-			-						-	-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	5,000					5,000			5,000				5,000
1.111	SSI Admin. Expenditures	6,100	-				6,100			6,100				6,100
1.118	Corporate Communications	3,288					3,288			3,288			-	3,288
1.123	Family Court Building			-			-	-				-	-	-
1.137	Galiano Island Community Use Building			-			-						-	-
1.141	SSI Public Library			15,000			15,000						15,000	15,000
1.226	Health Facilities - VIHA	-		-	-		-	-				-	-	-
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-				-	50,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000				-		10,000	10,000
1.238A	Community Transit (SSI)				60,000		60,000	-			50,000		10,000	60,000
1.238B	Community Transportation (SSI)				1,570,000		1,570,000		410,000		1,015,000		145,000	1,570,000
1.280	Regional Parks	74,400	692,000	750,000	14,185,000	5,000,000	20,701,400	-	15,000,000	766,400	2,000,000	-	2,935,000	20,701,400
1.290	Royal Theatre	16,500		-			16,500	-			-	-	16,500	16,500
1.295	McPherson Theatre	16,500		-			16,500						16,500	16,500
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation	-					-	-			-			-
1.310	Land Banking and Housing	-		-			-		-	-				-
1.313	Animal Care Services	5,000	25,000	-	-		30,000	-		30,000		-		30,000
1.318	Building Inspection	-	-				-			-				-
1.323	ByLaw Services	2,500	25,000				27,500			27,500				27,500
1.324	Regional Planning Services	10,000					10,000			10,000				10,000
1.325	Community Planning	-			-		-			-	-			-
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	6,000		-			6,000			6,000			-	6,000
1.352	South Galiano Fire	10,000	-				10,000			10,000			-	10,000
1.353	Otter Point Fire	20,000		-			20,000			20,000			-	20,000
1.356	Pender Island Fire	-					-			-				-
1.357	East Sooke Fire	14,000	-				14,000			14,000			-	14,000
1.358	Port Renfrew Fire	-					-			-				-
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
1.377	JDF Search and Rescue	-					-			-				-
1.405	JDF EA Community Parks & Recreation		-		-	-	-	-		-	-			-
1.40X	SEAPARC	176,300		189,500	-	-	365,800		-	109,800	-		256,000	365,800
1.44x	Panorama Recreation	520,239	-	3,560,000	-		4,080,239	-	-	520,239	-		3,560,000	4,080,239
1.455	SSI Community Parks	15,000	-		10,000		25,000	-		15,000	-		10,000	25,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000			7,500	12,500
1.459	SSI Park Land & Rec Programs	40,000	-	-	-	50,000	90,000		-	40,000	-		50,000	90,000



2028 - CAPITAL EXPENDITURE PLAN

Schedule B

Making a difference...together		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Other	Capital Reserves	TOTAL
1.465	Saturna Island Community Parks				-		-						-	-
1.475	Mayne Island Community Parks	-		-	-		-						-	-
1.485	Pender Island Community Parks				-		-						-	-
1.495	Galiano Community Parks	-			-		-			-			-	-
1.521	Environmental Resource Management	385,000		-	1,250,000		1,635,000	-	-	385,000			1,250,000	1,635,000
1.523	Port Renfrew Refuse Disposal				-		-				-		-	-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	65,000				105,000			105,000				105,000
1.577	IW - Environmental Operations	500,000	340,000				840,000			840,000	-			840,000
1.578	Environmental Protection	111,100	-				111,100	-		111,100				111,100
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			850,000		850,000		300,000	200,000			350,000	850,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)				2,665,000		2,665,000		2,665,000		-		-	2,665,000
2.622	Cedars of Tuam Water (SSI)				-		-		-		-		-	-
2.624	Beddis Water (SSI)				2,780,000		2,780,000		2,780,000		-		-	2,780,000
2.626	Fulford Water (SSI)	-			1,125,000		1,125,000	-	1,125,000		-		-	1,125,000
2.628	Cedar Lane Water (SSI)				645,000		645,000		645,000				-	645,000
2.630	Magic Lake Estates Water (Pender)	-			60,000		60,000	-					60,000	60,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-	-	-		-		-	-
2.642	Skana Water (Mayne)	-			-		-	-	-		-		-	-
2.650	Port Renfrew Water	-			-		-		-		-		-	-
2.665	Sticks Allison Water (Galiano)				-		-						-	-
2.667	Surfside Park Estates (Mayne)	-			-		-		-				-	-
2.670	Regional Water Supply	1,033,000	495,000	40,000	32,635,000	180,000	34,383,000	22,988,000	4,900,000	495,000	6,000,000	-		34,383,000
2.680	JDF Water Distribution	133,000	750,000	40,000	6,920,000		7,843,000	6,928,000	-	750,000			165,000	7,843,000
2.682	Seagirt Water System				-		-	-	-					-
2.691	Wilderness Mountain Water Service				-		-				-		-	-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting			-	-		-	-	-		-		-	-
3.718	Saanich Peninsula Wastewater	430,000			2,800,000		3,230,000		2,600,000	380,000			250,000	3,230,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			12,150,000		12,150,000		10,750,000	400,000			1,000,000	12,150,000
3.810	Ganges Sewer Utility (SSI)	-	-		-		-		-		-		-	-
3.820	Maliview Sewer Utility (SSI)				-		-		-		-		-	-
3.830	Magic Lake Sewer Utility (Pender)	-			205,000		205,000	-	40,000		-		165,000	205,000
3.850	Port Renfrew Sewer				-		-	-			-		-	-
1.579	Environmental Water Quality	-					-						-	-
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
Total		3,739,136	2,392,000	4,734,500	79,972,500	5,230,000	96,068,136	29,936,000	41,215,000	5,390,636	9,065,000	-	10,461,500	96,068,136

CENTRAL SAANICH		2024 Cost per Avg. Residential Assessment		2023 Cost per Avg. Residential Assessment		Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	532,518	65.29	497,901	61.04	34,616	6.95%	4.24	6.95%
1.10X	Facilities Management	7,607	0.93	7,209	0.88	398	5.53%	0.05	5.53%
1.101	G.I.S.	5,838	0.72	5,640	0.69	197	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	657	0.08	(657)	-100.00%	(0.08)	-100.00%
1.224	Community Health	23,414	2.87	27,366	3.36	(3,952)	-14.44%	(0.48)	-14.44%
1.280	Regional Parks	768,495	94.22	699,180	85.72	69,315	9.91%	8.50	9.91%
1.309	Climate Action and Adaptation	68,865	8.44	74,275	9.11	(5,410)	-7.28%	(0.66)	-7.28%
1.310	Land Banking & Housing	81,584	10.00	65,879	8.08	15,704	23.84%	1.93	23.84%
1.312	Regional Goose Management	10,537	1.29	10,279	1.26	258	2.51%	0.03	2.51%
1.324	Regional Planning Services	55,699	6.83	53,815	6.60	1,884	3.50%	0.23	3.50%
1.335	Geo-Spatial Referencing System	7,344	0.90	7,110	0.87	234	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	6,089	0.75	5,980	0.73	109	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	15,377	1.89	14,484	1.78	893	6.17%	0.11	6.17%
1.911	911 Systems	10,390	1.27	7,754	0.95	2,636	34.00%	0.32	34.00%
1.921	Regional CREST Contribution	79,070	9.69	72,871	8.93	6,199	8.51%	0.76	8.51%
21.ALL	Feasibility Study Reserve Fund - All	9,267	1.14	-	-	9,267	100.00%	1.14	100.00%
Total Regional		\$1,682,093	\$206.23	\$1,550,401	\$190.08	\$131,691	8.49%	\$16.15	8.49%
1.126	Victoria Family Court Committee	680	0.08	680	0.08	-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	15,832	1.94	14,893	1.83	940	6.31%	0.12	6.31%
1.230	Traffic Safety Commission	3,343	0.41	3,343	0.41	-	0.00%	-	0.00%
1.311	Regional Housing Trust Fund	37,516	4.60	52,201	6.40	(14,685)	-28.13%	(1.80)	-28.13%
1.330	Regional Growth Strategy	14,701	1.80	14,204	1.74	497	3.50%	0.06	3.50%
1.44X	Panorama Rec. Center.	2,079,256	254.92	2,025,813	248.37	53,443	2.64%	6.55	2.64%
1.537	Stormwater Quality Management - Peninsula	30,236	3.71	29,375	3.60	861	2.93%	0.11	2.93%
1.538	Source - Stormwater Quality - Peninsula	24,230	2.97	23,755	2.91	475	2.00%	0.06	2.00%
1.912B	911 Call Answer - Municipalities	(41,831)	(5.13)	(42,068)	(5.16)	237	0.56%	0.03	0.56%
3.701	Millstream Remediation Service	306	0.04	2,711	0.33	(2,405)	-88.71%	(0.29)	-88.71%
3.718	Peninsula Wastewater TP	1,941,752	238.06	1,842,386	225.88	99,367	5.39%	12.18	5.39%
3.720	LWMP - (Peninsula) - Implementation	23,870	2.93	23,313	2.86	556	2.39%	0.07	2.39%
3.755	Regional Source Control	54,761	6.71	53,687	6.58	1,074	2.00%	0.13	2.00%
3.756	Harbours Environmental Action	29,783	3.65	29,179	3.58	603	2.07%	0.07	2.07%
Total Sub Regional		\$4,214,434	\$516.70	\$4,073,472	\$499.41	\$140,962	3.46%	\$17.28	3.46%
Total Capital Regional District		\$5,896,526	\$722.92	\$5,623,873	\$689.50	\$272,654	4.85%	\$33.43	4.85%
1.15X	Municipalities' Own Debt - M.F.A.	610,888	74.90	610,888	74.90	-	0.00%	-	0.00%
CRHD	Capital Regional Hospital District	1,159,849	142.20	1,159,834	142.20	15	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$7,667,264	\$940.02	\$7,394,595	\$906.59	\$272,669	3.69%	\$33.43	3.69%

Average residential assessment - 2023

\$1,132,079

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	34,616	0.47%	4.24	0.47%
Regional Parks	69,315	0.94%	8.50	0.94%
Land Banking & Housing	15,704	0.21%	1.93	0.21%
Feasibility Study Reserve Fund - All	9,267	0.13%	1.14	0.13%
Regional Housing Trust Fund	(14,685)	-0.20%	(1.80)	-0.20%
Panorama Rec. Center.	53,443	0.72%	6.55	0.72%
Peninsula Wastewater TP	99,367	1.34%	12.18	1.34%
Municipalities' Own Debt - M.F.A.	-	0.00%	-	0.00%
Capital Regional Hospital District	15	0.00%	0.00	0.00%
Other	5,627	0.08%	0.69	0.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT	272,669	3.69%	\$33.43	3.69%

COLWOOD		2024		Cost per Avg. Residential Assessment	2023		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
								\$	%	\$	%
1.1010	Legislative & General Government	466,954	58.29		436,599	54.50		30,354	6.95%	3.79	6.95%
1.101X	Facilities Management	6,670	0.83		6,321	0.79		349	5.53%	0.04	5.53%
1.101	G.I.S.	5,119	0.64		4,946	0.62		173	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-		576	0.07		(576)	-100.00%	(0.07)	-100.00%
1.224	Community Health	20,531	2.56		23,997	3.00		(3,466)	-14.44%	(0.43)	-14.44%
1.280	Regional Parks	673,877	84.11		613,096	76.53		60,781	9.91%	7.59	9.91%
1.309	Climate Action and Adaptation	68,349	8.53		73,719	9.20		(5,370)	-7.28%	(0.67)	-7.28%
1.310	Land Banking & Housing	71,539	8.93		57,768	7.21		13,771	23.84%	1.72	23.84%
1.312	Regional Goose Management	10,458	1.31		10,202	1.27		256	2.51%	0.03	2.51%
1.324	Regional Planning Services	48,841	6.10		47,190	5.89		1,652	3.50%	0.21	3.50%
1.335	Geo-Spatial Referencing System	6,440	0.80		6,235	0.78		206	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	6,043	0.75		5,935	0.74		108	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	15,262	1.91		14,375	1.79		887	6.17%	0.11	6.17%
1.911	911 Systems	11,545	1.44		8,616	1.08		2,929	34.00%	0.37	34.00%
1.921	Regional CREST Contribution	87,857	10.97		80,969	10.11		6,888	8.51%	0.86	8.51%
21.ALL	Feasibility Study Reserve Fund - All	8,126	1.01		-	-		8,126	100.00%	1.01	100.00%
Total Regional		\$1,507,611	\$188.18		\$1,390,543	\$173.57		\$117,067	8.42%	\$14.61	8.42%
1.126	Victoria Family Court Committee	648	0.08		648	0.08		-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	13,883	1.73		13,059	1.63		824	6.31%	0.10	6.31%
1.330	Regional Growth Strategy	12,891	1.61		12,455	1.55		436	3.50%	0.05	3.50%
1.536	LWMP-Stormwater Quality Management-Core	30,994	3.87		30,037	3.75		956	3.18%	0.12	3.18%
3.701	Millstream Remediation Service	981	0.12		8,693	1.09		(7,712)	-88.71%	(0.96)	-88.71%
3.707	LWMP - On Site System Management Program	58,493	7.30		56,515	7.05		1,978	3.50%	0.25	3.50%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	857,623	107.05		898,549	112.16		(40,926)	-4.55%	(5.11)	-4.55%
3.750	LWMP - Core and West Shore	12,003	1.50		11,653	1.45		350	3.00%	0.04	3.00%
3.752	LWMP - Harbour Studies	21,765	2.72		21,308	2.66		457	2.15%	0.06	2.15%
3.755	Regional Source Control	42,043	5.25		41,219	5.14		824	2.00%	0.10	2.00%
Total Sub Regional		\$1,051,325	\$131.23		\$1,094,137	\$136.57		(\$42,812)	-3.91%	(\$5.34)	-3.91%
Total Capital Regional District % Change		\$2,558,935	\$319.41		\$2,484,680	\$310.14		\$74,255	2.99%	\$9.27	2.99%
1.15X	Municipalities' Own Debt - M.F.A.	631,604	78.84		717,091	89.51		(85,487)	-11.92%	(10.67)	-11.92%
CRHD	Capital Regional Hospital District	1,017,047	126.95		1,017,034	126.95		13	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$4,207,587	\$525.19		\$4,218,805	\$526.59		(\$11,218)	-0.27%	(\$1.40)	-0.27%

Average residential assessment - 2023

\$1,010,666

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	30,354	0.72%	3.79	0.72%
Regional Parks	60,781	1.44%	7.59	1.44%
Land Banking & Housing	13,771	0.33%	1.72	0.33%
Feasibility Study Reserve Fund - All	8,126	0.19%	1.01	0.19%
Core Area & Legacy Trunk Sewer - Debt	(40,926)	-0.97%	(5.11)	-0.97%
Municipalities' Own Debt - M.F.A.	(85,487)	-2.03%	(10.67)	-2.03%
Capital Regional Hospital District	13	0.00%	0.00	0.00%
Other	2,149	0.05%	\$0.27	0.05%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(11,218)	-0.27%	(\$1.40)	-0.27%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	1,105,826	138.03	972,367	121.37	133,459	13.73%	16.66	13.73%
3.71X	Sewer Operating (INVOICE)	1,105,826	138.03	972,367	121.37	133,459	13.73%	16.66	13.73%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(1,690)	(0.21)	1,690	100.00%	0.21	100.00%
3.792	Debt - Craigflower PS	-	-	1,286	0.16	(1,286)	-100.00%	(0.16)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	40,151	5.01	(40,151)	-100.00%	(5.01)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	30,296	3.78	30,273	3.78	23	0.08%	0.00	0.08%
3.798C	Debt - Core Area Wastewater Treatment Program	827,328	103.27	828,531	103.42	(1,203)	-0.15%	(0.15)	-0.15%
3.7XX	Sewer Debt	857,623	107.05	898,549	112.16	(40,926)	-4.55%	(5.11)	-4.55%

ESQUIMALT		2024		Cost per Avg. Residential Assessment		2023		Cost per Avg. Residential Assessment		Difference Increase/(Decrease)		Change in Cost per Avg. Household	
										\$	%	\$	%
1.1010	Legislative & General Government	387,469	61.47			362,281	57.48			25,187	6.95%	4.00	6.95%
1.101X	Facilities Management	5,535	0.88			5,245	0.83			290	5.53%	0.05	5.53%
1.101	G.I.S.	4,248	0.67			4,104	0.65			144	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-			478	0.08			(478)	-100.00%	(0.08)	-100.00%
1.224	Community Health	17,036	2.70			19,912	3.16			(2,876)	-14.44%	(0.46)	-14.44%
1.280	Regional Parks	559,170	88.72			508,735	80.71			50,435	9.91%	8.00	9.91%
1.309	Climate Action and Adaptation	60,214	9.55			64,944	10.30			(4,731)	-7.28%	(0.75)	-7.28%
1.310	Land Banking & Housing	59,362	9.42			47,935	7.61			11,427	23.84%	1.81	23.84%
1.312	Regional Goose Management	9,213	1.46			8,987	1.43			226	2.51%	0.04	2.51%
1.324	Regional Planning Services	40,528	6.43			39,157	6.21			1,371	3.50%	0.22	3.50%
1.335	Geo-Spatial Referencing System	5,344	0.85			5,173	0.82			171	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	5,324	0.84			5,228	0.83			95	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response	13,445	2.13			12,664	2.01			781	6.17%	0.12	6.17%
1.911	911 Systems	10,649	1.69			7,947	1.26			2,702	34.00%	0.43	34.00%
1.921	Regional CREST Contribution	81,041	12.86			74,688	11.85			6,353	8.51%	1.01	8.51%
21.ALL	Feasibility Study Reserve Fund - All	6,742	1.07			-	-			6,742	100.00%	1.07	100.00%
Total Regional		\$1,265,319	\$200.75			\$1,167,480	\$185.23			\$97,839	8.38%	\$15.52	8.38%
1.126	Victoria Family Court Committee	585	0.09			585	0.09			-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	11,520	1.83			10,836	1.72			684	6.31%	0.11	6.31%
1.230	Traffic Safety Commission	2,432	0.39			2,432	0.39			-	0.00%	-	0.00%
1.297	Arts Grants	175,543	27.85			169,625	26.91			5,918	3.49%	0.94	3.49%
1.311	Regional Housing Trust Fund	32,873	5.22			45,741	7.26			(12,868)	-28.13%	(2.04)	-28.13%
1.330	Regional Growth Strategy	10,697	1.70			10,335	1.64			362	3.50%	0.06	3.50%
1.536	LWMP-Stormwater Quality Management-Core	55,354	8.78			53,646	8.51			1,708	3.18%	0.27	3.18%
1.912B	911 Call Answer - Municipalities	(42,874)	(6.80)			(43,116)	(6.84)			243	0.56%	0.04	0.56%
3.701	Millstream Remediation Service	166	0.03			1,469	0.23			(1,303)	-88.71%	(0.21)	-88.71%
3.717	Core Area Wastewater Operations	1,559,280	247.39			1,287,973	204.34			271,307	21.06%	43.04	21.06%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	911,069	144.55			938,954	148.97			(27,886)	-2.97%	(4.42)	-2.97%
3.750	LWMP - Core and West Shore	25,861	4.10			25,107	3.98			753	3.00%	0.12	3.00%
3.752	LWMP - Harbour Studies	20,077	3.19			19,655	3.12			422	2.15%	0.07	2.15%
3.755	Regional Source Control	85,507	13.57			83,830	13.30			1,677	2.00%	0.27	2.00%
Total Sub Regional		\$2,848,089	\$451.87			\$2,607,073	\$413.63			\$241,016	9.24%	\$38.24	9.24%
Total Capital Regional District		\$4,113,408	\$652.62			\$3,774,553	\$598.85			\$338,855	8.98%	\$53.76	8.98%
1.15X	Municipalities' Own Debt - M.F.A.	2,270,279	360.19			2,434,758	386.29			(164,479)	-6.76%	(26.10)	-6.76%
CRHD	Capital Regional Hospital District	843,926	133.89			843,914	133.89			11	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$7,227,612	\$1,146.70			\$7,053,226	\$1,119.03			\$174,387	2.47%	\$27.67	2.47%

Average residential assessment - 2023

\$1,065,955

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	25,187	0.36%	4.00	0.36%
Regional Parks	50,435	0.72%	8.00	0.72%
Land Banking & Housing	11,427	0.16%	1.81	0.16%
Regional CREST Contribution	6,353	0.09%	1.01	0.09%
Feasibility Study Reserve Fund - All	6,742	0.10%	1.07	0.10%
Regional Housing Trust Fund	(12,868)	-0.18%	(2.04)	-0.18%
Core Area Wastewater Operations	271,307	3.85%	43.04	3.85%
Core Area & Legacy Trunk Sewer - Debt	(27,886)	-0.40%	(4.42)	-0.40%
Municipalities' Own Debt - M.F.A.	(164,479)	-2.33%	(26.10)	-2.33%
Capital Regional Hospital District	11	0.00%	0.00	0.00%
Other	8,157	0.12%	\$1.30	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	174,387	2.47%	\$27.67	2.47%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(6,748)	(1.07)	6,748	100.00%	1.07	100.00%
3.792	Debt - Craigflower PS	-	-	32	0.01	(32)	-100.00%	(0.01)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	32,523	5.16	(32,523)	-100.00%	(5.16)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	23,762	3.77	23,722	3.76	40	0.17%	0.01	0.17%
3.798C	Debt - Core Area Wastewater Treatment Program	887,307	140.78	889,425	141.11	(2,118)	-0.24%	(0.34)	-0.24%
3.7XX	Sewer Debt	911,069	144.55	938,954	148.97	(27,886)	-2.97%	(4.42)	-2.97%

HIGHLANDS		2024		Cost per Avg. Residential Assessment	2023		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
								\$	%	\$	%
1.1010	Legislative & General Government	78,986		77.61	73,851		72.57	5,134	6.95%	5.05	6.95%
1.101X	Facilities Management	1,128		1.11	1,069		1.05	59	5.53%	0.06	5.53%
1.101	G.I.S.	866		0.85	837		0.82	29	3.50%	0.03	3.50%
1.112	Regional Grant in Aid	-		-	98		0.10	(98)	-100.00%	(0.10)	-100.00%
1.224	Community Health	3,473		3.41	4,059		3.99	(586)	-14.44%	(0.58)	-14.44%
1.280	Regional Parks	113,987		112.00	103,706		101.90	10,281	9.91%	10.10	9.91%
1.309	Climate Action and Adaptation	9,900		9.73	10,677		10.49	(778)	-7.28%	(0.76)	-7.28%
1.374	Regional Emergency Program Support	875		0.86	860		0.84	16	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response	2,211		2.17	2,082		2.05	128	6.17%	0.13	6.17%
1.911	911 Systems	1,445		1.42	1,078		1.06	367	34.00%	0.36	34.00%
1.310	Land Banking & Housing	12,101		11.89	9,772		9.60	2,329	23.84%	2.29	23.84%
1.312	Regional Goose Management	1,515		1.49	1,478		1.45	37	2.51%	0.04	2.51%
1.324	Regional Planning Services	8,262		8.12	7,982		7.84	279	3.50%	0.27	3.50%
1.335	Geo-Spatial Referencing System	1,089		1.07	1,055		1.04	35	3.30%	0.03	3.30%
1.921	Regional CREST Contribution	10,996		10.80	10,134		9.96	862	8.51%	0.85	8.51%
21.ALL	Feasibility Study Reserve Fund - All	1,374		1.35	-		-	1,374	100.00%	1.35	100.00%
Total Regional		\$248,207		\$243.89	\$228,737		\$224.76	\$19,470	8.51%	\$19.13	8.51%
1.128	Greater Victoria Police Victim Services	2,348		2.31	2,209		2.17	139	6.31%	0.14	6.31%
1.297	Arts Grants	8,676		8.52	8,383		8.24	293	3.49%	0.29	3.49%
1.311	Regional Housing Trust Fund	5,391		5.30	7,501		7.37	(2,110)	-28.13%	(2.07)	-28.13%
1.126	Victoria Family Court Committee	98		0.10	98		0.10	-	0.00%	-	0.00%
1.313	Animal Care Services	25,111		24.67	24,261		23.84	849	3.50%	0.83	3.50%
1.913	913 Fire Dispatch	10,576		10.39	10,072		9.90	504	5.00%	0.49	5.00%
1.330	Regional Growth Strategy	2,181		2.14	2,107		2.07	74	3.50%	0.07	3.50%
1.230	Traffic Safety Commission	496		0.49	496		0.49	-	0.00%	-	0.00%
3.701	Millstream Remediation Service	60		0.06	531		0.52	(471)	-88.71%	(0.46)	-88.71%
Total Sub Regional		\$54,936		\$53.98	\$55,659		\$54.69	(\$722)	-1.30%	(\$0.71)	-1.30%
Total Capital Regional District		\$303,144		\$297.87	\$284,396		\$279.45	\$18,748	6.59%	\$18.42	6.59%
1.15X	Municipalities' Own Debt - M.F.A.	79,521		78.14	87,658		86.13	(8,137)	-9.28%	(8.00)	-9.28%
CRHD	Capital Regional Hospital District	172,035		169.04	172,032		169.04	2	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$554,699		\$545.05	\$544,086		\$534.62	\$10,613	1.95%	\$10.43	1.95%

Average residential assessment - 2023

\$1,345,786

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	5,134	0.94%	5.05	0.94%
Regional Parks	10,281	1.89%	10.10	1.89%
Land Banking & Housing	2,329	0.43%	2.29	0.43%
Feasibility Study Reserve Fund - All	1,374	0.25%	1.35	0.25%
Regional Housing Trust Fund	(2,110)	-0.39%	(2.07)	-0.39%
Municipalities' Own Debt - M.F.A.	(8,137)	-1.50%	(8.00)	-1.50%
Capital Regional Hospital District	2	0.00%	0.00	0.00%
Other	1,739	0.32%	\$1.71	0.32%
TOTAL CRD, CRHD & MUNICIPAL DEBT	10,613	1.95%	\$10.43	1.95%

LANGFORD		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
1.010	Legislative & General Government	1,223,428	55.68	1,143,899	52.06	79,529	6.95%	3.62	6.95%
1.10X	Facilities Management	17,476	0.80	16,561	0.75	915	5.53%	0.04	5.53%
1.101	G.I.S.	13,411	0.61	12,958	0.59	454	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	1,510	0.07	(1,510)	-100.00%	(0.07)	-100.00%
1.224	Community Health	53,792	2.45	62,872	2.86	(9,080)	-14.44%	(0.41)	-14.44%
1.280	Regional Parks	1,765,572	80.35	1,606,325	73.10	159,247	9.91%	7.25	9.91%
1.309	Climate Action and Adaptation	169,869	7.73	183,214	8.34	(13,345)	-7.28%	(0.61)	-7.28%
1.310	Land Banking & Housing	187,434	8.53	151,354	6.89	36,080	23.84%	1.64	23.84%
1.312	Regional Goose Management	25,991	1.18	25,354	1.15	637	2.51%	0.03	2.51%
1.324	Regional Planning Services	127,965	5.82	123,638	5.63	4,327	3.50%	0.20	3.50%
1.335	Geo-Spatial Referencing System	16,873	0.77	16,335	0.74	539	3.30%	0.02	3.30%
1.374	Regional Emergency Program Support	15,018	0.68	14,750	0.67	268	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	37,931	1.73	35,727	1.63	2,204	6.17%	0.10	6.17%
1.911	911 Systems	27,434	1.25	20,473	0.93	6,960	34.00%	0.32	34.00%
1.921	Regional CREST Contribution	208,769	9.50	192,403	8.76	16,366	8.51%	0.74	8.51%
21.ALL	Feasibility Study Reserve Fund - All	21,289	0.97	-	-	21,289	100.00%	0.97	100.00%
Total Regional		\$3,912,252	\$178.04	\$3,607,372	\$164.17	\$304,880	8.45%	\$13.87	8.45%
1.126	Victoria Family Court Committee	1,655	0.08	1,655	0.08	-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	36,374	1.66	34,215	1.56	2,159	6.31%	0.10	6.31%
1.230	Traffic Safety Commission	7,679	0.35	7,679	0.35	-	0.00%	-	0.00%
1.330	Regional Growth Strategy	33,775	1.54	32,633	1.49	1,142	3.50%	0.05	3.50%
1.536	LWMP-Stormwater Quality Management-Core	72,036	3.28	69,813	3.18	2,223	3.18%	0.10	3.18%
3.701	Millstream Remediation Service	903	0.04	8,002	0.36	(7,099)	-88.71%	(0.32)	-88.71%
3.707	LWMP - On Site System Management Program	34,134	1.55	32,980	1.50	1,154	3.50%	0.05	3.50%
3.717	Core Area Wastewater Operations	3,372,838	153.49	2,964,372	134.90	408,466	13.78%	18.59	13.78%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	2,698,528	122.81	2,743,100	124.83	(44,572)	-1.62%	(2.03)	-1.62%
3.750	LWMP - Core and West Shore	36,736	1.67	35,666	1.62	1,070	3.00%	0.05	3.00%
3.752	LWMP - Harbour Studies	51,720	2.35	50,634	2.30	1,086	2.15%	0.05	2.15%
3.755	Regional Source Control	128,765	5.86	126,241	5.74	2,525	2.00%	0.11	2.00%
Total Sub Regional		\$6,475,144	\$294.67	\$6,106,990	\$277.92	\$368,154	6.03%	\$16.75	6.03%
Total Capital Regional District		\$10,387,396	\$472.71	\$9,714,361	\$442.08	\$673,035	6.93%	\$30.63	6.93%
CRHD	Capital Regional Hospital District	2,664,685	121.27	2,664,649	121.26	35	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$13,052,080	\$593.98	\$12,379,010	\$563.35	\$673,070	5.44%	\$30.63	5.44%

Average residential assessment - 2023

\$965,417

LANGFORD Local/Specified/Defined Services Services		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
2.681	Florence Lake Water System Debt	19,320	1,136.47	15,512	912.47	3,808	24.55%	224.00	24.55%
Total Local		\$19,320	\$1,136.47	\$15,512	912.47	\$3,808	24.55%	\$224.00	24.55%
TOTAL CRD, CRHD, MUNICIPAL DEBT & LOCAL		\$13,071,400	\$1,730.45	\$12,394,522	1,475.82	\$676,878	5.46%		

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	79,529	0.64%	3.62	0.64%
Regional Parks	159,247	1.29%	7.25	1.29%
Land Banking & Housing	36,080	0.29%	1.64	0.29%
Core Area Wastewater Operations	408,466	3.30%	18.59	3.30%
Core Area & Legacy Trunk Sewer - Debt	(44,572)	-0.36%	(2.03)	-0.36%
Capital Regional Hospital District	35	0.00%	0.00	0.00%
Other	34,284	0.28%	\$1.56	0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	673,070	5.44%	\$30.63	5.44%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.769	Debt - Macaulay Pt. - Genset	-	-	(2,238)	(0.10)	2,238	100.00%	0.10	100.00%
3.792	Debt - Craigflower PS	-	-	1,516	0.07	(1,516)	-100.00%	(0.07)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	41,849	1.90	(41,849)	-100.00%	(1.90)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	56,021	2.55	55,982	2.55	39	0.07%	0.00	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	2,642,506	120.26	2,645,991	120.41	(3,484)	-0.13%	(0.16)	-0.13%
3.7XX	Sewer Debt	2,698,528	122.81	2,743,100	124.83	(44,572)	-1.62%	(2.03)	-1.62%

METCHOSIN		2024 Cost per Avg. Residential Assessment		2023 Cost per Avg. Residential Assessment		Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.010	Legislative & General Government	130,837	76.07	122,332	71.13	8,505	6.95%	4.95	6.95%
1.10X	Facilities Management	1,869	1.09	1,771	1.03	98	5.53%	0.06	5.53%
1.101	G.I.S.	1,434	0.83	1,386	0.81	49	3.50%	0.03	3.50%
1.112	Regional Grant in Aid	-	-	162	0.09	(162)	-100.00%	(0.09)	-100.00%
1.224	Community Health	5,753	3.34	6,724	3.91	(971)	-14.44%	(0.56)	-14.44%
1.280	Regional Parks	188,816	109.78	171,785	99.88	17,030	9.91%	9.90	9.91%
1.309	Climate Action and Adaptation	17,921	10.42	19,328	11.24	(1,408)	-7.28%	(0.82)	-7.28%
1.310	Land Banking & Housing	20,045	11.65	16,186	9.41	3,859	23.84%	2.24	23.84%
1.312	Regional Goose Management	2,742	1.59	2,675	1.56	67	2.51%	0.04	2.51%
1.324	Regional Planning Services	13,685	7.96	13,222	7.69	463	3.50%	0.27	3.50%
1.335	Geo-Spatial Referencing System	1,804	1.05	1,747	1.02	58	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	1,584	0.92	1,556	0.90	28	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response	4,002	2.33	3,769	2.19	232	6.17%	0.14	6.17%
1.911	911 Systems	2,859	1.66	2,133	1.24	725	34.00%	0.42	34.00%
1.921	Regional CREST Contribution	21,755	12.65	20,049	11.66	1,705	8.51%	0.99	8.51%
21.ALL	Feasibility Study Reserve Fund - All	2,277	1.32	-	-	2,277	100.00%	1.32	100.00%
Total Regional		\$417,382	\$242.68	\$384,826	\$223.75	\$32,556	8.46%	\$18.93	8.46%
1.126	Victoria Family Court Committee	183	0.11	183	0.11	-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	3,890	2.26	3,659	2.13	231	6.31%	0.13	6.31%
1.297	Arts Grants	15,691	9.12	15,162	8.82	529	3.49%	0.31	3.49%
1.311	Regional Housing Trust Fund	9,770	5.68	13,594	7.90	(3,824)	-28.13%	(2.22)	-28.13%
1.313	Animal Care Services	41,595	24.18	40,188	23.37	1,407	3.50%	0.82	3.50%
1.330	Regional Growth Strategy	3,612	2.10	3,490	2.03	122	3.50%	0.07	3.50%
1.913	913 Fire Dispatch	44,212	25.71	42,106	24.48	2,106	5.00%	1.22	5.00%
3.701	Millstream Remediation Service	198	0.12	1,754	1.02	(1,556)	-88.71%	(0.90)	-88.71%
Total Sub Regional		\$119,150	\$69.28	\$120,136	\$69.85	(\$986)	-0.82%	(\$0.57)	-0.82%
Total Capital Regional District		\$536,532	\$311.96	\$504,962	\$293.60	\$31,570	6.25%	\$18.36	6.25%
CRHD	Capital Regional Hospital District	284,970	165.69	284,966	165.69	4	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$821,501	\$477.65	\$789,928	\$459.29	\$31,574	4.00%	\$18.36	4.00%

Average residential assessment - 2023

\$1,319,093

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	8,505	1.08%	4.95	1.08%
Regional Parks	17,030	2.16%	9.90	2.16%
Land Banking & Housing	3,859	0.49%	2.24	0.49%
Feasibility Study Reserve Fund - All	2,277	0.29%	1.32	0.29%
Regional Housing Trust Fund	(3,824)	-0.48%	(2.22)	-0.48%
913 Fire Dispatch	2,106	0.27%	1.22	0.27%
Capital Regional Hospital District	4	0.00%	0.00	0.00%
Other	1,618	0.20%	\$0.94	0.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT	31,574	4.00%	\$18.36	4.00%

NORTH SAANICH			2024		Cost per Avg. Residential Assessment	2023		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
									\$ %		\$ %	
1.010	Legislative & General Government		529,823		91.99	495,382		86.01	34,441	6.95%	5.98	6.95%
1.10X	Facilities Management		7,568		1.31	7,172		1.25	396	5.53%	0.07	5.53%
1.101	G.I.S.		5,808		1.01	5,612		0.97	196	3.50%	0.03	3.50%
1.112	Regional Grant in Aid		-		-	654		0.11	(654)	-100.00%	(0.11)	-100.00%
1.224	Community Health		23,295		4.04	27,227		4.73	(3,932)	-14.44%	(0.68)	-14.44%
1.280	Regional Parks		764,607		132.75	695,642		120.78	68,964	9.91%	11.97	9.91%
1.309	Climate Action and Adaptation		57,743		10.03	62,280		10.81	(4,536)	-7.28%	(0.79)	-7.28%
1.310	Land Banking & Housing		81,171		14.09	65,546		11.38	15,625	23.84%	2.71	23.84%
1.312	Regional Goose Management		8,835		1.53	8,619		1.50	216	2.51%	0.04	2.51%
1.324	Regional Planning Services		55,417		9.62	53,543		9.30	1,874	3.50%	0.33	3.50%
1.335	Geo-Spatial Referencing System		7,307		1.27	7,074		1.23	233	3.30%	0.04	3.30%
1.374	Regional Emergency Program Support		5,105		0.89	5,014		0.87	91	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response		12,894		2.24	12,145		2.11	749	6.17%	0.13	6.17%
1.911	911 Systems		7,044		1.22	5,257		0.91	1,787	34.00%	0.31	34.00%
1.921	Regional CREST Contribution		53,609		9.31	49,406		8.58	4,203	8.51%	0.73	8.51%
21.ALL	Feasibility Study Reserve Fund - All		9,220		1.60	-		-	9,220	100.00%	1.60	100.00%
Total Regional			\$1,629,447		\$282.91	\$1,500,573		\$260.54	\$128,874	8.59%	\$22.38	8.59%
3.701	Millstream Remediation Service		305		0.05	2,699		0.47	(2,394)	-88.71%	(0.42)	-88.71%
1.330	Regional Growth Strategy		14,627		2.54	14,132		2.45	495	3.50%	0.09	3.50%
1.126	Victoria Family Court Committee		579		0.10	579		0.10	-	0.00%	-	0.00%
1.311	Regional Housing Trust Fund		31,382		5.45	43,666		7.58	(12,284)	-28.13%	(2.13)	-28.13%
1.44X	Panorama Rec. Center.		1,742,887		302.61	1,698,089		294.83	44,797	2.64%	7.78	2.64%
1.537	Stormwater Quality Management - Peninsula		44,892		7.79	43,613		7.57	1,279	2.93%	0.22	2.93%
1.538	Source - Stormwater Quality - Peninsula		16,428		2.85	16,105		2.80	322	2.00%	0.06	2.00%
3.720	LWMP - (Peninsula) - Implementation		8,909		1.55	8,704		1.51	205	2.35%	0.04	2.39%
1.230	Traffic Safety Commission		3,326		0.58	3,326		0.58	-	0.00%	-	0.00%
3.755	Regional Source Control		22,746		3.95	22,300		3.87	446	2.00%	0.08	2.00%
3.756	Harbours Environmental Action		20,192		3.51	19,783		3.43	409	2.07%	0.07	2.07%
Total Sub Regional			1,906,271		330.98	1,872,997		325.20	33,274	1.78%	5.78	1.78%
Total Capital Regional District			3,535,718		\$613.89	\$3,373,570		\$585.74	\$162,148	4.81%	\$28.15	4.81%
1.15X	Municipalities' Own Debt - M.F.A.		652,363		113.27	652,363		113.27	-	0.00%	-	0.00%
CRHD	Capital Regional Hospital District		1,153,980		200.36	1,153,965		200.36	15	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT			\$5,342,061		\$927.52	\$5,179,898		\$899.36	\$162,164	3.13%	\$28.16	3.13%

Average residential assessment - 2023

\$1,595,109

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	34,441	0.66%	5.98	0.66%
Regional Parks	68,964	1.33%	11.97	1.33%
Land Banking & Housing	15,625	0.30%	2.71	0.30%
Feasibility Study Reserve Fund - All	9,220	0.18%	1.60	0.18%
Regional Housing Trust Fund	(12,284)	-0.24%	(2.13)	-0.24%
Panorama Rec. Center.	44,797	0.86%	7.78	0.86%
Municipalities' Own Debt - M.F.A.	-	0.00%	-	0.00%
Capital Regional Hospital District	15	0.00%	0.00	0.00%
Other	1,385	0.03%	\$0.24	0.03%
TOTAL CRD, CRHD & MUNICIPAL DEBT	162,164	3.13%	\$28.16	3.13%

Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.718	Peninsula Wastewater TP	724,611	125.81	687,530	119.37	37,081	5.39%	6.44	5.39%
3.718	Sewer Operating (INVOICE)	724,611	125.81	687,530	119.37	37,081	5.39%	6.44	5.39%

OAK BAY		2024		Cost per Avg. Residential Assessment	2023		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
								\$	%	\$	%
1.010	Legislative & General Government	738,049	108.74		690,072	101.67		47,977	6.95%	7.07	6.95%
1.10X	Facilities Management	10,543	1.55		9,991	1.47		552	5.53%	0.08	5.53%
1.101	G.I.S.	8,091	1.19		7,817	1.15		274	3.50%	0.04	3.50%
1.112	Regional Grant in Aid	-	-		911	0.13		(911)	-100.00%	(0.13)	-100.00%
1.224	Community Health	32,451	4.78		37,928	5.59		(5,478)	-14.44%	(0.81)	-14.44%
1.280	Regional Parks	1,065,105	156.92		969,037	142.77		96,068	9.91%	14.15	9.91%
1.309	Climate Action and Adaptation	83,275	12.27		89,817	13.23		(6,542)	-7.28%	(0.96)	-7.28%
1.310	Land Banking & Housing	113,072	16.66		91,306	13.45		21,766	23.84%	3.21	23.84%
1.312	Regional Goose Management	12,741	1.88		12,429	1.83		312	2.51%	0.05	2.51%
1.324	Regional Planning Services	77,197	11.37		74,586	10.99		2,611	3.50%	0.38	3.50%
1.335	Geo-Spatial Referencing System	10,179	1.50		9,854	1.45		325	3.30%	0.05	3.30%
1.374	Regional Emergency Program Support	7,362	1.08		7,231	1.07		132	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response	18,595	2.74		17,514	2.58		1,080	6.17%	0.16	6.17%
1.911	911 Systems	10,680	1.57		7,971	1.17		2,710	34.00%	0.40	34.00%
1.921	Regional CREST Contribution	81,278	11.97		74,906	11.04		6,372	8.51%	0.94	8.51%
21.ALL	Feasibility Study Reserve Fund - All	12,843	1.89		-	-		12,843	100.00%	1.89	100.00%
Total Regional		\$2,281,460	\$336.13		\$2,101,371	\$309.59		\$180,089	8.57%	\$26.53	8.57%
1.126	Victoria Family Court Committee	840	0.12		840	0.12		-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	21,943	3.23		20,641	3.04		1,302	6.31%	0.19	6.31%
1.230	Traffic Safety Commission	4,633	0.68		4,633	0.68		-	0.00%	-	0.00%
1.290	Royal Theatre	54,373	8.01		54,373	8.01		-	0.00%	-	0.00%
1.297	Arts Grants	243,543	35.88		235,332	34.67		8,211	3.49%	1.21	3.49%
1.311	Regional Housing Trust Fund	45,281	6.67		63,006	9.28		(17,725)	-28.13%	(2.61)	-28.13%
1.330	Regional Growth Strategy	20,375	3.00		19,686	2.90		689	3.50%	0.10	3.50%
1.536	LWMP-Stormwater Quality Management-Core	65,949	9.72		63,914	9.42		2,035	3.18%	0.30	3.18%
1.912B	911 Call Answer - Municipalities	(42,999)	(6.34)		(43,243)	(6.37)		243	0.56%	0.04	0.56%
3.701	Millstream Remediation Service	151	0.02		1,340	0.20		(1,189)	-88.71%	(0.18)	-88.71%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	1,410,663	207.83		1,465,543	215.92		(54,880)	-3.74%	(8.09)	-3.74%
3.750	LWMP - Core and West Shore	36,045	5.31		34,995	5.16		1,050	3.00%	0.15	3.00%
3.755	Regional Source Control	126,332	18.61		123,855	18.25		2,477	2.00%	0.36	2.00%
Total Sub Regional		\$1,987,129	\$292.76		\$2,044,915	\$301.28		(\$57,786)	-2.83%	(\$8.51)	-2.83%
Total Capital Regional District		\$4,268,589	\$628.89		\$4,146,285	\$610.87		\$122,303	2.95%	\$18.02	2.95%
1.15X	Municipalities' Own Debt - M.F.A.	-	-		276,972	40.81		(276,972)	-100.00%	(40.81)	-100.00%
CRHD	Capital Regional Hospital District	1,607,506	236.83		1,607,485	236.83		21	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,876,095	\$865.72		\$6,030,742	\$888.50		(\$154,648)	-2.56%	(\$22.78)	-2.56%

Average residential assessment - 2023

\$1,885,476

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	47,977	0.80%	7.07	0.80%
Regional Parks	96,068	1.59%	14.15	1.59%
Land Banking & Housing	21,766	0.36%	3.21	0.36%
Feasibility Study Reserve Fund - All	12,843	0.21%	1.89	0.21%
Arts Grants	8,211	0.14%	1.21	0.14%
Regional Housing Trust Fund	(17,725)	-0.29%	(2.61)	-0.29%
Core Area & Legacy Trunk Sewer - Debt	(54,880)	-0.91%	(8.09)	-0.91%
Municipalities' Own Debt - M.F.A.	(276,972)	-4.59%	(40.81)	-4.59%
Capital Regional Hospital District	21	0.00%	0.00	0.00%
Other	8,044	0.13%	1.19	0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(154,648)	-2.56%	(\$22.78)	-2.56%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	3,320,830	489.26	2,920,048	430.21	400,782	13.73%	59.05	13.73%
3.71X	Sewer Operating (INVOICE)	3,320,830	489.26	2,920,048	430.21	400,782	13.73%	59.05	13.73%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(91)	(0.01)	91	100.00%	0.01	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	-	-	7,176	1.06	(7,176)	-100.00%	(1.06)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	48,427	7.13	(48,427)	-100.00%	(7.13)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	68,026	10.02	67,979	10.02	48	0.07%	0.01	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	1,342,637	197.81	1,344,400	198.07	(1,763)	-0.13%	(0.26)	-0.13%
3.799	Debt - Oak Bay	-	-	(2,347)	(0.35)	2,347	100.00%	0.35	100.00%
3.7XX	Sewer Debt	1,410,663	207.83	1,465,543	215.92	(54,880)	-3.74%	(8.09)	-3.74%

SAANICH		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
1.010	Legislative & General Government	3,149,486	68.96	2,944,753	64.48	204,733	6.95%	4.48	6.95%
1.10X	Facilities Management	44,990	0.99	42,634	0.93	2,356	5.53%	0.05	5.53%
1.101	G.I.S.	34,525	0.76	33,358	0.73	1,168	3.50%	0.03	3.50%
1.112	Regional Grant in Aid	-	-	3,888	0.09	(3,888)	-100.00%	(0.09)	-100.00%
1.224	Community Health	138,476	3.03	161,851	3.54	(23,375)	-14.44%	(0.51)	-14.44%
1.280	Regional Parks	4,545,135	99.52	4,135,183	90.54	409,952	9.91%	8.98	9.91%
1.309	Climate Action and Adaptation	435,155	9.53	469,342	10.28	(34,187)	-7.28%	(0.75)	-7.28%
1.310	Land Banking & Housing	482,513	10.56	389,632	8.53	92,881	23.84%	2.03	23.84%
1.312	Regional Goose Management	66,581	1.46	64,950	1.42	1,631	2.51%	0.04	2.51%
1.324	Regional Planning Services	329,423	7.21	318,283	6.97	11,140	3.50%	0.24	3.50%
1.335	Geo-Spatial Referencing System	43,437	0.95	42,051	0.92	1,386	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	38,473	0.84	37,785	0.83	688	1.82%	0.02	1.82%
1.375	Hazardous Material Incident Response	97,167	2.13	91,522	2.00	5,645	6.17%	0.12	6.17%
1.911	911 Systems	69,968	1.53	52,216	1.14	17,752	34.00%	0.39	34.00%
1.921	Regional CREST Contribution	532,460	11.66	490,717	10.74	41,742	8.51%	0.91	8.51%
21.ALL	Feasibility Study Reserve Fund - All	54,805	1.20	-	-	54,805	100.00%	1.20	100.00%
Total Regional		\$10,062,596	\$220.33	\$9,278,166	\$203.15	\$784,430	8.45%	\$17.18	8.45%
1.536	LWMP-Stormwater Quality Management-Core	207,880	4.55	201,465	4.41	6,415	3.18%	0.14	3.18%
1.128	Greater Victoria Police Victim Services	93,637	2.05	88,080	1.93	5,557	6.31%	0.12	6.31%
3.701	Millstream Remediation Service	1,389	0.03	12,307	0.27	(10,918)	-88.71%	(0.24)	-88.71%
1.126	Victoria Family Court Committee	4,317	0.09	4,317	0.09	-	0.00%	-	0.00%
1.290	Royal Theatre	283,523	6.21	283,523	6.21	-	0.00%	-	0.00%
1.230	Traffic Safety Commission	19,769	0.43	19,769	0.43	-	0.00%	-	0.00%
1.297	Arts Grants	1,269,956	27.81	1,227,139	26.87	42,817	3.49%	0.94	3.49%
1.311	Regional Housing Trust Fund	237,253	5.19	330,126	7.23	(92,873)	-28.13%	(2.03)	-28.13%
1.330	Regional Growth Strategy	86,947	1.90	84,007	1.84	2,940	3.50%	0.06	3.50%
1.912B	911 Call Answer - Municipalities	(281,692)	(6.17)	(283,286)	(6.20)	1,594	0.56%	0.03	0.56%
3.707	LWMP - On Site System Management Program	40,990	0.90	39,604	0.87	1,386	3.50%	0.03	3.50%
3.750	LWMP - Core and West Shore	102,060	2.23	99,088	2.17	2,972	3.00%	0.07	3.00%
3.752	LWMP - Harbour Studies	131,910	2.89	129,140	2.83	2,771	2.15%	0.06	2.15%
3.755	Regional Source Control	357,633	7.83	350,621	7.68	7,012	2.00%	0.15	2.00%
Total Sub Regional		\$2,555,573	\$55.96	\$2,585,899	\$56.62	(\$30,327)	-1.17%	(\$0.66)	-1.17%
Total Capital Regional District		\$12,618,169	\$276.28	\$11,864,065	\$259.77	\$754,103	6.36%	\$16.51	6.36%
1.15X	Municipalities' Own Debt - M.F.A.	5,571,789	122.00	5,562,267	121.79	9,522	0.17%	0.21	0.17%
CRHD	Capital Regional Hospital District	6,859,732	150.20	6,859,641	150.20	91	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$25,049,690	\$548.48	\$24,285,974	\$531.76	\$763,716	3.14%	\$16.72	3.14%

Average residential assessment - 2023

\$1,195,758

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	204,733	0.84%	4.48	0.84%
Regional Parks	409,952	1.69%	8.98	1.69%
Land Banking & Housing	92,881	0.38%	2.03	0.38%
Feasibility Study Reserve Fund - All	54,805	0.23%	1.20	0.23%
Regional Housing Trust Fund	(92,873)	-0.38%	(2.03)	-0.38%
Municipalities' Own Debt - M.F.A.	9,522	0.04%	0.21	0.04%
Capital Regional Hospital District	91	0.00%	0.00	0.00%
Other	84,604	0.35%	\$1.85	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	763,716	3.14%	\$16.72	3.14%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	9,402,875	205.88	8,268,068	181.03	1,134,808	13.73%	24.85	13.73%
3.71X	Sewer Operating (INVOICE)	9,402,875	205.88	8,268,068	181.03	1,134,808	13.73%	24.85	13.73%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(127)	(0.00)	127	100.00%	0.00	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	-	-	9,991	0.22	(9,991)	-100.00%	(0.22)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	242,770	5.32	(242,770)	-100.00%	(5.32)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	243,308	5.33	243,137	5.32	170	0.07%	0.00	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	6,374,899	139.58	6,383,269	139.77	(8,371)	-0.13%	(0.18)	-0.13%
3.7XX	Sewer Debt (INVOICE)	6,618,206	144.91	6,879,040	150.62	(260,834)	-3.79%	(5.71)	-3.79%

SIDNEY	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
					\$	%	\$	%
1.010 Legislative & General Government	434,875	53.67	406,605	50.18	28,269	6.95%	3.49	6.95%
1.10X Facilities Management	6,212	0.77	5,887	0.73	325	5.53%	0.04	5.53%
1.101 G.I.S.	4,767	0.59	4,606	0.57	161	3.50%	0.02	3.50%
1.112 Regional Grant in Aid	-	-	537	0.07	(537)	-100.00%	(0.07)	-100.00%
1.224 Community Health	19,121	2.36	22,348	2.76	(3,228)	-14.44%	(0.40)	-14.44%
1.280 Regional Parks	627,583	77.46	570,978	70.47	56,605	9.91%	6.99	9.91%
1.309 Climate Action and Adaptation	51,340	6.34	55,373	6.83	(4,033)	-7.28%	(0.50)	-7.28%
1.310 Land Banking & Housing	66,624	8.22	53,800	6.64	12,825	23.84%	1.58	23.84%
1.312 Regional Goose Management	7,855	0.97	7,663	0.95	192	2.51%	0.02	2.51%
1.324 Regional Planning Services	45,486	5.61	43,948	5.42	1,538	3.50%	0.19	3.50%
1.335 Geo-Spatial Referencing System	5,998	0.74	5,806	0.72	191	3.30%	0.02	3.30%
1.374 Regional Emergency Program Support	4,539	0.56	4,458	0.55	81	1.82%	0.01	1.82%
1.375 Hazardous Material Incident Response	11,464	1.41	10,798	1.33	666	6.17%	0.08	6.17%
1.911 911 Systems	6,988	0.86	5,215	0.64	1,773	34.00%	0.22	34.00%
1.921 Regional CREST Contribution	53,177	6.56	49,008	6.05	4,169	8.51%	0.51	8.51%
21.ALL Feasibility Study Reserve Fund - All	7,567	0.93	-	-	7,567	100.00%	0.93	100.00%
Total Regional	\$1,353,595	\$167.06	\$1,247,029	\$153.91	\$106,566	8.55%	\$13.15	8.55%
1.126 Victoria Family Court Committee	513	0.06	513	0.06	-	0.00%	-	0.00%
1.128 Greater Victoria Police Victim Services	12,929	1.60	12,162	1.50	767	6.31%	0.09	6.31%
1.230 Traffic Safety Commission	2,730	0.34	2,730	0.34	-	0.00%	-	0.00%
1.311 Regional Housing Trust Fund	27,934	3.45	38,869	4.80	(10,935)	-28.13%	(1.35)	-28.13%
1.330 Regional Growth Strategy	12,005	1.48	11,600	1.43	406	3.50%	0.05	3.50%
1.44X Panorama Rec. Center.	1,577,031	194.64	1,536,496	189.64	40,534	2.64%	5.00	2.64%
1.537 Stormwater Quality Management - Peninsula	27,897	3.44	27,102	3.35	795	2.93%	0.10	2.93%
1.538 Source - Stormwater Quality - Peninsula	16,295	2.01	15,976	1.97	320	2.00%	0.04	2.00%
3.701 Millstream Remediation Service	103	0.01	909	0.11	(806)	-88.71%	(0.10)	-88.71%
3.720 LWMP - (Peninsula) - Implementation	22,435	2.77	21,911	2.70	524	2.39%	0.06	2.39%
3.755 Regional Source Control	51,471	6.35	50,462	6.23	1,009	2.00%	0.12	2.00%
3.756 Harbours Environmental Action	20,030	2.47	19,624	2.42	406	2.07%	0.05	2.07%
Total Sub Regional	\$1,771,374	\$218.63	\$1,738,354	\$214.55	\$33,020	1.90%	\$4.08	1.90%
Total Capital Regional District	\$3,124,969	\$385.69	\$2,985,383	\$368.46	\$139,587	4.68%	\$17.23	4.68%
1.15X Municipalities' Own Debt - M.F.A.	542,536	66.96	542,536	66.96	-	0.00%	-	0.00%
CRHD Capital Regional Hospital District	947,178	116.90	947,165	116.90	13	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$4,614,683	\$569.55	\$4,475,084	\$552.32	\$139,599	3.12%	\$17.23	3.12%

Average residential assessment - 2023

\$930,686

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	28,269	0.63%	3.49	0.63%
Regional Parks	56,605	1.26%	6.99	1.26%
Land Banking & Housing	12,825	0.29%	1.58	0.29%
Regional Housing Trust Fund	(10,935)	-0.24%	(1.35)	-0.24%
Panorama Rec. Center.	40,534	0.91%	5.00	0.91%
Municipalities' Own Debt - M.F.A.	-	0.00%	-	0.00%
Capital Regional Hospital District	13	0.00%	0.00	0.00%
Other	12,288	0.27%	\$1.52	0.27%
TOTAL CRD, CRHD & MUNICIPAL DEBT	139,599	3.12%	\$17.23	3.12%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.718	Peninsula Wastewater TP	1,825,015	225.25	1,731,622	213.72	93,393	5.39%	11.53	5.39%
3.718	Sewer Operating (INVOICE)	1,825,015	225.25	1,731,622	213.72	93,393	5.39%	11.53	5.39%

SOOKE	2024		Cost per Avg. Residential Assessment		2023		Cost per Avg. Residential Assessment		Difference Increase/(Decrease)		Change in Cost per Avg. Household	
									\$	%	\$	%
1.1010	Legislative & General Government	342,126	47.30		319,886	44.22		22,240	6.95%		3.07	6.95%
1.101X	Facilities Management	4,887	0.68		4,631	0.64		256	5.53%		0.04	5.53%
1.101	G.I.S.	3,750	0.52		3,624	0.50		127	3.50%		0.02	3.50%
1.112	Regional Grant in Aid	-	-		422	0.06		(422)	-100.00%		(0.06)	-100.00%
1.224	Community Health	15,043	2.08		17,582	2.43		(2,539)	-14.44%		(0.35)	-14.44%
1.280	Regional Parks	493,735	68.26		449,202	62.10		44,533	9.91%		6.16	9.91%
1.309	Climate Action and Adaptation	51,490	7.12		55,535	7.68		(4,045)	-7.28%		(0.56)	-7.28%
1.310	Land Banking & Housing	52,415	7.25		42,325	5.85		10,090	23.84%		1.39	23.84%
1.312	Regional Goose Management	7,878	1.09		7,685	1.06		193	2.51%		0.03	2.51%
1.324	Regional Planning Services	35,785	4.95		34,575	4.78		1,210	3.50%		0.17	3.50%
1.335	Geo-Spatial Referencing System	4,719	0.65		4,568	0.63		151	3.30%		0.02	3.30%
1.374	Regional Emergency Program Support	4,552	0.63		4,471	0.62		81	1.82%		0.01	1.82%
1.375	Hazardous Material Incident Response	11,497	1.59		10,829	1.50		668	6.17%		0.09	6.17%
1.911	911 Systems	8,890	1.23		6,635	0.92		2,256	34.00%		0.31	34.00%
1.921	Regional CREST Contribution	67,655	9.35		62,351	8.62		5,304	8.51%		0.73	8.51%
21.ALL	Feasibility Study Reserve Fund - All	5,953	0.82		-	-		5,953	100.00%		0.82	100.00%
Total Regional		\$1,110,376	\$153.50		\$1,024,321	\$141.61		\$86,054	8.40%		\$11.90	8.40%
1.126	Victoria Family Court Committee	507	0.07		507	0.07		-	0.00%		-	0.00%
1.230	Traffic Safety Commission	2,148	0.30		2,148	0.30		-	0.00%		-	0.00%
1.297	Arts Grants	45,045	6.23		43,527	6.02		1,519	3.49%		0.21	3.49%
1.311	Regional Housing Trust Fund	28,100	3.88		39,100	5.41		(11,000)	-28.13%		(1.52)	-28.13%
1.313	Animal Care Services	108,767	15.04		105,088	14.53		3,679	3.50%		0.51	3.50%
1.330	Regional Growth Strategy	9,445	1.31		9,126	1.26		319	3.50%		0.04	3.50%
1.40X	SEAPARC	2,508,593	346.80		2,440,575	337.39		68,018	2.79%		9.40	2.79%
1.913	913 Fire Dispatch	94,145	13.01		89,661	12.40		4,484	5.00%		0.62	5.00%
3.701	Millstream Remediation Service	434	0.06		3,843	0.53		(3,410)	-88.71%		(0.47)	-88.71%
Total Sub Regional		\$2,797,184	\$386.69		\$2,733,575	\$377.90		\$63,610	2.33%		\$8.79	2.33%
1.121	Sooke Regional Museum	149,898	20.72		144,820	20.02		5,078	3.51%		0.70	3.51%
1.531	Stormwater Quality Management - Sooke	40,443	5.59		39,346	5.44		1,097	2.79%		0.15	2.79%
Total Local		\$190,341	\$26.31		\$184,166	\$25.46		\$6,175			\$0.85	3.35%
Total Capital Regional District		\$4,097,901	\$566.51		\$3,942,062	\$544.97		\$155,839	3.95%		\$21.54	3.95%
1.15X	Municipalities' Own Debt - M.F.A.	476,705	65.90		476,706	65.90		(1)	0.00%		(0.00)	0.00%
CRHD	Capital Regional Hospital District	745,168	103.01		745,158	103.01		10	0.00%		0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,319,774	\$735.43		\$5,163,926	\$713.88		\$155,847	3.02%		\$21.54	3.02%

Average residential assessment - 2023

\$820,123

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	22,240	0.43%	3.07	0.43%
Regional Parks	44,533	0.86%	6.16	0.86%
Land Banking & Housing	10,090	0.20%	1.39	0.20%
Regional Housing Trust Fund	(11,000)	-0.21%	(1.52)	-0.21%
SEAPARC	68,018	1.32%	9.40	1.32%
Municipalities' Own Debt - M.F.A.	(1)	0.00%	(0.00)	0.00%
Capital Regional Hospital District	10	0.00%	0.00	0.00%
Other	21,958	0.43%	\$3.04	0.43%
TOTAL CRD, CRHD & MUNICIPAL DEBT	155,847	3.02%	\$21.54	3.02%

VICTORIA		2024		Cost per Avg. Residential Assessment	2023		Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
								\$ %		\$ %	
1.010	Legislative & General Government	2,852,508	61.87		2,667,081	57.85		185,428	6.95%	4.02	6.95%
1.10X	Facilities Management	40,747	0.88		38,613	0.84		2,134	5.53%	0.05	5.53%
1.101	G.I.S.	31,270	0.68		30,212	0.66		1,057	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-		3,522	0.08		(3,522)	-100.00%	(0.08)	-100.00%
1.224	Community Health	125,419	2.72		146,590	3.18		(21,171)	-14.44%	(0.46)	-14.44%
1.280	Regional Parks	4,116,556	89.29		3,745,260	81.23		371,296	9.91%	8.05	9.91%
1.309	Climate Action and Adaptation	362,120	7.85		390,569	8.47		(28,449)	-7.28%	(0.62)	-7.28%
1.310	Land Banking & Housing	437,015	9.48		352,892	7.65		84,123	23.84%	1.82	23.84%
1.312	Regional Goose Management	55,406	1.20		54,049	1.17		1,357	2.51%	0.03	2.51%
1.324	Regional Planning Services	298,360	6.47		288,270	6.25		10,090	3.50%	0.22	3.50%
1.335	Geo-Spatial Referencing System	39,342	0.85		38,086	0.83		1,256	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	32,016	0.69		31,444	0.68		572	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	80,859	1.75		76,161	1.65		4,698	6.17%	0.10	6.17%
1.911	911 Systems	53,588	1.16		39,992	0.87		13,596	34.00%	0.29	34.00%
1.921	Regional CREST Contribution	407,807	8.85		375,837	8.15		31,970	8.51%	0.69	8.51%
21.ALL	Feasibility Study Reserve Fund - All	49,638	1.08		-	-		49,638	100.00%	1.08	100.00%
Total Regional		\$8,982,651	\$194.83		\$8,278,577	\$179.56		\$704,073	8.50%	\$15.27	8.50%
1.126	Victoria Family Court Committee	3,688	0.08		3,688	0.08		-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	84,808	1.84		79,774	1.73		5,033	6.31%	0.11	6.31%
1.230	Traffic Safety Commission	17,905	0.39		17,905	0.39		-	0.00%	-	0.00%
1.290	Royal Theatre	242,104	5.25		242,104	5.25		-	0.00%	-	0.00%
1.295	McPherson Theatre	750,000	16.27		750,000	16.27		-	0.00%	-	0.00%
1.297	Arts Grants	1,057,691	22.94		1,022,031	22.17		35,660	3.49%	0.77	3.49%
1.311	Regional Housing Trust Fund	197,225	4.28		274,428	5.95		(77,203)	-28.13%	(1.67)	-28.13%
1.330	Regional Growth Strategy	78,748	1.71		76,086	1.65		2,662	3.50%	0.06	3.50%
1.536	LWMP-Stormwater Quality Management-Core	194,083	4.21		188,094	4.08		5,989	3.18%	0.13	3.18%
1.912B	911 Call Answer - Municipalities	(215,746)	(4.68)		(216,967)	(4.71)		1,221	0.56%	0.03	0.56%
3.701	Millstream Remediation Service	827	0.02		7,326	0.16		(6,499)	-88.71%	(0.14)	-88.71%
3.752	LWMP - Harbour Studies	101,029	2.19		98,907	2.15		2,122	2.15%	0.05	2.15%
3.755	Regional Source Control	489,535	10.62		479,936	10.41		9,599	2.00%	0.21	2.00%
Total Sub Regional		\$3,001,897	\$65.11		\$3,023,313	\$65.57		(\$21,416)	-0.71%	(\$0.46)	-0.71%
Total Capital Regional District		\$11,984,547	\$259.94		\$11,301,890	\$245.13		\$682,657	6.04%	\$14.81	6.04%
1.15X	Municipalities' Own Debt - M.F.A.	5,276,084	114.44		5,366,278	116.39		(90,194)	-1.68%	(1.96)	-1.68%
CRHD	Capital Regional Hospital District	6,212,900	134.75		6,212,818	134.75		82	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$23,473,531	\$509.13		\$22,880,986	\$496.28		\$592,546	2.59%	\$12.85	2.59%

Average residential assessment - 2023

\$1,072,812

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	185,428	0.81%	4.02	0.81%
Regional Parks	371,296	1.62%	8.05	1.62%
Land Banking & Housing	84,123	0.37%	1.82	0.37%
Feasibility Study Reserve Fund - All	49,638	0.22%	1.08	0.22%
Regional Housing Trust Fund	(77,203)	-0.34%	(1.67)	-0.34%
Municipalities' Own Debt - M.F.A.	(90,194)	-0.39%	(1.96)	-0.39%
Capital Regional Hospital District	82	0.00%	0.00	0.00%
Other	69,376	0.30%	\$1.50	0.30%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$92,546	2.59%	\$12.85	2.59%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	12,867,798	279.10	11,314,818	245.41	1,552,980	13.73%	33.68	13.73%
3.71X	Sewer Operating (INVOICE)	12,867,798	279.10	11,314,818	245.41	1,552,980	13.73%	33.68	13.73%

Liquid Waste Management		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.750	LWMP - Core and West Shore	139,669	3.03	135,601	2.94	4,068	3.00%	0.09	3.00%
3.750	LWMP (INVOICE)	139,669	3.03	135,601	2.94	4,068	3.00%	0.09	3.00%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.770	Debt - NET & ECI Sewer Upgrade	-	-	(347)	(0.01)	347	100.00%	0.01	100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	-	-	27,296	0.59	(27,296)	-100.00%	(0.59)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	327,721	7.11	(327,721)	-100.00%	(7.11)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	326,312	7.08	326,084	7.07	229	0.07%	0.00	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	7,553,645	163.83	7,563,564	164.05	(9,918)	-0.13%	(0.22)	-0.13%
3.7XX	Sewer Debt (INVOICE)	7,879,958	170.91	8,244,317	178.82	(364,359)	-4.42%	(7.90)	-4.42%

VIEW ROYAL		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
1.010	Legislative & General Government	287,725	60.87	269,021	56.92	18,704	6.95%	3.96	6.95%
1.10X	Facilities Management	4,110	0.87	3,895	0.82	215	5.53%	0.05	5.53%
1.101	G.I.S.	3,154	0.67	3,047	0.64	107	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	355	0.08	(355)	-100.00%	(0.08)	-100.00%
1.224	Community Health	12,651	2.68	14,786	3.13	(2,135)	-14.44%	(0.45)	-14.44%
1.280	Regional Parks	415,226	87.85	377,774	79.92	37,452	9.91%	7.92	9.91%
1.309	Climate Action and Adaptation	41,770	8.84	45,052	9.53	(3,282)	-7.28%	(0.69)	-7.28%
1.310	Land Banking & Housing	44,081	9.33	35,595	7.53	8,485	23.84%	1.80	23.84%
1.312	Regional Goose Management	6,391	1.35	6,235	1.32	157	2.51%	0.03	2.51%
1.324	Regional Planning Services	30,095	6.37	29,077	6.15	1,018	3.50%	0.22	3.50%
1.335	Geo-Spatial Referencing System	3,968	0.84	3,842	0.81	127	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	3,693	0.78	3,627	0.77	66	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	9,327	1.97	8,785	1.86	542	6.17%	0.11	6.17%
1.911	911 Systems	7,008	1.48	5,230	1.11	1,778	34.00%	0.38	34.00%
1.921	Regional CREST Contribution	53,334	11.28	49,152	10.40	4,181	8.51%	0.88	8.51%
21.ALL	Feasibility Study Reserve Fund - All	5,007	1.06	-	-	5,007	100.00%	1.06	100.00%
Total Regional		\$927,540	\$196.23	\$855,474	\$180.99	\$72,065	8.42%	\$15.25	8.42%
1.126	Victoria Family Court Committee	409	0.09	409	0.09	-	0.00%	-	0.00%
1.128	Greater Victoria Police Victim Services	8,554	1.81	8,047	1.70	508	6.31%	0.11	6.31%
1.230	Traffic Safety Commission	1,806	0.38	1,806	0.38	-	0.00%	-	0.00%
1.297	Arts Grants	121,847	25.78	117,739	24.91	4,108	3.49%	0.87	3.49%
1.311	Regional Housing Trust Fund	22,787	4.82	31,707	6.71	(8,920)	-28.13%	(1.89)	-28.13%
1.330	Regional Growth Strategy	7,943	1.68	7,675	1.62	269	3.50%	0.06	3.50%
1.536	LWMP-Stormwater Quality Management-Core	47,271	10.00	45,812	9.69	1,459	3.18%	0.31	3.18%
3.701	Millstream Remediation Service	183	0.04	1,618	0.34	(1,436)	-88.71%	(0.30)	-88.71%
3.707	LWMP - On Site System Management Program	1,088	0.23	1,051	0.22	37	3.50%	0.01	3.50%
3.750	LWMP - Core and West Shore	8,366	1.77	8,122	1.72	244	3.00%	0.05	3.00%
3.752	LWMP - Harbour Studies	13,213	2.80	12,935	2.74	278	2.15%	0.06	2.15%
3.755	Regional Source Control	29,361	6.21	28,785	6.09	576	2.00%	0.12	2.00%
Total Sub Regional		\$262,827	\$55.60	\$265,706	\$56.21	(\$2,879)	-1.08%	(\$0.61)	-1.08%
Total Capital Regional District		\$1,190,366	\$251.84	\$1,121,180	\$237.20	\$69,186	6.17%	\$14.64	6.17%
1.15X	Municipalities' Own Debt - M.F.A.	532,727	112.71	532,727	112.71	-	0.00%	-	0.00%
CRHD	Capital Regional Hospital District	626,679	132.58	626,670	132.58	8	0.00%	0.00	0.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$2,349,772	\$497.13	\$2,280,578	\$482.49	\$69,194	3.03%	\$14.64	3.03%

Average residential assessment - 2023

\$1,055,517

Major Impacts

	Change in Requisition		Change in Cost / Avg HH	
	\$	% of Total	\$	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	18,704	0.82%	3.96	0.82%
Regional Parks	37,452	1.64%	7.92	1.64%
Land Banking & Housing	8,485	0.37%	1.80	0.37%
Feasibility Study Reserve Fund - All	5,007	0.22%	1.06	0.22%
Regional Housing Trust Fund	(8,920)	-0.39%	(1.89)	-0.39%
Municipalities' Own Debt - M.F.A.	-	0.00%	-	0.00%
Capital Regional Hospital District	8	0.00%	0.00	0.00%
Other	8,459	0.37%	\$1.79	0.37%
TOTAL CRD, CRHD & MUNICIPAL DEBT	69,194	3.03%	\$14.64	3.03%

Core Area Wastewater Operations		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.717	Core Area Wastewater Operations	770,727	163.06	677,710	143.38	93,017	13.73%	19.68	13.73%
3.71X	Sewer Operating (INVOICE)	770,727	163.06	677,710	143.38	93,017	13.73%	19.68	13.73%

Core Area & Legacy Trunk Sewer - Debt		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
3.792	Debt - Craigflower PS	-	-	1,084	0.23	(1,084)	-100.00%	(0.23)	-100.00%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	-	38,218	8.09	(38,218)	-100.00%	(8.09)	-100.00%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	21,224	4.49	21,209	4.49	15	0.07%	0.00	0.07%
3.798C	Debt - Core Area Wastewater Treatment Program	668,167	141.36	669,044	141.55	(877)	-0.13%	(0.19)	-0.13%
3.7XX	Sewer Debt (INVOICE)	689,391	145.85	729,555	154.35	(40,164)	-5.51%	(8.50)	-5.51%

JUAN DE FUCA		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Difference Increase/(Decrease)		Change in Cost per Avg. Household	
Electoral Area		2024		2023		\$	%	\$	%
1.010	Legislative & General Government	212,194	53.51	198,400	50.03	13,794	6.95%	3.48	6.95%
1.10X	Facilities Management	3,031	0.76	2,872	0.72	159	5.53%	0.04	5.53%
1.101	G.I.S.	2,326	0.59	2,247	0.57	79	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	262	0.07	(262)	-100.00%	(0.07)	-100.00%
1.224	Community Health	9,330	2.35	10,905	2.75	(1,575)	-14.44%	(0.40)	-14.44%
1.280	Regional Parks	306,225	77.22	278,605	70.25	27,620	9.91%	6.96	9.91%
1.309	Climate Action and Adaptation	24,174	6.10	26,074	6.57	(1,899)	-7.28%	(0.48)	-7.28%
1.310	Land Banking & Housing	32,509	8.20	26,251	6.62	6,258	23.84%	1.58	23.84%
1.312	Regional Goose Management	3,699	0.93	3,608	0.91	91	2.51%	0.02	2.51%
1.324	Regional Planning Services	22,195	5.60	21,444	5.41	751	3.50%	0.19	3.50%
1.335	Geo-Spatial Referencing System	2,927	0.74	2,833	0.71	93	3.30%	0.02	3.30%
1.374	Regional Emergency Program Support	2,137	0.54	2,099	0.53	38	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	5,398	1.36	5,084	1.28	314	6.17%	0.08	6.17%
1.911	911 Systems	3,142	0.79	2,345	0.59	797	34.00%	0.20	34.00%
1.921	Regional CREST Contribution	23,908	6.03	22,034	5.56	1,874	8.51%	0.47	8.51%
21.ALL	Feasibility Study Reserve Fund - All	3,692	0.93	-	-	3,692	100.00%	0.93	100.00%
Total Regional		\$656,887	\$165.64	\$605,063	\$152.57	\$51,823	8.56%	\$13.07	8.56%
1.126	Victoria Family Court Committee	246	0.06	246	0.06	-	0.00%	-	0.00%
1.230	Traffic Safety Commission	1,332	0.34	1,332	0.34	-	0.00%	-	0.00%
1.313	Animal Care Services	67,460	17.01	65,178	16.44	2,282	3.50%	0.58	3.50%
1.330	Regional Growth Strategy	5,858	1.48	5,660	1.43	198	3.50%	0.05	3.50%
1.913	913 Fire Dispatch	46,206	11.65	44,005	11.10	2,201	5.00%	0.55	5.00%
3.701	Millstream Remediation Service	256	0.06	2,265	0.57	(2,009)	-88.71%	(0.51)	-88.71%
Total Sub-Regional		\$121,357	\$30.60	\$118,686	\$29.93	\$2,671	2.25%	\$0.67	2.25%
1.103	Elections	14,294	3.60	14,294	3.60	-	0.00%	-	0.00%
1.104	U.B.C.M.	2,796	0.71	2,705	0.68	91	3.35%	0.02	3.35%
1.318	Building Inspection	126,619	31.93	110,103	27.76	16,516	15.00%	4.16	15.00%
1.320	Noise Control	9,487	2.39	9,167	2.31	321	3.50%	0.08	3.50%
1.322	Nuisances & Unsightly Premises	12,676	3.20	12,248	3.09	428	3.49%	0.11	3.49%
1.372	Electoral Area Emergency Program	37,210	9.38	34,776	8.77	2,434	7.00%	0.61	7.00%
Total Joint Electoral Area		\$203,082	\$51.21	\$183,293	\$46.22	\$19,789	10.80%	\$4.99	10.80%
1.109	Electoral Area Admin Exp - JDF	72,399	18.26	63,123	15.92	9,276	14.70%	2.34	14.70%
1.317	JDF Building Numbering	13,729	3.46	13,282	3.35	447	3.37%	0.11	3.37%
1.319	Soil Deposit Removal	6,060	1.53	5,859	1.48	201	3.43%	0.05	3.43%
1.325	Electoral Area Services - Planning	743,790	187.55	718,640	181.21	25,150	3.50%	6.34	3.50%
1.340	JDF Livestock Injury Compensation	105	0.03	105	0.03	-	0.00%	-	0.00%
1.370	Juan de Fuca Emergency Program	105,055	26.49	89,719	22.62	15,336	17.09%	3.87	17.09%
1.377	JDF Search and Rescue	69,952	17.64	69,952	17.64	-	0.00%	-	0.00%
1.405	JDF EA - Community Parks	232,975	58.75	201,123	50.71	31,852	15.84%	8.03	15.84%
1.924	Emergency Comm - CREST - JDF	147,369	37.16	143,971	36.30	3,398	2.36%	0.86	2.36%
Total JDF Electoral Area		\$1,391,434	\$350.86	\$1,305,774	\$329.26	\$85,660	6.56%	\$21.60	6.56%
Total Capital Regional District		\$2,372,760	\$598.31	\$2,212,816	\$557.98	\$159,944	7.23%	\$40.33	7.23%
CRHD	Capital Regional Hospital District	462,169	116.54	462,163	116.54	6	0.00%	0.00	0.00%
Total CRD and CRHD		\$2,834,928	\$714.85	\$2,674,979	\$674.52	\$159,950	5.98%	\$40.33	5.98%

Average residential assessment - 2023

\$927,796

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	13,794	0.52%	3.48	0.52%
Regional Parks	27,620	1.03%	6.96	1.03%
Land Banking & Housing	6,258	0.23%	1.58	0.23%
JOINT EA				
Building Inspection	16,516	0.62%	4.16	0.62%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.35%	2.34	0.35%
Electoral Area Services - Planning	25,150	0.94%	6.34	0.94%
Juan de Fuca Emergency Program	15,336	0.57%	3.87	0.57%
JDF EA - Community Parks	31,852	1.19%	8.03	1.19%
Capital Regional Hospital District				
	6	0.00%	0.00	0.00%
Other				
	14,142	0.53%	3.57	0.53%
TOTAL CRD & CRHD	159,950	5.98%	\$40.33	5.98%

JUAN DE FUCA Local/Specified/Defined Services		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
						\$	%	\$	%
1.119	Vancouver Island Regional Library	353,030	101.55	341,091	98.12	11,939	3.50%	3.43	3.50%
1.121	Sooke Regional Museum	79,689	22.92	76,990	22.15	2,699	3.51%	0.78	3.51%
1.128	Greater Victoria Police Victim Services	876	1.83	824	1.72	52	6.31%	0.11	6.31%
1.133	Langford E.A. - Greater Victoria Public Library	33,572	70.12	32,435	67.75	1,137	3.51%	2.37	3.51%
1.232	Port Renfrew Street Lighting	3,715	42.22	3,589	40.78	126	3.51%	1.43	3.51%
1.350	Willis Point Fire Protect & Recreation	155,567	651.38	147,830	618.99	7,736	5.23%	32.39	5.23%
1.353	Otter Point Fire Protection	594,440	539.17	565,858	513.25	28,582	5.05%	25.92	5.05%
1.354	Malahat Fire Protection	68,672	738.56	66,352	713.61	2,320	3.50%	24.95	3.50%
1.355	Durrance Road Fire Protection	3,016	335.11	3,016	335.11	-	0.00%	-	0.00%
1.357	East Sooke Fire Protection	511,789	576.28	492,750	554.84	19,039	3.86%	21.44	3.86%
1.358	Port Renfrew Fire Protection	105,910	263.13	100,727	250.25	5,183	5.15%	12.88	5.15%
1.360	Shirley Fire Protection	212,206	619.88	201,926	589.85	10,280	5.09%	30.03	5.09%
1.40X	SEAPARC	793,632	256.02	772,113	249.08	21,519	2.79%	6.94	2.79%
1.408	JDF EA - Community Recreation	70,632	20.32	72,632	20.89	(2,000)	-2.75%	(0.58)	-2.75%
1.523	Port Renfrew Refuse Disposal	39,376	97.62	34,856	86.42	4,520	12.97%	11.21	12.97%
2.650	Port Renfrew Water	72,200	289.96	66,243	266.04	5,957	8.99%	23.92	8.99%
2.682	Seagirt Water System Debt	114,767	1,334.50	97,650	1,135.47	17,117	17.53%	199.03	17.53%
2.691	Wilderness Mountain Water Service	66,230	817.65	61,900	764.20	4,330	7.00%	53.46	7.00%
3.755	Regional Source Control	834	9.20	818	9.02	16	2.00%	0.18	2.00%
3.850	Port Renfrew Sewer	67,019	761.58	64,750	735.80	2,269	3.50%	25.78	3.50%
Total Local/Specified/Defined Services		3,347,172		3,204,349		\$142,822			

Average residential assessment - 2023

\$927,796

SALT SPRING ISLAND		2024		2023		Difference		Change in Cost per Avg.	
Electoral Area		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.010	Legislative & General Government	417,200	63.20	390,080	59.09	27,120	6.95%	4.11	6.95%
1.10X	Facilities Management	5,960	0.90	5,647	0.86	312	5.53%	0.05	5.53%
1.101	G.I.S.	4,573	0.69	4,419	0.67	155	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	515	0.08	(515)	-100.00%	(0.08)	-100.00%
1.224	Community Health	18,343	2.78	21,440	3.25	(3,096)	-14.44%	(0.47)	-14.44%
1.280	Regional Parks	602,076	91.21	547,771	82.98	54,305	9.91%	8.23	9.91%
1.309	Climate Action and Adaptation	48,835	7.40	52,671	7.98	(3,837)	-7.28%	(0.58)	-7.28%
1.310	Land Banking & Housing	63,917	9.68	51,613	7.82	12,304	23.84%	1.86	23.84%
1.312	Regional Goose Management	7,472	1.13	7,289	1.10	183	2.51%	0.03	2.51%
1.324	Regional Planning Services	43,637	6.61	42,162	6.39	1,476	3.50%	0.22	3.50%
1.335	Geo-Spatial Referencing System	5,754	0.87	5,570	0.84	184	3.30%	0.03	3.30%
1.374	Regional Emergency Program Support	4,318	0.65	4,240	0.64	77	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	10,904	1.65	10,271	1.56	634	6.17%	0.10	6.17%
1.911	911 Systems	6,576	1.00	4,907	0.74	1,668	34.00%	0.25	34.00%
1.921	Regional CREST Contribution	50,042	7.58	46,119	6.99	3,923	8.51%	0.59	8.51%
21.ALL	Feasibility Study Reserve Fund - All	7,260	1.10	-	-	7,260	100.00%	1.10	100.00%
Total Regional		\$1,296,867	\$196.46	\$1,194,715	\$180.99	\$102,152	8.55%	\$15.47	8.55%
1.230	Traffic Safety Commission	2,619	0.40	2,619	0.40	-	0.00%	-	0.00%
1.311	Regional Housing Trust Fund	26,568	4.02	36,968	5.60	(10,400)	-28.13%	(1.58)	-28.13%
1.313	Animal Care Services	132,634	20.09	128,148	19.41	4,486	3.50%	0.68	3.50%
1.913	913 Fire Dispatch	58,949	8.93	56,142	8.50	2,808	5.00%	0.43	5.00%
Total Sub-Regional		\$220,770	\$33.44	\$223,876	\$33.92	(\$3,106)	-1.39%	(\$0.47)	-1.39%
1.103	Elections	28,103	4.26	28,103	4.26	-	0.00%	-	0.00%
1.104	U.B.C.M.	5,497	0.83	5,319	0.81	178	3.35%	0.03	3.35%
1.318	Building Inspection	248,949	37.71	216,476	32.79	32,473	15.00%	4.92	15.00%
1.320	Noise Control	18,653	2.83	18,023	2.73	630	3.50%	0.10	3.50%
1.322	Nuisances & Unsanitary Premises	24,922	3.78	24,081	3.65	841	3.49%	0.13	3.49%
1.372	Electoral Area Emergency Program	73,160	11.08	68,375	10.36	4,786	7.00%	0.72	7.00%
Total Joint Electoral Area		\$399,284	\$60.49	\$360,376	\$54.59	\$38,908	10.80%	\$5.89	10.80%
1.111	Electoral Area Admin Exp - SSI	684,287	103.66	622,011	94.23	62,276	10.01%	9.43	10.01%
1.116	Grant-in-Aid - Salt Spring Island	48,752	7.39	21,558	3.27	27,194	126.14%	4.12	126.14%
1.124	SSI Economic Development Commission	73,699	11.16	95,958	14.54	(22,259)	-23.20%	(3.37)	-23.20%
1.141	Salt Spring Island Public Library	726,250	110.02	675,683	102.36	50,567	7.48%	7.66	7.48%
1.236	Salt Spring Island Fernwood Dock	21,380	3.64	15,888	2.71	5,492	34.57%	0.94	34.57%
1.238A	Community Transit (SSI)	325,586	49.32	261,262	39.58	64,324	24.62%	9.74	24.62%
1.238B	Community Transportation (SSI)	157,829	23.91	147,826	22.39	10,003	6.77%	1.52	6.77%
1.299	Salt Spring Island Arts	133,032	20.15	123,090	18.65	9,942	8.08%	1.51	8.08%
1.316	SSI Building Numbering	10,208	1.55	9,871	1.50	337	3.41%	0.05	3.41%
1.342	SSI Livestock Injury Compensation	105	0.02	105	0.02	-	0.00%	-	0.00%
1.371	SSI Emergency Program	130,170	19.72	126,745	19.20	3,425	2.70%	0.52	2.70%
1.378	SSI Search and Rescue	25,704	3.89	25,704	3.89	-	0.00%	-	0.00%
1.455	Salt Spring Island - Community Parks	592,659	89.78	584,647	88.57	8,012	1.37%	1.21	1.37%
1.458	Salt Spring Is.- Community Rec	111,442	16.88	77,640	11.76	33,802	43.54%	5.12	43.54%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,922,858	291.29	1,614,486	244.58	308,372	19.10%	46.72	19.10%
1.535	Stormwater Quality Management - SSI	24,610	3.73	23,778	3.60	832	3.50%	0.13	3.50%
1.925	Emergency Comm - CREST - SSI	148,417	22.48	144,675	21.92	3,742	2.59%	0.57	2.59%
3.705	SSI Liquid Waste Disposal	412,586	70.32	376,975	64.25	35,611	9.45%	6.07	9.45%
21.E.A.	Feasibility Study Reserve Fund - E.A.	(10,000)	(1.51)	-	-	(10,000)	100.00%	(1.51)	100.00%
Total SSI Electoral Area		\$5,539,574	\$847.42	\$4,947,902	\$757.00	\$591,672	11.96%	\$90.41	11.94%
Total Capital Regional District		\$7,456,495	\$1,137.81	\$6,726,870	\$1,026.50	\$729,625	10.85%	\$111.31	10.84%
CRHD	Capital Regional Hospital District	908,682	137.66	908,670	\$137.65	12	0.00%	0.00	0.00%
Total CRD and CRHD		\$8,365,176	\$1,275.47	\$7,635,539	\$1,164.16	\$729,637	9.56%	\$111.31	9.56%

Average residential assessment - 2023

\$1,095,911

Major Impacts (Changes in \$/Avg HH >+/-\$.00)

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	27,120	0.36%	4.11	0.35%
Regional Parks	54,305	0.71%	8.23	0.71%
Land Banking & Housing	12,304	0.16%	1.86	0.16%
Feasibility Study Reserve Fund - All	7,260	0.10%	1.10	0.09%
SUB-REGIONAL				
Regional Housing Trust Fund	(10,400)	-0.14%	(1.58)	-0.14%
JOINT EA				
Building Inspection	32,473	0.43%	4.92	0.42%
SSI EA				
Electoral Area Admin Exp - SSI	62,276	0.82%	9.43	0.81%
Grant-in-Aid - Salt Spring Island	27,194	0.36%	4.12	0.35%
SSI Economic Development Commission	(22,259)	-0.29%	(3.37)	-0.29%
Salt Spring Island Public Library	50,567	0.66%	7.66	0.66%
Community Transit (SSI)	64,324	0.84%	9.74	0.84%
Community Transportation (SSI)	10,003	0.13%	1.52	0.13%
Salt Spring Island Arts	9,942	0.13%	1.51	0.13%
Salt Spring Island - Community Parks	8,012	0.10%	1.21	0.10%
Salt Spring Is.- Community Rec	33,802	0.44%	5.12	0.44%
Salt Spring Is.- Pool, Parks, Land, Art & Rec. Prog	308,372	4.04%	46.72	4.01%
SSI Liquid Waste Disposal	35,611	0.47%	6.07	0.52%
Feasibility Study Reserve Fund - E.A.	(10,000)	-0.13%	(1.51)	-0.13%
Capital Regional Hospital District	12	0.00%	0.00	0.00%
Other	28,720	0.38%	4.45	0.38%
TOTAL CRD & CRHD	729,637	9.56%	\$111.31	9.56%

SALT SPRING ISLAND		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.234	SSI Street Lighting	31,928	4.96	27,842	4.33	4,086	14.68%	0.63	14.68%
2.620	SSI Highland Water System	31,818	125.27	31,795	125.18	23	0.07%	0.09	0.07%
2.621	Highland / Fernwood Water - SSI	77,630	233.12	75,000	225.23	2,630	3.51%	7.90	3.51%
2.624	Beddis Water	85,940	627.30	80,318	586.26	5,622	7.00%	41.04	7.00%
2.626	Fulford Water	51,970	509.51	50,212	492.27	1,758	3.50%	17.24	3.50%
2.628	Cedar Lane Water (SSI)	17,820	481.62	16,200	437.84	1,620	10.00%	43.78	10.00%
2.660	Fernwood Water	14,658	185.54	14,658	185.54	-	0.00%	-	0.00%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,486	8.59	6,359	8.42	127	2.00%	0.17	2.00%
3.810	Ganges Sewer	61,990	147.60	59,891	142.60	2,099	3.50%	5.00	3.50%
3.820	Maliview Estates Sewer System	5,070	53.94	4,900	52.13	170	3.47%	1.81	3.47%
Total Local/Specified/Defined Services		385,310		367,175		18,135			

Average residential assessment - 2023

\$1,095,911

SOUTHERN GULF ISLANDS		2024		Cost per Avg. Residential Assessment		2023		Cost per Avg. Residential Assessment		Difference Increase/(Decrease)		Change in Cost per Avg. Household	
Electoral Area										\$	%	\$	%
1.010	Legislative & General Government	317,611	46.25			296,965	43.25			20,646	6.95%	3.01	6.95%
1.10X	Facilities Management	4,537	0.66			4,299	0.63			238	5.53%	0.03	5.53%
1.101	G.I.S.	3,482	0.51			3,364	0.49			118	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-			392	0.06			(392)	-100.00%	(0.06)	-100.00%
1.224	Community Health	13,965	2.03			16,322	2.38			(2,357)	-14.44%	(0.34)	-14.44%
1.280	Regional Parks	458,356	66.75			417,014	60.73			41,342	9.91%	6.02	9.91%
1.309	Climate Action and Adaptation	30,600	4.46			33,004	4.81			(2,404)	-7.28%	(0.35)	-7.28%
1.310	Land Banking & Housing	48,659	7.09			39,293	5.72			9,367	23.84%	1.36	23.84%
1.312	Regional Goose Management	4,682	0.68			4,567	0.67			115	2.51%	0.02	2.51%
1.324	Regional Planning Services	33,221	4.84			32,097	4.67			1,123	3.50%	0.16	3.50%
1.335	Geo-Spatial Referencing System	4,380	0.64			4,241	0.62			140	3.30%	0.02	3.30%
1.374	Regional Emergency Program Support	2,705	0.39			2,657	0.39			48	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	6,833	1.00			6,436	0.94			397	6.17%	0.06	6.17%
1.911	911 Systems	2,995	0.44			2,235	0.33			760	34.00%	0.11	34.00%
1.921	Regional CREST Contribution	22,796	3.32			21,009	3.06			1,787	8.51%	0.26	8.51%
21.ALL	Feasibility Study Reserve Fund - All	5,527	0.80			-	-			5,527	100.00%	0.80	100.00%
Total Regional		\$960,348	\$139.86			\$883,894	\$128.72			\$76,454	8.65%	\$11.13	8.65%
1.230	Traffic Safety Commission	1,994	0.29			1,994	0.29			-	0.00%	-	0.00%
1.297	Arts Grants	26,900	3.92			25,993	3.79			907	3.49%	0.13	3.49%
1.311	Regional Housing Trust Fund	16,597	2.42			23,094	3.36			(6,497)	-28.13%	(0.95)	-28.13%
1.313	Animal Care Services	100,973	14.70			97,558	14.21			3,415	3.50%	0.50	3.50%
1.913	913 Fire Dispatch	59,122	8.61			56,307	8.20			2,816	5.00%	0.41	5.00%
Total Sub-Regional		\$205,586	\$29.94			\$204,945	\$29.85			\$641	0.31%	\$0.09	0.31%
1.103	Elections	21,395	3.12			21,395	3.12			-	0.00%	-	0.00%
1.104	U.B.C.M.	4,185	0.61			4,049	0.59			135	3.35%	0.02	3.35%
1.318	Building Inspection	189,522	27.60			164,801	24.00			24,721	15.00%	3.60	15.00%
1.320	Noise Control	14,201	2.07			13,721	2.00			480	3.50%	0.07	3.50%
1.322	Nuisances & Unsightly Premises	18,973	2.76			18,332	2.67			640	3.49%	0.09	3.49%
1.372	Electoral Area Emergency Program	55,696	8.11			52,053	7.58			3,643	7.00%	0.53	7.00%
Total Joint Electoral Area		\$303,972	\$44.27			\$274,351	\$39.95			\$29,620	10.80%	\$4.31	10.80%
1.110	Electoral Area Admin Exp - SGI	414,160	60.32			400,086	58.27			14,074	3.52%	2.05	3.52%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.07			105,004	15.29			5,350	5.10%	0.78	5.10%
1.125	SGI Economic Development Commission	126,726	18.46			121,426	17.68			5,300	4.36%	0.77	4.36%
1.138	Southern Gulf Islands Regional Library	244,200	35.56			235,946	34.36			8,254	3.50%	1.20	3.50%
1.235	SGI Small Craft Harbour Facilities	320,370	52.29			309,533	50.52			10,837	3.50%	1.77	3.50%
1.314	SGI House Numbering	9,948	1.45			9,612	1.40			336	3.50%	0.05	3.50%
1.341	SGI Livestock Injury Compensation	71	0.01			71	0.01			-	0.00%	-	0.00%
1.373	SGI Emergency Program	247,378	36.03			247,378	36.03			-	0.00%	-	0.00%
1.533	Stormwater Quality Management - SGI	41,000	5.97			39,808	5.80			1,192	2.99%	0.17	2.99%
1.923	Emergency Comm - CREST - SGI	183,822	26.77			179,709	26.17			4,113	2.29%	0.60	2.29%
Total SGI Electoral Area		\$1,698,029	\$252.92			\$1,648,573	\$245.53			\$49,456	3.00%	\$7.39	3.01%
Total Capital Regional District		\$3,167,935	\$466.99			\$3,011,764	\$444.05			\$156,171	5.19%	\$22.93	5.16%
CRHD	Capital Regional Hospital District	691,772	100.74			691,763	100.74			9	0.00%	0.00	0.00%
Total CRD and CRHD		\$3,859,707	\$567.73			\$3,703,526	\$544.79			\$156,180	4.22%	\$22.94	4.21%

Average residential assessment - 2023

\$802,046

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	20,646	0.56%	3.01	0.55%
Regional Parks	41,342	1.12%	6.02	1.11%
Land Banking & Housing	9,367	0.25%	1.36	0.25%
JOINT EA				
Building Inspection	24,721	0.67%	3.60	0.66%
SSI EA				
Electoral Area Admin Exp - SGI	14,074	0.38%	2.05	0.38%
Southern Gulf Islands Regional Library	8,254	0.22%	1.20	0.22%
SGI Small Craft Harbour Facilities	10,837	0.29%	1.77	0.32%
Capital Regional Hospital District				
	9	0.00%	0.00	0.00%
Other				
	26,930	0.73%	3.92	0.72%
TOTAL CRD & CRHD	156,180	4.22%	\$22.94	4.21%

SOUTHERN GULF ISLANDS		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.137	Galiano Island Community Use Building	67,054	44.07	64,770	42.57	2,284	3.53%	1.50	3.53%
1.170	Gossip Island Electric Power Supply	62,926	1,123.68	63,455	1,133.13	(529)	-0.83%	(9.45)	-0.83%
1.227	Saturna Island Medical Clinic	23,841	36.97	23,171	35.93	670	2.89%	1.04	2.89%
1.228	Galiano Health Service	144,548	95.00	139,686	91.81	4,862	3.48%	3.20	3.48%
1.229	Pender Islands Health Care Centre	240,938	96.59	232,862	93.35	8,076	3.47%	3.24	3.47%
1.352	South Galiano Fire Protection	632,093	707.32	602,372	674.97	29,722	4.93%	32.35	4.79%
1.356	Pender Fire Protection	1,232,816	496.79	1,171,790	472.20	61,026	5.21%	24.59	5.21%
1.359	North Galiano Fire Protection	242,206	616.00	231,790	589.85	10,416	4.49%	26.14	4.43%
1.363	Saturna Island Fire	265,240	409.42	256,273	395.58	8,967	3.50%	13.84	3.50%
1.465	Saturna Island Comm. Parks	26,579	41.03	25,680	39.64	899	3.50%	1.39	3.50%
1.468	Saturna Island - Community Rec.	14,150	21.84	13,676	21.11	474	3.47%	0.73	3.47%
1.475	Mayne Is. Com. Parks & Rec	96,269	56.44	93,012	54.53	3,257	3.50%	1.91	3.50%
1.478	Mayne Is. Community Rec.	36,812	21.58	35,740	20.95	1,072	3.00%	0.63	3.00%
1.485	North & South Pender Com. Parks	173,210	69.50	167,354	67.15	5,856	3.50%	2.35	3.50%
1.488	North & South Pender Com. Rec	69,590	27.92	67,240	26.98	2,350	3.49%	0.94	3.49%
1.495	Galiano Parks	111,689	84.88	107,562	81.74	4,127	3.84%	3.14	3.84%
1.498	Galiano Community Recreation	39,660	30.14	38,317	29.12	1,343	3.50%	1.02	3.50%
2.630	Magic Lakes Estate Water System	580,000	484.95	580,000	484.95	-	0.00%	-	0.00%
2.640	Saturna Island Water System (Lyal Harbour)	138,350	799.71	133,030	768.96	5,320	4.00%	30.75	4.00%
2.642	Skana Water (Mayne)	26,580	364.11	25,680	351.78	900	3.50%	12.33	3.50%
2.665	Sticks Allison Water (Galiano)	5,280	138.95	5,100	134.21	180	3.53%	4.74	3.53%
2.667	Surfside Park Estates (Mayne)	24,620	234.48	23,790	226.57	830	3.49%	7.90	3.49%
3.755	Regional Source Control	4,588	6.46	4,498	6.33	90	2.00%	0.13	2.00%
3.830	Magic Lake Estates Sewer System	606,518	855.46	586,010	826.53	20,508	3.50%	28.93	3.50%
3.830D	Magic Lake Estates Sewer Debt	229,535	400.58	234,106	408.56	(4,571)	-1.95%	(7.98)	-1.95%
Total Local/Specified/Defined Services		5,095,092		\$4,926,964		\$168,129			

Average residential assessment - 2023

\$802,046

CRD 2024 Capital Projects Greater than \$500,000

Appendix E

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
Parks & Recreation			
REGIONAL PARKS			
Potential Land Acquisition Transactions	5.0	Debt	Regional Parks
Design & Expand East Sooke Aylard Farm Parking	1.1	Capital Funds on Hand, Reserves	Regional Parks
Regional Trestle Renewal, Trails Widening and Lighting Project	0.9	Debt, Grant	Regional Parks
SEAPARC			
Skate Park Renewal	1.0	Grant, Reserves	Arts & Recreation
PANORAMA RECREATION			
Centennial Park Multi-Sport Box	4.4	Debt, Grant	Arts & Recreation
Heat Recovery Plant	2.0	Debt	Climate Action
Environmental Services			
ENVIRONMENTAL RESOURCE MANAGEMENT			
Landfill Gas Utilization	16.7	Debt, Reserves	Solid Waste & Recycling
Diversion Transfer Station	5.0	Reserves	Solid Waste & Recycling
Hartland Amenity Project	3.8	Reserves	Solid Waste & Recycling
Cell 5 Liner Construction	3.0	Debt	Solid Waste & Recycling
Cell 1, 2 & 3 Transition Liner	2.0	Debt	Solid Waste & Recycling
Aggregate Production for Internal Use	0.8	Reserves	Solid Waste & Recycling
Cell 5 & 6 GRW	0.8	Debt	Solid Waste & Recycling
NE & NW Aggregate Stockpile cover	0.8	Debt	Solid Waste & Recycling
RNG Spare Parts Inventory	0.7	Reserves	Solid Waste & Recycling
Contractor Workshop Relocation	0.7	Reserves	Solid Waste & Recycling
ENVIRONMENTAL PROTECTION			
Regional Electric Vehicle Charging Infrastructure	0.8	Capital Funds on Hand, Grant	Climate Action
FACILITIES MANAGEMENT & ENGINEERING			
Mechanical Upgrades	1.1	Reserves, Other	Health Facilities
Legislative and General			
SAP	2.7	Capital Funds on Hand	Accountability
Royal Theatre			
Repair Building Envelope	0.7	Reserves, Other	Arts & Culture
Integrated Water Services			
SAANICH PENINSULA WATER SUPPLY			
SPW System Upgrade and Expansion	7.5	Debt, Reserves	Water
Keating Cross Road Water Main	1.0	Reserves	Water
Hamsterly Pump Station Backup Power Generator	0.8	Reserves	Water
SCADA Upgrades	0.7	Reserves	Water
LYALL HARBOUR BOOT COVE WATER			
Dam Improvement and Regulatory Requirements	0.6	Capital Funds on Hand, Grant	Water
REGIONAL WATER SUPPLY			
Replacement of UV System	9.4	Capital Funds on Hand	Water
Main No. 4 - Mt Newton to Highway 17	8.6	Capital Funds on Hand, Grant	Water
Goldstream IWS Field Office	7.5	Capital Funds on Hand, Other	Water
RWS Supply Main No. 4 Upgrade	3.0	Capital Funds on Hand, Grant	Water
Main No.3 Segment Replacement	1.6	Capital Funds on Hand	Water
Purchase of land	1.5	Capital Funds on Hand	Water
Sooke Lake Dam - Instrumentation System Improvements	1.3	Capital Funds on Hand	Water
Vehicle & Equipment Replacement	1.2	ERF	Water

Continued on next page

CRD 2024 Capital Projects Greater than \$500,000

Appendix E

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
REGIONAL WATER SUPPLY <i>continued</i>			
GVWSA Forest Resilience - Wildfire/Forest Modelling and Forest Management Field Trials	1.0	Capital Funds on Hand, Other	Water
Bulk Supply Meter Replacement Program	1.0	Capital Funds on Hand	Water
Kapoor Main Mile 1 Bridge and Asphalt Upgrade	0.9	Capital Funds on Hand	Water
EV Charging Stations Electrical Infrastructure	0.9	Capital Funds on Hand	Water
Mt. Tolmie Control Valve Replacement	0.8	Capital Funds on Hand	Water
Goldstream Dams Instrumentation Improvements	0.7	Capital Funds on Hand	Water
Implications from 2016 Sooke Lake Dam Safety Review	0.6	Capital Funds on Hand	Water
Integrate Dam Performance and Hydromet to SCADA	0.6	Capital Funds on Hand	Water
Cabin Pond Dams Decommissioning (PES)	0.6	Capital Funds on Hand	Water
Sooke Lake Dam - Breach Risk Reduction Measures	0.5	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION			
AC Pipe Replacement Program	6.3	Capital Funds on Hand	Water
Comprehensive Pump Station Upgrades (10 year Program)	2.1	Capital Funds on Hand	Water
Hwy 14 Watermain Relocation	2.0	Capital Funds on Hand	Water
Residential Service & Meter Replacement	1.3	Capital Funds on Hand	Water
SCADA Master Plan Update & Upgrades	0.9	Capital Funds on Hand	Water
East Sooke Interconnect Water Main	0.8	Capital Funds on Hand	Water
Vehicle & Equipment Replacement	0.8	ERF	Water
Distribution System Seismic Resiliency Improvements	0.8	Capital Funds on Hand	Water
Charters Road Watermain Replacement	0.7	Capital Funds on Hand	Water
William Head & VGH Meter Replacement	0.6	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION (DCC)			
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves	Water
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION			
Voice Radio Upgrade	2.3	Capital Funds on Hand	Water
SEAGIRT WATERMAIN EXTENSION			
Seagirt Watermain Extension	2.3	Capital Funds on Hand, Debt	Water
SAANICH PENINSULA TREATMENT PLANT			
Odour Control Upgrade Construction	1.0	Reserves	Wastewater
CORE AREA WASTEWATER			
East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8.0	Debt	Wastewater
Marigold Electrical and Building Upgrades	5.5	Debt	Wastewater
Currie Major Electrical and Seismic Upgrades	2.0	Debt	Wastewater
Manhole Repairs and Replacement	2.0	Debt	Wastewater
Western Trunk Grit Chamber Repairs	1.8	Debt	Wastewater
Craigflower Inlet Reconfiguration	1.7	Debt	Wastewater
Harling Pump Station - Complete Replacement	1.0	Debt	Wastewater
Gorge Siphon Inlet Chamber Upgrade	1.0	Reserves	Wastewater
Annual Provisional Emergency Repairs	1.0	Reserves	Wastewater
Process & Mechanical Upgrades	0.9	Debt	Wastewater
SCADA and Radio Assessment	0.8	Debt	Wastewater
Safety & Security Upgrades	0.6	Debt	Wastewater
Lang Cove Electrical and Building Upgrades	0.6	Reserves	Wastewater
Land Banking and Housing			
Regional Housing First Program - Other	5.4	Debt	Housing & Health
Regional Housing First Program - Village on the Green	2.0	Debt	Housing & Health
Regional Housing First Program - Campus View	2.0	Debt	Housing & Health

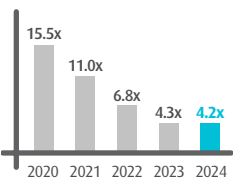
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CRD 2024 Capital Projects Greater than \$500,000

Salt Spring Island (SSI)			
SALT SPRING ISLAND ADMINISTRATION			
Park Maintenance Facility	0.5	Grant, Reserves	Regional Parks
GANGES SEWER UTILITY			
Ganges WWTP Construction of Performance Improvements	3.5	Debt, Grant	Wastewater
Ganges WWTP Replacement of Electrical & Instrumentation	0.6	Debt, Grant	Wastewater
MALIVIEW ESTATES SEWER SYSTEM			
Wastewater Treatment Plant Upgrade	2.3	Debt, Grant	Wastewater
Southern Gulf Island (SGI)			
MAGIC LAKE SEWER SYSTEM			
Wastewater Improvements - Pump Station & Treatment Plant Upgrades	4.0	Capital Funds on Hand, Grant	Wastewater

Total Projects > \$500K	176.4
Total Projects < \$500K	59.0
Total 2024 Capital Projects	235.4

BUILDING INFRASTRUCTURE

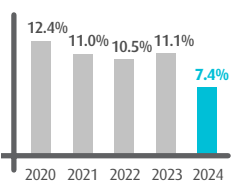


Investment in capital is **4.2x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2024, the investment in capital will be \$235.4M* compared to an amortization of \$56.0M*.

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

MANAGING DEBT

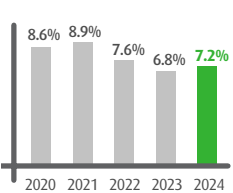


Debt servicing costs are **7.4%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2024, debt servicing costs will account for \$21.0M* out of total revenue of \$282.1M.**

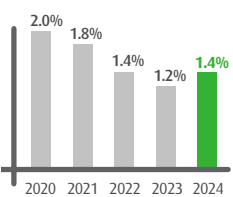
*This excludes municipal borrowing.
**This excludes municipal debt (16.7M), internal allocations (57.5M), and surplus carryforward (5.9M).

SAVING FOR THE FUTURE



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

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2024, reserve transfers will total \$26.1M while the operating budget will total \$362.2M.



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

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2024, reserve transfers will total \$26.1M while the net book value will total \$1,885.1M.*

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

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

October 25, 2023

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW

Part A

Click on the [Department name](#) below to access budget package

1. Introduction/Overview

1.0 Budget Report

2. Executive Services

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

3. Corporate Services

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

4. Finance and Technology

4.1 Financial Services

4.1.1 Finance

4.2 Technology and Initiatives

4.2.1 Information Technology
4.2.2 GIS Information Systems
4.2.3 Geo-Spatial Referencing

4.3 Arts and Other Finance Budgets

4.3.1 Royal Theatre
4.3.2 McPherson Theatre
4.3.3 Arts Grants and Development
4.3.4 Feasibility Study Reserve
4.3.5 Regional Grant in Aid

CAPITAL REGIONAL DISTRICT

2024 BUDGET

EXECUTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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Click on the service area name below to access selected budgets

Executive Services

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2.3	1.118	Corporate Communications	17 - 23

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CAO & Executive Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.014 CAO & Executive Services

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

CAO & Executive Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	807,269	791,000	855,770	102,470	-	958,241	1,016,156	1,040,463	1,065,340	1,090,791
Building Occupancy	20,757	20,757	26,714	-	-	26,714	28,028	29,414	30,870	32,276
Intergovernment Allocation	-	-	-	-	-	-	-	-	-	-
Legal Expenses	1,900	1,900	1,970	-	-	1,970	2,010	2,050	2,090	2,130
Software Licenses	5,250	3,000	5,430	1,500	-	6,930	5,490	5,600	5,710	5,820
Other Operating Expenses	92,939	51,179	96,773	8,000	12,500	117,273	106,975	109,208	111,491	113,844
TOTAL OPERATING COSTS	928,115	867,836	986,657	111,970	12,500	1,111,127	1,158,659	1,186,735	1,215,501	1,244,861
*Percentage Increase over prior year						19.7%	4.3%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL CAPITAL / RESERVES	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL COSTS	929,365	869,086	989,657	111,970	12,500	1,114,127	1,161,719	1,189,855	1,218,681	1,248,101
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	929,365	869,086	989,657	111,970	12,500	1,114,127	1,161,719	1,189,855	1,218,681	1,248,101
*Percentage increase over prior year Net Costs			6.5%			19.9%	4.3%	2.4%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	5.0	5.0	5.0	1.0	-	6.0	6.0	6.0	6.0	6.0

Change in Budget 2023 to 2024

Service: 1.014 CAO & EXECUTIVE SERVICES

Total Expenditure**Comments****2023 Budget****929,365****Change in Salaries:**

Base salary and benefit change	14,877	Inclusive of estimated collective agreement changes
Step increase/paygrade change	33,625	
1.0 FTE Exempt Manager	102,470	2024 IBC 11b-7.1: Manager of Corporate Initiatives and Administration (9 months)
Reduction in auxiliary wages		
Total Change in Salaries	150,972	

Other Changes:

Office & Equipment Costs	25,190	Office costs associated with new ongoing FTEs
Building Occupancy	5,957	
Other Costs	2,643	
Total Other Changes	33,790	

2024 Budget**1,114,127****Summary of % Expense Increase**

2024 IBC Expense	13.7%
Other salary adjustments	5.2%
Balance of increase	0.9%
% expense increase from 2023:	19.9%

% Requisition increase from 2023 (if applicable):

20%

Requisition funding is 100% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$60,300 (7.5%) due mainly savings on contracted expenses (\$30,000), and minor savings on salaries and temporary staff vacancies (\$25,000).

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

Service No.	1.014	Carry	2024	2025	2026	2027	2028	TOTAL
	CAO / Corporate Services	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.014

Service Name: CAO / Corporate Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ 14,796	\$ -	\$ -	\$ -		\$ 14,796
25-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF		\$ -	\$ 3,288	\$ -	\$ -		\$ 3,288
26-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ 20,133	\$ -		\$ 20,133
27-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ -	\$ 20,133		\$ 20,133
28-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 14,796	\$ 14,796
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 73,146				\$ 14,796	\$ 3,288	\$ 20,133	\$ 20,133	\$ 14,796	\$ 73,146

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

--

Reserve Cash Flow

Fund: 1022 Fund Center: 101366
 ERF Group: CAO.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,903	57,991	53,195	60,107	50,374	40,851
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(22,362)	(14,796)	(3,288)	(20,133)	(20,133)	(14,796)
Transfer from Operating Budget	5,450	10,000	10,200	10,400	10,610	10,820
Interest Income		-	-	-	-	-
Ending Balance \$	57,991	53,195	60,107	50,374	40,851	36,875

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Human Resources

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.016 Human Resources

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.016 - Human Resources	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	2,347,106	2,220,000	2,350,043	410,700	66,700	2,827,443	3,283,593	3,400,309	3,400,205	3,481,361
Allocations	83,178	83,178	104,168	-	-	104,168	108,536	113,122	117,927	122,598
Legal Expenses	16,720	10,000	17,310	-	-	17,310	17,660	18,010	18,370	18,740
GVLRA Membership Dues and Staff Training	158,260	151,000	170,800	10,500	-	181,300	188,430	192,190	196,030	199,950
Contract for Services	372,055	321,600	326,197	-	15,000	341,197	336,233	336,315	327,527	333,895
Software Licenses	4,360	10,000	10,000	4,500	-	14,500	16,290	19,620	20,010	20,410
Other Operating Expenses	186,840	137,680	188,060	13,500	22,500	224,060	208,804	211,960	215,197	219,516
			-	-	-	-				
TOTAL OPERATING COSTS	3,168,519	2,933,458	3,166,578	439,200	104,200	3,709,978	4,159,546	4,291,526	4,295,266	4,396,470
*Percentage Increase over prior year						17.1%	12.1%	3.2%	0.1%	2.4%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	-	-	-	-	30,000	30,000	20,000	-	-	-
Transfer to Equipment Replacement Fund	9,000	9,000	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	9,000	9,000	9,000	-	30,000	39,000	29,000	9,000	9,000	9,000
TOTAL COSTS	3,177,519	2,942,458	3,175,578	439,200	134,200	3,748,978	4,188,546	4,300,526	4,304,266	4,405,470
						18.0%	11.7%	2.7%	0.1%	2.4%
<u>INTERNAL RECOVERIES</u>										
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,884)	(5,884)	(6,090)	-	-	(6,090)	(6,071)	(6,197)	(6,323)	(6,374)
Transfer from Internal Reserve	(139,500)	(139,500)	-	-	(60,000)	(60,000)	(2,000)	(1,000)	-	-
Safety Officer Recovery	-	-	-	-	-	-	-	-	-	-
Human Resources	(2,325,666)	(2,325,666)	(2,708,622)	(336,694)	(59,200)	(3,104,516)	(3,361,760)	(3,468,857)	(3,472,395)	(3,557,456)
TOTAL INTERNAL RECOVERIES	(2,491,050)	(2,491,050)	(2,734,712)	(336,694)	(119,200)	(3,190,606)	(3,389,831)	(3,496,054)	(3,498,718)	(3,583,830)
NET COSTS	686,469	451,408	440,866	102,506	15,000	558,372	798,715	804,472	805,548	821,640
*Percentage increase over prior year Net Costs						-18.7%	43.0%	0.7%	0.1%	2.0%
AUTHORIZED POSITIONS: Salaried	14.0	14.0	14.0	-	3.0	17.0	19.0	19.0	19.0	19.0

Change in Budget 2023 to 2024
Service: 1.016 HUMAN RESOURCES

Total Expenditure

Comments

2023 Budget

3,177,519

Change in Salaries:

Base salary and benefit change	45,516	Inclusive of estimated collective agreement changes
Step increase/paygrade change	18,595	
1.0 FTE Accessibility & EDI Specialist	37,952	2024 IBC 11a-1.1: Develop and Implement The Corporate Accessibility Plan (3 months)
1.0 FTE Manager EDIA and Indigenous Strategies	186,374	2024 IBC 11a-3.1: Create and Implement an Indigenous Employment Strategy
1.0 FTE Manager Human Resources	186,374	2024 IBC 11b-1.3: Benefits, Wellness & Abilities Management Coordinator
Auxiliary wages adjustment	5,527	
Total Change in Salaries	480,337	

Other Changes:

Office & Equipment Costs	96,000	Office costs associated with new ongoing FTEs
Contract for Services	(50,000)	Reduction in one-time funding for 2023 Employee Survey
Building Occupancy	17,370	
Other Costs	27,751	
Total Other Changes	91,121	

2024 Budget

3,748,977

Summary of % Expense Increase

2024 IBC Expense	15.9%
Reduction in one-time contract for services	-1.6%
Balance of increase	3.6%
% expense increase from 2023:	18.0%

% Requisition increase from 2023 (if applicable):

19%

Requisition funding is 15% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$235,000 (34.2%) due largely to temporary staff vacancies (\$127,000) as well as reduced training and development spending (\$55,000) compared to plan. Further minor savings from reduced office supply costs and legal services.

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

Service No.	1.016	Carry	2024	2025	2026	2027	2028	TOTAL
	Human Resources	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,576	\$6,765	\$3,288	\$4,932	\$6,576	\$28,137
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$350,000	\$350,000	\$0	\$700,000
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.016

Service Name:

Human Resources

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replaceme	Computer	Computer Replacement	\$ 4,695	E	ERF		\$ 6,576	\$ -	\$ -	\$ -		\$ 6,576
25-01	Replaceme	Computer	Computer Replacement	\$ 6,260	E	ERF		\$ -	\$ 6,765	\$ -	\$ -		\$ 6,765
26-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ 3,288	\$ -		\$ 3,288
27-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ 4,932		\$ 4,932
28-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 6,576	\$ 6,576
26-02	New	HRIS - Talent Suite		\$ 700,000	E	Res				\$ 350,000	\$ 350,000		\$ 700,000
													\$ -
													\$ -
			Grand Total	\$ 714,054				\$ 6,576	\$ 6,765	\$ 353,288	\$ 354,932	\$ 6,576	\$ 728,137

Reserve Schedule

Reserve Fund: 1.016 Human Resources
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Reserve Cash Flow

Fund: 1022 Fund Center: 101419

ERF Group: HR.ERF

	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,436	4,603	7,027	9,262	14,974	19,042
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(27,833)	(6,576)	(6,765)	(3,288)	(4,932)	(6,576)
Transfer from Operating Budget	9,000	9,000	9,000	9,000	9,000	9,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	4,603	7,027	9,262	14,974	19,042	21,466

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Communications

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.118 Corporate Communications

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.118 - CORPORATE COMMUNICATIONS	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,106,716	1,037,326	1,148,637	-	108,000	1,256,637	1,176,164	1,204,330	1,233,149	1,262,635
Allocations	58,363	58,363	79,029	-	-	79,029	84,260	87,698	89,932	93,121
Contract for Services	202,650	152,650	21,370	-	75,000	96,370	21,800	22,240	22,680	23,130
Printing & Copying	7,860	4,060	8,140	-	-	8,140	8,300	8,460	8,630	8,800
Other Operating Expenses	73,100	57,547	68,170	-	-	68,170	69,550	70,150	71,560	73,030
TOTAL OPERATING COSTS	1,448,689	1,309,946	1,325,346	-	183,000	1,508,346	1,360,074	1,392,878	1,425,951	1,460,716
*Percentage Increase over prior year			-8.5%			4.1%	-9.8%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to General Capital Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	1,453,689	1,314,946	1,330,346	-	183,000	1,513,346	1,365,074	1,397,878	1,430,951	1,465,716
*Percentage increase over prior year Total Costs			-8.5%			4.1%	-9.8%	2.4%	2.4%	2.4%
Funding from Internal Reserves	(185,000)	(135,000)	-	-	(108,000)	(108,000)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,268,689	1,179,946	1,330,346	-	75,000	1,405,346	1,365,074	1,397,878	1,430,951	1,465,716
<u>REVENUE</u>										
Interest Income	(210)	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(210)	-	-	-	-	-	-	-	-	-
NET COSTS	1,268,479	1,179,946	1,330,346	-	75,000	1,405,346	1,365,074	1,397,878	1,430,951	1,465,716
*Percentage increase over prior year Net Costs			4.9%			10.8%	-2.9%	2.4%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	8.0	8.0	8.0		-	8.0	8.0	8.0	8.0	8.0

Change in Budget 2023 to 2024
Service: 1.118 Corporate Communications

Total Expenditure

Comments

2023 Budget

1,453,689

Change in Salaries:

Auxiliary labour	108,000
Base salary and benefit change	23,420
Annualization of 2023 position	18,241
Other	260

2023 IBC: 15f-1.15 Website Project
 Inclusive of estimated collective agreement changes
 Annualization of 2023 1.0 FTE IBC 15f-1.15 Digital Communications
 Inflationary increase auxiliary labour, overtime and standby pay

Total Change in Salaries	149,921
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Other Changes:

Contract for Services	75,000
	(181,280)
Human Resources Allocation	10,980
Building Occupancy	9,675
Other Costs	(4,639)

2024 IBCs 12b-1.1 Build EDI Principles into Public Participation Framework \$25k and 12b-2.1 Citizen Experience Survey \$50k
 Reduction of 2023 one-time consultancy costs, partially deferred to 2024 capital budget
 Contribution towards 2024 Human Resources & Corporate Safety initiatives
 Completion of 2023 one-time items, primarily new position equipment costs

Total Other Changes	(90,264)
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2024 Budget

1,513,346

Summary of % Expense Increase

2024 Base salary and benefit change	1.6%
2023 and 2024 IBCs	0.1%
Human Resources and Building Occupancy Allocations	1.4%
Balance of increase	1.0%
% expense increase from 2023:	4.1%

% Requisition increase from 2023 (if applicable):

6%

Requisition funding is (43)% of service revenue

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$88,500 (7%) due mainly to vacant positions. This variance will be moved to the Legislative and General Operating Reserve.

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

Service No.	1.118 Corporate Communications	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$3,288	\$4,932	\$7,464	\$3,288	\$3,288	\$22,260	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$50,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000	
	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.118

Service Name: Corporate Communications

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ 3,288	\$ -	\$ -	\$ -	\$ -	\$ 3,288
25-01	Replacement	Computer	Computer Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ 4,932	\$ -	\$ -	\$ -	\$ 4,932
26-01	Replacement	Computer	Computer Replacement	\$ 7,464	E	ERF	\$ -	\$ -	\$ -	\$ 7,464	\$ -	\$ -	\$ 7,464
27-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ -	\$ 3,288
28-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ 3,288
22-01	Replacement	CRD Public Website	CRD Public Website	\$ 400,000	E	Res	\$ 50,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 422,260			\$ 50,000	\$ 278,288	\$ 4,932	\$ 7,464	\$ 3,288	\$ 3,288	\$ 297,260

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101518

ERF Group: COMREL.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,154	2,273	3,985	4,053	1,589	3,301
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(4,881)	(3,288)	(4,932)	(7,464)	(3,288)	(3,288)
Transfer from Operating Budget	5,000	5,000	5,000	5,000	5,000	5,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	2,273	3,985	4,053	1,589	3,301	5,013

Assumptions/Background:

2024 - 2 standard laptops
 2025 - 3 standard laptops
 2026 - 6 standard laptops
 2027 - 2 standard laptops
 2028 - 2 standard laptops

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CORPORATE SERVICES

COMMITTEE REVIEW

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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Corporate Services

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Services

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.014 Corporate Services

Committee: Governance Committee & Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
CORPORATE SERVICES										
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,320,885	2,015,000	2,364,184	93,165	-	2,457,349	2,547,662	2,608,593	2,670,951	2,734,755
Building Occupancy	112,600	112,600	122,984	-	-	122,984	129,259	135,878	142,839	149,556
Legal Expenses	7,650	-	7,920	-	-	7,920	8,080	8,240	8,400	8,570
Contract for Services	399,000	349,000	-	-	150,000	150,000	-	-	-	-
Software Licenses	13,100	13,100	13,560	1,500	-	15,060	15,360	15,660	15,970	16,290
Other Operating Expenses	83,715	164,865	86,470	8,000	12,500	106,970	98,129	100,088	102,057	104,066
TOTAL OPERATING COSTS	2,936,950	2,654,565	2,595,117	102,665	162,500	2,860,283	2,798,490	2,868,459	2,940,217	3,013,236
*Percentage Increase over prior year						-2.6%	-2.2%	2.5%	2.5%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
TOTAL COSTS	2,941,150	2,658,765	2,602,117	102,665	162,500	2,867,283	2,805,630	2,875,739	2,947,647	3,020,816
*Percentage increase over prior year			-11.5%			-2.5%	-2.2%	2.5%	2.5%	2.5%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(399,000)	(249,000)	-	-	(150,000)	(150,000)	-	-	-	-
TOTAL REVENUE	(399,000)	(249,000)	-	-	(150,000)	(150,000)	-	-	-	-
NET COSTS	2,542,150	2,409,765	2,602,117	102,665	12,500	2,717,283	2,805,630	2,875,739	2,947,647	3,020,816
*Percentage increase over prior year Net Costs			2.4%			6.9%	3.3%	2.5%	2.5%	2.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	15.6	15.6	15.6	1.0	-	16.6	16.6	16.6	16.6	16.6

Change in Budget 2023 to 2024
Service: 1.014B CORPORATE SERVICES

Total Expenditure

Comments

2023 Budget

2,941,150

Change in Salaries:

Base salary and benefit change	44,241
Step increase/paygrade change	37,207
1.0 FTE Senior Analyst	93,165
Reduction in auxiliary wages	(38,150)

Inclusive of estimated collective agreement changes

2024 IBC 12a-1.1: Privacy and Information Senior Analyst (9 months)

Total Change in Salaries	<u>136,464</u>
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Other Changes:

Contract for Services	(200,000)
Contract for Services	(50,000)
Office & Equipment Costs	22,000
Building Occupancy	10,384
Other Costs	7,285

Reduction for 2024 one-time costs for EDRMS: \$100k carry forward into 2024, net of \$200k estimated spend in 2023

Reduction for 2023 one-time costs for centralizing procurement study: \$50k carry forward into 2024, net of \$50k estimated spend in 2023

Office costs associated with new ongoing FTEs

Total Other Changes	<u>(210,331)</u>
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2024 Budget

2,867,283

Summary of % Expense Increase

2024 IBC Expense	3.9%
Reduction in one-time contract for services	-8.5%
Balance of increase	2.1%
% expense increase from 2023:	-2.5%

% Requisition increase from 2023 (if applicable):

7%

Requisition funding is 75% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$132,385 (4.5%) largely to temporary staff vacancies (\$305,900) and deferral of EDRMS contract for services expenses to 2024 (\$100,000); .This is partially offset by reduced transfers from reserve for EDRMS of \$100,000, increased legal advisory consulting of \$100,000 and additional program consulting of \$50,000.

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

Service No.	1.014 CAO / Corporate Services	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.014

Service Name: CAO / Corporate Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ 14,796	\$ -	\$ -	\$ -		\$ 14,796
25-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF		\$ -	\$ 3,288	\$ -	\$ -		\$ 3,288
26-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ 20,133	\$ -		\$ 20,133
27-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ -	\$ 20,133		\$ 20,133
28-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 14,796	\$ 14,796
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 73,146				\$ 14,796	\$ 3,288	\$ 20,133	\$ 20,133	\$ 14,796	\$ 73,146

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

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Reserve Cash Flow

Fund: 1022 Fund Center: 101366
 ERF Group: CAO.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,903	57,991	53,195	60,107	50,374	40,851
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(22,362)	(14,796)	(3,288)	(20,133)	(20,133)	(14,796)
Transfer from Operating Budget	5,450	10,000	10,200	10,400	10,610	10,820
Interest Income		-	-	-	-	-
Ending Balance \$	57,991	53,195	60,107	50,374	40,851	36,875

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Board Expenditures

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.011 Board Expenditures

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

1.011 - Board Expenditures	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Directors' Remuneration	866,261	850,000	904,143	-	-	904,143	922,230	940,670	959,480	978,670
Standard Overhead Allocation	63,109	63,109	60,175	-	-	60,175	61,379	62,607	63,859	65,136
Building Occupancy	100,229	100,229	111,261	-	-	111,261	116,932	122,913	129,204	135,274
Legal Expenses	15,000	-	15,530	-	-	15,530	15,840	16,160	16,480	16,810
Contract for Services	36,000	26,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Software Licenses	54,140	52,000	56,030	20,000	30,000	106,030	77,550	79,100	80,680	82,290
Meetings & Printing	14,560	15,500	15,070	-	-	15,070	15,370	15,680	16,000	16,320
Scholarship Programs	18,200	18,200	18,750	-	-	18,750	19,070	19,400	19,730	20,070
Other Operating Expenses	36,010	25,860	36,760	-	-	36,760	37,590	38,440	39,300	40,180
TOTAL OPERATING COSTS	1,203,509	1,150,898	1,227,719	20,000	30,000	1,277,719	1,276,161	1,305,370	1,335,343	1,365,570
*Percentage Increase over prior year						6.2%	-0.1%	2.3%	2.3%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	55,000	55,000	56,930	-	-	56,930	58,070	59,230	60,410	61,620
TOTAL CAPITAL / RESERVE	55,000	55,000	56,930	-	-	56,930	58,070	59,230	60,410	61,620
TOTAL COSTS	1,258,509	1,205,898	1,284,649	20,000	30,000	1,334,649	1,334,231	1,364,600	1,395,753	1,427,190
<u>INTERNAL RECOVERIES</u>						6.0%	0.0%	2.3%	2.3%	2.3%
Transfer from Internal Reserve	(26,000)	(26,000)	-	-	-	-	-	-	-	-
Other	(2,500)	(2,836)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
NET COSTS	1,230,009	1,177,062	1,282,149	20,000	30,000	1,332,149	1,331,731	1,362,100	1,393,253	1,424,690
*Percentage increase over prior year Total Costs			4.2%			8.3%	0.0%	2.3%	2.3%	2.3%
AUTHORIZED POSITIONS:										
Salaried	24	24	24			24	24	24	24	24

Change in Budget 2023 to 2024
Service: 1.011 - Board Expenditures

Total Expenditure

Comments

2023 Budget

1,258,509

Change in Salaries:

Director Remuneration

37,882

Inclusive of estimated bylaw rate, based on inflation

Total Change in Salaries

37,882

Other Changes:

Contract for Services

(26,000)

Reduction in one-time funding for 2023 Board Orientation

Software Licences

50,000

2024 IBC 12b-4.1 Meeting Management Improvements

Building Occupancy

11,032

Other Costs

3,226

Total Other Changes

38,258

2024 Budget

1,334,649

Summary of % Expense Increase

2024 IBC Expense

4.0%

Director Remuneration

3.0%

Reduction in one-time contract for services

-2.1%

Balance of increase

1.1%

% expense increase from 2023:

6.0%

% Requisition increase from 2023 (if applicable):

8%

Requisition funding is 100% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$27,000 (2.2%) due to minor variances on director remuneration (\$16,000) as well as savings on contract for services (\$10,000).

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

Service No.	1.011 Board Expenditures	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.011

Service Name:

Board Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	\$ 81,000	E	ERF	\$ 56,000	\$ 81,000					\$ 81,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	\$ 60,000	E	ERF		\$ -	\$ 60,000				\$ 60,000
19-03	Replacement	Boardroom Chairs	Replace boardroom chairs	\$ 30,000	E	ERF		\$ 30,000	\$ -				\$ 30,000
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	\$ 21,700	E	ERF		\$ 10,000	\$ 10,000				\$ 20,000
20-02	Replacement	Boardroom Video Storage and Power Equipment	Replace video storage and power equipment	\$ 3,000	E	ERF	\$ 1,500	\$ 1,500	\$ 1,500				\$ 3,000
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment (Granicus is way more than this...)	\$ 17,500	E	ERF		\$ 12,000	\$ 5,000				\$ 17,000
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	\$ 50,000	E	ERF		\$ -	\$ -	\$ 50,000			\$ 50,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system (this has not been done)	\$ 100,000	E	ERF	\$ 100,000	\$ 100,000	\$ -				\$ 100,000
23-01	Replacement	Replace Video Display and Switching	Replace Video Display and Switching	\$ 30,000	E	ERF	\$ 20,000	\$ 20,000	\$ 10,000				\$ 30,000
23-02	Replacement	Replace/Expand Recording Secretary Table	Replace/Expand Recording Secretary Table	\$ 25,000	E	ERF	\$ 25,000	\$ 25,000					\$ 25,000
23-03	Replacement	Multi-Camera System	Replace existing video Camera with a Mult-=Camera System	\$ 80,000	E	ERF	\$ 80,000	\$ 80,000					\$ 80,000
24-01	Replacement	AV for Boardroom	AV for Boardroom, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements (not 2024?)	\$ 150,000	E	ERF		\$ 150,000					\$ 150,000
24-02	Replacement	Boardroom Table	Replace Boardroom Table, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements	\$ 200,000	E	ERF		\$ 200,000					\$ 200,000
24-03	Replacement	Wiring	Replace wiring to accommodate new Board table	\$ 15,000	E	ERF		\$ 15,000		\$ -			\$ 15,000
24-04	Replacement	Granicus Encoder Replacement		\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-05	New	Granicus Integrated Voting		\$ 20,000	E	ERF		\$ 10,000	\$ 5,000	\$ 5,000			\$ 20,000
													\$ -
													\$ -
		x	GRAND TOTAL	\$ 913,200			\$ 282,500	\$ 764,500	\$ 91,500	\$ 55,000	\$ -	\$ -	\$ 911,000

Reserve Schedule

Reserve Fund: 1.011 Board

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

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	479,077	744,758	37,188	3,758	7,988	68,398
Actual Purchases		-	-	-	-	
Planned Purchases (Based on Capital Plan)	-	(764,500)	(91,500)	(55,000)	-	-
Transfer from Operating Budget	55,000	56,930	58,070	59,230	60,410	61,620
Transfer from Operating Reserve	200,000	-	-	-	-	-
Interest Income	10,682	-	-	-	-	-
Ending Balance \$	744,758	37,188	3,758	7,988	68,398	130,018

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Real Estate

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.015 Real Estate

Committee: Governance Committee & Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	428,444	420,748	440,064	-	-	440,064	450,579	461,335	472,336	483,599
Allocations	63,357	63,357	69,483	-	-	69,483	72,644	75,155	77,242	79,689
Legal Expenses	1,500	3,798	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Software Licenses	9,620	9,620	9,960	-	-	9,960	10,160	10,360	10,570	10,780
Other Operating Expenses	23,130	23,958	23,800	-	-	23,800	24,270	24,741	25,223	25,725
TOTAL OPERATING COSTS	526,051	521,481	544,807	-	-	544,807	559,183	573,151	586,961	601,413
*Percentage increase/-decrease over prior year						3.6%	2.6%	2.5%	2.4%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	526,051	521,481	544,807	-	-	544,807	559,183	573,151	586,961	601,413
*Percentage increase/-decrease over prior year Total Costs						3.6%	2.6%	2.5%	2.4%	2.5%
Internal Recoveries	(420,680)	(420,680)	(435,846)	-	-	(435,846)	(447,346)	(458,521)	(469,569)	(481,130)
Transfers from operating reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	105,371	100,801	108,961	-	-	108,961	111,837	114,630	117,392	120,283
*Percentage increase over prior year Net Costs						3.4%	2.6%	2.5%	2.4%	2.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0

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

Service No.	1.015 Real Estate	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.015

Service Name:

Real Estate

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
26-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
28-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 4,500				\$ 1,500	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ 4,500

Reserve Schedule

Reserve Fund: 1.015 Real Estate
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Reserve Cash Flow

Fund: 1022 Fund Center: 101418
 ERF Group: PRPSRV.ERF

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,922	24,743	21,521	21,521	19,910	19,910
Actual Purchases	(367)					
Planned Purchases (Based on Capital Plan)	-	(3,222)	-	(1,611)	-	(1,500)
Transfer from Operating Budget	1,000	-	-	-	-	-
Interest Income	189	-	-	-	-	-
Ending Balance \$	24,743	21,521	21,521	19,910	19,910	18,410

Assumptions/Background:

2024 - 1 standard laptop
 2026 - 1 standard laptop
 2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

First Nations Relations

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.027 First Nations Relations

Committee: First Nations Relations

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

1.027 First Nations Relations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	511,287	503,560	556,029	64,533	-	620,562	792,650	811,623	831,046	850,919
Allocations	62,582	62,582	68,350	-	-	68,350	70,858	72,509	73,573	75,137
Meetings, Programs & Special Events	113,680	94,407	46,210	-	21,500	67,710	47,130	48,080	49,040	50,020
Contract for Services	597,670	554,649	109,190	250,000	64,000	423,190	366,370	373,700	381,170	388,790
Legal Expenses	1,230	-	1,270	-	-	1,270	1,300	1,330	1,360	1,390
Other Operating Expenses	24,550	24,361	28,780	4,200	12,400	45,380	33,690	34,412	35,145	35,890
TOTAL OPERATING COSTS	1,310,999	1,239,559	809,829	318,733	97,900	1,226,462	1,311,998	1,341,654	1,371,334	1,402,146
*Percentage Increase over prior year			-38.2%	24.3%	7.5%	-6.4%	7.0%	2.3%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	1,000	1,000	1,040	1,500	-	2,540	2,590	2,640	2,690	2,740
TOTAL COSTS	1,311,999	1,240,559	810,869	320,233	97,900	1,229,002	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Total Costs			-38.2%	24.4%	7.5%	-6.3%	7.0%	2.3%	2.2%	2.2%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,311,999	1,240,559	810,869	320,233	97,900	1,229,002	1,314,588	1,344,294	1,374,024	1,404,886
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(309,000)	(213,500)	-	-	(85,500)	(85,500)	-	-	-	-
Other Income	-	(60,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(309,000)	(273,500)	-	-	(85,500)	(85,500)	-	-	-	-
NET COSTS	1,002,999	967,059	810,869	320,233	12,400	1,143,502	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Net Costs			-19.2%	31.9%	1.2%	14.0%	15.0%	2.3%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	1.0	-	5.0	6.0	6.0	6.0	6.0

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

Service No.	1.027	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	First Nations Relations							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.027

Service Name: First Nations Relations

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ 1,644	\$ -	\$ -	\$ -	\$ -	\$ 1,644
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 3,693	E	ERF	\$ -	\$ -	\$ -	\$ 3,693	\$ -	\$ -	\$ 3,693
27-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 4,932	\$ -	\$ 4,932
27-08	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,644	\$ 1,644
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 11,913				\$ 1,644	\$ -	\$ 3,693	\$ 4,932	\$ 1,644	\$ 11,913

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS

Reserve Cash Flow

Fund: 1022 Fund Center: 102157

ERF Group: INTGOV.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,489	1,698	2,594	5,184	4,131	1,889
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(3,791)	(1,644)	-	(3,693)	(4,932)	(1,644)
Transfer from Operating Budget	1,000	2,540	2,590	2,640	2,690	2,740
Interest Income	-	-	-	-	-	-
Ending Balance \$	1,698	2,594	5,184	4,131	1,889	2,985

Assumptions/Background:

2024 - 1 standard laptop
 2026 - 1 standard laptop & 1 ultra portable laptop
 2027 - 2 standard laptops
 2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Victoria Family Court Committee

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Planning and Protective Services

DEFINITION:

To operate and fund the operation of the Victoria Family Court Committee, a family court committee under the *Provincial Court Act*; as well as to direct funding to juvenile justice committees appointed by the Board (Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997).

SERVICE DESCRIPTION:

This service provides funding for the operation and funding of a *Provincial Court Act* family court committee, currently operating as the Victoria Family Court and Youth Justice Committee. Historically, such committees were mandatory. Now, they are optional. The mandate of the committee is:

- To monitor proceedings of the court and address issues pertaining to resources and legislation concerning families and youth;
- To promote and examine extra-legal options in the youth and family systems;
- To liaise with governmental and non-governmental bodies around youth justice;
- To meet at least four times a year and to provide an annual report to CRD, other local governments, and the Attorney General

The Victoria Family Court and Youth Justice committee has been a federal Youth Justice Committee under the *Youth Criminal Justice Act* since the 1980s.

PARTICIPATION:

Participants include all 13 municipalities in the CRD and the Juan de Fuca Electoral Area. The electoral areas of Salt Spring Island and Southern Gulf Islands are not participants in this service.

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

MAXIMUM LEVY:

\$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Bylaw No. 2560, Family Court Committee Extended Service Establishment Bylaw No. 1, 1997
Provincial Court Act
Youth Criminal Justice Act

COMMISSION:

FUNDING:

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Planning and Protective Services

Member Municipality	ASSESSMENTS			
	2023 Previous Yr (50%) Converted	Previous Year Actual	2021 (50%) Census Populations	
City of Colwood	676,387,481	6,204,372,115	18,961	4.32%
City of Victoria	4,562,581,324	35,387,278,281	91,867	24.58%
District of Central Saanich	821,112,902	6,951,449,149	17,385	4.53%
District of Highlands	120,325,439	1,108,603,814	2,482	0.66%
District of Langford	1,807,943,089	15,212,962,883	46,584	11.03%
District of Metchosin	203,434,625	1,999,212,193	5,067	1.22%
District of North Saanich	814,676,641	7,527,498,712	12,235	3.86%
District of Saanich	4,885,131,652	44,689,586,842	117,735	28.78%
District of Sooke	517,468,098	4,841,520,239	15,086	3.38%
District of Oak Bay	1,171,428,027	11,409,270,209	17,990	5.60%
Town of Sidney	656,173,316	5,596,917,473	12,318	3.42%
Town of View Royal	443,000,748	3,948,572,659	11,575	2.72%
Township of Esquimalt	592,077,215	5,261,465,156	17,533	3.90%
Subtotal	17,271,740,557	150,138,709,725	386,818	98.02%
Electoral Area				
Juan de Fuca EA	331,978,346	2,934,005,812	5,531	1.64%
Subtotal	331,978,346	2,934,005,812	5,531	1.64%
First Nations Taxation				
Songhees	37,506,403	336,309,800	1,839	0.34%
Subtotal	37,506,403	336,309,800	1,839	0.34%
TOTAL	17,641,225,306	153,409,025,337	394,188	100.00%

1.126 Vic Family Court & Youth Justice Committee			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:</u>										
Internal Allocation	321	321	316	-	-	316	322	329	335	342
Meeting Costs	5,450	8,000	8,000	-	-	8,000	8,160	8,323	8,489	8,659
Third Party Payments	49,854	9,800	7,481	-	38,946	46,427	7,315	7,145	6,973	6,796
TOTAL OPERATING COSTS	55,625	18,121	15,797	-	38,946	54,743	15,797	15,797	15,797	15,797
*Percentage Increase		-67.4%	-71.60%			-1.59%	-71.1%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	38,946	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(39,828)	(39,828)	-	-	(38,946)	(38,946)	-	-	-	-
Interest income	-	(1,442)	-	-	-	-	-	-	-	-
Management Fee Offset	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(797)	(797)	(797)	-	-	(797)	(797)	(797)	(797)	(797)
TOTAL REVENUE	(40,625)	(3,121)	(797)	-	(38,946)	(39,743)	(797)	(797)	(797)	(797)
REQUISITION	(15,000)	(15,001)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
*Percentage Increase		0.0%	0.00%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Greater Victoria Police Victims Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.128 Greater Victoria Police Victims Services

Committee: Planning and Protective Services

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Service: 1.128 Greater Victoria Police Victims Services

Committee: Planning and Protective Services

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2022 Converted		2022 Actual	2023 Converted		2023 Actual
City of Colwood	676,387,481	4.21%	6,204,372,115	808,669,576	4.49%	7,420,771,515
City of Victoria	4,562,581,324	28.41%	35,387,278,281	4,956,430,853	27.53%	38,689,828,292
District of Central Saanich	821,112,902	5.11%	6,951,449,149	927,613,660	5.15%	7,890,127,835
Township of Esquimalt	592,077,215	3.69%	5,261,465,156	676,447,267	3.76%	6,000,713,806
District of Langford	1,807,943,089	11.26%	15,212,962,883	2,124,392,376	11.80%	17,998,658,843
District of Saanich	4,885,131,652	30.42%	44,689,586,842	5,470,524,226	30.39%	50,077,071,214
District of Oak Bay	1,171,428,027	7.29%	11,409,270,209	1,279,986,485	7.11%	12,477,236,951
District of Metchosin	203,434,625	1.27%	1,999,212,193	227,160,448	1.26%	2,234,885,411
Town of Sidney	656,173,316	4.09%	5,596,917,473	755,376,989	4.20%	6,352,318,170
Town of View Royal	443,000,748	2.76%	3,948,572,659	502,901,667	2.79%	4,476,761,160
District of Highland	120,325,439	0.75%	1,108,603,814	137,022,830	0.76%	1,269,569,048
Subtotal	15,939,595,818	99.25%	137,769,690,774	17,866,526,377	99.25%	154,887,942,245
Electoral Area						
JDF - Langford - R(761) ESA # 36	605,052	0.00%	2,197,700	783,097	0.00%	3,569,700
JDF - Langford - R(762) ESA # 36	18,322,545	0.11%	181,528,240	20,881,259	0.12%	206,810,040
JDF - Langford - R(763) ESA # 36	27,372,350	0.17%	273,023,000	29,558,975	0.16%	294,866,300
Subtotal	46,299,947	0.29%	456,748,940	51,223,331	0.28%	505,246,040
<u>First Nations Taxation</u>						
Songhees	37,506,403	0.23%	336,309,800	44,786,919	0.25%	392,723,000
Tsawout	37,233,100	0.23%	345,904,400	39,571,160	0.22%	367,592,000
Subtotal	74,739,503	0.47%	682,214,200	84,358,079	0.47%	760,315,000
TOTAL	16,060,635,268	100.00%	138,908,653,914	18,002,107,787	100.00%	156,153,503,285

1.128 Greater Victoria Police Victims 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:</u>										
Internal Allocation	5,999	5,999	6,097	-	-	6,097	6,219	6,343	6,470	6,600
Third Party Payments	298,350	298,350	314,759	-	-	314,759	321,054	327,476	334,025	340,706
Interest Charge	508	1,628	1,800	-	-	1,800	1,836	1,873	1,910	1,948
TOTAL OPERATING COSTS	304,857	305,977	322,656	-	-	322,656	329,109	335,692	342,405	349,254
*Percentage Increase		0.4%	5.84%			5.84%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(482)	(482)	-	-	-	-	-	-	-	-
Grants in Lieu	(14,634)	(14,634)	(14,634)	-	-	(14,634)	(14,634)	(14,634)	(14,634)	(14,634)
Interest Income	-	(1,120)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(15,116)	(16,236)	(14,634)	-	-	(14,634)	(14,634)	(14,634)	(14,634)	(14,634)
REQUISITION	(289,741)	(289,741)	(308,022)	-	-	(308,022)	(314,475)	(321,058)	(327,771)	(334,620)
*Percentage Increase		0.0%	6.31%			6.31%	2.1%	2.1%	2.1%	2.1%

Change in Budget 2023 to 2024

Service: 1.128 Greater Victoria Police Victims Services

Total Expenditure

Comments

2023 Budget**304,857****Other Changes:**

Third-Party Contribution

16,409

Increased third-party contribution in line with Provincial partner

Other Costs

1,390

Total Other Changes

17,799

2024 Budget**322,656**

Summary of % Expense Increase

Third-Party Contribution

5.4%

Balance of increase

0.5%

% expense increase from 2023:

5.8%

% Requisition increase from 2023 (if applicable):

6.3%

Requisition funding is 95% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is no anticipated surplus for 2023.

CAPITAL REGIONAL DISTRICT

2024 Budget

Sooke Regional Museum

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.121

Sooke Regional Museum

Committee: Electoral Area

DEFINITION:

A specified area established to provide annual financial assistance to the Sooke Regional Historical Society for the purpose of operating, maintaining and developing the Sooke Region Museum (Bylaw No. 1189 - November 23, 1983); increased levy amendment Bylaw No. 1538 - June 10, 1987, converted by Bylaw No. 3751 - March 2011, both Sooke Region Museum services (1.120 & 1.121) merged into one by Bylaw No. 3827 - July 2012, increased levy Bylaw No. 3942 - April 16, 2014.

SERVICE DESCRIPTION:

This service provides an annual contribution in support of the Sooke Region Museum operations and historical programs. The service was established in 1983 and is administered by the Sooke Region Historical Society.

PARTICIPATION:

Western portions of the Juan de Fuca Electoral Area and the District of Sooke.

MAXIMUM LEVY:

Greater of \$191,000 or \$0.063 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$520,778.

FUNDING:

Requisition

1.121 - Sooke Regional Museum	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Sooke Regional Museum	218,000	218,000	225,630	-	-	225,630	230,140	234,740	239,430	244,220
Allocations	4,318	4,318	4,447	-	-	4,447	4,536	4,627	4,719	4,814
Other Operating Expenses	30	30	30	-	-	30	30	30	30	30
TOTAL COSTS	222,348	222,348	230,107	-	-	230,107	234,706	239,397	244,179	249,064
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(47)	(47)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(391)	(391)	(510)	-	-	(510)	(520)	(530)	(540)	(550)
Other Revenue	(100)	(100)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(538)	(538)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
REQUISITION	(221,810)	(221,810)	(229,587)	-	-	(229,587)	(234,176)	(238,857)	(243,629)	(248,504)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

FINANCE & TECHNOLOGY

COMMITTEE OF THE WHOLE

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Finance

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.017 Finance

Committee: Governance Committee & Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.017 - FINANCE	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	6,817,656	6,361,860	7,048,131	212,702	-	7,260,833	7,538,196	7,713,579	7,579,221	7,759,707
Allocations	304,251	304,369	328,522	-	-	328,522	342,976	358,157	374,067	389,541
Auditing Expense	79,000	79,000	83,000	-	-	83,000	86,000	89,000	90,780	92,600
Contract for Services	555,330	403,503	214,220	-	120,000	334,220	250,000	250,000	250,000	250,000
Postage & Freight	246,540	220,238	255,170	-	-	255,170	260,280	265,490	270,800	276,220
Supplies	86,320	76,590	78,890	-	9,000	87,890	80,480	79,910	81,520	83,150
Other Operating Expenses	335,190	314,194	339,620	9,400	28,600	377,620	356,190	363,520	370,960	378,580
TOTAL OPERATING COSTS	8,424,287	7,759,754	8,347,553	222,102	157,600	8,727,255	8,914,122	9,119,657	9,017,347	9,229,797
*Percentage Increase over prior year			-0.9%	2.6%	1.9%	3.6%	2.1%	2.3%	-1.1%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	35,000	50,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Transfer to General Capital Fund	-	335,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	35,000	385,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
TOTAL COSTS	8,459,287	8,144,754	8,382,553	222,102	157,600	8,762,255	8,949,122	9,154,657	9,052,347	9,264,797
*Percentage Increase over prior year			-0.9%	2.6%	1.9%	3.6%	2.1%	2.3%	-1.1%	2.3%
<u>REVENUE</u>										
US Bank Rebate	(59,880)	(50,000)	(61,980)	-	-	(61,980)	(63,220)	(64,480)	(65,770)	(67,090)
Provincial Grants	(60,000)	(65,000)	(60,000)	-	-	(60,000)	(61,200)	(62,420)	(63,670)	(64,940)
Sales of Services	(224,830)	(202,581)	(240,330)	-	-	(240,330)	(245,140)	(250,040)	(255,040)	(260,140)
Other	(86,911)	(86,291)	(90,406)	-	-	(90,406)	(92,721)	(95,083)	(97,504)	(99,973)
Allocation Recoveries	(104,040)	(156,060)	(107,680)	-	-	(107,680)	(109,830)	(112,030)	(114,270)	(116,560)
Transfer from Reserve	(669,224)	(359,044)	(351,362)	-	(120,000)	(471,362)	(303,470)	(310,744)	-	-
TOTAL REVENUES	(1,204,885)	(918,975)	(911,758)	-	(120,000)	(1,031,758)	(875,581)	(894,797)	(596,254)	(608,703)
NET COSTS	7,254,402	7,225,779	7,470,795	222,102	37,600	7,730,497	8,073,541	8,259,859	8,456,094	8,656,095
*Percentage increase over prior year Net Costs			3.0%	3.1%	0.5%	6.6%	4.4%	2.3%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	49.0	49.0	49.0	1.0	-	50.0	51.0	51.5	51.5	51.5
Term	2.5	2.5	2.5	1.0	-	3.5	3.0	2.5	0.5	0.5

Change in Budget 2023 to 2024
Service: 1.017 Finance

Total Expenditure

Comments

2023 Budget

8,459,287

Change in Salaries:

Base salary and benefit change	131,863	Inclusive of estimated collective agreement changes
Step increase/paygrade change	87,660	Inclusive of annualization and reclassification of 2023 IBC positions
1.0 FTE Financial Analyst	75,288	2024 IBCs Various Support
0.5 FTE Financial Analyst (Term)	68,707	2024 IBC Support: 5a-1.1 Capital Project Delivery
0.5 FTE Financial Analyst (Term)	68,707	2024 IBC Support: 4a-1.1 Transportation Service
Other	10,952	Increase on auxiliary labour, overtime, and standby pay

Total Change in Salaries	443,177
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Other Changes:

Building Occupancy	21,155	Facilities allocation
Office and Equipment Costs	47,000	Office costs associated with office renovation, new on-going, and term FTEs
Contract for Services (one-time)	(100,650)	Reduction for 2023 one-time KPMG G/L and reporting tools
	(110,000)	Reduction for 2023 one-time SAP Funds Management module consulting
Other Costs	2,286	

Total Other Changes	(140,209)
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2024 Budget

8,762,255

Summary of % Expense Increase

2024 Base salary and step increases	2.6%
2023 One-time Contract Costs (Reserve-funded)	-2.5%
2024 IBC Expense	3.1%
Balance of increase	0.4%
% expense increase from 2023:	3.6%

% Requisition increase from 2023 (if applicable):	3.1%	<i>Requisition funding is 38% 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 \$28,623 (0.3%) due mainly to hiring challenges of vacant positions and hiring new staff at lower pay steps; offset by one-time Equipment Replacement Reserve contributions. This surplus will be transferred to the Legislative and General Operating Reserve.

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

Service No.	1.017 Finance	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129	

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$425,000	\$200,000	\$0	\$0	\$0	\$625,000	
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$22,885	\$81,549	\$28,994	\$58,043	\$12,994	\$38,549	\$220,129	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.017

Service Name: Finance

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
23-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 82,110	E	ERF	\$ 22,885	\$ 22,885	\$ -	\$ -	\$ -	\$ -	\$ 22,885
24-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 58,664	E	ERF	\$ -	\$ 58,664	\$ -	\$ -	\$ -	\$ -	\$ 58,664
25-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 28,994	E	ERF	\$ -	\$ -	\$ 28,994	\$ -	\$ -	\$ -	\$ 28,994
26-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 58,043	E	ERF	\$ -	\$ -	\$ -	\$ 58,043	\$ -	\$ -	\$ 58,043
27-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 12,994	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 12,994	\$ -	\$ 12,994
28-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 38,549	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,549	\$ 38,549
21-01	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	\$ 625,000	E	Cap	\$ 200,000	\$ 425,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 625,000
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 904,354			\$ 222,885	\$ 506,549	\$ 228,994	\$ 58,043	\$ 12,994	\$ 38,549	\$ 845,129

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420

ERF Group: FIN.ERF

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	413,696	404,471	357,922	363,928	340,885	362,891
Actual Purchases	(59,225)					
Planned Purchases (Based on Capital Plan)		(81,549)	(28,994)	(58,043)	(12,994)	(38,549)
Transfer from Operating Budget	50,000	35,000	35,000	35,000	35,000	35,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	404,471	357,922	363,928	340,885	362,891	359,342

Assumptions/Background:

2024 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals and workstations

2025 - Replace 7 standard laptops, 1 semi-ruggedized laptop, peripherals and binding equipment for print shop

2026 - Replace 17 standard laptops, 1 semi-ruggedized laptop, and 1 ultra-portable laptop, peripherals and postage meter for print shop

2027 - Replace 3 standard laptops, 1 semi-ruggedized laptop, plus peripherals

2028 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals

Capital Fund Schedule

Reserve Fund: Asset Management

Capital Fund Cash Flow

Capital Fund Fund Center: 191087	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	625,000	425,000	425,000	425,000	425,000	425,000
Actual Purchases	-	-	-	-		
Planned Purchases (Based on Capital Plan)	(200,000)	-	-	-	-	(38,549)
Transfer from Operating Budget	-					
Transfer from Operating Reserve Fund	-					
Interest Income	-	-	-	-	-	-
Ending Balance \$	425,000	425,000	425,000	425,000	425,000	386,451

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Information Technology

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.022 Information Technology

Committee: Governance Committee & Finance Committee

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.022 INFORMATION TECHNOLOGY	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	7,455,322	5,932,927	7,448,310	129,065	-	7,577,375	7,757,666	8,444,897	8,172,694	8,367,396
Allocations	398,000	398,000	566,415	-	-	566,415	603,624	628,858	646,096	669,694
Consulting	116,830	83,000	48,470	-	-	48,470	49,440	50,430	51,440	52,470
Contract for Services	874,000	849,029	787,010	-	186,000	973,010	802,750	818,800	835,170	851,880
Software Licenses & Computer Mtce	2,311,820	1,967,995	2,363,140	23,000	21,500	2,407,640	2,557,870	2,594,550	2,642,130	2,742,080
Other Operating Expenses	737,780	675,681	529,440	4,700	2,800	536,940	545,160	556,450	567,970	565,340
TOTAL OPERATING COSTS	11,893,752	9,906,633	11,742,785	156,765	210,300	12,109,850	12,316,510	13,093,985	12,915,500	13,248,860
*Percentage Increase over prior year			-1.3%	1.3%	1.8%	1.8%	1.7%	6.3%	-1.4%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	452,720	1,452,720	468,570	-	-	468,570	1,227,940	1,187,500	497,250	507,200
Transfer to Equipment Replacement Fund	115,240	115,240	119,270	-	-	119,270	121,660	124,100	126,580	129,110
TOTAL CAPITAL / RESERVES	567,960	1,567,960	587,840	-	-	587,840	1,349,600	1,311,600	623,830	636,310
TOTAL COSTS	12,461,712	11,474,593	12,330,625	156,765	210,300	12,697,690	13,666,110	14,405,585	13,539,330	13,885,170
*Percentage increase over prior year Total Costs			-1.1%	1.3%	1.7%	1.9%	7.6%	5.4%	-6.0%	2.6%
Funding from Capital Fund	(1,300,077)	(1,153,054)	(621,094)	-	(161,000)	(782,094)	(631,673)	(642,499)	(180,000)	(180,000)
Funding from Operating Reserve	(463,209)	(431,709)	(120,954)	-	(31,500)	(152,454)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	10,698,426	9,889,830	11,588,576	156,765	17,800	11,763,142	13,034,437	13,763,086	13,359,330	13,705,170
Service Fees	(40,000)	(40,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Income	-	(2,500)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(40,000)	(42,500)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
NET COSTS	10,658,426	9,847,330	11,548,576	156,765	17,800	11,723,142	12,994,437	13,723,086	13,319,330	13,665,170
*Percentage increase over prior year Net Costs			8.4%	1.5%	0.2%	10.0%	10.8%	5.6%	-2.9%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	48.27	48.27	48.27	1.00		49.27	49.27	52.27	52.27	52.27
Term	4.0	4.0	4.0			4.0	3.0	3.0	-	-

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

Service No.	1.022 Information Technology	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$1,047,946	\$3,976,600	\$2,320,702	\$1,484,893	\$355,000	\$69,000	\$8,206,195
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
	\$1,047,946	\$3,976,600	\$2,420,702	\$1,484,893	\$355,000	\$69,000	\$8,306,195

SOURCE OF FUNDS

Capital Funds on Hand	\$1,047,946	\$3,930,000	\$2,268,702	\$1,423,243	\$305,000	\$20,000	\$7,946,945
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$46,600	\$152,000	\$61,650	\$50,000	\$49,000	\$359,250
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,047,946	\$3,976,600	\$2,420,702	\$1,484,893	\$355,000	\$69,000	\$8,306,195

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.022
Service Name:	Information Technology

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
17-01	Replacement	SAP	Business Warehouse	\$ 75,000	E	Cap	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
18-06	Replacement	Data Centre Replacements	Replace Backup	\$ 350,000	E	Cap	\$ 100,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
18-07	Replacement	Data Centre Replacements	Server Replacements	\$ 415,000	E	Cap	\$ -	\$ 100,000	\$ -	\$ 240,000	\$ -	\$ -	\$ 340,000
19-04	Replacement	Data Centre Replacements	Additional Storage	\$ 90,000	E	Cap	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	\$ 134,000	E	Cap	\$ -	\$ 20,000	\$ 15,000	\$ 25,000	\$ -	\$ -	\$ 60,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	\$ 170,000	E	Cap	\$ -	\$ 60,000	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 120,000
20-02	Replacement	Data Centre Replacements	Virtual Server Hosts	\$ 435,000	E	Cap	\$ -	\$ -	\$ -	\$ 245,000	\$ -		\$ 245,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	\$ 65,000	E	Cap	\$ -	\$ -	\$ -	\$ -	\$ 65,000		\$ 65,000
20-04	Replacement	Data Centre Replacements	Network Data/Voice Switches (Fisgard)	\$ 305,000	E	Cap	\$ -	\$ 190,000	\$ -	\$ -	\$ -		\$ 190,000
20-05	Replacement	Data Centre Replacements	Uninterruptible Power Supply	\$ 70,000	E	Cap	\$ -	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 70,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	\$ 410,000	E	Cap	\$ -	\$ -	\$ 350,000	\$ 30,000	\$ -		\$ 380,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	\$ 116,250	E	ERF	\$ -	\$ 19,600	\$ 25,000	\$ 34,650	\$ 20,000	\$ 25,000	\$ 124,250
21-01	Replacement	Data Centre Replacements	Corporate Firewall	\$ 200,000	E	Cap	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
23-01	Replacement	SAP	SAP Migration from ECC to S4	\$ 5,840,000	E	Cap	\$ 947,946	\$2,700,000	\$1,848,702	\$ 773,243	\$ -	\$ -	\$ 5,321,945
24-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 52,000	E	ERF	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ 27,000
24-02	Replacement	Data Centre Replacements	Fibre Channel Fabric Replacement	\$ 225,000	E	Cap	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
24-03	New	Truck	Expand Radio Technology in CRD vehicles to provide reliable and modern communications. We will rely on these trucks for 7 to 10 years	\$ 50,000	E	Cap	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-05	new	Physical Security	Card access for data facilities	\$ 80,000	E	Cap	\$ -	\$ 60,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 80,000
25-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 27,000	E	ERF	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 27,000
25-02	Replacement	Van	Replace IT Van (want this outfitted with proper shelving and bins)	\$ 100,000	V	ERF	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
26-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 27,000	E	ERF	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ 27,000
27-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 30,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

Service #:

1.022

Service Name:

Information Technology

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
27-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 24,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000
24-06	Replacement	Brightsign replacements	Replace and upgrade systems to current standards	\$ 10,000	E	Cap	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-07	Replacement	Teams Room Upgrades	2 larger rooms and 10 smaller room technology replacement	\$ 60,000	E	Cap	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
24-17	Replacement	SQL Server Replacement	Server Upgrade to provide capacity and performance - This is a thick replacement - far less if we virtualize	\$ 35,000	E	Cap	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
24-18	Replacement	VDI system upgrades	Increase capacity to existing VDI infrastructure to improve the VDI environment and prepare for high perf loads	\$ 50,000	E	Cap	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
			Grand Total	\$ 9,445,250			\$1,047,946	\$ 3,976,600	\$ 2,420,702	\$ 1,484,893	\$ 355,000	\$ 69,000	\$ 8,306,195

Equipment Reserve Schedule

Equipment Reserve Fund: 1.022 Information Technology

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101421
ERF Group: INFOTECH.ERF (ITG.ERF)

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	313,326	357,881	503,051	551,671	703,811	856,531
Actual Purchases	(137,042)					
Planned Purchases (Based on Capital Plan)		(27,000)	(127,000)	(27,000)	(30,000)	(24,000)
Transfer from Operating Budget	181,597	172,170	175,620	179,140	182,720	186,370
Interest Income	-	-	-	-	-	-
Ending Balance \$	357,881	503,051	551,671	703,811	856,531	1,018,901

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2024-2028) and replacement of one vehicle in 2025.

Equipment Reserve Schedule

Reserve Fund: 1.022 Fisgard Meeting Room ERF

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

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 102217

ERF Group: ITMTGROOM.ERF (ITG.ERF)

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	80,011	83,011	83,411	78,411	63,761	63,761
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(17,000)	(19,600)	(25,000)	(34,650)	(20,000)	(25,000)
Transfer from Operating Budget	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	83,011	83,411	78,411	63,761	63,761	58,761

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

GIS Information Systems

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.101 GIS Information Systems

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries.

1.101 GIS INFORMATION SYSTEMS	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	400,313	405,655	406,349	-	-	406,349	416,088	426,053	436,249	446,681
Allocations	11,199	11,199	14,306	-	-	14,306	15,485	15,978	15,996	16,387
Data Processing Services	97,820	99,331	101,240	-	-	101,240	103,260	105,330	107,440	109,590
Supplies	46,240	39,370	47,860	-	-	47,860	48,810	49,790	50,790	51,820
Other Operating Expenses	15,060	11,119	15,600	-	-	15,600	15,920	16,250	16,580	16,910
TOTAL OPERATING COSTS	570,632	566,674	585,355	-	-	585,355	599,563	613,401	627,055	641,388
*Percentage Increase over prior year						2.6%	2.4%	2.3%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	18,190	22,148	18,260	-	-	18,260	18,630	19,000	19,380	19,770
Transfer to Operating Reserve Fund	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL / RESERVES	68,190	72,148	68,260	-	-	68,260	68,630	69,000	69,380	69,770
TOTAL COSTS	638,822	638,822	653,615	-	-	653,615	668,193	682,401	696,435	711,158
			2.3%			2.3%	2.2%	2.1%	2.1%	2.1%
Internal Recoveries	(504,310)	(504,310)	(514,396)	-	-	(514,396)	(524,684)	(535,178)	(545,882)	(556,800)
TOTAL COSTS LESS INTERNAL RECOVERIES	134,512	134,512	139,219	-	-	139,219	143,509	147,223	150,553	154,358
<u>SOURCES OF FUNDING</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
PILT Revenue	(5,827)	(5,827)	(6,030)	-	-	(6,030)	(6,150)	(6,270)	(6,390)	(6,510)
TOTAL REVENUE	(5,827)	(5,827)	(6,030)	-	-	(6,030)	(6,150)	(6,270)	(6,390)	(6,510)
REQUISITION	(128,685)	(128,685)	(133,189)	-	-	(133,189)	(137,359)	(140,953)	(144,163)	(147,848)
*Percentage increase over prior year requisition						3.5%	3.1%	2.6%	2.3%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

Operating Reserve Schedule

Operating Reserve Fund: 1.101 GIS Information Systems

Established by Bylaw No. 4102 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 Cash Flow

Fund: 1500 Fund Center: 105510

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	54,399	104,399	154,399	204,399	254,399	304,399
Actual Purchases	-	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	104,399	154,399	204,399	254,399	304,399	354,399

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Geo-Spatial Referencing

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.335 Geo-Spatial Referencing

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Governance Committee and Finance Committee

FUNDING:

Requisition

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Allocations	22,899	22,899	23,186	-	-	23,186	23,650	24,123	24,605	25,097
Contract for Services	21,920	24,000	22,690	-	-	22,690	23,140	23,600	24,070	24,550
Consulting	14,700	12,000	15,210	-	-	15,210	15,510	15,820	16,140	16,460
Facilities Rental	15,390	8,021	15,930	-	-	15,930	16,250	16,580	16,910	17,250
Software Licenses & Fees	23,080	32,200	23,890	-	-	23,890	24,370	24,860	25,360	25,870
Other Operating Expenses	17,940	6,760	18,490	-	-	18,490	18,880	19,270	19,660	20,060
TOTAL OPERATING COSTS	115,929	105,880	119,396	-	-	119,396	121,800	124,253	126,745	129,287
*Percentage Increase over prior year			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	61,850	73,129	64,010	-	-	64,010	65,290	66,600	67,930	69,290
TOTAL CAPITAL / RESERVES	61,850	73,129	64,010	-	-	64,010	65,290	66,600	67,930	69,290
TOTAL COSTS	177,779	179,009	183,406	-	-	183,406	187,090	190,853	194,675	198,577
<u>SOURCES OF FUNDING</u>						3.2%	2.0%	2.0%	2.0%	2.0%
PILT Revenue	(7,679)	(7,679)	(7,679)	-	-	(7,679)	(7,840)	(8,000)	(8,170)	(8,340)
Sale of Services	(8,370)	(9,600)	(8,660)	-	-	(8,660)	(8,830)	(9,010)	(9,190)	(9,370)
Interest Income	(150)	(150)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(16,199)	(17,429)	(16,499)	-	-	(16,499)	(16,830)	(17,170)	(17,520)	(17,870)
REQUISITION	(161,580)	(161,580)	(166,907)	-	-	(166,907)	(170,260)	(173,683)	(177,155)	(180,707)
*Percentage increase over prior year requisition			3.3%			3.3%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.335	Carry						
	Geo-Spatial Referencing	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$100,000	\$80,000	\$0	\$0	\$0	\$180,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$100,000	\$80,000	\$0	\$0	\$0	\$180,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$100,000	\$80,000	\$0	\$0	\$0	\$180,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$100,000	\$80,000	\$0	\$0	\$0	\$180,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.335

Service Name:

Geo-Spatial Referencing

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
17-01	Replacemer	RTK System Digital Infrastructure	RTK system infrastrucuture (computers, communications, power)	\$ 60,000	E	ERF		\$ -	\$ 30,000	\$ -	\$ -		\$ 30,000
24-01	Replacemer	RTK Tool System Refresh	RTK Tool System Refresh (replacement of EOL tool systems)	\$ 150,000	E	ERF		\$ 100,000	\$ 50,000				\$ 150,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 210,000			\$ -	\$ 100,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 180,000

Service:	1.335	Geo-Spatial Referencing
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Project Number	17-01	Capital Project Title	RTK System Digital Infrastructure	Capital Project Description	RTK system infrastrucuture (computers, communications, power)
Project Rationale					

Project Number	23-01	Capital Project Title	RTK System Refresh	Capital Project Description	RTK System Refresh from Net R8 and R9 to current Alloy technology
Project Rationale					

Operating Reserve Schedule

Operating Reserve Fund: 1.335 Geo-Spatial Referencing

Established by Bylaw No. 4521, Amendment No. 3 2022 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 Cash Flow

Fund: 1500 Fund Center: 105552

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	10,863	11,146	11,146	11,146	11,146	11,146
Actual Purchases	-	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	283	-	-	-	-	-
Ending Balance \$	11,146	11,146	11,146	11,146	11,146	11,146

Assumptions/Background:

Equipment Reserve Schedule

Reserve Fund: 1.335 Geospatial

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Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101726

ERF Group: GEOSPA.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	301,423	166,768	130,778	116,068	182,668	250,598
Actual Purchases	(210,000)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(100,000)	(80,000)	-	-	-
Transfer from Operating Budget	73,129	64,010	65,290	66,600	67,930	69,290
Interest Income	2,216	-	-	-	-	-
Ending Balance \$	166,768	130,778	116,068	182,668	250,598	319,888

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.290 Royal Theatre

Committee: Finance

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

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

FUNDING:

ROYAL THEATRE			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:</u>										
Third Party Payment	37,653	37,653	37,535	-	-	37,535	34,945	32,236	29,408	26,441
Insurance Costs	44,800	44,800	44,300	-	-	44,300	46,510	48,830	51,260	53,820
Internal Allocation	16,947	16,947	17,565	-	-	17,565	17,945	18,334	18,732	19,139
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchase	101,000	101,000	105,000	-	-	105,000	105,000	105,000	109,000	109,000
Transfer to Capital Reserve Fund	379,000	379,000	375,000	-	-	375,000	375,000	375,000	371,000	371,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
TOTAL COSTS	580,000	580,000	580,000	-	-	580,000	580,000	580,000	580,000	580,000
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Revenue - Other	-	-								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	(580,000)	(580,000)	(580,000)	-	-	(580,000)	(580,000)	(580,000)	(580,000)	(580,000)

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.290

Service Name:

Royal Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	\$ 75,000	B	Res			\$ 75,000				\$ 75,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	\$ 2,293,000	B	Res		\$ 350,000	\$ 375,000	\$ 93,000			\$ 818,000
	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		B	Other		\$ 350,000	\$ 375,000				\$ 725,000
21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	\$ 115,000	B	Cap			\$ 112,000				\$ 112,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and	Repour and refinish concrete main floor and replacement of seats and aisle lights	\$ 700,000	B	Other			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Grant			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Res			\$ 140,000				\$ 140,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell	\$ 750,000	B	Other			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Grant			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell.		E	Res			\$ 150,000				\$ 150,000
24-03	Defer	Emergency Repairs	Unforeseen emergency repairs.	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-04	Renewal	Wardrobe Department Upgrade	Upgrade wardrobe department	\$ 83,000	B	Res		\$ 83,000	\$ 100,000				\$ 183,000
24-05	Renewal	Restore Stage Surface	Deep restoration and refinish of stage surface	\$ 9,000	B	Res		\$ 9,000	\$ 50,000				\$ 59,000
24-06	New	Install Loading Bay Safety Lighting	Install new loading bay safety lighting	\$ 25,000	B	Res		\$ 25,000					\$ 25,000
25-01	Replacement	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony	\$ 250,000	B	Other			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Grant			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		B	Res			\$ 50,000				\$ 50,000
25-02	Replacement	Replace APs and UPS	Replace wireless access points and back up batteries	\$ 12,000	E	Res			\$ 12,000				\$ 12,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 44,000	E	Res				\$ 44,000			\$ 44,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
													\$ -
			GRAND TOTAL	\$ 4,422,500			\$ -	\$ 867,000	\$ 2,799,000	\$ 137,000	\$ -	\$ 16,500	\$ 3,819,500

Service:	1.290	Royal Theatre
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Project Number	20-03	Capital Project Title	Add Balcony & Pit Railings	Capital Project Description	Add railings to ensure patron safety and comfort
Project Rationale	The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.				

Project Number	21-12	Capital Project Title	Repair Building Envelope	Capital Project Description	Repairing building envelope of the 1914 structure.
Project Rationale	Flagged as immediate priority in Royal Theatre – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption				

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

Service:	1.290	Royal Theatre
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Project Number	24-01	Capital Project Title	Repour and refinish concrete main floor and replacement of seats and aisle lights	Capital Project Description	Repour and refinish concrete main floor and replacement of seats and aisle lights
Project Rationale	Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life.				

Project Number	24-02	Capital Project Title	Replace Orchestra Shell	Capital Project Description	Replace 40 year old orchestra shell
Project Rationale	Replace 40 year old inappropriate orchestra shell with custom designed shell for professional symphony orchestra to provide the best quality product for patrons and clients.				

Project Number	24-03	Capital Project Title	Emergency Repairs	Capital Project Description	Unforeseen emergency repairs.
Project Rationale	Capital funds to accommodate any emergency repairs to the building.				

Service:	1.290	Royal Theatre
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Project Number	24-04	Capital Project Title	Wardrobe Department Upgrade	Capital Project Description	Upgrade wardrobe department
Project Rationale	Upgrade wardrobe department with electrical upgrade, extensive plumbing upgrades, dropped ceiling and drywall to accommodate two more stacked washers and dryers in order to meet clients' requirements.				

Project Number	24-05	Capital Project Title	Restore Stage Surface	Capital Project Description	Deep restoration and refinish of stage surface
Project Rationale	Deep restoration and refinish of stage surface to return to fixed level.				

Project Number	24-06	Capital Project Title	Install Loading Bay Safety Lighting	Capital Project Description	Install new loading bay safety lighting
Project Rationale	Install new safety lighting for the safety and security of employees who are loading out shows in the evening and working on the sidewalk and in the rear parking lot. The current lighting is deficient for the level of safety required.				

Service:	1.290	Royal Theatre
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Project Number	25-01	Capital Project Title	Replace Seats and Aisle Lights in balcony	Capital Project Description	Replace 20 year old seats in balcony
Project Rationale	Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats are reaching end of useful life.				

Project Number	25-02	Capital Project Title	Replace APs and UPS	Capital Project Description	Replace wireless access points and back up batteries
Project Rationale	Replace APs and UPS to update the network infrastructure as required by CRD Information Technology replacement plan.				

Project Number	26-01	Capital Project Title	Replace Switches	Capital Project Description	Replace network switches
Project Rationale	Replace switches in the network infrastructure as required by CRD Information Technology replacement plan.				

Service:	1.290	Royal Theatre
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Project Number	28-01	Capital Project Title	Replace SRST	Capital Project Description	Replace Cisco phone communications system
Project Rationale	Replace Cisco phone communications as required by CRD Information Technology replacement plan.				

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

Service No.	1.290	Carry						
	Royal Theatre	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$867,000	\$2,337,000	\$93,000	\$0	\$0	\$3,297,000
Equipment	\$0	\$0	\$462,000	\$44,000	\$0	\$16,500	\$522,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$112,000	\$0	\$0	\$0	\$112,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$680,000	\$0	\$0	\$0	\$680,000
Donations / Third Party Funding	\$0	\$350,000	\$1,055,000	\$0	\$0	\$0	\$1,405,000
Reserve Fund	\$0	\$517,000	\$952,000	\$137,000	\$0	\$16,500	\$1,622,500
	\$0	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

**1.290 Royal Theatre
Asset and Reserve Summary
2024 - 2028 Financial Plan**

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund

Projected year end balance

Beginning Balance

Planned Capital Expenditure (Based on Capital Plan)

Transfer from Operating Budget

Interest Income**

Total projected year end balance

Est Actual	Budget				
2023	2024	2025	2026	2027	2028
1,235,072	737,072	602,072	25,072	259,072	630,072
(927,000)	(517,000)	(952,000)	(137,000)	-	(16,500)
379,000	375,000	375,000	371,000	371,000	371,000
50,000	7,000				
737,072	602,072	25,072	259,072	630,072	984,572

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.295 McPherson Theatre

Committee: Finance

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

- (a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be \$400,000.
- (b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be \$350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

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

FUNDING:

McPHERSON THEATRE			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:										
Third Party Payments	307,342	307,342	306,765	-	-	306,765	305,886	304,988	304,070	303,133
Internal Allocations	41,947	41,947	42,524	-	-	42,524	43,403	44,301	45,219	46,156
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	349,589	349,589	349,589	-	-	349,589	349,589	349,589	349,589	349,589
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchases	88,000	88,000	90,000	-	-	90,000	90,000	90,000	94,000	94,000
Transfer to Reserve Fund	348,233	348,233	346,233	-	-	346,233	346,233	346,233	342,233	342,233
TOTAL CAPITAL / RESERVES	436,233	436,233	436,233	-	-	436,233	436,233	436,233	436,233	436,233
TOTAL COSTS	785,822	785,822	785,822	-	-	785,822	785,822	785,822	785,822	785,822
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year	-	-								
Grants In Lieu of Taxes	(35,822)	(35,822)	(35,822)	-	-	(35,822)	(35,822)	(35,822)	(35,822)	(35,822)
TOTAL REVENUE	(35,822)	(35,822)	(35,822)	-	-	(35,822)	(35,822)	(35,822)	(35,822)	(35,822)
REQUISITION	(750,000)	(750,000)	(750,000)	-	-	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

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

Service No.	1.295	Carry						
	McPherson Theatre	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$270,000	\$300,000	\$238,000	\$190,000	\$0	\$998,000
Equipment	\$0	\$57,000	\$15,000	\$55,000	\$0	\$16,500	\$143,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500
	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.295

Service Name:

McPherson Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-13	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	\$ 1,163,000	B	Res		\$ 110,000	\$ 300,000	\$ 238,000	\$ 190,000		\$ 838,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	\$ 26,000	B	Res		\$ 26,000					\$ 26,000
22-07	Renewal	Repair Stand-alone canopies	Repair stand-alone canopies	\$ 5,000	B	Res		\$ -					\$ -
24-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-02	Replacement	Replace Architectural Detail Lighting	Replace tungsten and quartz architectural lights with LED technology	\$ 20,000	B	Res		\$ 20,000					\$ 20,000
24-03	New	Install Loading Bay Safety Lighting	Intall new loading bay safety lighting	\$ 24,000	B	Res		\$ 24,000					\$ 24,000
24-04	New	Wireless Microphone Expansion Project	Expand wireless microphone inventory	\$ 57,000	E	Res		\$ 57,000					\$ 57,000
24-05	Replacement	Remove Concrete Canopies	Remove concrete canopies	\$ 40,000	B	Res		\$ 40,000					\$ 40,000
25-01	Replacement	Replace APs and UPS	Replace wireless access points and back up batteries	\$ 15,000	E	Res			\$ 15,000				\$ 15,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 55,000	E	Res				\$ 55,000			\$ 55,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
													\$ -
			GRAND TOTAL	\$ 1,471,500			\$ -	\$ 327,000	\$ 315,000	\$ 293,000	\$ 190,000	\$ 16,500	\$ 1,141,500

Service:	1.295	McPherson Theatre
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Project Number	21-13	Capital Project Title	Repair Building Envelope and Restore Façade	Capital Project Description	Repair building envelope and restore façade
Project Rationale	Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.				

Project Number	22-06	Capital Project Title	Recoating of Fibreglass Façade	Capital Project Description	Recoating of fibreglass façade
Project Rationale	Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Recoating the fibreglass façade will reduce shredding and breaking down.				

Project Number	22-07	Capital Project Title	Repair Stand-alone canopies	Capital Project Description	Repair stand-alone canopies
Project Rationale	As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., develop plan to remove concrete roof slabs and replace with a lightweight steel structure which will reduce seismic weight of the canopies by 80%.				

Service:	1.295	McPherson Theatre
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Project Number	24-01	Capital Project Title	Emergency Repairs	Capital Project Description	For Unforeseen Emergency Repairs
Project Rationale	Capital funds to accommodate any emergency repairs to the building.				

Project Number	24-02	Capital Project Title	Replace Architectural Detail Lighting	Capital Project Description	Replace tungsten and quartz architectural lights with LED technology
Project Rationale	Replace tungsten and quartz architectural lights with LED fixtures for reduced heat load, reduced electrical consumption and brighter, higher quality of light for patron comfort and safety in the audience chamber				

Project Number	24-03	Capital Project Title	Install Loading Bay Safety Lighting	Capital Project Description	Intall new loading bay safety lighting
Project Rationale	Install new safety lighting for loading and unloading to the McPherson stage. The City of Victoria bike lane install has altered the location that the majority of the stage crew work when loading trucks and there is no safety lighting in this area.				

Service:

1.295

McPherson Theatre

Project Number	24-04	Capital Project Title	Wireless Microphone Expansion Project	Capital Project Description	Expand wireless microphone inventory
Project Rationale	Expanding the inventory of wireless microphones to meet the service level requirements of clients.				

Project Number	24-05	Capital Project Title	Remove Concrete Canopies	Capital Project Description	Remove concrete canopies
Project Rationale	As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., the current concrete canopies are deficient under current seismic loads and will become a safety risk. In preparation of replacing with a lightweight steel structure, the concrete roof slabs must be removed.				

Project Number	25-01	Capital Project Title	Replace APs and UPS	Capital Project Description	Replace wireless access points and back up batteries
Project Rationale	Replace APs and UPS to update the network infrastructure as required by CRD Information Technology replacement plan.				

Service:	1.295	McPherson Theatre
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Project Number	26-01	Capital Project Title	Replace Switches	Capital Project Description	Replace network switches
Project Rationale	Replace switches in the network infrastructure as required by CRD Information Technology replacement plan.				

Project Number	28-01	Capital Project Title	Replace SRST	Capital Project Description	Replace Cisco phone communications system
Project Rationale	Replace Cisco phone communications as required by CRD Information Technology replacement plan.				

**1.295 McPherson Theatre
Asset and Reserve Summary
2024 - 2028 Financial Plan**

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

Cost Centre: 101899 (PLO)

Capital Reserve Fund

Projected year end balance

Beginning Balance

Planned Capital Expenditure (Based on Capital Plan)

Transfer from Operating Budget

Interest Income*

Total projected year end balance

Est Actual	Budget				
2023	2024	2025	2026	2027	2028
2,390,503	2,220,736	2,341,969	2,373,202	2,426,435	2,582,668
(618,000)	(327,000)	(315,000)	(293,000)	(190,000)	(16,500)
348,233	348,233	346,233	346,233	346,233	342,233
100,000	100,000				
2,220,736	2,341,969	2,373,202	2,426,435	2,582,668	2,908,401

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Arts Grants and Development

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.297 Arts Grants and Development

Committee: Finance

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin, Southern Gulf Islands, and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of \$1,980,000 or \$0.102 / \$1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Arts

	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
ARTS GRANTS										
ARTS GRANTS:										
Operating Grants	2,349,670	2,306,270	2,360,363	-	-	2,360,363	2,407,570	2,455,721	2,504,835	2,554,932
Project Grants	335,000	390,400	378,000	-	-	378,000	385,560	393,271	401,136	409,159
Total Grants Payment	2,684,670	2,696,670 0.45%	2,738,363 2.00%	-	-	2,738,363 2.00%	2,793,130 2.00%	2,848,992 2.00%	2,905,971 2.00%	2,964,091 2.00%
ADMINISTRATION COSTS:										
Salaries and Wages	319,108	276,780	341,668	-	-	341,668	349,863	358,249	366,830	375,611
Internal Allocations	79,551	79,551	85,627	-	-	85,627	88,417	90,715	92,696	94,975
Insurance Cost	660	660	770	-	-	770	810	850	890	930
Opearting Cost - Other	48,048	46,653	40,849	-	-	40,849	41,666	42,499	43,348	44,214
Total Administration Costs	447,367	403,644 -9.77%	468,914 4.82%	-	-	468,914 5%	480,756 2.53%	492,313 2.40%	503,764 2.33%	515,730 2.38%
			-			-				
TOTAL OPERATING COSTS	3,132,037	3,100,314 -1.0%	3,207,277 2.4%	-	-	3,207,277 2.4%	3,273,886 2.08%	3,341,305 2.06%	3,409,735 2.05%	3,479,821 2.06%
CAPITAL / RESERVE TRANSFER										
Transfer to Operating Reserve Fund	-	31,723	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL CAPITAL / RESERVES TRANSFER	-	31,723	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL COSTS	3,132,037	3,132,037 0.00%	3,208,277 2.43%	-	-	3,208,277 2.43%	3,274,906 2.08%	3,342,345 2.06%	3,410,796 2.05%	3,480,903 2.06%
Internal Recoveries	(13,893)	(13,893)	(15,130)	-	-	(15,130)	(15,490)	(15,860)	(16,240)	(16,630)
OPERATING LESS RECOVERIES	3,118,144	3,118,144 0.00%	3,193,147 2.41%	-	-	3,193,147 2.41%	3,259,416 2.08%	3,326,485 2.06%	3,394,556 2.05%	3,464,273 2.05%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(74,459)	(74,459)	(49,500)	-	-	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Payments In Lieu of Taxes	(178,754)	(178,754)	(178,754)	-	-	(178,754)	(178,754)	(178,754)	(178,754)	(178,754)
						-				
TOTAL REVENUE	(253,213)	(253,213) 0.00%	(228,254) -9.86%	-	-	(228,254) -9.86%	(218,754) -4.16%	(218,754) 0.00%	(218,754) 0.00%	(218,754) 0.00%
REQUISITION	(2,864,931)	(2,864,931)	(2,964,893) 3.49%	-	-	(2,964,893) 3.49%	(3,040,662) 2.56%	(3,107,731) 2.21%	(3,175,802) 2.19%	(3,245,519) 2.20%
AUTHORIZED POSITIONS:	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00

Change in Budget 2023 to 2024

Service: 1.297 Arts Grants and Development

Total Expenditure**Comments****2023 Budget****3,132,037****Change in Salaries:**

Base salary and benefit change

22,560

Inclusive of estimated collective agreement changes

Step increase/paygrade change

-

Other (explain as necessary)

-

Total Change in Salaries

22,560

Other Changes:

External Grants

53,693

Human Resources Allocation

2,591

Contribution towards 2024 Human Resources & Corporate Safety initiatives

Standard Overhead Allocation

2,513

Increase in 2023 operating costs

Building Occupancy

969

Other Costs

(6,086)

Total Other Changes

53,680

2024 Budget**3,208,277****Summary of % Expense Increase**

2024 Base salary and benefit change

0.7%

External Grants

1.7%

Balance of increase

0.0%

% expense increase from 2023:

2.4%

% Requisition increase from 2023 (if applicable):

3.5%

Requisition funding is 93% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$31,723 to saving in salaries. This variance will be returned to Operating Reserve,

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

Service No.	1.297	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Arts Grants and Development							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.297

Service Name: Arts Grants and Development

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 2,100	E	ERF		\$ 2,100					\$ 2,100
26-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 3,800	E	ERF				\$ 3,800			\$ 3,800
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 5,900			\$ -	\$ 2,100	\$ -	\$ 3,800	\$ -	\$ -	\$ 5,900

Service:	1.297	Arts Grants and Development
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Project Number	24-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

Project Number	26-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

1.297 Arts grants and Development
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,857	5,907	4,857	5,857	3,057	4,057
Planned Purchase (Based on Capital Plan)	-	(2,100)	-	(3,800)	-	-
Transfer from Ops Budget	-	1,000	1,000	1,000	1,000	1,000
Interest Income*	50	50	-	-	-	-
Ending Balance \$	5,907	4,857	5,857	3,057	4,057	5,057

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

**1.297 Arts and Cultural Grants
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Arts and Cultural Grants

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

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	322,108	295,972	258,472	218,472	178,472	138,472
Planned Purchase	(74,459)	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Transfer from Ops Budget	31,723					
Interest Income*	16,600	12,000				
Total projected year end balance	295,972	258,472	218,472	178,472	138,472	98,472

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Feasibility Reserve Fund

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 21.1 Feasibility Study Reserve

Committee: Finance

DEFINITION:

Capital Regional District Bylaw No. 79 to establish a Feasibility Study Reserve Fund to be used for the possible adoption of a service.

SERVICE DESCRIPTION:

Funding to be used for conducting research on possible new services.

PARTICIPATION:

All member municipalities on the basis of converted hospital assessments. Pursuant to Section 804 of the Local Government Act in the case of feasibility studies in relation to proposed services, the costs are apportioned among the electoral areas.

MAXIMUM LEVY:

\$0.10/1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 21.1 Feasibility Study Reserve

Committee: Finance

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2022 Converted		2022 Actual	2023 Converted		2023 Actual
City of Colwood	676,387,481	3.61%	6,204,372,115	808,669,576	3.85%	7,420,771,515
District of Langford	1,807,943,089	9.65%	15,212,962,883	2,124,392,376	10.10%	17,998,658,843
District of Highland	120,325,439	0.64%	1,108,603,814	137,022,830	0.65%	1,269,569,048
City of Victoria	4,562,581,324	24.34%	35,387,278,281	4,956,430,853	23.57%	38,689,828,292
District of Central Saanich	821,112,902	4.38%	6,951,449,149	927,613,660	4.41%	7,890,127,835
Township of Esquimalt	592,077,215	3.16%	5,261,465,156	676,447,267	3.22%	6,000,713,806
District of Saanich	4,885,131,652	26.07%	44,689,586,842	5,470,524,226	26.01%	50,077,071,214
District of Oak Bay	1,171,428,027	6.25%	11,409,270,209	1,279,986,485	6.09%	12,477,236,951
District of North Saanich	814,676,641	4.35%	7,527,498,712	921,935,242	4.38%	8,502,320,535
District of Metchosin	203,434,625	1.09%	1,999,212,193	227,160,448	1.08%	2,234,885,411
Town of Sidney	656,173,316	3.50%	5,596,917,473	755,376,989	3.59%	6,352,318,170
District of Sooke	517,468,098	2.76%	4,841,520,239	593,953,061	2.82%	5,532,345,536
Town of View Royal	443,000,748	2.36%	3,948,572,659	502,901,667	2.39%	4,476,761,160
Subtotal	17,271,740,557	92.16%	150,138,709,725	19,382,414,680	92.16%	168,922,608,316
Electoral Area						
Juan de Fuca EA	331,978,346	1.77%	2,934,005,812	369,143,239	1.76%	3,258,280,866
Salt Spring Island (F)	647,554,560	3.46%	6,177,850,284	726,724,736	3.46%	6,963,759,364
Southern Gulf Islands	490,465,703	2.62%	4,775,194,578	551,988,342	2.62%	5,377,420,165
Subtotal	1,469,998,609	7.84%	13,887,050,674	1,647,856,317	7.84%	15,599,460,395
TOTAL	18,741,739,166	100.00%	164,025,760,399	21,030,270,997	100.00%	184,522,068,711

FEASIBILITY STUDY	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025 CORE BUDGET	2026 CORE BUDGET	2027 CORE BUDGET	2028 CORE BUDGET
<u>OPERATING COSTS:</u>										
Regional Studies (un-allocated)	22,580	-	-	-	-	-	-	-	-	-
IBC 4a-1.1_TransportationService_2024	-	-	-	-	350,000	350,000	-	-	-	-
Establish Regional Arts Facility Service	114,832	-	-	-	-	-				
Total Regional	137,412	-	-	-	350,000	350,000	-	-	-	-
Electoral Area										
Southern Gulf Islands	-	-	-	-	-	-	-	-	-	-
Juan de Fuca	-	-	-	-	-	-	-	-	-	-
Salt Spring Island	-	-	-	-	-	-	-	-	-	-
EA Studies (un-allocated)	10,000	-	-	-	-	-	-	-	-	-
Total Electoral Area	10,000	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	147,412	-	-	-	350,000	350,000	-	-	-	-
*Percentage Increase over prior year						137.4%				
<u>REVENUES</u>										
Estimated balance c/fwd	-	149,412	-	-	-	-	-	-	-	-
Balance c/fwd from 2023 to 2024	-	-	(149,412)	-	-	(149,412)				
Balance c/fwd from 2022 to 2023	(147,412)	(147,412)					-	-	-	-
Interest Income	-	(2,000)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	-	-	-	-	-	-	-	-	-	-
Grant Provincial	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(147,412)	-	(149,412)	-	-	(149,412)	-	-	-	-
REQUISITION	-	-	149,412	-	(350,000)	(200,588)	-	-	-	-

Change in Budget 2023 to 2024
Service: 21.1 Feasibility Study Reserve

Total Expenditure

Comments

2023 Budget

147,412

Other Changes:

New feasibility study

350,000

New Fesibilisty Study of a Regional Transportation Service

Other Costs

(147,412)

Total Other Changes

202,588

2024 Budget

350,000

Summary of % Expense Increase

New feasibility study

237.4%

Balance of increase

-100.0%

% expense increase from 2023:

137.4%

% Requisition increase from 2023 (if applicable):

100%

Requisition funding is 100% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an anticipated surplus of \$149,412 in 2023 which will be carried forward to 2024 and used to reduce the requisition.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Grant in Aid

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.112 Regional Grant in Aid

Committee: Governance & Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

1.112 - Regional Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid - ICF	1,517,621	-	1,577,621	-	-	1,577,621	-	-	-	-
TOTAL OPERATING COSTS	1,517,621	-	1,577,621	-	-	1,577,621	-	-	-	-
*Percentage Increase over prior year			4.0%			4.0%	0.0%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	1,537,621	(1,537,621)	-	-	(1,537,621)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,482,621)	(1,482,621)	-	-	-	-	-	-	-	-
Interest Income	(20,000)	(40,000)	(40,000)	-	-	(40,000)	-	-	-	-
TOTAL REVENUE	(1,502,621)	15,000	(1,577,621)	-	-	(1,577,621)	-	-	-	-
REQUISITION	(15,000)	(15,000)	-	-	-	-	-	-	-	-
*Percentage increase over prior year Requisition						NA	NA	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

October 25, 2023

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW

Part B

5. Parks and Recreation

- 5.1 Regional Parks
- 5.2 Panorama Recreation
- 5.3 SEAPARC - Facilities and Recreation

6. Environmental Services

- 6.1
 - 6.1.1 GM - Parks & Environmental Services
 - 6.1.2 Environmental Administration Services
- 6.2 **Environmental Protection and Water Quality**
 - 6.2.1 Other Legislative & General - Climate
 - 6.2.2 Environmental Protection & Water Quality
 - 6.2.3 Regional Source Control Program
 - 6.2.4 Septage Disposal Agreement
 - 6.2.5 Millstream Site Remediation
 - 6.2.6 L.W.M.P - On Site Systems Management Program
 - 6.2.7 L.W.M.P. Peninsula Programs
 - 6.2.8 L.W.M.P. - Core and West Shore
 - 6.2.9 L.W.M.P. - Harbour Studies
 - 6.2.10 Harbours Environmental
 - 6.2.11 Climate Action and Adaptation
 - 6.2.12 Regional Goose Management System
 - 6.2.13 Sooke Stormwater Quality Management
 - 6.2.14 Core and West Shore Stormwater Quality Management
 - 6.2.15 Saanich Peninsula - Stormwater Quality Management
 - 6.2.16 Saanich Peninsula - Source Control Stormwater
- 6.3 **Environmental Resource Management**
 - 6.3.1 Environmental Resource Management
- 6.4 **Facilities Management & Engineering**
 - 6.4.1 Environmental Engineering Services
 - 6.4.2 Facility Management
 - 6.4.3 CRD Headquarters Building
 - 6.4.4 Corporate Satellite Facilities
 - 6.4.5 Family Court Building
 - 6.4.6 Health Facilities - VIHA
 - 6.4.7 I & I Enhancement Program

CAPITAL REGIONAL DISTRICT

2024 BUDGET

PARKS & RECREATION

COMMITTEE REVIEW

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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Parks and Recreation

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Parks

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks.
Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to \$10 per average household each year.
2010 increased requisition equates to \$12 per average household.
2011-2014 increased requisition further \$2 per average household in each year.
2015-2019 requisition equates to \$20 per average household in each year.
2020 requisition equates to \$20 per average household in each year.
2021-2025 increased requisition further \$1 per average household in each year

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Authorized: Bylaw.4142 - Construction of E&N Trail Phase 3&4	\$ 6,100,000
Borrowed:	\$ (6,100,000)
Remaining	<u>\$ -</u>
Authorized: Bylaw.4506 - Acquiring Land for Regional Parks	\$ 25,000,000
Borrowed:	\$ -
Remaining	<u>\$ 25,000,000</u>

Service: 1.280 Regional Parks

Committee: Regional Parks & Transportation

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted 2022		Converted 2023		Actual 2022	Actual 2023
Member Municipality						
City of Colwood	676,387,481	3.59%	808,669,576	3.83%	6,204,372,115	7,420,771,515
City of Victoria	4,562,581,324	24.25%	4,956,430,853	23.47%	35,387,278,281	38,689,828,292
District of Central Saanich	821,112,902	4.36%	927,613,660	4.39%	6,951,449,149	7,890,127,835
Township of Esquimalt	592,077,215	3.15%	676,447,267	3.20%	5,261,465,156	6,000,713,806
District of Langford	1,807,943,089	9.61%	2,124,392,376	10.06%	15,212,962,883	17,998,658,843
District of Saanich	4,885,131,652	25.96%	5,470,524,226	25.91%	44,689,586,842	50,077,071,214
District of Oak Bay	1,171,428,027	6.23%	1,279,986,485	6.06%	11,409,270,209	12,477,236,951
District of North Saanich	814,676,641	4.33%	921,935,242	4.37%	7,527,498,712	8,502,320,535
District of Metchosin	203,434,625	1.08%	227,160,448	1.08%	1,999,212,193	2,234,885,411
Town of Sidney	656,173,316	3.49%	755,376,989	3.58%	5,596,917,473	6,352,318,170
Town of View Royal	443,000,748	2.35%	502,901,667	2.38%	3,948,572,659	4,476,761,160
District of Highland	120,325,439	0.64%	137,022,830	0.65%	1,108,603,814	1,269,569,048
District of Sooke	517,468,098	2.75%	593,953,061	2.81%	4,841,520,239	5,532,345,536
Subtotal	17,271,740,557	91.79%	19,382,414,680	91.80%	150,138,709,725	168,922,608,316
Electoral Area						
Juan de Fuca EA	331,978,346	1.76%	369,143,239	1.75%	2,934,005,812	3,258,280,866
Salt Spring Island (F)	647,554,560	3.44%	726,724,736	3.44%	6,177,850,284	6,963,759,364
Southern Gulf Islands	490,465,703	2.61%	551,988,342	2.61%	4,775,194,578	5,377,420,165
Subtotal	1,469,998,609	7.81%	1,647,856,317	7.80%	13,887,050,674	15,599,460,395
First Nations Taxation						
Songhees	37,506,403	0.20%	44,786,919	0.21%	336,309,800	392,723,000
Tsawout	37,233,100	0.20%	39,571,160	0.19%	345,904,400	367,592,000
Subtotal	74,739,503	0.40%	84,358,079	0.40%	682,214,200	760,315,000
TOTAL	18,816,478,669	100.00%	21,114,629,076	100.00%	164,707,974,599	185,282,383,711

REGIONAL PARKS SUMMARY			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:</u>										
Salaries and Wages	9,542,169	8,934,258	9,550,047	-	-	9,550,047	9,764,482	9,989,346	10,216,387	10,461,643
Internal Allocations	1,334,857	1,341,024	1,555,440	43,625	-	1,599,065	1,607,851	1,644,361	1,670,060	1,705,166
Insurance Cost	67,636	67,636	68,810	-	-	68,810	72,250	75,860	79,660	83,650
Consultant and Contract for Services	624,324	950,163	601,578	585,000	-	1,186,578	1,362,339	1,402,926	1,387,846	1,425,103
Vehicles and Equipment	413,771	536,071	522,150	35,000	-	557,150	568,293	579,658	591,252	603,076
Parks Maintenance and Repairs	357,871	503,308	371,558	-	-	371,558	378,988	386,566	394,299	402,184
Utilities & Disposal Costs	203,306	198,939	202,698	-	-	202,698	206,752	210,887	215,104	219,405
Operating Supplies	446,884	525,837	483,749	-	-	483,749	493,426	503,293	513,361	523,629
Legal/Licences/Surveys Cost	37,170	43,150	57,650	-	-	57,650	58,803	59,979	61,178	62,402
Telecommunications&Training	146,242	171,174	173,659	-	-	173,659	177,134	180,672	184,286	187,976
Operating Cost - Other	407,732	357,801	460,514	-	-	460,514	474,722	479,116	488,699	503,471
TOTAL OPERATING COSTS	13,581,962	13,629,361	14,047,853	663,625	-	14,711,478	15,165,040	15,512,664	15,802,132	16,177,705
*Percentage increase over prior year		0.3%	3.43%			8.32%	3.08%	2.3%	1.9%	2.4%
<u>CAPITAL / TRANSFER RESERVES</u>										
Transfer to Operating Reserve Fund	2,000	2,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Capital Fund	153,686	153,686	270,000	-	-	270,000	275,400	280,908	286,526	292,257
Land Acquisition Levy	-	-	-	-	-	-	-	-	-	-
Transfer to ERF Reserve	347,191	347,191	359,343	65,000	-	424,343	432,830	441,486	450,316	459,322
Transfer to Capital Reserve Fund	2,872,912	2,974,264	2,871,888	-	-	2,871,888	2,929,327	2,987,913	3,047,671	3,108,625
TOTAL CAPITAL / RESERVE TRANSFER	3,375,789	3,477,141	3,516,231	65,000	-	3,581,231	3,652,557	3,725,307	3,799,513	3,875,204
*Percentage increase over prior year		3.0%	4.16%			6.09%	1.99%	2.0%	2.0%	2.0%
*Percentage increase over prior year Ops and Cap			3.58%			7.87%	2.87%	2.2%	1.9%	2.3%
LAF Debt	-	-	-	190,000	20,000	210,000	600,000	1,170,000	1,745,000	2,330,000
Trail Widening Debt	-	-	-	20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Infrastructure Debt	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Debt Charges	570,257	570,257	570,637	210,000	20,000	800,637	1,470,637	2,565,637	4,235,637	5,865,637
TOTAL COSTS	17,528,008	17,676,759	18,134,721	938,625	20,000	19,093,346	20,288,234	21,803,608	23,837,282	25,918,546
*Percentage increase over prior year			3.46%			8.93%	6.26%	7.5%	9.3%	8.7%
Internal Recoveries	(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)	(82,284)
OPERATING LESS RECOVERIES	17,449,449	17,601,540	18,058,703	938,625	20,000	19,017,328	20,210,695	21,724,519	23,756,611	25,836,262
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from Prior to Current year	(184,736)	(184,736)	-	-	-	-	-	-	-	-
Fee Income	(502,955)	(657,046)	(694,091)	-	-	(694,091)	(706,429)	(719,020)	(731,636)	(746,240)
Rental Income	(33,000)	(31,000)	(33,000)	-	-	(33,000)	(33,660)	(34,334)	(35,020)	(35,721)
Transfer from Operating Reserve Fund	(20,000)	(20,000)	-	-	-	-	-	(20,000)	-	(20,000)
Payments - In Lieu of Taxes	(756,393)	(756,393)	(756,393)	-	-	(756,393)	(756,393)	(756,393)	(756,393)	(756,393)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,497,084)	(1,649,175)	(1,483,484)	-	-	(1,483,484)	(1,496,482)	(1,529,747)	(1,523,049)	(1,558,354)
REQUISITION	(15,952,365)	(15,952,365)	(16,575,219)	(938,625)	(20,000)	(17,533,844)	(18,714,213)	(20,194,772)	(22,233,562)	(24,277,908)
*Percentage increase over prior year requisition			3.90%			9.91%	6.73%	7.91%	10.10%	9.19%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	78.0	78.0	77.0	0.0	0.0	77.0	77.0	77.0	77.0	77.0

REGIONAL PARKS - 2024 BUDGET

REGIONAL PARKS SUMMARY	
MISSION:	To establish and protect a network of regional parks in perpetuity that represent and help maintain the diverse range of natural environments and cultural heritage in the Capital Regional District. To provide opportunities for outdoor experiences and activities that foster enjoyment of and appreciation and respect for the region's natural environments.

FINANCIAL SUMMARY:	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOATL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Headquarters and Admin Services	1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618	1,965,961
Visitor Experience & Stewardship	3,003,836	2,923,829	3,034,155	25,000	-	3,059,155	3,136,349	3,226,561	3,267,374	3,366,829
Planning & Facility Development	2,016,741	2,204,717	2,138,519	525,000	-	2,663,519	2,713,895	2,763,870	2,814,967	2,867,210
Parks Operations North	1,102,146	1,059,481	1,119,624	-	-	1,119,624	1,145,154	1,171,261	1,197,953	1,225,242
Parks Operations West	978,202	900,350	977,516	-	-	977,516	997,066	1,017,006	1,037,347	1,071,227
Parks Operations Central	975,685	928,720	988,985	-	-	988,985	1,011,874	1,035,283	1,059,226	1,083,711
Parks Operations South	813,895	855,674	856,392	-	-	856,392	876,316	896,694	914,628	932,920
Parks Operations Administration	1,891,315	1,949,258	1,990,549	35,000	-	2,323,942	2,220,779	2,266,947	2,314,075	2,362,180
HQ Maintenance and Equipment	910,937	1,058,174	1,017,119	35,000	-	1,052,119	1,074,882	1,098,129	1,121,881	1,146,140
Mount McDonald	116,509	113,636	121,274	-	-	121,274	123,699	126,173	128,696	131,272
TOTAL OPERATING COST	13,434,117	13,596,861	14,025,353	663,625		14,688,978	15,141,930	15,488,932	15,777,765	16,152,692
Percentage change over prior year			4.40%			9.34%	3.08%	2.29%	1.86%	2.38%
Land Acquisition Levy				-	-					
Land Acquisition (planning costs)	147,844	32,500	30,500	-	-	30,500	31,110	31,732	32,367	33,013
Transfer to Operating Reserves Fund	2,000	2,000	7,000	-	-	7,000	7,000	7,000	7,000	7,000
Transfer to ERF and Capital	3,373,789	3,475,141	3,501,231	65,000	-	3,566,231	3,637,557	3,710,307	3,784,513	3,860,204
Debt Servicing Cost LAF				190,000	20,000	210,000	600,000	1,170,000	1,745,000	2,330,000
Debt Servicing Trail Widening				20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Debt Servicing Infrastructure	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
TOTAL LAND, RESERVE AND DEBT	4,093,890	4,079,898	4,109,368	275,000	20,000	4,404,368	5,146,304	6,314,676	8,059,517	9,765,854
Percentage change over prior year			0.38%			7.58%	16.85%	22.70%	27.63%	21.17%
Surplus C/F	(184,736)	(184,736)								
Internal Recoveries	(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)	(82,284)
Transfer from Operating Reserve	(20,000)	(20,000)		-	-			(20,000)		(20,000)
Fee Income	(502,954)	(657,046)	(694,091)	-	-	(694,091)	(706,429)	(719,020)	(731,636)	(746,240)
Rental Income	(33,000)	(31,000)	(33,000)	-	-	(33,000)	(33,660)	(34,334)	(35,020)	(35,721)
Payments - In Lieu of Taxes	(756,393)	(756,393)	(756,393)	-	-	(756,393)	(756,393)	(756,393)	(756,393)	(756,393)
TOTAL REVENUE	(1,575,642)	(1,724,394)	(1,559,502)			(1,559,502)	(1,574,021)	(1,608,836)	(1,603,720)	(1,640,638)
TOTAL REQUISITION	(15,952,365)	(15,952,365)	(16,575,219)	(938,625)	(20,000)	(17,533,844)	(18,714,213)	(20,194,772)	(22,233,562)	(24,277,908)
Percentage change over prior year requisition			3.90%			9.91%	6.73%	7.91%	10.10%	9.19%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	78.00	78.00	77.00	-	-	77.00	77.00	77.00	77.00	77.00

REGIONAL PARKS - 2024 BUDGET

PROGRAM: HEADQUARTERS AND ADMINISTRATIVE SERVICES											
DESCRIPTION:		Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.									
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Salaries & Wages	409,488	417,092	428,440	-	-	428,440	438,714	449,227	459,987	470,995	
Other Operating Expenditures	1,215,363	1,185,930	1,352,780	43,625	-	1,396,405	1,403,202	1,437,781	1,461,631	1,494,966	
TOTAL EXPENDITURES	1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618	1,965,961	
Internal Recoveries	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)	
TOTAL REVENUE	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)	
Requisition	(1,598,481)	(1,579,992)	(1,758,190)	(43,625)	-	(1,801,815)	(1,818,425)	(1,863,048)	(1,897,178)	(1,941,033)	
Percentage Change			9.99%			12.72%	0.92%	2.45%	1.83%	2.31%	

PROGRAM: LAND ACQUISITION											
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Capital				-	-						
Debt Servicing LAF				190,000	20,000	210,000	600,000	1,170,000	1,745,000	2,330,000	
Salaries & Wages	127,144			-	-						
Other Operating Expenditures	20,700	32,500	30,500	-	-	30,500	31,110	31,732	32,367	33,013	
TOTAL EXPENDITURES	147,844	32,500	30,500	190,000	20,000	240,500	631,110	1,201,732	1,777,367	2,363,013	
Other Revenue											
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-	
Requisition	(147,844)	(32,500)	(30,500)	(190,000)	(20,000)	(240,500)	(631,110)	(1,201,732)	(1,777,367)	(2,363,013)	
Percentage Change			-79.37%			62.67%	162.42%	90.42%	47.90%	32.95%	

REGIONAL PARKS - 2024 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Debt Servicing Trail Widening				20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Debt Servicing Infrastructure	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Transfer to Capital Reserve Fund	2,581,439	2,581,439	2,571,789	-	-	2,571,789	2,623,225	2,675,690	2,729,203	2,783,788
Total Expenditures	3,151,696	3,151,696	3,142,426	20,000	-	3,162,426	3,493,862	4,071,327	5,219,840	6,319,425
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(1,050)	(1,050)	(1,430)	-	-	(1,430)	(1,430)	(1,430)	(1,430)	(1,430)
Requisition	(3,150,646)	(3,150,646)	(3,140,996)	(20,000)		(3,160,996)	(3,492,432)	(4,069,897)	(5,218,410)	(6,317,995)
Percentage Change			-0.31%			0.33%	10.49%	16.53%	28.22%	21.07%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2024 BUDGET

PROGRAM: VISITOR EXPERERIENCE & STEWARDSHIP											
DESCRIPTION:		Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff. Oversees compliance and enforcement throughout the park system. Provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.									
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Salaries & Wages	2,597,536	2,430,605	2,570,385	-	-	2,570,385	2,624,966	2,686,371	2,749,178	2,813,425	
Other Operating Expenditures	406,300	493,224	455,770	25,000.00	-	480,770	503,383	532,190	510,196	545,404	
Trans to Operating Res Fund			8,000	-	-	8,000	8,000	8,000	8,000	8,000	
Internal Recoveries				-	-						
TOTAL EXPENDITURES	3,003,836	2,923,829	3,034,155	25,000	-	3,059,155	3,136,349	3,226,561	3,267,374	3,366,829	
Program Fees and Donations				-	-						
Trans from Operating Res Fund				-	-			(20,000)		(20,000)	
TOTAL REVENUE				-	-			(20,000)		(20,000)	
Requisition	(3,003,836)	(2,923,829)	(3,034,155)	(25,000)	-	(3,059,155)	(3,136,349)	(3,206,561)	(3,267,374)	(3,346,829)	
Percentage Change			1.01%			1.84%	2.52%	2.24%	1.90%	2.43%	

REGIONAL PARKS - 2024 BUDGET

PROGRAM: PLANNING & FACILITY DEVELOPMENT										
DESCRIPTION:		The goal of planning is to address the protection of a park and trail's natural environment, cultural herritage and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	1,582,980	1,427,431	1,565,599			1,565,599	1,602,985	1,641,241	1,680,387	1,720,440
Other Operating Expenditures	433,761	777,286	572,920	525,000		1,097,920	1,110,910	1,122,629	1,134,580	1,146,770
TOTAL OPS EXPENDITURES	2,016,741	2,204,717	2,138,519	525,000	-	2,663,519	2,713,895	2,763,870	2,814,967	2,867,210
Transfer to Capital Reserve Fund	219,040	219,040	226,706			226,706	231,241	235,865	240,583	245,394
Transfer to Operating Reserve Fund			5,000			5,000	5,000	5,000	5,000	5,000
TOTAL TRANSFERS	219,040	219,040	231,706			231,706	236,241	240,865	245,583	250,394
Other Revenue	(2,900)									
Transfer from Operating Reserve	(20,000)	(20,000)								
TOTAL REVENUE	(22,900)	(20,000)	-	-	-	-	-	-	-	-
Requisition	(2,212,881)	(2,403,757)	(2,370,225)	(525,000)	-	(2,895,225)	(2,950,136)	(3,004,735)	(3,060,550)	(3,117,604)
Percentage Change			7.11%			30.84%	1.90%	1.85%	1.86%	1.86%

REGIONAL PARKS - 2024 BUDGET

PROGRAM: HEADQUARTERS MAINTENANCE AND EQUIPMENT										
DESCRIPTION:		This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	444,052	440,170	448,937			448,937	459,634	470,578	481,778	493,238
Other Operating Expenditures	466,885	618,004	568,182	35,000		603,182	615,248	627,551	640,103	652,902
TOTAL OPS EXPENDITURES	910,937	1,058,174.00	1,017,119	35,000.00	-	1,052,119	1,074,882	1,098,129	1,121,881	1,146,140
Transfer to Capital and ERF	347,191	347,191	359,343	65,000		424,343	432,830	441,486	450,316	459,322
TOTAL CAP EXPENDITURES	347,191	347,191.00	359,343	65,000.00	-	424,343	432,830	441,486	450,316	459,322
Requisition	(1,258,128)	(1,405,365)	(1,376,462)	(100,000)		(1,476,462)	(1,507,712)	(1,539,615)	(1,572,197)	(1,605,462)
Percentage Change			9.41%			17.35%	2.12%	2.12%	2.12%	2.12%

PROGRAM:		MOUNT MCDONALD								
DESCRIPTION:		In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages										
Other Operating Expenditures	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
TOTAL OPS EXPENDITURES	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
Transfer to Operating Reserve	2,000	2,000	2,000			2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,900	46,818	47,754	48,709
TOTAL CAP EXPENDITURES	47,000	47,000	47,000			47,000	47,900	48,818	49,754	50,709
Internal Recoveries	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Transfer from Operating Reserve										
TOTAL REVENUE	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Requisition	(134,150)	(131,277)	(138,915)			(138,915)	(141,653)	(144,446)	(147,294)	(150,202)
Percentage Change			3.55%			3.55%	1.97%	1.97%	1.97%	1.97%
Participants: All municipalities and electoral areas										

REGIONAL PARKS - 2024 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS NORTH

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	789,678	705,420	806,490			806,490	825,758	845,477	865,653	886,297
Other Operating Expenditures	312,468	354,061	313,134			313,134	319,396	325,784	332,300	338,945
TOTAL EXPENDITURES	1,102,146	1,059,481	1,119,624	-	-	1,119,624	1,145,154	1,171,261	1,197,953	1,225,242
Requisition	(1,102,146)	(1,059,481)	(1,119,624)			(1,119,624)	(1,145,154)	(1,171,261)	(1,197,953)	(1,225,242)
Percentage Change			1.59%			1.59%	2.28%	2.28%	2.28%	2.28%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	790,505	719,032	795,343			795,343	811,250	827,475	844,024	874,038
Other Operating Expenditures	187,697	181,318	182,173			182,173	185,816	189,531	193,323	197,189
TOTAL EXPENDITURES	978,202	900,350	977,516			977,516	997,066	1,017,006	1,037,347	1,071,227
Internal Recoveries	(22,830)	(22,830)	(23,629)			(23,629)	(24,102)	(24,584)	(25,075)	(25,577)
Requisition	(955,372)	(877,520)	(953,887)			(953,887)	(972,964)	(992,422)	(1,012,272)	(1,045,650)
Percentage Change			-0.16%			-0.16%	2.00%	2.00%	2.00%	3.30%

Participants: All municipalities and electoral areas

PARKS OPERATIONS CENTRAL

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	791,156	733,595	799,401			799,401	818,499	838,042	858,038	878,499
Other Operating Expenditures	184,529	195,125	189,584			189,584	193,375	197,241	201,188	205,212
TOTAL EXPENDITURES	975,685	928,720	988,985			988,985	1,011,874	1,035,283	1,059,226	1,083,711
Internal Recoveries										
Requisition	(975,685)	(928,720)	(988,985)			(988,985)	(1,011,874)	(1,035,283)	(1,059,226)	(1,083,711)
Percentage Change			1.36%			1.36%	2.31%	2.31%	2.31%	2.31%

Participants: All municipalities and electoral areas

PARKS OPERATIONS SOUTH

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	680,896	707,778	717,748			717,748	734,899	752,449	767,498	782,847
Other Operating Expenditures	132,999	147,896	138,644			138,644	141,417	144,245	147,130	150,073
TOTAL EXPENDITURES	813,895	855,674	856,392			856,392	876,316	896,694	914,628	932,920
Internal Recoveries										
Requisition	(813,895)	(855,674)	(856,392)			(856,392)	(876,316)	(896,694)	(914,628)	(932,920)
Percentage Change			5.22%			5.22%	2.33%	2.33%	2.00%	2.00%

Participants: All municipalities and electoral areas

PARKS OPERATIONS ADMINISTRATION

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	1,328,733	1,353,135	1,417,704			1,417,704	1,447,777	1,478,486	1,509,844	1,541,864
Other Operating Expenditures	562,582	596,123	572,845	35,000		607,845	773,002	788,461	804,231	820,316
Transfer to Reserves & Capital	181,119	181,119	298,393			298,393	304,361	310,448	316,657	322,991
TOTAL EXPENDITURES	2,072,434	2,130,377	2,288,942	35,000		2,323,942	2,525,140	2,577,395	2,630,732	2,685,171
Internal Recoveries										
Requisition	(2,072,434)	(2,130,377)	(2,288,942)	(35,000)		(2,323,942)	(2,525,140)	(2,577,395)	(2,630,732)	(2,685,171)
Percentage Change			10.45%			12.14%	8.66%	2.07%	2.07%	2.07%

Change in Budget 2023 to 2024			
Service:	1.280 Regional Parks	Total Expenditure	Comments
2023 Budget		17,528,008	
Change in Salaries:			
	Base salary and benefit change	88,562	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	46,460	
	FTE repositioned to Engineering Services	(127,144)	
	Total Change in Salaries	7,878	
Other Changes:			
	Consulting and Contract Services	300,000	IBC 7F-1.1 - FN Strategic Priority Initiatives
	Consulting and Contract Services	225,000	IBC 7e-3.1 Asset Management Eng. Structures
	Debt Servicing	210,000	LAF debt servicing
	Operating Costs	208,379	Ongoing costs related to fleet expansion
	Human Resources Allocation	101,178	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Standard Overhead Allocation	78,170	Increase in 2023 operating costs
	Consulting and Contract Services	35,000	IBC 4b-1.1 - Trail Closure
	Consulting and Contract Services	25,000	IBC 7c-3.1 - Elk/Beaver Water Quality
	Debt Servicing	20,000	Trail widening debt servicing
	Other Costs	354,733	
	Total Other Changes	1,557,460	
2024 Budget		19,093,346	
Summary of % Expense Increase			
	2024 Initiative Business Cases	3.3%	
	Debt Servicing	1.3%	
	Balance of increase	4.3%	
	% expense increase from 2023:	8.9%	
	% Requisition increase from 2023 (if applicable):	9.91%	Requisition funding is 91.8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$101,352 (0.6%) due mainly to hiring challenges of vacant positions. This variance will be moved to Capital Reserve.

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

Service No.	1.280 Regional Parks	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$145,000	\$585,000	\$0	\$545,000	\$750,000	\$2,025,000
Equipment	\$200,000	\$370,200	\$68,400	\$107,700	\$62,800	\$74,400	\$683,500
Land	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Engineered Structures	\$0	\$3,300,000	\$11,977,500	\$13,420,000	\$14,385,000	\$14,185,000	\$57,267,500
Vehicles	\$0	\$698,000	\$405,000	\$340,000	\$120,000	\$692,000	\$2,255,000
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Debenture Debt (New Debt Only)	\$0	\$5,000,000	\$13,067,515	\$15,000,000	\$15,000,000	\$15,000,000	\$63,067,515
Equipment Replacement Fund	\$0	\$808,200	\$473,400	\$447,700	\$182,800	\$766,400	\$2,678,500
Grants (Federal, Provincial)	\$0	\$900,000	\$1,302,485	\$0	\$0	\$2,000,000	\$4,202,485
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$2,605,000	\$3,192,500	\$3,420,000	\$4,930,000	\$2,935,000	\$17,082,500
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.280
Service Name:	Regional Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 175,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.		S	Res		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban.	\$ 2,424,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban.		S	Res		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.	\$ 1,120,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.		S	Res		\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.	\$ 1,575,000	S	Res		\$ 125,000	\$ 200,000	\$ -	\$ 1,250,000	\$ -	\$ 1,575,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	Remove and rehabilitate the Sooke Potholes old lodge site.	\$ 385,000	B	Res		\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ 385,000
22-07	Replacement	Replace pit toilets at Coles Bay	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	\$ 95,000	B	Res		\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	\$ 60,000	E	Res		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.	\$ 3,960,000	S	Res		\$ 60,000	\$ 630,000	\$ -	\$ -	\$ 1,000,000	\$ 1,690,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.		S	Grant		\$ -	\$ 270,000	\$ -	\$ -	\$ 2,000,000	\$ 2,270,000
23-08	New	Design & Construct Eagle Beach Retaining Wall	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.	\$ 57,500	S	Res		\$ -	\$ 7,500	\$ 50,000	\$ -	\$ -	\$ 57,500
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon footbridge over Sitting Lady Falls.	\$ 435,000	S	Res		\$ 60,000	\$ 375,000	\$ -	\$ -	\$ -	\$ 435,000
23-13	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	NA	V	ERF		\$ 348,000	\$ 405,000	\$ 340,000	\$ 120,000	\$ 467,000	\$ 1,680,000
23-14	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.	NA	E	ERF		\$ 110,200	\$ 68,400	\$ 107,700	\$ 62,800	\$ 74,400	\$ 423,500
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.	NA	L	Debt		\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
23-19	New	EV Charge Stations	EV Charging Stations	\$ 410,000	E	Cap	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-19	New	EV Charge Stations	EV Charging Stations		E	Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-19	New	EV Charge Stations	EV Charging Stations		E	Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
24-04	Renewal	Design & Construct Brookleigh Boat Launch	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.	\$ 350,000	S	Res		\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ 350,000
24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.	\$ 50,000,000	S	Debt		\$ -	\$ 8,067,515	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 38,067,515
24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.		S	Grant		\$ 900,000	\$ 1,032,485				\$ 1,932,485
24-06	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Lochside Regional Trail section - North Weiler	\$ 500,000	S	Res		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Service #:

1.280

Service Name:

Regional Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-07	Renewal	Site Planning and Improvements at 728 Work Site	Site plan, design and construct building and site improvements at 728 work site.	\$ 1,500,000	B	Res		\$ 50,000	\$ 200,000	\$ -	\$ 500,000	\$ 750,000	\$ 1,500,000
24-08	Study	Options Analysis - Sooke Hills Wilderness Trail Repair	Options analysis for short term repair of trail infrastructure along the Sooke Hills Wilderness Trail.	\$ 75,000	S	Res		\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-09	Renewal	Construct Ayum Creek Bridge Repair	Construct repairs to Ayum Creek Bridge	\$ 50,000	S	Res		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-10	New	Design & Construct Weed Harvester Dry-Dock	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach	\$ 265,000	S	Res		\$ 40,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 265,000
24-11	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.	\$ 985,000	S	Res		\$ 175,000	\$ 275,000	\$ 285,000	\$ 250,000	\$ -	\$ 985,000
24-12	Replacement	Weed Harvester	Replace 2006 aquatic weed harvester	NA	V	ERF		\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
24-13	Renewal	Design Durrance Lake Dam Alteration Plan	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.	\$ 300,000	S	Res		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional	Options analysis for shoreline stabilization at Jordan River Regional Park.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
25-03	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 325,000	S	Res			\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
25-05	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 80,000	S	Res			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
26-01	Renewal	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.	\$ 30,000	S	Res		\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-03	Renewal	Repair Eagle Beach Picnic Shelter	Design and construct improvements to Eagle Beach picnic shelter to extend service life.	\$ 80,000	S	Res		\$ -	\$ -	\$ 15,000	\$ 65,000	\$ -	\$ 80,000
26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 1,850,000	S	Res		\$ -		\$ 950,000	\$ 900,000	\$ -	\$ 1,850,000
26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	Site plan, design and construct building and site improvements at Mill Hill work site.	\$ 325,000	S	Res		\$ -	\$ -	\$ 75,000	\$ 250,000	\$ -	\$ 325,000
26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road surfacing	Full depth renewal and paving of Elk Beaver Lake Regional Park road.	\$ 300,000	S	Res		\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ 300,000
26-07	Renewal	Repair - Jordan River Regiona Park Boardwalk	Repair boardwalk at Jordan River Regional Park.	\$ 45,000	S	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
27-01	Renewal	Implement Durrance Dam alteration plan	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	\$ 3,000,000	S	Res		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 3,000,000
27-02	Replacement	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.	\$ 45,000	B	Res		\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ 45,000
28-01	New	Design Thetis Lake Dam Upgrades	Design and constuct upgrades to Thetis Lake Dams.	\$ 150,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
28-02	Replacement	Replace pit toilet at Island View Beach	Replace Island View Beach pit toilets that are approaching end of life.	\$ 190,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 190,000	\$ 190,000
28-03	New	Assess and Repair Regional Trail Land Protection	Conduct culvert assessment and repairs.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-04	New	Upgrade Regional Trail surfacing	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.	\$ 325,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
28-06	Replacement	Tandem Dump Truck	Replace 2003 Western Star tandem dump truck	NA	V	ERF		\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
			GRAND TOTAL	\$ 71,741,500			\$ 200,000	\$ 9,513,200	\$ 18,035,900	\$ 18,867,700	\$ 20,112,800	\$ 20,701,400	\$ 87,231,000

Service:	1.280	Regional Parks
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Project Number	18-02	Capital Project Title	Implement Kiosk Strategy	Capital Project Description	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Project Rationale	This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2024.				

Project Number	19-05	Capital Project Title	Repair GGRT Bridges (5)	Capital Project Description	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban.
Project Rationale	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban bridges on the Galloping Goose Trail.				

Project Number	20-09	Capital Project Title	Design & Expand East Sooke Aylard Farm Parking	Capital Project Description	Develop & construct an engineered long term expansion solution to meet on-going parking demands.
Project Rationale	Develop and construct an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.				

Service:	1.280	Regional Parks
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Project Number	22-02	Capital Project Title	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	Capital Project Description	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.
Project Rationale	Improvements included re-enforcement of the downstream face, tie-in to the existing spillway control and vegitaion management are required for the main dam at the southern outlet of Beaver Lake. Design in 2024/2025 and construction in 2027.				

Project Number	22-04	Capital Project Title	Sooke Potholes Lodge Site Demolition	Capital Project Description	Remove and rehabilitate the Sooke Potholes old lodge site.
Project Rationale	This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.				

Project Number	22-07	Capital Project Title	Replace pit toilets at Coles Bay	Capital Project Description	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.
Project Rationale	Replace and standardize pit toilets at Coles Bay which have exceeded the serviceable life span.				

Service:	1.280	Regional Parks
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Project Number	23-01	Capital Project Title	Purchase of New Genset for Mt. McDonald	Capital Project Description	New backup power supply required for emergency communication equipment on Mt. McDonald.
Project Rationale	A new backup power supply is required for the emergency communication equipment located on Mount McDonald.				

Project Number	23-05	Capital Project Title	Design & Construct Salt Spring Island Regional Trail	Capital Project Description	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.
Project Rationale	This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.				

Project Number	23-08	Capital Project Title	Design & Construct Eagle Beach Retaining Wall	Capital Project Description	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.
Project Rationale	Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.				

Service:	1.280	Regional Parks
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Project Number	23-11	Capital Project Title	Repair Witty's Lagoon Bridge	Capital Project Description	Replace Witty's Lagoon footbridge over Sitting Lady Falls.
Project Rationale	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.				

Project Number	23-13	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement based on a schedule for fleet vehicles.
Project Rationale	Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.				

Project Number	23-14	Capital Project Title	Equipment Replacement	Capital Project Description	Equipment replacement of outdoor and indoor equipment and furniture.
Project Rationale	Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office equipment and operational field equipment.				

Service:

1.280

Regional Parks

Project Number	23-15	Capital Project Title	Potential Land Acquisition Transactions	Capital Project Description	Potential land acquisition transactions.
Project Rationale	Potential land acquisition transactions estimated at \$5 million per year.				

Project Number	23-19	Capital Project Title	EV Charge Stations	Capital Project Description	EV Charging Stations
Project Rationale	Purchase, address electrical capacity, and install EV charge stations at 728 work site, Mill Hill work site, and priority public regional park parking lots.				

Project Number	24-01	Capital Project Title	Upgrade Humpback Dam Spalling	Capital Project Description	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.
Project Rationale	The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review underway in 2023.				

Service:	1.280	Regional Parks
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Project Number	24-03	Capital Project Title	Upgrade Sooke Potholes Campground Road	Capital Project Description	Improvements to road between parking lot #3 and Spring Salmon Place Campground.
Project Rationale	Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.				

Project Number	24-04	Capital Project Title	Design & Construct Brookleigh Boat Launch	Capital Project Description	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.
Project Rationale	Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.				

Project Number	24-05	Capital Project Title	Regional Trestle Renewal, Trails Widening and Lighting Project	Capital Project Description	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.
Project Rationale	Design and construct the renewal and enhancement of the Swan, Brett, and Selkirk Trestle, and widen and light 6 km of Regional Trail along priority sections of the Lochside and Galloping Goose Regional Trail. Funding model based on staff report presented to the Transportation Committee July 19, requires CRD Board approval August 8, 2023.				

Service:	1.280	Regional Parks
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Project Number	24-06	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Lochside Regional Trail section - North Weiler
Project Rationale	Full depth renewal and paving of the North Weiler section of the Lochside Regional Trail, identified as a priority in the 20-year renewal plan.				

Project Number	24-07	Capital Project Title	Site Planning and Improvements at 728 Work Site	Capital Project Description	Site plan, design and construct building and site improvements at 728 work site.
Project Rationale	Long-term site planning, design and construction of building and improvements at the 728 work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.				

Project Number	24-08	Capital Project Title	Options Analysis - Sooke Hills Wilderness Trail Repair	Capital Project Description	Options analysis for short term repair of trail infrastructure along the Sooke Hills Wilderness Trail.
Project Rationale	Short term options to repair and open the Sooke Hills Wilderness Trail on a temporary basis; longer term solution is required once provincial and regional discussions with First Nations regarding the E&N Rail Corridor are complete.				

Service:	1.280	Regional Parks
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Project Number	24-09	Capital Project Title	Construct Ayum Creek Bridge Repair	Capital Project Description	Construct repairs to Ayum Creek Bridge
Project Rationale	Construct repairs to Ayum Creek Bridge along the Galloping Goose Regional Trail, based on 2023 condition assessment.				

Project Number	24-10	Capital Project Title	Design & Construct Weed Harvester Dry-Dock	Capital Project Description	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach
Project Rationale	Design and develop dry-dock at North Beach, to permanently store the weed harvester. Aim is to reduce resources needed to move the equipment to the 728 work site.				

Project Number	24-11	Capital Project Title	Portal Signs	Capital Project Description	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.
Project Rationale	Install new portal signs at regional park access points to align with Corporate Sign Strategy.				

Service:	1.280	Regional Parks
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Project Number	24-12	Capital Project Title	Weed Harvester	Capital Project Description	Replace 2006 aquatic weed harvester
Project Rationale	Replace 2006 weed harvester through the vehicle replacement fund as the equipment reaches end of serviceable life.				

Project Number	24-13	Capital Project Title	Design Durrance Lake Dam Alteration Plan	Capital Project Description	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.
Project Rationale	Design and develop a dam alteration plan for the Duurance Lake Dam, including submission of dam alteration plan to the Provincial Dam Safety Office.				

Project Number	25-02	Capital Project Title	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Capital Project Description	Options analysis for shoreline stabilization at Jordan River Regional Park.
Project Rationale	Options analysis for shoreline stabilization at Jordan River Regional Park, including an environmental study of the proposed options.				

Service:

1.280

Regional Parks

Project Number	25-03	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road
Project Rationale	Full depth renewal and paving for the 6-Mile Road to Wale Road section of the Galloping Goose Regional Tral, identified as a priority in the 20-year renewal plan.				

Project Number	25-04	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.				

Project Number	25-05	Capital Project Title	Implement Kiosk Strategy	Capital Project Description	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Project Rationale	This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2028.				

Service:

1.280

Regional Parks

Project Number	26-01	Capital Project Title	Improve boat launch at Thetis Lake	Capital Project Description	Improvements to boat launch at Thetis Lake main beach.
Project Rationale	Improvements to boat launch at Thetis Lake main beach.				

Project Number	26-03	Capital Project Title	Repair Eagle Beach Picnic Shelter	Capital Project Description	Design and construct improvements to Eagle Beach picnic shelter to extend service life.
Project Rationale	Design and construct improvements to the Eagle Beach picnic shelter, which experiences a high level of use and is nearing end of life.				

Project Number	26-04	Capital Project Title	Construct - Regional Trail Bridge Renewals (4)	Capital Project Description	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.
Project Rationale	Construct Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.				

Service:

1.280

Regional Parks

Project Number	26-05	Capital Project Title	Site Planning and Improvements at Mill Hill Work Site	Capital Project Description	Site plan, design and construct building and site improvements at Mill Hill work site.
Project Rationale	Long-term site planning, design and construction of building and improvements at the Mill Hill work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.				

Project Number	26-06	Capital Project Title	Renewal of Elk Beaver Lake Regional Park road surfacing	Capital Project Description	Full depth renewal and paving of Elk Beaver Lake Regional Park road.
Project Rationale	Full depth renewal and paving of the Elk Beaver Lake Regional Park road.				

Project Number	26-07	Capital Project Title	Repair - Jordan River Regiona Park Boardwalk	Capital Project Description	Repair boardwalk at Jordan River Regional Park.
Project Rationale	Repair boardwalk that is approaching end of life at Jordan River Regional Park.				

Service:	1.280	Regional Parks
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Project Number	27-01	Capital Project Title	Implement Durrance Dam alteration plan	Capital Project Description	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.
Project Rationale	Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.				

Project Number	27-02	Capital Project Title	Replace pit toilet at Lone Tree Hill	Capital Project Description	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.
Project Rationale	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.				

Project Number	28-01	Capital Project Title	Design Thetis Lake Dam Upgrades	Capital Project Description	Design and constuct upgrades to Thetis Lake Dams.
Project Rationale	Design and constuct upgrades to the Thetis Lake Dams, in line with Provincial dam safety regulatory program..				

Service:1.280Regional Parks

Project Number	28-02	Capital Project Title	Replace pit toilet at Island View Beach	Capital Project Description	Replace Island View Beach pit toilets that are approaching end of life.
Project Rationale	Replace and standardize pit toilets that are approaching end of life at Island View Beach.				

Project Number	28-03	Capital Project Title	Assess and Repair Regional Trail Land Protection	Capital Project Description	Conduct culvert assessment and repairs.
Project Rationale	Assess and repair Regional Trails culvert infrastructure.				

Project Number	28-04	Capital Project Title	Upgrade Regional Trail surfacing	Capital Project Description	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.
Project Rationale	Upgrade the section of Galloping Goose Regional Trail, from Wale Road to Aldene Road, from gravel surface to paved surface, a priority section identified in the Regional Trails Management Plan.				

Service:	1.280	Regional Parks
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Project Number	28-05	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the the Wildwood/Matheson Creek Bridge, Hereward Bridge, Island Highway Bridge and Helmeken Bridge.				

Project Number	28-06	Capital Project Title	Tandem Dump Truck	Capital Project Description	Replace 2003 Western Star tandem dump truck
Project Rationale	Replace 2003 tandem dump truck through vehicle replacement fund as it approaches end of serviceable life.				

1.280 Regional Parks
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary
Projected year end balance

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
- Land Acquisition Levy	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
- Infrastructure/SSI&SGI Trail/Dams	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311
Total Capital Reserve Fund	5,355,486	5,772,275	5,509,102	5,077,015	3,194,686	3,368,311
 Parks Statutory Land Acquisition Reserve	 -	 -	 -	 -	 -	 -
 Equipment Replacement Fund	 1,275,077	 911,220	 870,650	 864,436	 1,131,952	 824,874
Total projected year end balance	6,630,563	6,683,495	6,379,752	5,941,451	4,326,638	4,193,185

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)

Land Acquisition Levy Portion

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,602,492	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Land Acquisition Expenditure	(5,322,492)	-	-	-	-	-
LAF Levy Net Contribution	-	-	-	-	-	-
Other proceeds Interest Income*	220,000	-				
Ending Balance \$ - Land Acquisition Levy Portion	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Restricted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unrestricted Balance	-	-	-	-	-	-

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of \$10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of \$12 per average residential household assessment starting in 2010 and increasing by \$2 per year to a maximum of \$20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at \$20 per average residential household assessment. Beginning in 2021 the rate is to increase by \$1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,007,952	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686
Planned Capital Expenditure (Based on Capital Plan)	(5,315,378)	(2,605,000)	(3,192,500)	(3,420,000)	(4,930,000)	(2,935,000)
Transfer from Operating Budget						
--Other Infrastructure	1,528,872	1,523,368	1,576,438	1,630,466	1,685,575	1,738,231
--SSI/SGI Trails	219,040	223,421	227,889	232,447	237,096	245,394
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	290,000	150,000	-	-	-	-
Ending Balance \$ - Infrastructure Portion	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311

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

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)						
Parks Statutory Land Acquisition Reserve						
	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,125,646	-	-	-	-	-
Park Land Acquisition	(1,165,646)	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	40,000	-				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	-	-	-	-	-	-

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)
Equipment Replacement Fund

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,567,186	1,275,077	911,220	870,650	864,436	1,131,952
Planned Purchase (Based on Capital Plan)	(659,300)	(808,200)	(473,400)	(447,700)	(182,800)	(766,400)
Transfer from Operating Budget	347,191	424,343	432,830	441,486	450,316	459,322
Disposal Proceeds		-	-	-	-	-
Interest Income*	20,000	20,000				
Ending Balance \$	1,275,077	911,220	870,650	864,436	1,131,952	824,874

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

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks Legacy Fund

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

Operating Reserve Schedule - FC 105102						
Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	17,349	18,249	19,149	19,149	19,149	19,149
Planned Purchase						
Donation Received	-					
Interest Income*	900	900				
Total projected year end balance	18,249	19,149	19,149	19,149	19,149	19,149
Assumptions/Background:						

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

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

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

Summary						
Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	84,145	104,145	119,145	114,145	129,145	144,145
Operating Reserve - Legacy Fund	18,249	19,149	19,149	19,149	19,149	19,149
Total projected year end balance	102,393	123,293	138,293	133,293	148,293	163,293

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

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

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	97,345	84,145	104,145	119,145	114,145	129,145
Planned Purchase	(20,000)	-	-	(20,000)	-	-
Transfer from Ops Budget	2,000	15,000	15,000	15,000	15,000	15,000
Interest Income*	4,800	5,000				
Total projected year end balance	84,145	104,145	119,145	114,145	129,145	144,145

Assumptions/Background:

2026: \$20,000 to fund Visitor Survey

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Panorama Recreation

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

CAPITAL DEBT:

Authorized: Bylaw No. 3388 - Construction of Second Pool	\$ 8,998,000
Borrowed:	\$ 8,998,000
Remaining:	-
Authorized: Bylaw No. 4116 - Replacement of Arena Floor	\$ 1,080,000
Borrowed:	\$ 1,080,000
Remaining:	-
Authorized: Bylaw No. 4546 - Centennial Park Multi-Sport Box	\$ 2,900,000
Borrowed:	\$ -
Remaining:	\$ 2,900,000
Authorized: Bylaw No. 4547 - Panorama Heat Recovery System	\$ 2,453,000
Borrowed:	\$ -
Remaining:	\$ 2,453,000

COMMISSION:

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

FUNDING:

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

Participants	Converted Assessment	Census Population	%	Actual Assessment
2017		2016 Census		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	1,405,568,641	39,735	100.00%	12,084,802,861
2018		2016 Census		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	1,629,330,463	39,735	100.00%	14,059,644,856
2019		2016 Census		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2019	1,774,023,122	39,735	100.00%	15,277,803,594
2020		2016 Census		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	1,817,228,759	39,735	100.00%	15,484,601,708
2021		2016 Census		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	1,867,359,911	39,735	100.00%	16,069,481,273
2022		2021 Census		
Central Saanich	821,112,902	17,385	38.64%	6,951,449,149
North Saanich	814,676,641	12,235	32.36%	7,527,498,712
Sidney	656,173,316	12,318	29.00%	5,596,917,473
TOTAL 2022	2,291,962,859	41,938	100.00%	20,075,865,334
2023		2021 Census		
Central Saanich	927,613,660	17,385	38.53%	7,890,127,835
North Saanich	921,935,242	12,235	32.28%	8,502,320,535
Sidney	755,376,989	12,318	29.18%	6,352,318,170
TOTAL 2023	2,604,925,891	41,938	100.00%	22,744,766,540

PANORAMA RECREATION

OPERATING COSTS:

Salaries and Wages	5,893,852	5,797,813
Utilities	606,000	606,000
Recreation Programs and Special Events	389,179	414,883
Operating Supplies	336,925	345,834
Maintenance and Repairs	406,785	406,785
Internal Allocations	596,045	596,045
Licences/Surveys/Legal/Meeting	193,363	193,533
Advertising/Printing/Brouchures/Signs	39,839	39,839
Telephone/IT & Network Systems	59,957	59,956
Vehicles, Travel and Training	62,310	62,310
Insurance	67,160	67,160
Contingency	50,000	50,000

TOTAL OPERATING COSTS 8,701,415 8,640,158

*Percentage increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund	(95,418)	8,120
Transfer to Capital Reserve Fund	411,204	534,177
Transfer to Equipment Replacement Fund	396,000	396,000
Capital & Equipment Purchases	-	-
TOTAL CAPITAL / RESERVES	711,786	938,297

*Percentage increase over prior year

DEBT CHARGES	720,665	720,665
TOTAL COSTS	10,133,866	10,299,120

*Percentage increase over prior year

Internal Recoveries		1.63%
Recoveries - Other	-	-
OPERATING LESS RECOVERIES	10,133,866	10,299,120

FUNDING SOURCES (REVENUE)

Estimated balance C/F from current to Next year		
Balance C/F from Prior to Current year	-	-
Fee Income	(3,443,884)	(3,408,552)
Rental Income	(997,439)	(1,060,548)
Sponsorships	(17,653)	(23,748)
Transfer from Operating Reserve Fund	-	(103,538)
Payments - In Lieu of Taxes	(186,936)	(186,936)
Grants - Other	(227,556)	(255,400)
TOTAL REVENUE	(4,873,468)	(5,038,722)

*Percentage increase over prior year 3.39%

REQUISITION (5,260,398) (5,260,398)

*Percentage increase over prior year

PARTICIPANTS: North Saanich. Sidney,Central Saanich		
AUTHORIZED POSITIONS:		
Salaried	36.85	36.85
Converted Auxillaries	0.50	0.50

BUDGET REQUEST

2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
------------------------	-----------------	------------------	---------------

6,089,899	20,403	-	6,110,302
636,923	-	-	636,923
478,940	-	-	478,940
381,045	860	2,835	384,740
481,772	-	-	481,772
656,945	-	-	656,945
222,442	520	-	222,962
42,038	-	-	42,038
62,534	480	-	63,014
70,925	-	-	70,925
68,400	-	-	68,400
-	-	-	-
9,191,863	22,263	2,835	9,216,961

6.39% 6.68%

8,404	-	-	8,404
740,566	-	-	740,566
403,920	-	-	403,920
-	-	-	-
1,152,890	-	-	1,152,890

22.87% 22.87%

222,807	114,900	(32,123)	305,584
10,567,560	137,163	(29,288)	10,675,435

2.61% 3.65%

-	-	-	-
10,567,560	137,163	(29,288)	10,675,435

-	-	-	-
(3,583,433)	-	-	(3,583,433)
(1,075,968)	-	-	(1,075,968)
(24,718)	-	-	(24,718)
-	-	-	-
(186,936)	-	-	(186,936)
(405,207)	-	-	(405,207)
(5,276,262)	-	-	(5,276,262)

4.71% 4.71%

(5,291,298) (137,163) 29,288 (5,399,173)

0.59% 2.64%

36.85	0.90	0.00	37.75
0.50	0.00	0.00	0.50

FUTURE PROJECTIONS

2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
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6,381,166	6,538,481	6,699,747	6,865,053
649,666	662,661	675,915	689,430
490,546	502,442	514,639	527,147
385,519	400,060	402,311	417,480
490,712	499,834	509,141	518,638
683,286	699,679	709,280	724,568
227,216	231,146	235,371	239,868
42,879	43,737	44,610	45,503
63,943	66,278	66,655	68,060
72,462	74,035	75,642	77,287
71,830	75,430	79,210	83,170
-	-	-	-
9,559,225	9,793,783	10,012,521	10,256,204

3.71% 2.5% 2.2% 2.4%

8,572	8,744	8,919	9,097
843,640	937,834	956,591	975,723
411,999	420,237	428,643	437,217
-	-	-	-
1,264,211	1,366,815	1,394,153	1,422,037

9.66% 8.12% 2.00% 2.00%

366,368	590,608	590,608	590,608
11,189,804	11,751,206	11,997,282	12,268,849

4.82% 5.02% 2.09% 2.26%

-	-	-	-
11,189,804	11,751,206	11,997,282	12,268,849

(3,694,112)	(3,778,674)	(3,865,286)	(3,953,994)
(1,092,082)	(1,113,621)	(1,135,588)	(1,157,994)
(24,772)	(24,827)	(24,881)	(24,938)
-	(52,785)	-	-
(190,229)	(190,229)	(190,229)	(190,229)
(479,014)	(489,348)	(499,912)	(510,710)
(5,480,209)	(5,649,484)	(5,715,896)	(5,837,865)

3.87% 3.09% 1.18% 2.13%

(5,709,595) (6,101,722) (6,281,386) (6,430,984)

5.75% 6.87% 2.94% 2.38%

37.75	37.75	37.75	37.75
0.50	0.50	0.50	0.50

PANORAMA RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Arena	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
Pool	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
Recreation - Community Recreation	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
Administration	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
	8,709,534	8,648,278	9,200,267	22,263	2,835	9,225,365	9,567,797	9,802,527	10,021,440	10,265,301
*Percentage increase over prior year			5.63%			5.92%				
<u>CAPITAL / RESERVE</u>										
Arena	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
Pool	337,602	460,575	669,604	-	-	669,604	771,259	864,005	881,286	898,912
Community Recreation	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
	807,204	930,177	1,144,486	-	-	1,144,486	1,255,639	1,358,071	1,385,234	1,412,940
<u>DEBT CHARGES</u>										
Arena	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
Pool	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
	723,764	723,764	225,987	114,900		340,887	369,548	593,788	593,788	593,788
TOTAL OPERATING, CAPITAL AND DEBT COSTS	10,240,502	10,302,219	10,570,740	137,163	2,835	10,710,738	11,192,984	11,754,386	12,000,462	12,272,029
<u>FUNDING SOURCES (REVENUE)</u>						4.59%				
Arena	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
Pool	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Administration	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(4,462,075)	(4,495,947)	(4,687,299)	-		(4,719,422)	(4,814,146)	(4,973,087)	(5,028,935)	(5,140,106)
Estimated balance C/F current to Next year						-				
Trans from Operating Reserve	(103,538)	(103,538)	-	-	-	-	-	(52,785)	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(186,936)	(186,936)	(186,936)	-	-	(186,936)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
REQUISITION	(5,260,398)	(5,260,398)	(5,291,298)	(137,163)	(2,835)	(5,399,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase			0.59%			2.64%	5.75%	6.87%	2.94%	2.38%
AUTHORIZED POSITIONS: Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	43.57%		44.34%			44.06%	43.01%	42.31%	41.91%	41.88%
User Funding excluding debt%	46.89%		45.31%			45.51%	44.48%	44.56%	44.09%	44.01%

PANORAMA RECREATION - ADMINISTRATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>ADMINISTRATION COSTS</u>										
Salaries and Wages	506,929	468,000	555,221	-	-	555,221	568,703	582,505	596,636	611,103
Other Internal Allocations	594,342	594,342	655,182	-	-	655,182	681,488	697,845	707,409	722,660
Operating - Other	150,906	155,759	190,889	-	-	190,889	194,288	197,752	201,288	204,893
Telephone Rent & Installation	39,355	39,355	40,735	-	-	40,735	41,550	42,381	43,228	44,093
Operating - Supplies	37,428	37,428	24,553	860	2,835	28,248	25,905	26,406	26,916	27,437
Contract for Services & fees for service	96,780	96,780	99,760	520	-	100,280	102,277	104,311	106,386	108,505
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Allocation - System Services	1,703	1,703	1,763	-	-	1,763	1,798	1,834	1,871	1,908
Transfer to Operating Reserve Fund	8,120	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
TOTAL ADMINISTRATION COSTS	1,502,723	1,468,647	1,644,907	1,380	2,835	1,649,122	1,696,411	1,737,208	1,771,863	1,812,866
<u>MAINTENANCE COSTS</u>										
Salaries and Wages	1,715,129	1,715,129	1,715,980	20,403	-	1,736,383	1,839,139	1,881,517	1,924,854	1,969,172
Maintenance	100,980	100,980	147,999	-	-	147,999	150,960	153,978	157,057	160,199
Operating - Other	64,777	64,777	82,722	480	-	83,202	84,847	86,524	88,235	89,979
Utility	540,200	540,200	569,340	-	-	569,340	580,731	592,348	604,195	616,276
Operating - Supplies	94,589	104,070	106,151	-	-	106,151	108,274	110,440	112,648	114,902
Travel and Vehicles	23,176	23,176	23,639	-	-	23,639	24,112	24,595	25,087	25,587
TOTAL MAINTENANCE COSTS	2,538,851	2,548,332	2,645,831	20,883	-	2,666,714	2,788,063	2,849,402	2,912,076	2,976,115
<u>PROGRAM ADMINISTRATION COSTS</u>										
Salaries and Wages	817,097	843,427	844,849	-	-	844,849	867,255	890,266	913,899	938,170
Operating - Other	50,802	50,802	46,936	-	-	46,936	47,875	48,832	49,808	50,804
Operating - Supplies	7,352	2,000	11,108	-	-	11,108	11,467	11,837	12,220	12,616
Staff Training	2,497	2,497	3,000	-	-	3,000	3,060	3,121	3,184	3,247
TOTAL PROGRAM COSTS	877,748	898,726	905,893	-	-	905,893	929,657	954,056	979,111	1,004,837
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Transfers to Capital						-				
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
<u>RECOVERED FROM ARENA, POOL, PARKS, _RECREATION AND MULTI-PURPOSE ROOM</u>										
Internal Recovery - Administration	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Programs Administration	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
REQUISITION	(4,798,225)	(4,792,054)	(5,083,689)	(22,263)	(2,835)	(5,108,787)	(5,299,372)	(5,371,267)	(5,544,546)	(5,673,387)
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.90	0.00	25.75	25.75	25.75	25.75	25.75
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	230,439	230,439	271,311	-	-	271,311	277,474	283,774	290,216	296,802
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Operating - Supplies	38,225	38,225	39,563	-	-	39,563	40,354	41,161	41,985	42,824
Maintenance	55,808	55,808	66,536	-	-	66,536	67,867	69,224	70,608	72,020
Instructional Services and Travel	35,245	35,245	36,702	-	-	36,702	37,436	38,184	38,948	39,728
Contingency						-				
TOTAL OPERATING COSTS	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
*Percentage Increase		0.0%	15.12%			15.12%	2.2%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	205,602	-	-	205,602	209,714	213,908	218,186	222,550
TOTAL CAPITAL / RESERVES	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
DEBT CHARGES	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
TOTAL COSTS	804,777	804,777	842,932	114,900	-	957,832	1,136,816	1,377,208	1,393,702	1,410,541
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
TOTAL REVENUE	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
REQUISITION	117,736	133,656	138,607	(114,900)	-	23,707	(135,652)	(356,027)	(352,102)	(348,115)
*Percentage Increase		13.5%	17.73%			-79.86%	-672.2%	162.5%	-1.1%	-1.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	114.63%		116.44%			102.48%	88.07%	74.15%	74.74%	75.32%
User Funding excluding debt%	132.29%		130.12%			130.12%	129.99%	129.87%	129.74%	129.62%

PANORAMA RECREATION - SWIMMING POOL			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	903,907	879,511	899,649	-	-	899,649	918,401	937,543	957,085	977,031
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Maintenance	67,310	67,310	69,666	-	-	69,666	71,059	72,481	73,930	75,408
Operating - Supplies	81,892	81,892	90,295	-	-	90,295	85,981	93,941	89,455	97,733
Instructional Services	25,262	25,262	25,654	-	-	25,654	26,166	26,691	27,225	27,769
Contingency						-				
TOTAL OPERATING COSTS	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
*Percentage Increase		-2.3%	0.64%			0.64%	1.5%	2.6%	1.5%	2.6%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	534,964	-	-	534,964	633,926	723,926	738,405	753,173
TOTAL CAPITAL / RESERVES	337,602	337,602	669,604	-	-	669,604	771,259	864,005	881,286	898,912
DEBT CHARGES	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
TOTAL COSTS	2,032,279	2,007,883	1,892,277	-	-	1,892,277	1,875,776	1,997,571	2,031,891	2,079,763
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
REQUISITION	(844,024)	(827,142)	(713,952)	-	32,123	(681,829)	(673,943)	(771,758)	(781,622)	(804,546)
*Percentage Increase		-2.0%	-15.41%			-19.22%	-1.2%	14.5%	1.3%	2.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	58.47%		62.27%			63.97%	64.07%	61.37%	61.53%	61.32%
User Funding excluding debt%	83.92%		67.15%			68.98%	64.17%	61.45%	61.62%	61.40%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>COMMUNITY RECREATION COSTS</u>										
Salaries and Wages	1,720,351	1,661,307	1,802,889	-	-	1,802,889	1,910,194	1,962,876	2,017,057	2,072,775
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Instructional Service	375,908	401,782	468,227	-	-	468,227	479,751	492,557	503,897	516,750
Operating - Supplies	118,739	118,666	144,369	-	-	144,369	149,232	152,683	156,223	159,847
Leasehold Improvements	87,126	87,126	88,775	-	-	88,775	89,751	90,746	91,761	92,796
TOTAL COMMUNITY RECREATION COSTS	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
*Percentage Increase		-1.4%	8.78%			8.78%	5.0%	2.7%	2.6%	2.6%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
TOTAL COSTS	2,434,124	2,400,881	2,638,900	-	-	2,638,900	2,766,261	2,838,941	2,911,819	2,987,907
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(2,457,766)	(2,508,522)	(2,819,700)	-	-	(2,819,700)	(2,975,404)	(3,046,042)	(3,118,474)	(3,192,742)
REQUISITION	23,642	107,641	180,800	-	-	180,800	209,143	207,101	206,655	204,835
*Percentage Increase		355.3%	664.74%			664.74%	15.7%	-1.0%	-0.2%	-0.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	9.00	9.00	9.00	0.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	91.62%		91.50%			91.50%	90.24%	90.06%	89.93%	89.76%

Change in Budget 2023 to 2024			
Service:	1.44X Panorama Recreation	Total Expenditure	Comments
2023 Budget		10,237,404	
Change in Salaries:			
	Base salary and benefit change	191,555	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	4,492	
	Conversion of vacant FTE to Maintenance Supervisor	20,403	IBC - 10c-1.2 Peninsula Recreation Facility Maintenance Supervisor
	Total Change in Salaries	216,450	
Other Changes:			
	Debt Charges	(415,081)	Swimming pool debt retirement
	Reserve Transfers	337,566	Commission supported
	Human Resources Allocation	44,534	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Utilities	30,923	
	Standard Overhead Allocation	15,932	Increase in 2023 operating costs
	Other Costs	207,707	
	Total Other Changes	221,581	
2024 Budget		10,675,435	
Summary of % Expense Increase			
	Reserve transfer	3.3%	
	Debt retirement	-4.1%	
	2024 Base salary and benefit change	1.9%	
	Balance of increase	5.0%	
	% expense increase from 2023:	4.3%	
	% Requisition increase from 2023 (if applicable):	2.6%	Requisition funding is 50.6% of service revenue

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estmiated one-time favourable variance of \$122,973 (1.2%) due mainly to hire revenues. This variance will be moved to Capital Reserve.

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

Service No.	1.44x Panorama Recreation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$450,000	\$3,483,500	\$400,000	\$310,000	\$0	\$3,560,000	\$7,753,500
Equipment	\$0	\$869,072	\$486,612	\$383,380	\$304,000	\$520,239	\$2,563,303
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$4,412,908	\$70,000	\$0	\$385,000	\$0	\$4,867,908
Vehicles	\$0	\$57,000	\$0	\$15,000	\$0	\$0	\$72,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

SOURCE OF FUNDS

Capital Funds on Hand	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Debenture Debt (New Debt Only)	\$0	\$4,400,000	\$0	\$0	\$0	\$0	\$4,400,000
Equipment Replacement Fund	\$0	\$776,072	\$411,612	\$398,380	\$304,000	\$520,239	\$2,410,303
Grants (Federal, Provincial)	\$0	\$2,104,408	\$0	\$0	\$0	\$0	\$2,104,408
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,092,000	\$545,000	\$310,000	\$385,000	\$3,560,000	\$5,892,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.44x

Service Name:

Panorama Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$ 350,000	B	Cap	\$ 310,000	\$ 310,000					\$ 310,000
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	\$ 85,000	B	Cap	\$ 80,000	\$ 80,000					\$ 80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$ 150,000	E	Res	→	\$ 150,000					\$ 150,000
18-03	Replacemer	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	\$ 112,000	B	Res	→	\$ 112,000					\$ 112,000
18-09	Replacemer	Replace Pool change room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	\$ 50,000	B	Res	→	\$ 50,000					\$ 50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires - arenas, tennis buildings	\$ 188,000	B	Cap	\$ 60,000	\$ 60,000					\$ 60,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	\$ 2,453,000	B	Debt		\$ 2,000,000					\$ 2,000,000
22-02	Replacemer	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	\$ 70,000	S	Res			\$ 70,000				\$ 70,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	\$ 325,000	B	Res	→	\$ 310,000					\$ 310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant	→	\$ 15,000					\$ 15,000
23-04	Replacemer	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	\$ 50,000	B	Res	→	\$ 50,000					\$ 50,000
23-07	Replacemer	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	\$ 46,000	V	ERF	→	\$ 46,000					\$ 46,000
23-08	Replacemer	Replace Utility trailer	Replace Utility trailer due to end of life	\$ 15,000	V	ERF		\$ -		\$ 15,000			\$ 15,000
23-09	Replacemer	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	\$ 11,000	V	ERF	→	\$ 11,000					\$ 11,000
23-13	Replacemer	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	\$ 20,000	B	Res	→	\$ 20,000					\$ 20,000
23-14	Renewal	Arena changerooms & support spaces enahncements	design and consultant for arena changerooms and support spaces enhancements	\$ 20,000	B	Res	→	\$ 20,000					\$ 20,000
23-15	Renewal	Greenglade parking lot	replace greenglade parking lot due to end of life	\$ 115,000	B	Res	→	\$ 115,000					\$ 115,000
23-16	Replacemer	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	\$ 160,000	E	ERF	→	\$ 160,000					\$ 160,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich	\$ 4,912,908	S	Debt		\$ 2,400,000					\$ 2,400,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich		S	Grant		\$ 2,012,908					\$ 2,012,908
24-01	Replacemer	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	\$ 110,000	B	Res		\$ 110,000					\$ 110,000
24-02	Replacemer	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-04	Replacemer	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	\$ 75,000	B	Res		\$ 75,000					\$ 75,000
24-05	Replacemer	Greenglade Playground	Replace Greenglade playground due to end of life	\$ 320,000	E	Cap							\$ -
24-06	Replacemer	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 347,072	E	ERF		\$ 347,072					\$ 347,072
24-08	Renewal	Water supply system upgrade	upgrade water supply system	\$ 22,000	E	ERF		\$ 22,000					\$ 22,000

Service #:

1.44x

Service Name:

Panorama Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-09	Renewal	Preschool space enhancements	Preschool space enhancements	\$ 76,500	B	Grant		\$ 76,500					\$ 76,500
24-10	Renewal	replace concrete pads	replace concrete pads in arena ice resurfacers bays	\$ 80,000	B	Res		\$ 80,000					\$ 80,000
24-11	New	Truck (gas) (IBC)	truck for notice in motion new service area	\$ 65,000	E	ERF		\$ 65,000					\$ 65,000
25-01	Replacemer	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 411,612	E	ERF			\$ 411,612				\$ 411,612
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	\$ 250,000	E	Res			\$ 25,000				\$ 25,000
25-04	Replacemer	Replace lap pool heater	replacement of lap pool heater	\$ 50,000	E	Res			\$ 50,000				\$ 50,000
25-05	Replacemer	Replacement of underwater lighting	Replacement of undrewater lighting in pool	\$ 100,000	B	Res			\$ 100,000				\$ 100,000
25-06	Renewal	Re-tile pool	Re-tile pool	\$ 300,000	B	Res			\$ 300,000				\$ 300,000
26-01	Replacemer	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 383,380	E	ERF				\$ 383,380			\$ 383,380
26-02	Replacemer	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	\$ 95,000	E	ERF		\$ 95,000					\$ 95,000
26-03	Replacemer	Replace sound system in Areana A&B	Replace sound system in Areana A&B	\$ 32,000	E	ERF						\$ 32,000	\$ 32,000
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	\$ 147,000	B	Res				\$ 147,000			\$ 147,000
26-05	Replacemer	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	\$ 123,000	B	Res				\$ 123,000			\$ 123,000
26-06	Replacemer	Replace diving board stands	Replace diving board stand due to end of life	\$ 20,000	B	Res				\$ 20,000			\$ 20,000
26-07	Replacemer	Replace squash court floors	Replace squash court floors	\$ 20,000	B	Res				\$ 20,000			\$ 20,000
27-01	Replacemer	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 304,000	E	ERF					\$ 304,000		\$ 304,000
27-02	Renewal	Panorama exterior painting	Panorama exterior painting	\$ 150,000	S	Res					\$ 150,000		\$ 150,000
27-03	Renewal	Panorama lower parking lot renewal	Panorama lower parking lot renewal	\$ 200,000	S	Res					\$ 200,000		\$ 200,000
27-04	Replacemer	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	\$ 35,000	S	Res					\$ 35,000		\$ 35,000
28-01	Replacemer	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 388,239	E	ERF						\$ 388,239	\$ 388,239
28-02	Renewal	Arena renovation	arena changerooms and support spaces enhancement revovation	\$ 3,000,000	B	Res						\$ 3,000,000	\$ 3,000,000
28-03	Renewal	Arena B rubber floor replacement	Arena B rubber floor replacement	\$ 110,000	B	Res						\$ 110,000	\$ 110,000
28-04	Replacemer	Pool air handing unit	replace pool air handling unit due to end of life	\$ 250,000	B	Res						\$ 250,000	\$ 250,000
28-05	Replacemer	Link building roof replacement	replace link building roof due to end of life	\$ 200,000	B	Res						\$ 200,000	\$ 200,000
28-06	Replacemer	LCD Arena B screen (Hockeyville)	replace LCD screen in areana B (Hockeyville)	\$ 100,000	E	ERF						\$ 100,000	\$ 100,000
			GRAND TOTAL	\$16,927,711			\$ 450,000	\$ 8,822,480	\$ 956,612	\$ 708,380	\$ 689,000	\$ 4,080,239	\$ 15,256,711

Service:	1.44x	Panorama Recreation
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Project Number	17-04	Capital Project Title	Dessicant dehumidifier for Ice Plant	Capital Project Description	Replace Dessicant dehumidifier/socks for Ice Plant due to aging
Project Rationale	Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP grant unsuccessful currently exploring electric dehumidification options ****2024 update***** project design has began in 2023. Completion expected in 2024				

Project Number	17-08	Capital Project Title	Arena concourse (lobby) roof	Capital Project Description	renew arena concourse (lobby) roof due to leakage
Project Rationale	***2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof. ***2021 Update*** waiting on heat recovery project. ***2022 Update*** roof will be replaced once dehumidifier replacement is complete				

Project Number	18-02	Capital Project Title	Install Plant Maintenance SAP Program	Capital Project Description	Plant Maintenance SAP Program for PRC maintenance projects
Project Rationale	SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availability and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change ***2024 Update*** preliminary project work began in 2023. expected to come online in 2024				

Service:	1.44x	Panorama Recreation
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Project Number	18-03	Capital Project Title	DDC Replacement (direct digital controls)	Capital Project Description	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.
Project Rationale	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2024 Update*** to begin after energy recovery				

Project Number	18-09	Capital Project Title	Replace Pool change room HVAC Air handling Unit	Capital Project Description	Replace Pool room HVAC Air handling Unit due to end of life
Project Rationale	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow and likely address this replacement. ***2024 Update*** replacement expected to tie in with energy recovery				

Service: 1.44x Panorama Recreation					
Project Number	18-14	Capital Project Title	Install roof safety guide wires - arenas, tennis buildings	Capital Project Description	Install roof safety guide wires - arenas, tennis buildings
Project Rationale	Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the deliverables. Completion expected in late 2021/early 2022 ***2022 Update**** completion expected late 2022. Completed				
Project Number	19-15	Capital Project Title	Heat Recovery Plant	Capital Project Description	Construct heat recovery plant
Project Rationale	Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for \$2.4M contingent on \$700k grant funding. Also to ulitize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow . ****2024 update***** project design has began in 2023. Completion expected in 2024/25				
Project Number	22-02	Capital Project Title	Replace Daktronic/Electronic Road Sign	Capital Project Description	Replace Daktronic/Electronic Road Sign due to end of life
Project Rationale	Replacement of existing Electric Road Signage due to end of life ***2024 Update*** Defer to 2025				

Service:1.44xPanorama Recreation

Project Number	23-01	Capital Project Title	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Capital Project Description	Change lighting in all areas to LED (other than Tennis bldg)
Project Rationale	***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022. *** 2024 Update*** project stalled due to staff capacity. Expected to start in 2024 with new Hydro account manager and incentives.				

Project Number	23-04	Capital Project Title	Replace Fitness Studio HVAC	Capital Project Description	Replace Fitness Studio HVAC due to end of life
Project Rationale	End of Life				

Project Number	23-07	Capital Project Title	Replace Chevrolet Passenger car	Capital Project Description	Replace Chevrolet Passenger car due to end of life
Project Rationale	end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant ***2024 Update*** vehicle request form submitted in 2023				

Service:1.44xPanorama Recreation

Project Number	23-08	Capital Project Title	Replace Utility trailer	Capital Project Description	Replace Utility trailer due to end of life
Project Rationale	end of lifecycle, lowered ramp access trailer required. ***2024 Update*** Deferred to 2026				

Project Number	23-09	Capital Project Title	Replace Play in the Park Trailer	Capital Project Description	Replace Play in the Park Trailer due to end of life
Project Rationale	end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assemsment shows life still remains. Usage has reduced due to COVID19 ***2024 Update*** vehicle request form submitted in 2023				

Project Number	23-13	Capital Project Title	Overhead Doors Olympia bay - auto	Capital Project Description	replacement of automatic overhead doors to ice resurfacer bay #2
Project Rationale	Replace due to end of life cycle				

Service:	1.44x	Panorama Recreation
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Project Number	23-14	Capital Project Title	Arena changerooms & support spaces enahncements	Capital Project Description	design and consultant for arena changerooms and support spaces enhancements
Project Rationale	design and cosultant for arena changeroom accessibilty upgrade ***2024 UPDATE** algnig project name to strat plan: design & consultant for arena changerooms and support spaces enhancem				

Project Number	23-15	Capital Project Title	Greenglade parking lot	Capital Project Description	replace greenglade parking lot due to end of life
Project Rationale	End of Life				

Project Number	23-16	Capital Project Title	Video Surveillance system	Capital Project Description	replace video Surveillance system at Panorama and Greenglade due to end of life
Project Rationale	replace due to end of life cycle, upgrade of outdated technology				

Service:

1.44x

Panorama Recreation

Project Number	23-17	Capital Project Title	Centennial Park Multi-Sport Box	Capital Project Description	Covered sport box in Centennial Park, Central Saanich
Project Rationale	Covered sport box in Centennial Park, Central Saanich				

Project Number	24-01	Capital Project Title	Arena A&B insulation	Capital Project Description	Replace and install insulation Arena A&B ceiling and walls due to end of life
Project Rationale	end of lifecycle and Increase building efficiency				

Project Number	24-02	Capital Project Title	Arena Lobby HVAC	Capital Project Description	Replace Arena Lobby HVAC due to end of life
Project Rationale	replace arena lobby HVAC replacement due to end of life				

Service:1.44xPanorama Recreation

Project Number	24-04	Capital Project Title	Refinish indoor tennis surface	Capital Project Description	Refinish indoor tennis surface due to end of life
Project Rationale	Refinish indoor tennis surface due to end of life ***2024 UPDATE*** increase project cost				

Project Number	24-05	Capital Project Title	Greenglade Playground	Capital Project Description	Replace Greenglade playground due to end of life
Project Rationale	Replace Greenglade Playground due to end of life and introduction of Licensed childcare. Expected Competition 2023				

Project Number	24-06	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Service:1.44xPanorama Recreation

Project Number	24-08	Capital Project Title	Water supply system upgrade	Capital Project Description	upgrade water supply system
Project Rationale	upgrade to water supply system				

Project Number	24-09	Capital Project Title	Preschool space enhancements	Capital Project Description	Preschool space enhancements
Project Rationale	purchase new vechile for new serivce area				

Project Number	24-10	Capital Project Title	replace concrete pads	Capital Project Description	replace concrete pads in arena ice resurfacer bays
Project Rationale	replace concrete pad in Arena A & B resurfacer bays				

Service:1.44xPanorama Recreation

Project Number	24-11	Capital Project Title	Truck (gas) (IBC)	Capital Project Description	truck for notice in motion new service area
Project Rationale	Vehicle transportation required to support expended community service				

Project Number	25-01	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	25-03	Capital Project Title	Rebuild ice plant compressor	Capital Project Description	rebuild ice plant compressors #1 & #2
Project Rationale	2 screw compressor rebuilds				

Service:

1.44x

Panorama Recreation

Project Number	25-04	Capital Project Title	Replace lap pool heater	Capital Project Description	replacement of lap pool heater
Project Rationale	replace boilers for back up pool heat due to end of life cycle				

Project Number	25-05	Capital Project Title	Replacement of underwater lighting	Capital Project Description	Replacement of undrewater lighting in pool
Project Rationale	replace due to end of life cycle				

Project Number	25-06	Capital Project Title	Re-tile pool	Capital Project Description	Re-tile pool
Project Rationale	replace pool tile liner due to end of life				

Service:1.44xPanorama Recreation

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

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

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

Service:1.44xPanorama Recreation

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

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

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

Service:	1.44x	Panorama Recreation
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Project Number	26-07	Capital Project Title	Replace squash court floors	Capital Project Description	Replace squash court floors
Project Rationale	refinish squash court floor due to end of life				

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

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

Service:

1.44x

Panorama Recreation

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

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

Project Number	28-01	Capital Project Title	Equipment Replacement (pooled)	Capital Project Description	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Service:

1.44x

Panorama Recreation

Project Number

28-02

Capital Project Title

Arena renovation

Capital Project Description

arena changerooms and support spaces
enhancement revovation

Project Rationale

place holder for Arena changeroom and support spaces enhancements, design work to be completed in 2024/2025 23-14

Project Number

28-03

Capital Project Title

Arena B rubber floor replacement

Capital Project Description

Arena B rubber floor replacement

Project Rationale

to be completed with Arena changeroom and support spaces enhancements

Project Number

28-04

Capital Project Title

Pool air handing unit

Capital Project Description

replace pool air handling unit due to end of
life

Project Rationale

replace pool air handling unit due to end of life

Service:	1.44x	Panorama Recreation
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Project Number	28-05	Capital Project Title	Link building roof replacement	Capital Project Description	replace link building roof due to end of life
Project Rationale	replace link building roof due to end of life				

Project Number	28-06	Capital Project Title	LCD Arena B screen (Hockeyville)	Capital Project Description	replace LCD screen in areana B (Hockeyville)
Project Rationale	IT recommended end of life				

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Recreation

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

Summary

Reserve/Fund Summary	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Capital Reserve	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468
Equipment Replacement Fund	953,387	591,235	591,622	613,479	738,122	655,100
Total projected year end balance	5,531,501	4,862,915	5,161,942	5,811,633	6,507,867	3,840,568

1.44X Panorama Recreation
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

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

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,917,937	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745
Planned Capital Expenditure (Based on Capital Plan)	(74,000)	(1,092,000)	(545,000)	(310,000)	(385,000)	(3,560,000)
Transfer from Operating Budget*	534,177	740,566	843,640	937,834	956,591	975,723
Donations \$ other Sponsorships						
Interest Income**	200,000	45,000	-	-	-	-
Ending Balance \$	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468

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

**1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

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

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	927,963	953,387	591,235	591,622	613,479	738,122
Planned Purchase (Based on Capital Plan) Transfer to Capital Fund	(399,872)	(776,072)	(411,612)	(398,380)	(304,000)	(520,239)
Transfer from Operating Budget	396,000	403,920	411,999	420,237	428,643	437,217
Equipment and Vehicle Disposal Proceeds	14,296					
Interest Income*	15,000	10,000				
Ending Balance \$	953,387	591,235	591,622	613,479	738,122	655,100

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

1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Panorama Recreation

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

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	325,669	337,673	346,245	302,204	311,123	320,220
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation

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

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	401,087	325,669	337,673	346,245	302,204	311,123
Planned Purchase	(103,538)	-	-	(52,785)		-
Transfer from Ops Budget	8,120	8,404	8,572	8,744	8,919	9,097
Interest Income*	20,000	3,600				
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

Assumptions/Background:

2026: 53K for 2026-2031 Panorama Recreation Strategic Planning Cost

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

1.44X Panorama Recreation Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Panorama Recreation Legacy Fund

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

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

SEAPARC

COMMITTEE OF THE WHOLE

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 DeMamie 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 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:</u>										
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%
<u>CAPITAL / TRANSFER RESERVES</u>										
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%
<u>FUNDING SOURCES (REVENUE)</u>										
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
<u>OPERATING COSTS</u>										
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	47,300		1,216,001	1,242,485	1,269,525	1,297,136	1,325,357
Maintenance	799,869	761,500	815,740	224,681	-	1,040,421	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	438,534	-	4,639,640	4,775,897	4,882,407	4,987,794	5,113,716
*Percentage increase over prior year		1.2%	4.58%			15.50%	2.94%	2.2%	2.2%	2.5%
<u>CAPITAL / RESERVE</u>										
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
<u>DEBT CHARGES</u>										
Internal Interest	-	25,000	30,000	-	-	30,000	30,000	30,000	30,000	30,000
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	5,030,006	4,805,232	438,534	-	5,243,766	5,389,423	5,506,523	5,622,710	5,759,642
<u>FUNDING SOURCES (REVENUE)</u>										
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	(54,750)	(54,750)	-	-		-	-	-	-	-
Grants in lieu of Taxes	(5,757)	(5,757)	(5,757)	-	-	(5,757)	(5,757)	(5,757)	(5,757)	(5,757)
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		0.0%	2.85%			2.79%	3.19%	2.28%	2.18%	2.71%
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**

OPERATING COSTS - ARENA

	2023 BOARD BUDGET*	2023 ESTIMATED ACTUAL
Salaries and Wages	100,303	109,743
Internal Allocations - Maintenance	-	-
Internal Allocations - Operations	-	-
Utility	119,500	142,000
Other Internal Allocations & Insurance	189,358	189,358
Maintenance & Operating Supplies	89,147	91,972
Contingency	10,404	-
	508,712	533,073

OPERATING COSTS - GOLF COURSE

Salaries and Wages	120,849	150,300
Internal Allocations - Maintenance	-	-
Internal Allocations - Operations	-	-
Utility	1,700	5,700
Maintenance & Supplies & Operating Cost	46,387	55,455
	168,936	211,455

OPERATING COSTS - RECREATION PROGRAMS

Salaries and Wages	341,332	307,500
Internal Allocations - Maintenance	-	-
Internal Allocations - Operations	-	-
Operating Other	67,462	53,630
Contingency	-	-
	408,794	361,130

OPERATING COSTS - FITNESS GYM

Salaries and Wages	112,676	109,500
Internal Allocations - Maintenance	-	-
Internal Allocations - Operations	-	-
Operating Other	9,500	7,625
Instructional Services	5,500	8,000
	127,676	125,125

BUDGET REQUEST

2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
115,879	-	-	115,879
-	-	-	-
-	-	-	-
146,000	-	-	146,000
110,176	-	-	110,176
79,387	-	-	79,387
-	-	-	-
451,442	-	-	451,442
130,470	40,000	-	170,470
-	-	-	-
-	-	-	-
6,035	-	-	6,035
51,551	-	-	51,551
188,056	40,000	-	228,056
317,365	-	-	317,365
-	-	-	-
-	-	-	-
61,600	-	-	61,600
-	-	-	-
378,965	-	-	378,965
130,244	-	-	130,244
-	-	-	-
-	-	-	-
11,235	-	-	11,235
10,000	-	-	10,000
151,479	-	-	151,479

FUTURE PROJECTIONS

2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
118,499	121,182	123,918	126,718
-	-	-	-
-	-	-	-
148,920	151,900	154,940	158,040
118,226	122,613	124,492	128,498
80,980	82,610	84,270	85,960
-	-	-	-
466,625	478,305	487,620	499,216
172,565	176,240	179,985	185,432
-	-	-	-
-	-	-	-
1,820	1,860	1,900	6,550
43,880	44,760	45,660	55,790
218,265	222,860	227,545	247,772
324,405	331,591	338,947	346,465
-	-	-	-
-	-	-	-
62,830	64,080	65,350	66,650
-	-	-	-
387,235	395,671	404,297	413,115
133,049	135,912	138,834	141,825
-	-	-	-
-	-	-	-
11,450	11,670	11,890	12,120
10,200	10,400	10,610	10,820
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			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>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

OPERATION COSTS

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Utility
Operating - Supplies
Other Internal Allocations & Insurance
Maintenance
Contingency

TOTAL OPERATING COSTS

*Percentage Increase

TOTAL COSTS

Internal Recoveries
Recoveries - Other

OPERATING COSTS LESS INTERNAL RECOVERIES

FUNDING SOURCES (REVENUE)

Revenue - Fees
Other Income
Rental Income

TOTAL REVENUE

REQUISITION, PILT & PRIOR YEAR SURPLUS

Percentage Increase

PARTICIPANTS: District of Sooke, Portion of JDF
AUTHORIZED POSITIONS:
AUTHORIZED POSITIONS: Salaried

BUDGET REQUEST

FUTURE PROJECTIONS

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
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	
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%	
% expense increase from 2023:	14.7%	
% Requisition increase from 2023 (if applicable):	2.8%	Requisition funding is 63% of service revenue

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
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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
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.40X

Service Name:

SEAPARC

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-09	Replacement	Domestic Hot Water Replacement	Replacement of hot water storage tanks and update system	\$ 100,000	E	Res	→	\$ 100,000					\$ 100,000
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	\$ 500,000	B	Res		\$ 165,000	\$ 250,000	\$ 85,000			\$ 500,000
22-04	Replacement	Pool Lectronator System	Replacement of lectronator cells	\$ 60,000	E	ERF		\$ 15,000	\$ 15,000				\$ 30,000
22-07	Renewal	Golf Course Irrigation Upgrade	Renewal irrigation renewal	\$ 30,000	E	Res		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	\$ 1,000,000	S	Res		\$ 225,000					\$ 225,000
	Replacement	Skate Park Renewal	Replacement skate park renewal		S	Grant		\$ 750,000					\$ 750,000
23-04	Renewal	Building Assessment and Renewal	Building assessment and repairs	\$ 250,000	B	Res		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
23-06	Replacement	Grounds Equipment - SEAPARC	Mower/Tractor Replacement	\$ 40,000	E	ERF			\$ 40,000				\$ 40,000
23-07	Renewal	Parking Lot Remediation	Renewal parking lot remediation	\$ 53,000	S	Res	→	\$ 25,000			\$ 27,000		\$ 52,000
23-08	Renewal	Reception area redesign	Redesign and renewal of reception/client facing	\$ 115,000	S	Res		\$ 100,000					\$ 100,000
23-13	Replacement	Arena Dehumidifier Wheel Replacement	Arena Dehumidifier Wheel Replacement	\$ 30,000	E	ERF	→	\$ 30,000					\$ 30,000
24-01	New	Land Acquisition	New land acquisition	\$ 500,000	L	Debt			\$ 500,000				\$ 500,000
24-02	Replacement	Security System Replacement	Security System Replacement	\$ 75,000	E	ERF		\$ 75,000					\$ 75,000
24-03	Replacement	Grounds Equipment - golf course	Mower/Tractor Replacement	\$ 75,000	E	ERF	→					\$ 30,000	\$ 30,000
24-04	Renewal	Roof Repairs	General Roof Repairs	\$ 6,000	B	Res		\$ 6,000			\$ 7,000		\$ 13,000
24-05	Renewal	Recoat Pool Metal Roof	Recoat Pool Metal Roof - Area 6	\$ 30,000	B	Res	→		\$ 30,000				\$ 30,000
24-06	Renewal	Replace Ventilation Fans	Replace Ventilation Fans	\$ 7,000	B	Res		\$ 4,500			\$ 5,000		\$ 9,500
24-07	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 25,700	E	ERF		\$ 25,700					\$ 25,700
24-08	Replacement	Upgrade BAS Software/Network	Upgrade BAS Software/Network	\$ 20,000	E	ERF		\$ 20,000					\$ 20,000
24-09	Replacement	EV Charger Replacement	EV Charger Replacement	\$ 14,000	E	ERF		\$ 14,000					\$ 14,000
24-16	New	EV Charger Installation	Install 4 new EV Chargers	\$ 28,000	E	Grant		\$ 28,000					\$ 28,000
24-10	Renewal	Road Sign Replacement	Replacement of digital advertising road sign		E	Res		\$ 45,000					\$ 45,000
24-11	Replacement	Pool Valve Replacement	Replacement of valves for pool circulation system	\$ 17,500	E	ERF		\$ 17,500					\$ 17,500
24-12	Replacement	Accessibility Lift System	Replacement of accessibility lift track	\$ 25,000	E	Res		\$ 25,000					\$ 25,000
24-13	Renewal	Arena Compressor Overhaul	Refrigeration plant compressor overhaul	\$ 14,000	E	Res		\$ 14,000	\$ 15,500		\$ 16,000	\$ 16,500	\$ 62,000
24-14	Replacement	Heating System Replacement-Throup Rd. House	Replace heating system at Throup Rd house	\$ 17,500	E	ERF		\$ 17,500					\$ 17,500
24-15	Replacement	IT Equipment Replacement	Replacement of IT equipment and computers	\$ 67,800	E	ERF		\$ 20,000	\$ 21,100	\$ 13,600	\$ 13,100		\$ 67,800

Service #:

1.40X

Service Name:

SEAPARC

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
25-01	Renewal	Implement Heat Recovery System Phase 1	Implementation of phase 1 of heat recovery system	\$ 2,200,000	B	Debt			\$ 200,000	\$ 1,850,000			\$ 2,050,000
25-01	Renewal	Implement Heat Recovery System Phase 1	Implementation of phase 1 of heat recovery system		B	Grant			\$ 150,000				\$ 150,000
25-02	Replacement	Ice resurfacers	Replacement of ice resurfacers	\$ 200,000	E	ERF			\$ 200,000				\$ 200,000
25-03	Renewal	Recoat Arena Purlins & Frames	Recoat Arena Purlins & Frames	\$ 27,000	B	Res				\$ 5,000	\$ 35,000		\$ 40,000
25-04	Study	Exterior Wall Evaluation	Exterior Wall Evaluation	\$ 12,000	B	Res			\$ 15,000				\$ 15,000
25-05	Replacement	Replace Sewage & Storm Pump System	Replace Sewage & Storm Pump System	\$ 17,500	B	Res			\$ 23,500				\$ 23,500
25-06	Replacement	Replace Backflow Preventer on Fire Line	Replace Backflow Preventer on Fire Line	\$ 13,000	B	Res			\$ 17,000				\$ 17,000
25-07	Study	Thermal Evaluation of Electrical System	Thermal Evaluation of Electrical System	\$ 5,000	B	Res			\$ 5,000				\$ 5,000
25-09	New	Outdoor Activity Space Development	New outdoor activity space development	\$ 1,525,000	E	Res			\$ 25,000	\$ 250,000			\$ 275,000
	New	Outdoor Activity Space Development	New outdoor activity space development		E	Grant				\$ 1,250,000			\$ 1,250,000
25-10	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 62,500	E	ERF			\$ 95,550				\$ 95,550
25-11	Renewal	Repaint Arena & Pool Exterior	Repaint Arena Metal Cladding & Pool Exterior Walls	\$ 120,000	B	Res			\$ 120,000				\$ 120,000
26-04	Renewal	Overhaul Cooling Tower - Arena	Overhaul Cooling Tower - Arena	\$ 28,000	B	Res			\$ -	\$ 38,000			\$ 38,000
26-06	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 67,500	E	ERF			\$ -	\$ 137,900			\$ 137,900
26-07	Renewal	Entrance sign replacement	Replace exterior entrance sign	\$ 30,000	B	Res				\$ 30,000			\$ 30,000
26-08	Renewal	Duct cleaning	Duct cleaning	\$ 15,000	B	Res				\$ 15,000			\$ 15,000
26-09	Replacement	Pool Lectronator System	Replacement of lectronator cells	\$ 60,000	E	ERF				\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000
27-01	Replacement	Replace Pool Circulation Pumps	Replace Pool Circulation Pumps	\$ 12,000	E	ERF					\$ 16,000		\$ 16,000
27-03	Renewal	Replace Arena Rubber Mat Flooring	Replace Arena Rubber Mat Flooring	\$ 150,000	B	Res					\$ 135,000		\$ 135,000
27-04	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 27,500	E	ERF					\$ 74,750		\$ 74,750
28-01	Renewal	Recoat Arena Change Room & Pool Interior Roof	Locally recoat arena interior change room roof steel deck & pool interior roof deck, purlins and beams	\$ 84,500	B	Res						\$ 84,500	\$ 84,500
28-02	Renewal	Repaint Pool Fitness Facility Exterior	Repaint Pool & Fitness Facility Exterior	\$ 59,000	B	Res						\$ 25,000	\$ 25,000
28-03	Renewal	Recoat Arena Metal Roof	Recoat Arena Metal Roof	\$ 720,000	B	Res						\$ 20,000	\$ 20,000
28-04	Renewal	Pool Change Room Renovation	Pool Change Room Renovation	\$ 145,000	B	Res						\$ 10,000	\$ 10,000
28-05	Study	Pool Secondary Boiler Replacement	Design for replacement of secondary pool boilers (oil to electric)	\$ 471,000	E	Res						\$ 45,000	\$ 45,000
28-06	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 50,800	E	ERF						\$ 64,800	\$ 64,800
													\$ -
													\$ -
			GRAND TOTAL	\$ 9,202,800			\$ -	\$ 1,777,200	\$ 1,627,650	\$ 3,894,500	\$ 398,850	\$ 365,800	\$ 8,064,000

Service:	1.40X	SEAPARC
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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.				

Service:	1.40X	SEAPARC
----------	-------	---------

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.				

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.				

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				
	2023	2024	2025	2026	2027	2028
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
<p>SEAPARC</p> <p>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.</p>

Summary						
Reserve/Fund Summary	Est Actual	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
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.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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COMMITTEE OF THE WHOLE

October 25, 2023

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Environmental Services

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Parks & Environmental Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.028 GM - Environmental Services and Regional Parks

Committee: Environmental Services

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	418,658	410,000	425,233	-	-	425,233	435,410	445,825	456,482	467,387
Contract for Services	3,152	3,152	3,215	-	-	3,215	3,279	3,345	3,412	3,480
Allocation - Standard Overhead	46,568	46,568	50,058	-	-	50,058	51,059	52,080	53,122	54,184
Allocation - Human Resources	11,367	11,367	14,866	-	-	14,866	16,098	16,611	16,628	17,035
Allocation - Building Occupancy	20,009	20,009	21,861	-	-	21,861	22,988	24,176	25,426	26,632
Insurance	830	830	870	-	-	870	910	950	1,000	1,050
TOTAL OPERATING COSTS	500,584	491,926	516,103	-	-	516,103	529,745	542,987	556,069	569,767
*Percentage Increase over prior year		-1.7%	3.1%	0.0%	0.0%	3.1%	2.6%	2.5%	2.4%	2.5%
Recovery for First Aid Officer	(97)	(97)	(99)	-	-	(99)	(102)	(104)	(106)	(107)
NET COSTS	500,487	491,829	516,004	-	-	516,004	529,643	542,883	555,963	569,660
*Percentage increase over prior year Net Costs		-1.7%	3.1%	0.0%	0.0%	3.1%	2.6%	2.5%	2.4%	2.5%
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Administration Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.575 Environmental Administration Services

Committee: Environmental Services

DEFINITION:

To provide administrative and clerical support services to the Engineering Services, Protective Programs and Environment Resource Management Divisions.

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

The Legislative and General Government requisition covers costs associated with the General Manager's services to the Board.

1.575 - Env Services - Administration			BUDGET REQUEST							
	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:</u>										
Salaries and Wages	89,344	92,838	90,919	-	-	90,919	93,081	95,294	97,559	99,875
Allocations	59,578	59,578	63,856	-	-	63,856	66,286	68,661	71,027	73,428
Operating - Other Costs - Summary	52,746	47,534	51,333	-	-	51,333	51,216	51,073	50,869	50,704
TOTAL OPERATING COSTS	201,668	199,950	206,107	-	-	206,107	210,583	215,028	219,455	224,007
*Percentage Increase over prior year		-0.9%	2.2%	0.0%	0.0%	2.2%	2.2%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	840	-	-	840	504	281	161	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	840	-	-	840	504	281	161	-
TOTAL COSTS	201,668	199,950	206,947	-	-	206,947	211,087	215,309	219,616	224,007
*Percentage Increase over prior year		-0.9%	2.6%	0.0%	0.0%	2.6%	2.0%	2.0%	2.0%	2.0%
Internal Recoveries	(199,950)	(199,950)	(206,947)	-	-	(206,947)	(211,087)	(215,309)	(219,616)	(224,007)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Transfer from Ops Reserve Fund	(1,720)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,720)	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.575 ES HQ Administration
ERF Reserve Summary
2024 - 2028 Financial Plan

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental HQ/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 101449	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	147,691	129,191	124,031	118,535	112,816	103,977
Planned Purchase (Based on Capital Plan)	(18,500)	(6,000)	(6,000)	(6,000)	(9,000)	(6,000)
Transfer from Operating Budget	-	840	504	281	161	-
Interest Income*		-	-	-	-	-
Total projected year end balance	129,191	124,031	118,535	112,816	103,977	97,977

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

Assumptions/Background:

1.575 ES HQ Administration
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105523	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	60,989	63,476	63,476	63,476	63,476	63,476
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-
Interest Income*	2,487	-	-	-	-	-
Total projected year end balance	63,476	63,476	63,476	63,476	63,476	63,476

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

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

Service No.	1.575	Carry						
	Environmental Administration Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,000	\$6,000	\$6,000	\$9,000	\$6,000	\$33,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.575

Service Name:

Environmental Administration Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-01	Replacement	Office Furniture	ERF replacement of desks, chairs, shelves	\$ 19,000	E	ERF		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 15,000.00
20-02	Replacement	Office Equipment	ERF replacement of computers, printers	\$ 25,090	E	ERF		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 6,000.00	\$ 3,000.00	\$ 18,000.00
													\$ -
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			GRAND TOTAL	\$ 44,090			\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 9,000	\$ 6,000	\$ 33,000.00

Service:	1.575	Environmental Administration Services
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Project Number	20-01	Capital Project Title	Office Furniture	Capital Project Description	ERF replacement of desks, chairs, shelves
Project Rationale	2024-2028 - miscellaneous furniture required by ES-HQ, as needed (shelving, chairs, tables, desks).				

Project Number	20-02	Capital Project Title	Office Equipment	Capital Project Description	ERF replacement of computers, printers
Project Rationale	Computers/Equipment - 2024 - Presentation Laptop (\$1,644); 2025 - none; 2026 - none: 2027: \$4,972 total: Larisa Hutcheson - new laptop (\$1,644), Cathy Leahy - new laptop (\$1,644), Wanda Gustafson - new laptop (\$1,644); 2028 - Presentation laptop (\$1,644)				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Other Legislative & General - Climate

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.012 Other Legislative & General - Climate

Committee: Environmental Services

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE

OPERATING COSTS:

Salaries and Wages
Contributions - projects
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Climate Action Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage increase over prior year requisition

REVENUE

Climate Action Grant

TOTAL REVENUE

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	98,873	125,219	110,426	-	-	110,426	113,074	115,785	118,558	121,396
Contributions - projects	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	-	774	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	98,873	125,993	110,426	-	-	110,426	113,074	115,785	118,558	121,396
*Percentage Increase over prior year		27.4%	11.7%	0.0%	0.0%	11.7%	2.4%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Climate Action Reserve Fund	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
TOTAL CAPITAL / RESERVES	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
TOTAL COSTS	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
*Percentage increase over prior year requisition		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
REVENUE										
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
NET COSTS	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
*Percentage increase over prior year Net Costs		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Protection and Water Quality

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.578 Environmental Protection

Committee: Environmental Services

DEFINITION:

To provide Protective Programs (Environmental Assessment and Regulatory Programs) relative to various Operating, Environmental and Capital programs. The cost of this function is allocated to other operating budgets and capital projects using these Services.

SERVICE DESCRIPTION:

The division provides scientific, technical and regulatory support to CRD services to ensure protection of human health and the environment.

PARTICIPATION:

Method of cost allocation is:

* Allocation on an hourly basis for services rendered to Third Party Projects, Capital & Operating functions

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Protective Programs, Partnership, Environment Resource Management, and Environmental Operations.

ENVIRONMENTAL PROTECTION			BUDGET REQUEST							
	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:</u>										
1.578 Environmental Protection Expenditures	6,730,561	6,439,377	6,239,487	200,976	-	6,440,463	6,567,736	6,730,912	6,615,647	6,778,652
1.579 Environmental Water Quality Expenditures	2,327,163	2,190,064	2,355,281	100,488	-	2,455,769	2,516,028	2,566,465	2,524,298	2,582,260
TOTAL OPERATING COSTS	9,057,724	8,629,441	8,594,768	301,464	-	8,896,232	9,083,764	9,297,377	9,139,945	9,360,912
*Percentage Increase over prior year		-4.7%	-5.1%	3.3%	0.0%	-1.8%	2.1%	2.4%	-1.7%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	80,799	367,134	272,384	-	-	272,384	256,782	242,640	226,660	261,918
Transfer to Operating Reserve Fund	39,244	39,244	11,034	-	-	11,034	108	-	93,495	87,887
TOTAL CAPITAL / RESERVES	120,044	406,378	283,418	-	-	283,418	256,890	242,640	320,155	349,804
TOTAL COSTS	9,177,768	9,035,819	8,878,186	301,464	-	9,179,650	9,340,654	9,540,017	9,460,100	9,710,716
*Percentage Increase over prior year		-1.5%	-3.3%	3.3%	0.0%	0.0%	1.8%	2.1%	-0.8%	2.6%
Allocation Recovery - 1.578 Environmental Protection	(6,712,511)	(6,806,511)	(6,511,871)	(200,976)	-	(6,712,847)	(6,824,518)	(6,973,552)	(6,842,307)	(7,040,570)
Allocation Recovery - 1.579 Env Water Quality	(2,331,882)	(2,229,308)	(2,366,315)	(100,488)	-	(2,466,803)	(2,516,136)	(2,566,465)	(2,617,793)	(2,670,146)
OPERATING COSTS LESS INTERNAL RECOVERIES	133,373	-	0	-	-	0	(0)	(0)	0	(0)
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Env. Protection	(98,849)	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Water Quality	(34,525)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(133,373)	-	-	-	-	-	-	-	-	-
REQUISITION	0	-	-	-	-	-	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Ongoing	56.30	56.30	54.30			54.30	54.30	54.30	54.30	54.30
Term	4.00	4.00	3.50			3.50	3.50	3.50	0.00	0.00

ENVIRONMENTAL PROTECTION			BUDGET REQUEST							
	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:</u>										
Salaries and Wages	6,911,576	6,473,474	6,506,660	301,464	-	6,808,124	6,970,630	7,128,873	6,922,248	7,087,073
Allocations	1,470,425	1,470,425	1,459,867	-	-	1,459,867	1,513,143	1,556,514	1,593,447	1,636,198
Operating Costs - Other - Summary	675,723	685,542	628,241	-	-	628,241	599,991	611,990	624,250	637,640
TOTAL OPERATING COSTS	9,057,725	8,629,441	8,594,768	301,464	-	8,896,232	9,083,764	9,297,377	9,139,945	9,360,912
*Percentage Increase over prior year		-4.7%	-5.1%	3.3%	0.0%	-1.8%	2.1%	2.4%	-1.7%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	80,799	367,134	272,384	-	-	272,384	256,782	242,640	226,660	261,918
Transfer to Operating Reserve Fund	39,244	39,244	11,034	-	-	11,034	108	-	93,495	87,887
TOTAL CAPITAL / RESERVES	120,043	406,378	283,418	-	-	283,418	256,890	242,640	320,155	349,804
TOTAL COSTS	9,177,768	9,035,819	8,878,186	301,464	-	9,179,650	9,340,654	9,540,017	9,460,100	9,710,716
*Percentage Increase over prior year		-1.5%	-3.3%	3.3%	0.0%	0.0%	1.8%	2.1%	-0.8%	2.6%
Allocation Recovery - Environmental Services	(9,044,393)	(9,035,819)	(8,878,186)	(301,464)	-	(9,179,650)	(9,340,654)	(9,540,017)	(9,460,100)	(9,710,717)
OPERATING COSTS LESS INTERNAL RECOVERIES	133,375	-	0	-	-	0	(0)	(0)	0	0
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	(133,374)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(133,374)	-	-	-	-	-	-	-	-	-
REQUISITION	0	-	-	-	-	-	0	0	(0)	(0)
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Ongoing	56.30	56.30	54.30			54.30	54.30	54.30	54.30	54.30
Term	4.00	4.00	3.50			3.50	3.50	3.50	0.00	0.00

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

Service No.	1.578	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Environmental Protection							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$479,000	\$514,600	\$145,600	\$122,000	\$97,000	\$111,100	\$990,300	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$120,000	\$220,000	\$180,000	\$50,000	\$0	\$0	\$450,000	
	\$599,000	\$734,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,440,300	

SOURCE OF FUNDS

Capital Funds on Hand	\$370,000	\$380,000	\$0	\$0	\$0	\$0	\$380,000	
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$229,000	\$354,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,060,300	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$599,000	\$734,600	\$325,600	\$172,000	\$97,000	\$111,100	\$1,440,300	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.578

Service Name:

Environmental Protection

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment	\$ 428,000	E	ERF	\$ 109,000.00	\$ 85,600.00	\$ 85,600.00	\$ 85,600.00	\$ 85,600.00	\$ 85,600.00	\$ 428,000.00
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	\$ 137,300	E	ERF	\$ -	\$ 26,500.00	\$ 37,500.00	\$ 36,400.00	\$ 11,400.00	\$ 25,500.00	\$ 137,300.00
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	\$ 330,000	V	ERF	\$ -	\$ 100,000.00	\$ 180,000.00	\$ 50,000.00	\$ -	\$ -	\$ 330,000.00
18-04	Replacement	Furniture replacement	ERF replacement of furniture	\$ 297,500	E	ERF	\$ -			\$ -	\$ -		\$ -
19-01	Replacement	IT Database Programs	Address based database & EQIS	\$ 380,000	E	Cap	\$ 370,000.00	\$ 380,000.00	\$ -	\$ -	\$ -		\$ 380,000.00
20-01	New	Furniture	New Furniture	\$ 45,000	E	ERF		\$ 22,500.00	\$ 22,500.00		\$ -		\$ 45,000.00
23-01	New	Hydration Truck Replacement	Hydration truck	\$ 120,000	V	ERF	\$ 120,000.00	\$ 120,000.00	\$ -	\$ -	\$ -		\$ 120,000.00
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,737,800			\$ 599,000	\$ 734,600	\$ 325,600	\$ 172,000	\$ 97,000	\$ 111,100	\$ 1,440,300.00

Service:	1.578	Environmental Protection
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Project Number	18-01	Capital Project Title	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	Capital Project Description	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment
Project Rationale	Replacement of routine sampling/outreach/printers/copiers equipment				

Project Number	18-02	Capital Project Title	Annual Computer equipment replacement	Capital Project Description	ERF replacement of computer equipment
Project Rationale	Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). Note: expense is calculated on 2023 values + 2%. Each year includes a number of standard desktop/laptop replacements scheduled by IT.				

Project Number	18-03	Capital Project Title	Annual vehicle replacement	Capital Project Description	ERF replacement of vehicles
Project Rationale	2024 -Replace FQ6007(Kia Soul-CCC) & Replace F12004 (Smart Car). 2025 -Replace F18018(Nissan NV200-EMP) & F18019(Nissan NV200-EMP). 2026 -Replace F18029(Kia Soul).				

Service:

1.578

Environmental Protection

Project Number	18-04	Capital Project Title	Furniture replacement	Capital Project Description	ERF replacement of furniture
Project Rationale	Replacement of desks, cubicle walls, etc... as per the densification project.				

Project Number	19-01	Capital Project Title	IT Database Programs	Capital Project Description	Address based database & EQIS
Project Rationale	Database development and maintenance - Address based database & EQIS				

Project Number	20-01	Capital Project Title	Furniture	Capital Project Description	New Furniture
Project Rationale	Office chairs, desks, cubicle walls, bookshelves and monitor arms.				

Service:	1.578	Environmental Protection
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Project Number	23-01	Capital Project Title	Hydration Truck Replacement	Capital Project Description	Hydration truck
Project Rationale	Hydration truck is replacing the water cart & trailer.				

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

Service No.	1.579 Environmental Water Quality	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.579

Service Name: Environmental Water Quality

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
20-31	Renewal	Lab Information Management System	Information management system expansion for CRD lab services	\$ 30,000	E	Res	\$ -	\$30,000					\$30,000
													\$0
													\$0
													\$0
													\$0
													\$0
			Grand Total	\$ 30,000			\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Service:	1.579	Environmental Water Quality
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Project Number	20-31	Capital Project Title	Laboratory Information Management System	Capital Project Description	information management software for laboratory data
Project Rationale	To manage the volume of data generated by the water quality laboratories and ensure data provided to CRD is accurate and timely the lab requires implementation of an information management system. These funds are for expansion of an exisiting project to encompass laboratory operations.				

**1.578 Environmental Protection
Equipment Reserve Summary
2024 - 2028 Financial Plan**

ERF Reserve Cash Flow

Environmental Protection is responsible for providing scientific and technical expertise in order to protect the region's environmental resources and functions. Key areas of focus are the Climate Action Program, Integrated Watershed Management, Wastewater and Marine Environment Program.

Equipment Replacement Fund Fund: 1022 Fund Center: 101492	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,238,334	637,968	545,752	476,934	547,574	677,234
Planned Purchase (Based on Capital Plan)	(1,087,500)	(364,600)	(325,600)	(172,000)	(97,000)	(111,100)
Transfer from Operating Budget	367,134	272,384	256,782	242,640	226,660	
Interest Income*	120,000	-	-	-	-	-
Total projected year end balance	637,968	545,752	476,934	547,574	677,234	566,134

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

Assumptions/Background:

1.578 Environmental Protection
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Environmental Protection

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105525 (105522)	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	807,250	839,652	839,652	839,652	839,652	839,652
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	32,401	-	-	-	-	-
Total projected year end balance	839,652	839,652	839,652	839,652	839,652	839,652

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

Assumptions/Background:

Reserve balance retained for charge-out rate stabilization

1.579 Environmental Sustainability HQ Water Quality
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Environmental Sustainability HQ Water Quality

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule

Fund: 1500 Fund Center: 105517

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	528,412	588,890	574,924	575,032	575,032	668,527
Planned Purchase	-	(25,000)	-	-	-	-
Transfer from Ops Budget	39,244	11,034	108	-	93,495	87,887
Interest Income*	21,234	-	-	-	-	-
Total projected year end balance	588,890	574,924	575,032	575,032	668,527	756,414

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

1.579 Environmental Sustainability HQ Water Quality
Equipment Reserve Summary
2024 - 2028Financial Plan

ERF Reserve Cash Flow

Water Quality Senior Budget - Equipment Replacement for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 102075	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	21,666	21,666	21,666	21,666	21,666	21,666
Planned Purchase (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	21,666	21,666	21,666	21,666	21,666	21,666

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

Assumptions/Background:
ERF Reserve to fund replacement of equipment used by the staff of the Environmental Water Quality Division.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Source Control

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 3351, December 2006.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of \$1,100,000 or \$0.037 / \$1,000 of actual assessments

COMMITTEE:

Environmental Services

FUNDING:

Requisition, permit fees and other fees

COST APPORTIONMENT:

- (1) Fees.
- (2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
- (3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

	<u>Estimated Yearly Flow</u>	<u>% of Total Flows</u>	
Saanich	10,234,514	26.73%	
Oak Bay	3,054,787	7.98%	
Victoria	13,284,932	34.69%	
Esquimalt	2,451,312	6.40%	
View Royal	816,583	2.13%	
Colwood	1,169,227	3.05%	
Langford	3,327,295	8.69%	89.68%
Sidney	1,339,620	3.50%	
Central Saanich	1,449,113	3.78%	
North Saanich	528,049	1.38%	
Esquimalt Band	27,738	0.07%	
Tseycum Band	14,980	0.04%	
Pauquachin Band	29,661	0.08%	
Songhees Band	243,322	0.64%	
D.N.D.	0	0.00%	
Institute of Ocean Sciences (I.O.S.)	3,889	0.01%	
Ganges Sewer	167,123	0.44%	
Maliview Sewer	19,815	0.05%	
Magic Lake Estates Sewer	109,685	0.29%	
Port Renfrew Sewer	19,997	0.05%	10.32%
TOTAL	38,291,642	100.00%	100.00%

3.755 - REGIONAL SOURCE CONTROL PROGRAM

OPERATING COSTS:

Allocations - EPro Labour
Operation - Other Costs
Contract For Services
Consultant Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries
Recovery - Other

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Fees Charged
Revenue - Other
Grants in Lieu of Taxes
Transfer From Operating Reserve

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C.
Saanich, N. Saanich, Langford; Sewered Local Areas of
Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND,
Songhees and Esquimalt Bands
AUTHORIZED POSITIONS:
Salaried
Term

BUDGET REQUEST

2024
CORE
BUDGET

2024
ONGOING

2024
ONE-TIME

2024
TOTAL

1,386,465
141,875
98,760
47,448

-
-
-
-

-
-
-
-

1,386,465
141,875
98,760
47,448

1,674,548

-

-

1,674,548

2.0%

0.0%

0.0%

2.0%

170

-

-

170

170

-

-

170

1,674,718

-

-

1,674,718

2.1%

0.0%

0.0%

2.1%

(55,000)
-

-
-

-
-

(55,000)
-

1,619,718

-

-

1,619,718

2.1%

0.0%

0.0%

2.1%

-
(60,000)
(500)
(92,303)
(43,249)

-
(60,000)
(500)
(92,303)
(1,749)

-
(61,200)
(1,000)
(92,303)
(47,429)

-
-
-
-

-
-
-
-

-
(61,200)
(1,000)
(92,303)
(47,429)

(201,932)

-

-

(201,932)

(1,417,786)

-

-

(1,417,786)

2.0%

0.0%

0.0%

2.0%

0.00
0.00

0.00
0.00

0.00
0.00

0.00
0.00

2025
TOTAL

2026
TOTAL

2027
TOTAL

2028
TOTAL

1,414,194
150,414
99,540
-

1,442,478
154,447
100,330
41,200

1,471,328
156,529
101,140
-

1,500,754
159,722
101,960
-

1,664,148

1,738,455

1,728,997

1,762,436

-0.6%

4.5%

-0.5%

1.9%

173

177

180

184

173

177

180

184

1,664,321

1,738,632

1,729,177

1,762,620

-0.6%

4.5%

-0.5%

1.9%

(55,000)
-

(55,000)
-

(55,000)
-

(55,000)
-

1,609,321

1,683,632

1,674,177

1,707,620

-0.6%

4.6%

-0.6%

2.0%

-
(62,424)
(1,000)
(92,303)
(7,453)

-
(63,672)
(1,000)
(92,303)
(51,593)

-
(64,946)
(1,000)
(92,303)
(11,362)

-
(66,245)
(1,000)
(92,303)
(13,415)

(163,180)

(208,568)

(169,611)

(172,963)

(1,446,141)

(1,475,064)

(1,504,566)

(1,534,657)

2.0%

2.0%

2.0%

2.0%

0.00
0.00

0.00
0.00

0.00
0.00

0.00
0.00

3.755 Regional Source Control Program
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Source Control Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105504	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	498,070	516,631	469,202	461,922	410,506	399,144
Planned Purchase		-	-	-	-	-
Transfer to/from Ops Budget	(1,749)	(47,429)	(7,280)	(51,416)	(11,362)	(13,415)
Interest Income*	20,310	-	-	-	-	-
Total projected year end balance	516,631	469,202	461,922	410,506	399,144	385,729

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Septage Disposal Agreement

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed \$0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

- (1) Fees:
 User charges permitted by Septage Processing Ltd. to its customers.
 Mandatory Waste Tipping Fee:
- | | | |
|---------|---------------------|------|
| \$0.31 | per Imperial Gallon | 2018 |
| \$0.31 | per Imperial Gallon | 2019 |
| \$0.32 | per Imperial Gallon | 2020 |
| \$0.32 | per Imperial Gallon | 2021 |
| \$0.325 | per Imperial Gallon | 2022 |
| \$0.330 | per Imperial Gallon | 2023 |

Septage Processing Ltd. will submit to the CRD an administration fee of \$0.015 per Imperial Gallon.
 Other wastes have different user charges.

Service: 3.700 Septage Disposal Program

Committee: Core Area Liquid Waste Management

- (2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility in 2021.

	<u>2023 Budget</u>
Central Saanich	4.10%
Colwood	5.61%
Esquimalt	1.82%
Highlands	16.21%
Langford	9.76%
Metchosin	4.44%
North Saanich	6.15%
Oak Bay	0.19%
Saanich	8.91%
Sidney	2.40%
Sooke	9.09%
Victoria	29.94%
View Royal	0.29%
Juan de Fuca	1.08%
	<hr/> 100.00%

MAXIMUM LEVY:

\$0.63 / \$1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

SPL Liquid Waste Volumes - 2022

	Septage Vol1	FOG Vol2	Other Vol3	TOTAL	Total %	Septage %1	FOG %2	Other %3
Central Saanich	183,303	24,657	155,914	363,874	410.44%	50.4	6.8	42.8
Colwood	452,046	2,492	43,078	497,616	561.29%	90.8	0.5	8.7
Esquimalt	4,891	12,548	143,822	161,261	181.90%	3.0	7.8	89.2
Highlands	107,684	297	1,328,910	1,436,891	1620.76%	7.5	0.0	92.5
Langford	412,227	30,949	422,378	865,554	976.31%	47.6	3.6	48.8
Metchosin	309,713	6,945	77,306	393,964	444.38%	78.6	1.8	19.6
North Saanich	439,818	5,751	99,342	544,911	614.64%	80.7	1.1	18.2
Oak Bay	2,952	2,942	11,169	17,063	19.25%	17.3	17.2	65.5
Saanich	497,209	30,990	261,692	789,891	890.97%	62.9	3.9	33.1
Sidney	8,205	862	204,008	213,075	240.34%	3.9	0.4	95.7
Sooke	618,859	7,240	179,799	805,898	909.02%	76.8	0.9	22.3
Victoria	27,263	970,964	1,655,885	2,654,112	2993.74%	1.0	36.6	62.4
View Royal	15,559	190	9,630	25,379	28.63%	61.3	0.7	37.9
Port Renfrew	33,369	2,163	60,514	96,046	108.34%	34.7	2.3	63.0
Juan de Fuca	0	0	0	0	0.00%	0.0	0.0	0.0
	282,210	0	195,406	477,616	5.387	59.087	0.000	40.9%
TOTAL	3,113,098	1,098,990	4,653,447	8,865,535	10000%			

Notes:

1. Septage = Institutional, Commercial, and Residential

2. FOG = Fats, Oils and Greases

3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL AGREEMENT
OPERATING COSTS:

Operating Expenditures
Contract For Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund
Transfer to Sewer Capital

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)
Surplus / (Deficit)

Balance C/F from Prior to Current year
Grants in Lieu of Taxes
Fees Charged
Sale of Goods and Services
Revenue - Other

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: All Municipalities
AUTHORIZED POSITIONS:
Salaried
Term

BUDGET REQUEST

	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 Expenditures	157,910	152,866	161,020	-	-	161,020	164,192	167,428	170,727	174,093
Contract For Services	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	157,910	152,866	161,020	-	-	161,020	164,192	167,428	170,727	174,093
*Percentage Increase over prior year		-3.2%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Sewer Capital	-	3,014	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	3,014	-	-	-	-	-	-	-	-
TOTAL COSTS	157,910	155,880	161,020	-	-	161,020	164,192	167,428	170,727	174,093
*Percentage Increase over prior year		-1.3%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,210)	(2,210)	(2,210)	-	-	(2,210)	(2,210)	(2,210)	(2,210)	(2,210)
Fees Charged	-	(2,880)	-	-	-	-	-	-	-	-
Sale of Goods and Services	(155,000)	(150,000)	(158,100)	-	-	(158,100)	(161,262)	(164,487)	(167,777)	(171,133)
Revenue - Other	(700)	(790)	(710)	-	-	(710)	(720)	(730)	(740)	(750)
TOTAL REVENUE	(157,910)	(155,880)	(161,020)	-	-	(161,020)	(164,192)	(167,427)	(170,727)	(174,093)
REQUISITION	-	(0)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										
PARTICIPANTS: All Municipalities										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Millstream Site Remediation

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the '**Millstream Site**') and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

Municipality	Percentage
City of Colwood	15.67%
City of Victoria	13.21%
District of Central Saanich	4.89%
Township of Esquimalt	2.65%
City of Langford	14.43%
District of Saanich	22.19%
District of Oak Bay	2.42%
District of North Saanich	4.87%
District of Metchosin	3.16%
Town of Sidney	1.64%
Town of View Royal	2.92%
District of Highland	0.96%
District of Sooke	6.93%
Juan de Fuca	4.08%
	100.00%

MAXIMUM LEVY:

Greater of \$1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of **\$0.021** per \$1,000 which when applied to the net taxable value of the land and improvements within the Service Area.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	\$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	(\$3,850,000)
	SI Bylaw No. 3725	15 yr term	(\$288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	(\$200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	(\$600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	(\$611,766)
Remaining:	Expired		\$2,000,000

COMMITTEE:

Environmental Services

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
 - Funds on Hand \$1,643,000
 - Debt Servicing – up to \$5,550,000 funded from property tax from the above participating areas
 - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

3.701 - MILLSTREAM SITE REMEDIATION			BUDGET REQUEST							
	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:</u>										
Allocations	170	170	106	-	-	106	108	-	-	-
TOTAL OPERATING COSTS	170	170	106	-	-	106	108	-	-	-
*Percentage Increase over prior year		0.0%	-37.6%	0.0%	0.0%	-37.6%	1.9%			
<u>CAPITAL / RESERVE</u>										
Transfer to Sewer Capital Fund (Millstream)	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	537,358	537,358	19,162	-	-	19,162	19,162	-	-	-
TOTAL COSTS	537,528	537,528	19,268	-	-	19,268	19,270	-	-	-
*Percentage Increase over prior year		0.0%	-96.4%	0.0%	0.0%	-96.4%	0.0%			
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(6,144)	(6,144)	(6,144)	-	-	(6,144)	(11,237)	-	-	-
Transfer From Own Funds	(475,786)	(478,867)	(6,262)	-	-	(6,262)	(3,717)	-	-	-
Revenue - Other	(130)	2,951	(600)	-	-	(600)	(600)	-	-	-
TOTAL REVENUE	(482,060)	(482,060)	(13,006)	-	-	(13,006)	(15,554)	-	-	-
REQUISITION	(55,468)	(55,468)	(6,262)	-	-	(6,262)	(3,716)	-	-	-
*Percentage Increase over prior year		0.0%	-88.7%	0.0%	0.0%	-88.7%	-40.7%			
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00			

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

Service No.	3.701	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Millstream Site Remediation							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000

SOURCE OF FUNDS

Capital Funds on Hand	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$117,000	\$117,000	\$0	\$0	\$0	\$0	\$0	\$117,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$417,000	\$417,000	\$0	\$0	\$0	\$0	\$0	\$417,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

3.701

Service Name:

Millstream Site Remediation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	\$ 14,705,734	L	Cap	\$ 300,000	\$ 300,000	\$ -				\$ 300,000
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation		L	Grant	\$ 117,000	\$ 117,000	\$ -			\$ -	\$ 117,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 14,705,734			\$ 417,000	\$ 417,000	\$ -	\$ -	\$ -	\$ -	\$ 417,000

Service:	3.701	Millstream Site Remediation
----------	-------	-----------------------------

Project Number	17-01	Capital Project Title	Millstream Meadows Remediation	Capital Project Description	CRD contaminated site remediation
Project Rationale	Millstream Site Remediation: Make application for Provincial certification, 2023/2024 Project Completion and site divestment				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P On-Site Systems Management Program

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2023 Budget Onsite Systems	%
Colwood	3,225	43.42%
Langford	1,882	25.34%
Saanich	2,260	30.43%
View Royal	60	0.81%
	<u>7,427</u>	<u>100.00%</u>

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of \$211,070 or the amount that could be raised by a property value tax rate of \$0.008 / \$1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Environmental Services

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - LWMP - ON SITE SYSTEM MANAGEMENT PROGRAM

OPERATING COSTS:

Operating Expenditures
Contract For Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund
Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Grants in Lieu of Taxes
Transfer from Operating Reserve Fund

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Colwood, Langford, Saanich, View Royal
AUTHORIZED POSITIONS:
Salaried
Term

BUDGET REQUEST

	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 Expenditures	147,649	128,061	153,866	-	-	153,866	156,334	158,752	161,558	165,014
Contract For Services	30,000	30,000	30,000	-	-	30,000	20,000	20,000	20,000	20,000
TOTAL OPERATING COSTS	177,649	158,061	183,866	-	-	183,866	176,334	178,752	181,558	185,014
*Percentage Increase over prior year		-11.0%	3.5%	0.0%	0.0%	3.5%	-4.1%	1.4%	1.6%	1.9%
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	177,649	158,061	183,866	-	-	183,866	176,334	178,752	181,558	185,014
*Percentage Increase over prior year		-11.0%	3.5%	0.0%	0.0%	3.5%	-4.1%	1.4%	1.6%	1.9%
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(7,485)	(7,485)	(7,485)	-	-	(7,485)	(7,485)	(7,485)	(7,485)	(7,485)
Transfer from Operating Reserve Fund	(40,014)	(20,426)	(41,675)	-	-	(41,675)	-	-	-	-
TOTAL REVENUE	(47,499)	(27,911)	(49,160)	-	-	(49,160)	(7,485)	(7,485)	(7,485)	(7,485)
REQUISITION	(130,150)	(130,150)	(134,706)	-	-	(134,706)	(168,849)	(171,267)	(174,073)	(177,529)
*Percentage Increase over prior year		0.0%	3.5%	0.0%	0.0%	3.5%	25.3%	1.4%	1.6%	2.0%
PARTICIPANTS: Colwood, Langford, Saanich, View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
 Operating Reserve Summary
 2024 - 2028 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105526	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	384,233	399,901	358,226	358,226	358,226	358,226
Planned Purchase	-	(41,675)	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-
Interest Income*	15,668	-	-	-	-	-
Total projected year end balance	399,901	358,226	358,226	358,226	358,226	358,226

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

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. (Peninsula)

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

	<u>Operating</u>
Central Saanich	43.23%
North Saanich (*see note below)	16.14%
Sidney	40.63%
Total	<u><u>100.00%</u></u>

Note:

* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - LWMP (PENINSULA)	BUDGET REQUEST						2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
TOTAL OPERATING COSTS	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
*Percentage Increase over prior year		0.0%	-5.7%	0.0%	0.0%	-5.7%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	19,985	19,985	23,334	-	-	23,334	23,801	24,277	24,763	25,247
TOTAL CAPITAL / RESERVES	19,985	19,985	23,334	-	-	23,334	23,801	24,277	24,763	25,247
TOTAL COSTS	56,247	56,247	57,534	-	-	57,534	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.3%	0.0%	0.0%	2.3%	2.0%	2.0%	2.0%	2.0%
OPERATING COSTS LESS INTERNAL RECOVERIES	56,247	56,247	57,534	-	-	57,534	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.3%	0.0%	0.0%	2.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,320)	(2,320)	(2,320)	-	-	(2,320)	(2,320)	(2,320)	(2,320)	(2,320)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(2,320)	(2,320)	(2,320)	-	-	(2,320)	(2,320)	(2,320)	(2,320)	(2,320)
REQUISITION	(53,927)	(53,927)	(55,214)	-	-	(55,214)	(56,361)	(57,531)	(58,724)	(59,940)
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.1%	2.1%	2.1%	2.1%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105527	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	135,311	160,814	184,148	207,948	232,225	256,988
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	19,985	23,334	23,801	24,277	24,763	25,247
Interest Income*	5,518	-	-	-	-	-
Total projected year end balance	160,814	184,148	207,948	232,225	256,988	282,235

Assumptions/Background:

Retain reserve balance for future LWMP planning projects.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. - Core and West Shore

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: **3.750 L.W.M.P. - Core and West Shore**

Committee: Core Area Liquid Waste Management

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District. Establishment Bylaw No. 2312 (1995), amended by Bylaw No. 3028 (2002), 3319 (2006), and 4304 (2020).

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

	<u>Flow Amounts*</u>	<u>Allocation for 2023</u>
Colwood	1,176,153	3.30%
Esquimalt	2,534,467	7.11%
Langford	3,602,221	10.10%
Oak Bay	3,534,142	9.91%
Saanich	10,004,812	28.06%
Victoria	13,694,787	38.40%
View Royal	821,374	2.30%
Esquimalt Nation	30,014	0.08%
Songhees Nation	262,275	0.74%
TOTAL	35,660,245	100.000%

* = Average Annual Flow

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.750 - LWMP - CORE AND WEST SHORE

OPERATING COSTS:

Operating Expenditures
Consultant Expenses
Contract For Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund

TOTAL CAPITAL / RESERVES

Debt Expenditures

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Grants in Lieu of Taxes
Transfer From Operating Reserve
Revenue - Other

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford,
Saanich, Oak Bay, View Royal, and Songhees and
Esquimalt Bands

AUTHORIZED POSITIONS:

Salaried
Term

BUDGET REQUEST

2024
CORE
BUDGET

2024
ONGOING

2024
ONE-TIME

2024
TOTAL

2025
TOTAL

2026
TOTAL

2027
TOTAL

2028
TOTAL

183,089

-

-

183,089

107,161

-

-

107,161

38,149

-

-

38,149

328,399

-

-

328,399

1.7%

0.0%

0.0%

1.7%

254,516

-

-

254,516

254,516

-

-

254,516

-

-

-

-

582,915

-

-

582,915

56.6%

0.0%

0.0%

56.6%

-

-

-

-

(19,194)

-

-

(19,194)

-

-

-

(200,000)

-

-

(200,000)

(219,194)

-

-

(219,194)

(363,721)

-

-

(363,721)

3.0%

0.0%

0.0%

3.0%

0.00

0.00

0.00

0.00

0.00

0.00

0.00

0.00

186,760

190,513

194,342

198,247

109,304

111,490

113,720

115,995

38,912

39,690

40,484

41,294

334,976

341,693

348,546

355,536

2.0%

2.0%

2.0%

2.0%

255,213

259,916

264,712

269,601

255,213

259,916

264,712

269,601

166,875

835,426

835,426

835,426

757,064

1,437,035

1,448,684

1,460,563

29.9%

89.8%

0.8%

0.8%

-

-

-

-

(19,194)

(19,194)

(19,194)

(19,194)

(200,000)

(204,000)

(208,080)

(212,240)

(219,194)

(223,194)

(227,274)

(231,434)

(537,870)

(1,213,841)

(1,221,410)

(1,229,129)

47.9%

125.7%

0.6%

0.6%

0.00

0.00

0.00

0.00

0.00

0.00

0.00

0.00

Change in Budget 2023 to 2024

Service: 3.750 - LWMP - Core and West Shore

Total Expenditure

Comments

2023 Budget

372,322

Change in Salaries:

Base salary and benefit change	-
Step increase/paygrade change	-
Other (explain as necessary)	-

Total Change in Salaries	-
--------------------------	---

Other Changes:

Standard Overhead Allocation	745	Increase in 2023 operating costs
Human Resources Allocation	-	
Building Occupancy	-	
Transfer to Operating Reservel Fund	205,207	To fund long-term biosolids management planning
Labour allocation	2,247	Increase in Environmental Protection & HQ Allocation
Other Costs	2,394	

Total Other Changes	210,593
---------------------	---------

2024 Budget

582,915

Summary of % Expense Increase

2024 Base salary and benefit change	0.0%
Standard Overhead Allocation	0.2%
Balance of increase	56.4%
% expense increase from 2023:	56.6%

% Requisition increase from 2023 (if applicable):	3%	Requisition funding is (x)% of service revenue
---	----	--

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Due to the increase in consulting and engineering related long-term biosolids planning, there is projected to be a one time unfavorable of \$126,940. This variance is funded by additional Permit fees revenue.

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

Service No.	3.750	Carry						
	L.W.M.P. - Core and West Shore	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$9,000,000	\$0	\$0	\$0	\$9,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
	\$0	\$1,000,000	\$9,000,000	\$0	\$0	\$0	\$10,000,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

3.750

Service Name:

L.W.M.P. - Core and West Shore

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	Biosolids Advanced Thermal Pilot Demonstration Plant	\$ 10,000,000	S	Res		\$ 1,000,000					\$ 1,000,000.00
24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	Biosolids Advanced Thermal Pilot Demonstration Plant		S	Debt			\$ 9,000,000				\$ 9,000,000.00
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 10,000,000				\$ 1,000,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ 10,000,000

Service:	3.750	L.W.M.P. - Core and West Shore
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Project Number	24-01	Capital Project Title	Biosolids Advanced Thermal Pilot Demonstration Plant	Capital Project Description	Biosolids Advanced Thermal Pilot Demonstration Plant
Project Rationale	Under direction from the board, the CRD is pursuing a thermal pilot demonstration plant to beneficially utilize biosolids generated from the Residual Treatement Facility (RTF). Early phases of the project include staff time and consutltants required to conduct preliminary design, permitting and detail design to create a tender package. Subsequent phase will involve construction of a themal pilot demonstration plant.				

**3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105528	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	726,636	756,266	10,782	265,995	525,911	790,624
Planned Purchase	-	(1,000,000)		-	-	-
Transfer from Ops Budget	-	254,516	255,213	259,916	264,712	269,601
Interest Income*	29,631	-	-	-	-	-
Total projected year end balance	756,266	10,782	265,995	525,911	790,624	1,060,225

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. - Harbour Studies

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 3.752 L.W.M.P. - Harbour Studies

Committee: Core Area Liquid Waste Management

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amended by Bylaw No. 3837 (2012).

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	2023 Allocation
City of Colwood	6.41%
City of Victoria	29.74%
Township of Esquimalt	5.91%
City of Langford	15.22%
District of Saanich	38.83%
Town of View Royal	3.89%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of \$350,000 or \$0.0064 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - LWMP - HARBOURS STUDIES			BUDGET REQUEST							
	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:</u>										
Allocations - EPro Labour	304,741	304,741	316,882	-	-	316,882	323,219	329,684	336,277	343,003
Consultant Expenses	26,090	25,000	32,200	-	-	32,200	32,840	33,500	34,170	34,850
Contract for Services	12,360	12,000	2,610	-	-	2,610	2,660	2,710	2,760	2,820
Operating - Other Costs	11,047	12,497	9,681	-	-	9,681	9,921	10,178	10,432	10,206
TOTAL OPERATING COSTS	354,238	354,238	361,373	-	-	361,373	368,640	376,071	383,639	390,879
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	354,238	354,238	361,373	-	-	361,373	368,640	376,071	383,639	390,879
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(21,658)	(21,658)	(21,658)	-	-	(21,658)	(21,658)	(21,658)	(21,658)	(21,658)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(21,658)	(21,658)	(21,658)	-	-	(21,658)	(21,658)	(21,658)	(21,658)	(21,658)
REQUISITION	(332,580)	(332,580)	(339,715)	-	-	(339,715)	(346,982)	(354,413)	(361,981)	(369,221)
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.1%	2.1%	2.1%	2.0%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Harbours Environmental Actions Service - Peninsula

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: **3.756 Harbours Environmental Actions Service - Peninsula**

Committee: **Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Environmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiatives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2023
Sidney	28.61%
District of North Saanich	28.84%
District of Central Saanich	42.54%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of \$75,000 or \$0.0049 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA			BUDGET REQUEST							
	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:</u>										
Allocations	47,834	47,834	52,655	-	-	52,655	53,708	54,782	55,879	56,997
Consultant Expenses	13,850	13,850	14,130	-	-	14,130	14,411	14,700	14,990	15,290
Contract For Services	4,429	4,429	4,520	-	-	4,520	4,610	4,700	4,790	4,890
Operating - other costs	4,639	4,639	865	-	-	865	877	889	898	868
TOTAL OPERATING COSTS	70,752	70,752	72,170	-	-	72,170	73,606	75,071	76,557	78,045
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	70,752	70,752	72,170	-	-	72,170	73,606	75,071	76,557	78,045
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(2,165)	(2,165)	(2,165)	-	-	(2,165)	(2,165)	(2,165)	(2,165)	(2,165)
TOTAL REVENUE	(2,165)	(2,165)	(2,165)	-	-	(2,165)	(2,165)	(2,165)	(2,165)	(2,165)
REQUISITION	(68,587)	(68,587)	(70,005)	-	-	(70,005)	(71,441)	(72,906)	(74,392)	(75,880)
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.1%	2.1%	2.0%	2.0%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Climate Action and Adaptation

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.309 Climate Action and Adaptation

Committee: Environmental Services

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended by Bylaw No. 4058 (Feb 2016) and Bylaw No. 4468 (Jan 2022), to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of \$1,737,635 or \$0.0130 / \$1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax

Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - CLIMATE ACTION AND ADAPTATION

OPERATING COSTS:

Salaries and Wages	339,357	351,357
Allocations - Epro	340,439	340,439
Contract For Services	695,500	547,600
Contribution Projects	213,582	194,000
Consultant Expenses	24,267	24,267
Operating - Other Costs	61,789	93,372
Allocations - Others	66,595	49,595
Insurance Costs	2,240	2,240

TOTAL OPERATING COSTS1,743,7691,602,870

*Percentage Increase over prior year-8.1%

Transfer to General Capital Fund	363,518	360,000
Transfer to Operating Reserve Fund	180,898	198,626
Transfer to Equipment Replacement Fund	-	-

TOTAL CAPITAL / RESERVES544,416558,626

TOTAL COSTS2,288,1852,161,496

*Percentage Increase over prior year-5.5%

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)	-	-
Balance C/F from Prior to Current year	-	-
Grants in Lieu of Taxes	(73,374)	(73,374)
Grants - Federal/Provincial/Other	(393,778)	(371,735)
Transfer From Own Funds	(104,646)	-

TOTAL REVENUE(571,798)(445,109)

REQUISITION(1,716,387)(1,716,387)

*Percentage Increase over prior year0.0%

PARTICIPANTS: All Municipalities and Electoral Areas
AUTHORIZED POSITIONS:

Ongoing	2.00	2.00
Term	1.00	1.00

BUDGET REQUEST

2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
------------------------	-----------------	------------------	---------------

612,900	-	-	612,900
13,148	-	-	13,148
625,500	-	-	625,500
299,360	-	-	299,360
24,791	-	-	24,791
100,293	-	-	100,293
90,206	-	-	90,206
3,140	-	-	3,140

1,769,338- -1,769,338

1.5%0.0%0.0%1.5%

792,961	-	-	792,961
-	-	-	-
10,000	-	-	10,000

802,961- -802,961

2,572,299- -2,572,299

12.4%0.0%0.0%12.4%

-	-	-	-
(73,374)	-	-	(73,374)
(907,560)	-	-	(907,560)
-	-	-	-

(980,934)- -(980,934)

(1,591,365)- -(1,591,365)

-7.3%0.0%0.0%-7.3%

4.00	0.00	4.00
1.00	0.00	1.00

2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
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627,600	556,112	539,898	552,822
13,542	13,949	14,367	14,798
520,500	520,500	373,000	320,187
173,360	176,827	181,182	284,000
25,292	25,802	26,595	27,127
75,768	76,249	76,752	27,268
93,835	96,827	99,409	102,354
3,290	3,450	3,620	3,790

1,533,1881,469,7151,314,8231,332,346

-13.3%-4.1%-10.5%1.3%

792,961	792,961	164,023	-
-	-	-	-
10,200	10,404	10,612	10,824

803,161803,365174,63510,824

2,336,3492,273,0801,489,4581,343,170

-9.2%-2.7%-34.5%-9.8%

-	-	-	-
(26,028)	(26,028)	(26,028)	(26,028)
(581,478)	(581,478)	(120,278)	-
(212,231)	(348,432)	(26,010)	-

(819,737)(955,938)(172,316)(26,028)

(1,516,612)(1,317,142)(1,317,142)(1,317,142)

-4.7%-13.2%0.0%0.0%

4.00	4.00	4.00	4.00
1.00	1.00	0.00	0.00

Change in Budget 2023 to 2024		
Service:	1.309 - CLIMATE ACTION AND ADAPTATION	Total Expenditure
Comments		
2023 Budget	2,288,185	
Change in Salaries:		
		Inclusive of estimated collective agreement changes; Transfer 2.0 FTE from 1.578 to 1.309
Base salary and benefit change	273,543	
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	273,543	
Other Changes:		
Standard Overhead Allocation	8,280	Increase in 2023 operating costs
Human Resources Allocation	15,186	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Building Occupancy	30,513	Transfer of budget from 1.578 to 1.309
Transfer to General Capital Fund	429,443	To fund 2024 Capital Plan requirements
Labour allocation	(327,290)	Reduction for Environmental Protection Allocation
Transfer to Operating Reserve Fund	(180,898)	Reduced ORF transfers in 2024
Contract Costs	(70,500)	Planned reduction of EV policy/technical work.
Contributions Projects	85,778	Contribution towards EV projects
Other Costs	20,059	
Total Other Changes	10,571	
2024 Budget	2,572,299	
Summary of % Expense Increase		
2024 Base salary and benefit change	12.0%	Transfer of 2.0 FTE from 1.578 to 1.309
Standard Overhead Allocation	0.4%	
Balance of increase	0.1%	
% expense increase from 2023:	12.4%	
% Requisition increase from 2023 (if applicable):	-7%	Requisition funding is (x)% of service revenue

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is a one time favourable variance of \$140,900 (8.1%) due to savings forecasted for contract services. The estimated surplus are transferred to the operating reserve fund for the future regional retrofit, ev and other community programs and support future grant opportunities.

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

Service No.	1.309							
	Climate Action and Adaptation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$211,483	\$211,483	\$211,483	\$43,745	\$0	\$678,194
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$581,478	\$581,478	\$581,478	\$120,278	\$0	\$1,864,712
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$792,961	\$792,961	\$792,961	\$164,023	\$0	\$2,542,906

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.309

Service Name:

Climate Action and Adaptation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
23-01	New	Regional electric vehicle charging infrastructure	146 level 2 electric vehicle charging stations	\$ 721,938	E	Cap		\$ 211,483	\$ 211,483	\$ 211,483	\$ 43,745		\$ 678,194
23-01	New	Regional electric vehicle charging infrastructure	146 level 2 electric vehicle charging stations	\$ 1,984,991	E	Grant		\$ 581,478	\$ 581,478	\$ 581,478	\$ 120,278		\$ 1,864,712
													\$ -
													\$ -
													\$ -
													\$ -
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													\$ -
			GRAND TOTAL	\$ 2,706,929			\$ -	\$ 792,961	\$ 792,961	\$ 792,961	\$ 164,023	\$ -	\$ 2,542,906

Service:	1.309	Climate Action and Adaptation
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Project Number	23-01	Capital Project Title	Regional electric vehicle charging infrastructure	Capital Project Description	146 level 2 electric vehicle charging stations
Project Rationale	Grant dependent: Project intends to install 152 level 2 EV charging stations as part of regional network. Stations will be installed/owned/operated by CRD, some by municipal partners. TBD amount at this point. This spreadsheet assumes 152, amount will be reduced once grant confirmed and negotiations occur with municipalities in mid-2023. Climate ACTION total funding: \$725,000 Clean BC Grant funding: \$ \$2,561,729 Approved via 2022 climate action service planning as part of regional electric vehicle infrastructure program. Leveraging provincial Clean BC grant to develop regional electric vehicle charging network.				

**1.309 Climate Action and Adaptation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Climate Action and Adaptation

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105503 Projected year end balance Beginning Balance	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	936,580	1,173,397	1,173,397	961,166	612,734	586,724
Planned Project	-	-	(212,231)	(348,432)	(26,010)	-
Transfer to/from Ops Budget	198,626	-	-	-	-	-
Interest Income*	38,192	-	-	-	-	-
Total projected year end balance	1,173,397	1,173,397	961,166	612,734	586,724	586,724

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

Assumptions/Background:

Reserve balance retained for projects to be co-funded by grants

**1.309 Climate Action and Adaptation
Equipment Reserve Summary
2024 - 2028 Financial Plan**

Profile

Climate Action and Adaptation

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 102274 Projected year end balance Beginning Balance Planned Purchase (Based on Capital Plan) Transfer to/from Ops Budget Interest Income*	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
	-	-	10,000	20,200	30,604	41,216
	-					
		10,000	10,200	10,404	10,612	10,824
		-	-	-	-	-
Total projected year end balance	-	10,000	20,200	30,604	41,216	52,040

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

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Goose Management Service

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.312

Regional Goose Management Service

Committee: Environmental Services Committee

DEFINITION:

Regional coordination of Canada Goose population

Establishment Bylaw No. 4522, March 2023

SERVICE DESCRIPTION:

To provide a Canada goose service to address increasing regional population and inter-regional impacts of non-migratory, resident geese (economic, environmental and social impacts on multiple stakeholders that requires coordination across multiple levels of governments and with private and non-profit organizations governments and with private and non-profit organizations

PARTICIPATION:

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

<u>Municipalities</u>	Basis of Apportionment		Percent of Total
	50% Converted Assessments	50% Regional Planning Population - 2022	
City of Colwood	808,669,576	20,766	4.3%
City of Victoria	4,956,430,853	96,390	22.8%
District of Central Saanich	927,613,660	18,689	4.3%
Township of Esquimalt	676,447,267	19,155	3.8%
City of Langford	2,124,392,376	49,345	10.7%
District of Saanich	5,470,524,226	125,853	27.3%
District of Oak Bay	1,279,986,485	19,211	5.2%
District of North Saanich	921,935,242	12,671	3.6%
District of Metchosin	227,160,448	5,142	1.1%
Town of Sidney	755,376,989	12,569	3.2%
Town of View Royal	502,901,667	12,606	2.6%
District of Highlands	137,022,830	2,599	0.6%
District of Sooke	593,953,061	15,991	3.2%
	19,382,414,680	410,987	92.9%
Electoral Areas			
Juan de Fuca	369,143,239	5,651	1.5%
Saltspring Island	726,724,736	11,828	3.1%
Southern Gulf Islands	551,988,342	5,388	1.9%
	1,647,856,317	22,867	6.5%

First Nations

Tsawout	39,571,160	1,790	0.3%
Songhees	44,786,919	1,839	0.3%
	84,358,079	3,629	0.6%
	21,114,629,076	437,483	100.0%

MAXIMUM LEVY:

The greater of \$251,900 or \$0.0016 / \$1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

1.312 - Regional Goose Management

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
<u>OPERATING COSTS:</u>										
Allocations	87,172	45,913	100,180	-	-	100,180	102,179	104,219	-	-
Contract For Services	130,000	130,000	132,600	-	-	132,600	135,250	137,960	-	-
Operating - other costs	20,350	61,609	10,706	-	-	10,706	10,940	11,180	-	-
TOTAL OPERATING COSTS	237,522	237,522	243,486	-	-	243,486	248,369	253,359	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	237,522	237,522	243,486	-	-	243,486	248,369	253,359	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	(237,522)	(237,522)	(243,486)	-	-	(243,486)	(248,369)	(253,359)	-	-
*Percentage Increase over prior year		0.0%	2.5%	0.0%	0.0%	2.5%	2.0%	2.0%		
PARTICIPANTS: All Municipalities and Electoral Areas										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Sooke Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.531 Sooke Stormwater Quality Management

Committee: Environmental Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	21,321	21,021	22,090	-	-	22,090	22,514	22,946	23,437	23,887
Contract For Services	2,675	2,000	68,439	-	-	68,439	2,770	2,844	2,864	2,921
TOTAL OPERATING COSTS	23,996	23,021	90,529	-	-	90,529	25,284	25,790	26,301	26,808
*Percentage Increase over prior year		-4.1%	277.3%	0.0%	0.0%	277.3%	-72.1%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	15,436	16,411	0	-	-	0	16,054	16,372	16,702	17,036
TOTAL CAPITAL / RESERVES	15,436	16,411	0	-	-	0	16,054	16,372	16,702	17,036
TOTAL COSTS	39,432	39,432	90,529	-	-	90,529	41,338	42,162	43,003	43,844
*Percentage Increase over prior year		0.0%	129.6%	0.0%	0.0%	129.6%	-54.3%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(86)	(86)	(86)	-	-	(86)	(86)	(86)	(86)	(86)
Transfer From Operating Reserve	-	-	(50,000)			(50,000)	-	-	-	-
TOTAL REVENUE	(86)	(86)	(50,086)	-	-	(50,086)	(86)	(86)	(86)	(86)
REQUISITION	(39,346)	(39,346)	(40,443)	-	-	(40,443)	(41,252)	(42,076)	(42,917)	(43,758)
*Percentage Increase over prior year		0.0%	2.8%	0.0%	0.0%	2.8%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Sooke AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Change in Budget 2023 to 2024
Service: 1.531 SWQ - Sooke

Total Expenditure

Comments

2023 Budget

39,432

Change in Salaries:

Base salary and benefit change		Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	

Other Changes:

Standard Overhead Allocation	43	Increase in 2023 operating costs
Human Resources Allocation	-	
Building Occupancy	-	
Labour Allocation	676	Increase in Environmental Protection Allocation
Transfer to Operating Reserve Fund	(15,436)	
Contract Costs	64,514	Sooke Basin Water Quality Objectives Attainment Sampling Study
Other Costs	1,300	
Total Other Changes	51,097	

2024 Budget

90,529

Summary of % Expense Increase

2024 Base salary and benefit change	0.0%
Standard Overhead Allocation	0.1%
Balance of increase	129.5%
% expense increase from 2023:	129.6%

% Requisition increase from 2023 (if applicable):

3%

Requisition funding is (x)% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$1,000 (4.1%) due to savings forecasted for contract services. The estimated surplus are transferred to the operating reserve fund for the water quality objective sampling.

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Storm Water Quality - Sooke

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. 2024 is the next planned water quality objective sampling year during which money will be taken out of reserve. This sampling takes place every 4 years, with 3 years saving up.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105518 Projected year end balance	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	50,412	68,878	18,878	34,932	51,304	68,006
Planned Purchase	-	(50,000)		-	-	-
Transfer from Ops Budget	16,411	-	16,054	16,372	16,702	17,036
Interest Income*	2,056	-	-	-	-	-
Total projected year end balance	68,878	18,878	34,932	51,304	68,006	85,042

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Core and West Shore Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one-sixth in proportion to population of the participants
- one-sixth in proportion to land area of the participants
- one-third in proportion to converted assessments of the participants
- one-third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

City of Colwood
City of Victoria
Township of Esquimalt
District of Langford
District of Oak Bay
District of Saanich
Town of View Royal
Esquimalt Nation
Songhees Nation

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY MANAGEMENT-CORE			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	578,030	554,461	579,967	-	-	579,967	591,648	603,562	614,761	627,093
Contract For Services	119,000	119,000	211,380	-	-	211,380	121,245	121,830	123,456	125,925
Consultant Expenses	47,000	27,417	47,940	-	-	47,940	48,900	49,880	50,798	51,814
TOTAL OPERATING COSTS	744,030	700,878	839,287	-	-	839,287	761,793	775,272	789,015	804,832
*Percentage Increase over prior year		-5.8%	12.8%	0.0%	0.0%	12.8%	-9.2%	1.8%	1.8%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	43,152	15,640	-	-	15,640	15,953	16,272	16,597	16,929
TOTAL CAPITAL / RESERVES	-	43,152	15,640	-	-	15,640	15,953	16,272	16,597	16,929
TOTAL COSTS	744,030	744,030	854,927	-	-	854,927	777,746	791,544	805,613	821,761
*Percentage Increase over prior year		0.0%	14.9%	0.0%	0.0%	14.9%	-9.0%	1.8%	1.8%	2.0%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	(35,532)	(35,532)	(35,533)	-	-	(35,533)	(35,533)	(35,533)	(35,533)	(35,533)
OPERATING COSTS LESS INTERNAL RECOVERIES	708,498	708,498	819,394	-	-	819,394	742,213	756,011	770,080	786,228
*Percentage Increase over prior year		0.0%	15.7%	0.0%	0.0%	15.7%	-9.4%	1.9%	1.9%	2.1%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(52,230)	(52,230)	(52,230)	-	-	(52,230)	(52,230)	(52,230)	(52,230)	(52,230)
Transfer From Operating Reserve	0	0	(90,000)	-	-	(90,000)	0	0	0	0
TOTAL REVENUE	(52,230)	(52,230)	(142,230)	-	-	(142,230)	(52,230)	(52,230)	(52,230)	(52,230)
REQUISITION	(656,268)	(656,268)	(677,164)	-	-	(677,164)	(689,983)	(703,781)	(717,850)	(733,998)
*Percentage Increase over prior year		0.0%	3.2%	0.0%	0.0%	3.2%	1.9%	2.0%	2.0%	2.2%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Change in Budget 2023 to 2024
Service: 1.536 - SWQ Core Budget

Total Expenditure

Comments

2023 Budget 744,030

Change in Salaries:

Base salary and benefit change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	

Total Change in Salaries	-
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Other Changes:

Contract for Services	92,380	Harbour Water Quality Objectives Attainment Sampling Study
Standard Overhead Allocation	233	Increase in 2023 operating costs
Human Resources Allocation	-	
Building Occupancy	-	
Transfer to Operating Reserve Fund	15,640	To fund cyclical expenditures, unforeseen operating expenses, special one-time operating projects
Labour allocation	1,795	Increase in 2023 operating costs
Other Costs	849	

Total Other Changes	110,897
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2024 Budget 854,927

Summary of % Expense Increase

2024 Base salary and benefit change	0.0%
Standard Overhead Allocation	0.0%
Balance of increase	14.9%
% expense increase from 2023:	14.9%

% Requisition increase from 2023 (if applicable):	3%	Requisition funding is (x)% of service revenue
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Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$43,000 (5.8%) due to savings forecasted for consulting & contribution services. The estimated surplus are transferred to the operating reserve fund for the future cyclical expenditures, unforeseen operating expenses, special one-time operating projects

1.536 Stormwater Quality Management - Core
Operating Reserve Summary
2024- 2028 Financial Plan

Profile

Stormwater Quality Management - Core

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105519	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	279,186	333,721	243,721	243,721	243,721	243,721
Planned Purchase		(90,000)	-	-	-	-
Transfer from Ops Budget	43,152					
Interest Income*	11,383	-	-	-	-	-
Total projected year end balance	333,721	243,721	243,721	243,721	243,721	243,721

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.537 Saanich Peninsula - Stormwater Quality Management

Commission: Saanich Peninsula Waste Water

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of \$106,017 or \$0.0103/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one -sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one -sixth in proportion to the length of shoreline in each of the participating areas, and one -half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management

Commission: Saanich Peninsula Waste Water

	<u>Stormwater</u>
Central Saanich	25.00%
North Saanich	37.12%
Sidney	23.07%
Tsawout Nations	4.83%
Tsartlip Nations	6.20%
Pauquachin Nations	2.24%
Tseycum Nations	1.54%
Total	<u><u>100.00%</u></u>

Note:

* Service established effective 2010; previously provided by agreement

1.537 Saanich Peninsula - Stormwater Quality Mgmt			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	81,256	81,471	83,975	-	-	83,975	85,650	87,362	89,121	90,671
Contract For Services	20,676	20,676	21,001	-	-	21,001	21,333	21,669	22,004	22,444
Consultant Expenses	20,000	18,000	20,400	-	-	20,400	20,810	21,230	21,650	22,083
TOTAL OPERATING COSTS	121,932	120,147	125,376	-	-	125,376	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		-1.5%	2.8%	0.0%	0.0%	2.8%	1.9%	1.9%	1.9%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	1,785	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	1,785	-	-	-	-	-	-	-	-
TOTAL COSTS	121,932	121,932	125,376	-	-	125,376	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		0.0%	2.8%	0.0%	0.0%	2.8%	1.9%	1.9%	1.9%	1.8%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(4,454)	(4,454)	(4,454)	-	-	(4,454)	(4,455)	(4,455)	(4,455)	(4,455)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,454)	(4,454)	(4,454)	-	-	(4,454)	(4,455)	(4,455)	(4,455)	(4,455)
REQUISITION	(117,478)	(117,478)	(120,922)	-	-	(120,922)	(123,338)	(125,806)	(128,320)	(130,743)
*Percentage Increase over prior year	0.00%	0.00%	2.93%	0.00%	0.00%	2.93%	2.00%	2.00%	2.00%	1.89%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105520	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	44,157	47,743	47,743	47,743	47,743	47,743
Planned Purchase	-	-	-	-	-	-
Transfer from/to Ops Budget	1,785	-	-	-	-	-
Interest Income*	1,801	-	-	-	-	-
Total projected year end balance	47,743	47,743	47,743	47,743	47,743	47,743

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses
Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of \$51,715 or \$0.005/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:

- a) The population of the participating areas; and
- b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

	<u>2023</u>
Central Saanich	42.54%
North Saanich	28.84%
Sidney	28.61%
Total	<u><u>100.00%</u></u>

Note:
Bylaw No. 3906 (adopted August, 2013).

1.538 San Pen - Source Control Stormwater			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	52,720	52,720	52,388	-	-	52,388	53,452	54,514	55,595	56,675
Contract For Services	5,937	5,937	6,985	-	-	6,985	7,076	7,185	7,323	7,466
TOTAL OPERATING COSTS	58,657	58,657	59,373	-	-	59,373	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.2%	0.0%	0.0%	1.2%	1.9%	1.9%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	58,657	58,657	59,373	-	-	59,373	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.2%	0.0%	0.0%	1.2%	1.9%	1.9%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,763)	(1,763)	(1,763)	-	-	(1,763)	(1,763)	(1,763)	(1,763)	(1,763)
Transfer From Operating Reserve	(1,058)	(1,058)	(657)	-	-	(657)	(673)	(682)	(716)	(730)
TOTAL REVENUE	(2,821)	(2,821)	(2,420)	-	-	(2,420)	(2,436)	(2,445)	(2,479)	(2,493)
REQUISITION	(55,836)	(55,836)	(56,953)	-	-	(56,953)	(58,092)	(59,254)	(60,439)	(61,648)
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	48,179	49,086	48,429	47,756	47,074	46,358
Planned Purchase	(1,058)	(657)	(673)	(682)	(716)	(730)
Transfer from/to Ops Budget		-	-	-	-	-
Interest Income*	1,965	-	-	-	-	-
Total projected year end balance	49,086	48,429	47,756	47,074	46,358	45,628

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Resource Management

COMMITTEE OF THE WHOLE

OCTOBER 2023

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000	LA Bylaw 4515	36,000,000
Borrowed:	SI Bylaw 3547	(2,000,000)		
	SI Bylaw 3677	(2,500,000)		
	SI Bylaw 3769	(2,200,000)		
Remaining:	Expired May 14, 2013	<u>\$5,570,000</u>		<u>36,000,000</u>

All previous Loan Authorizations have expired. Total debt outstanding at [Dec 31, 2023](#) \$546,597
Final debt payments in [2026](#).

COMMISSION:**OPERATING COSTS - REFUSE DISPOSAL:**

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

Service:

1.521

Environmental Resource Management

Committee: Environmental Services

Year	Population	General Refuse Rate*	Hartland Landfill General Refuse				Recycling (Diversion Revenue)			Disposal Rate kg/person
			Budget Volume (Tonne)	Actual Volume (Tonne)	Beneficial Use	Landfilled	Recycling Rate*	Budget Volume (Tonne)	Actual Volume (Tonne)	
2018	413,406	\$110	135,000	148,551 ¹	-2,120	146,431				380
2019	418,511	\$110	140,000	146,544 ¹	-1,142	145,402				382
2020	425,503	\$110	135,000	155,041 ¹	-5,476	149,565				395
2021	432,062	\$110	135,000	167,169 ¹	-1,013	166,156				400
2022	440,456	\$110	145,000	185,111 ¹	-5,107	180,004				409
2023		\$110	165,000	186,747 ²						
2024 Budget		\$150	160,000				\$80-\$110	20,300		
2025 Budget		\$155	150,000				\$80-\$110	20,300		
2026 Budget		\$160	135,000				\$80-\$110	20,300		
2027 Budget		\$165	130,000				\$80-\$110	20,300		
2028 Budget		\$170	125,000				\$80-\$110	20,300		

* Tipping fee: rate in \$/tonne

¹ Actual Tonnage Volume² Estimated Tonnage Volume

1.521 & 1.525 - ERM

GENERAL PROGRAM EXPENDITURES:

Diversion Services
Landfilling Services
Energy Recovery Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund
Transfer to Operating Reserve Fund
Transfer to General Capital Reserve Fund
Transfer to Landfill Closure Capital Reserve Fund
Transfer to Millstream Remediation Debt

TOTAL CAPITAL / RESERVES

Debt Expenditures

TOTAL COSTS

*Percentage Increase over prior year

Allocation Recovery

OPERATING COSTS LESS INTERNAL RECOVERIES

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Sale of Renewable Natural Gas (net revenue)
Revenue - Other
Transfer from Operating Reserve

TOTAL REVENUE

TIPPING FEE (based on inflation)

PROJECTED TONNAGE (General Refuse)

*Percentage Increase over prior year

AUTHORIZED POSITIONS:

On-going
Term

BUDGET REQUEST

2024
CORE
BUDGET

2024
ONGOING

2024
ONE-TIME

2024
TOTAL

2025
TOTAL

2026
TOTAL

2027
TOTAL

2028
TOTAL

16,965,035
11,645,185
1,568,723

5,753,753
500,000
-

-
200,000
-

22,718,788
12,345,185
1,568,723

23,779,580
12,567,020
1,580,867

25,025,747
13,548,829
1,622,310

25,138,408
13,010,202
1,610,806

25,454,474
13,308,987
1,640,338

30,178,943
6,253,753
200,000
36,632,696

37,927,467
40,196,886
39,759,416
40,403,799

3.6%
21.5%
0.7%
25.8%

3.5%
6.0%
-1.1%
1.6%

200,000
356,635
1,100,370
455,120
6,262

-
-
-
-
-

-
-
-
-
-

200,000
356,635
1,100,370
455,120
6,262

204,000
3,162,797
1,100,370
455,120
3,717

204,000
-
4,000
455,120
-

204,000
-
4,000
455,120
-

204,000
-
4,000
455,120
-

2,118,387
-
-
2,118,387

4,926,004
663,120
663,120
663,120

1,229,666
-
-
1,229,666

2,137,816
2,726,996
2,765,453
2,791,453

33,526,996
6,253,753
200,000
39,980,749

44,991,287
43,587,002
43,187,989
43,858,372

11.7%
20.8%
0.7%
33.2%

12.5%
-3.1%
-0.9%
1.6%

33,526,996
6,253,753
200,000
39,980,749

44,991,287
43,587,002
43,187,989
43,858,372

(495,000)
(8,258,750)
(2,540,000)

-
(1,996,000)
(200,000)

-
-
(2,740,000)

(495,000)
(10,254,750)
(2,740,000)

(6,395,537)
(12,854,750)
-

(6,335,817)
(12,854,750)
(305,434)

(6,285,331)
(12,854,100)
(107,558)

(6,244,071)
(12,854,100)
(1,019,200)

(8,753,750)
(4,536,000)
(200,000)
(13,489,750)

(19,250,287)
(19,496,001)
(19,246,989)
(20,117,371)

(24,773,247)
(1,717,753)
-
(26,491,000)

(25,741,000)
(24,091,000)
(23,941,000)
(23,741,000)

160,000
160,000

150,000
135,000
130,000
125,000

19.7%
8.3%
0.0%
28.0%

-2.8%
-6.4%
-0.6%
-0.8%

25.70
2.00

25.70
2.00

25.70
1.00

28.70
1.00

28.70
1.00

28.70

28.70

28.70

Change in Budget 2023 to 2024

Service: 1.521 & 1.525 ERM

Total Expenditure

Comments

2023 Budget

30,005,041

Change in Salaries:

Base salary and benefit change	90,025	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(114,623)	Term position ended
3.0 FTE Environmental Technician	303,524	2024 IBC 3a-1.1: Hartland 2100
Increase in auxiliary wages	339,700	2024 IBC 3a-1.1: Hartland 2100
Other (explain as necessary)	-	

Total Change in Salaries 618,626

Other Changes:

Standard Overhead Allocation	992,249	Increase in 2023 operating costs
Human Resources Allocation	28,189	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Building Occupancy	5,416	
Contract for Services	500,000	To reflect the anticipated costs related to heavy equipment services and landfilling of standard refuse and controlled waste
	2,803,753	Additional costs related to curbside collection contract
	2,700,000	Additional costs related to processing of materials contract
	250,000	To Increase Electoral Area recycling depot funding by same ratio as curbside increases
	200,000	To fund for 2024 one-time Raincoast Foundation testing of Tod Creek
	(1,000,000)	Reduction for 2023 one-time costs for BC Hydro Termination
Promotion	521,000	Hartland Communications Campaign, Outreach, and Education project
Labour allocation	136,460	Increase in Environmental Engineering & Environmental Protection Allocation
Trf to Capital Reserve Fund	1,096,730	To fund 2024 Capital Plan requirements
Debt Servicing Expenses	915,612	Additional borrowing of \$12.2m is required to fund 2024 Capital Plan requirements
Other Costs	207,673	

Total Other Changes 9,357,082

2024 Budget

39,980,749

Summary of % Expense Increase

2024 Base salary and benefit change	0.3%	
Standard Overhead Allocation	3.3%	
Balance of increase	29.6%	
% expense increase from 2023:	33.2%	
% Requisition increase from 2023 (if applicable):	%	Requisition funding is (x)% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

'Overall Solid Waste Tipping Revenue for 2023 is forecasted to be higher than budget by \$4.4 million. Tipping fee revenues higher due to an increased quantity of solid waste being received. Recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted. Landfill Operations/Diversion Services/Energy Recovery services expenses are forecasted to be lower than budget for 2023 by \$450k. The estimated surplus will be split between the Capital Reserve Fund (\$2.4m) and the Operating Reserve Fund (\$2.4m).

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

Service No.	1.521							
	Environmental Resource Management	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL

EXPENDITURE

Buildings	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Equipment	\$0	\$603,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,113,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,975,000	\$37,856,000	\$14,975,000	\$9,600,000	\$1,600,000	\$1,250,000	\$65,281,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,975,000	\$38,809,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$67,744,000

SOURCE OF FUNDS

Capital Funds on Hand	\$100,000	\$950,000	\$225,000	\$200,000	\$0	\$0	\$1,375,000
Debenture Debt (New Debt Only)	\$2,000,000	\$14,213,000	\$7,650,000	\$2,000,000	\$350,000	\$0	\$24,213,000
Equipment Replacement Fund	\$0	\$1,103,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,613,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$3,875,000	\$22,543,000	\$7,100,000	\$7,400,000	\$1,250,000	\$1,250,000	\$39,543,000
	\$5,975,000	\$38,809,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$67,744,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:1.521

Service Name:Environmental Resource Management

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	\$1,430,000	E	ERF		\$240,000	\$240,000	\$270,000	\$270,000	\$270,000	\$1,290,000
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	\$2,550,000	S	Res		\$500,000	\$500,000	\$500,000	\$550,000	\$550,000	\$2,600,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	\$13,135,000	S	Res		\$750,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,750,000
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	\$10,000,000	S	Res		\$-	\$4,000,000	\$6,000,000			\$10,000,000
17-07	Renewal	Computer Equipment	Computer Equipment	\$71,000	E	ERF		\$13,000	\$15,000	\$15,000	\$15,000	\$15,000	\$73,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	\$500,000	E	ERF		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
17-11	Renewal	Food Waste Transfer Station Relocation Planning & Construction	Food Waste Transfer Station Relocation Planning	\$700,000	S	ERF		\$250,000	\$-	\$-	\$-		\$250,000
17-12	Renewal	Hartland Environmental Performance Model	Hartland Environmental Performance Model	\$225,000	S	Cap		\$-	\$225,000	\$-	\$-		\$225,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$7,213,000	S	Debt		\$7,213,000					\$7,213,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$23,718,000	S	Res		\$9,468,000	\$-				\$9,468,000
18-01	New	Interim Covers	Interim Covers - West and North Slopes	\$1,350,000	S	Res			\$550,000	\$400,000	\$200,000	\$200,000	\$1,350,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	\$550,000	S	Cap		\$350,000	\$-	\$200,000	\$-		\$550,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	\$250,000	S	Cap		\$250,000	\$-	\$-	\$-		\$250,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	\$100,000	S	Res	\$50,000	\$50,000	\$50,000	\$-	\$-		\$100,000
22-01	Renewal	Sedimentation Pond Relining	NW Sedimentation Pond Relining & Expansion	\$1,000,000	S	Res	\$1,000,000		\$1,000,000				\$1,000,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	\$7,200,000	S	Debt	\$500,000	\$500,000					\$500,000
22-03	Decommiss	Leachate Line Decommissioning	Leachate Line Decommissioning	\$100,000	S	Cap	\$100,000	\$100,000					\$100,000
22-06	Renewal	Hartland FIRE Safety Improvements	Installation of new Fire Line	\$200,000	S	Res	\$200,000	\$200,000					\$200,000
22-07	Study	Recycling Area Upgrades	Recycling Area Upgrades	\$225,000	S	Res	\$25,000	\$225,000					\$225,000
22-10	New	Storm Water Sedimentation pond Emergency Repairs	Storm Water Sedimentation pond Emergency Repairs	\$250,000	E	Res		\$250,000					\$250,000
23-02	New	Contractor Workshop Relocation	Contractor Workshop Relocation	\$1,250,000	S	Res	\$650,000	\$650,000					\$650,000
23-03	New	Cell 4, 5 & 6 gas well layout Plan	Cell 4, 5 & 6 gas well Plan	\$150,000	S	Res	\$150,000	\$150,000					\$150,000
23-04	New	North End Commercial Access Improvements	North End Commercial Access Improvements	\$700,000	S	Res		\$250,000					\$250,000
23-05	New	Existing Manual and Commercial Scale Upgrades	Existing Manual and Commercial Scale Upgrades	\$250,000	S	ERF		\$250,000					\$250,000
24-01	New	Cell 5&6 GRW	Cell 5&6 Gravity Retaining Wall Construction	\$2,000,000	S	Debt	\$750,000	\$750,000	\$1,250,000				\$2,000,000
24-02	Study	Hartland North Master Plan	Hartland North Master Plan	\$150,000	S	Res			\$150,000				\$150,000
24-03	New	Hartland Amenity Project	Intersection Upgrade	\$4,000,000	S	Res	\$1,800,000	\$3,800,000					\$3,800,000
24-04	New	Biosolids Beneficial Reuse /RDF Building	Biosolids Beneficial Reuse /RDF Building	\$350,000	B	Res		\$350,000					\$350,000
24-05	New	Cell 5 Liner Construction	Cell 5 Liner Construction	\$7,900,000	S	Debt		\$3,000,000	\$2,900,000	\$2,000,000			\$7,900,000

Service #:

1.521

Service Name:

Environmental Resource Management

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-06	New	Cell 1, 2 & 3 Transition Liner	Cell 1, 2 & 3 Transition Liner	\$ 4,000,000	S	Debt		\$ 2,000,000	\$ 2,000,000				\$ 4,000,000
24-07	New	Relocation of N. Toe Road Sedimentation Pond	Relocation of N. Toe Road Sedimentation Pond	\$ 500,000	S	Debt			\$ 500,000				\$ 500,000
24-08	New	North End Fence Replacement	North & East Fence Replacement	\$ 250,000	S	ERF		\$ 250,000					\$ 250,000
24-09	New	Diversion Transfer Station	Diversion Transfer Station	\$ 5,000,000	S	Res		\$ 5,000,000					\$ 5,000,000
24-10	New	RNG Spare Parts Inventory	RNG Spare Parts Inventory	\$ 700,000	S	Res		\$ 700,000					\$ 700,000
24-11	New	Traffic Pattern Changes - Site Signage	Traffic Pattern Changes - Site Signage	\$ 250,000	S	Cap		\$ 250,000					\$ 250,000
25-01	New	NE & NW Aggregate Stockpile cover	NE & NW Aggregate Stockpile cover	\$ 1,400,000	S	Debt	\$ 750,000	\$ 750,000	\$ 650,000				\$ 1,400,000
25-02	Renewal	North End Wheel Wash	North End Wheel Wash	\$ 400,000	S	Res		\$ 200,000					\$ 200,000
25-03	New	Landfill Gas capture to meet New Federal Regs	Landfill Gas capture to meet New Federal Regs	\$ 250,000	S	Res			\$ 250,000				\$ 250,000
25-04	New	Hartland Operating Certificate Renewal	Hartland Operating Certificate Renewal	\$ 100,000	S	Res			\$ 100,000				\$ 100,000
26-01	New	Cell 4& 5 Bottom Lift Gas Wells / Leachate Drain	Cell 4 Bottom Lift Gas Wells / Leachate Drain	\$ 700,000	S	Debt			\$ 350,000		\$ 350,000		\$ 700,000
													\$ -
		Sustaining capital											\$ -
		Progressive Closure of Landfill											\$ -
		Cell 4, 5 & 6 Preparation and North End Relocation											\$ -
		RNG	GRAND TOTAL	\$ 101,067,000			\$ 5,975,000	\$ 38,809,000	\$ 15,330,000	\$ 9,985,000	\$ 1,985,000	\$ 1,635,000	\$ 67,744,000
		SWMP Targets - Diversion / Beneficial Use											\$ -

Service: **1.521** **Environmental Resource Management**

Project Number	16-06	Capital Project Title	Replacing of Small Equipments	Capital Project Description	Replacing of Small Equipments
Project Rationale	Replacement of small equipments that have reached their end of life				

Project Number	17-01	Capital Project Title	Gas & Leachate Collection Pipe Extension	Capital Project Description	Gas & Leachate Collection Pipe Extension
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information and includes consulting costs to layout pipe design/headers.				

Project Number	17-02	Capital Project Title	Aggregate Production for Internal Use	Capital Project Description	Aggregate Production for Internal Use
Project Rationale	Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmental impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.				

Project Number	17-04	Capital Project Title	Progressive Closure of External Faces	Capital Project Description	Progressive Closure of External Faces
Project Rationale	As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.				

Service:	1.521	Environmental Resource Management
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Project Number	17-07	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replacement of computer equipment due to end of life cycle				

Project Number	17-09	Capital Project Title	Vehicle Replacements	Capital Project Description	Vehicle Replacements
Project Rationale	Replacement of vehicle due to end of life cycle				

Project Number	17-11	Capital Project Title	Food Waste Transfer Station Relocation Planning & Construction	Capital Project Description	Food Waste Transfer Station Relocation Planning
Project Rationale	The CRD has made a commitment to Hartland Residents to move the Kitchen Scraps transfer station away from the South End of the Landfill Property to alleviate resident's nuisance concerns (noise, vector, odour etc). The Kitchen Scrap transfer station will need to move to the North End of the property when commercial traffic moves to Willis Point in 2024. This project meets an immediate and future need to relocate the Kitchen Scrap tranfer station. Phase 1 of the project will be complete in 2023 (moving the new food transfer facility). Phase 2 includes all improvements related to leachate, power, storm water, lighting, access stairs, vector control, fall protection enhancements etc. needed to support operation of the facility over the next 30+ years. This project covers the planning and construction costs related to relocating the kitchen scrap transfer station.				

Service: 1.521 Environmental Resource Management			
Project Number	17-12	Capital Project Title	Hartland Environmental Performance Model
Capital Project Description	Hartland Environmental Performance Model		
Project Rationale	The CRD is interested in developing a site-specific computer model that integrates engineering design with environmental performance for the Hartland Landfill. In 2016 the BC MOE made revisions to the BC Landfill Criteria. Many of Hartland's design and operations are already compliant, however a preliminary review identified additional conformance requirements for Hartland under the status quo. The model will enable the CRD to better demonstrate technical justification and environmental conformance over the lifespan of the landfill.		
Project Number	17-14	Capital Project Title	Landfill Gas Utilization
Capital Project Description	Landfill Gas Utilization		
Project Rationale	The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructured by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.		
Project Number	18-01	Capital Project Title	Interim Covers
Capital Project Description	Interim Covers - West and North Slopes		
Project Rationale	Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.		
Project Number	18-02	Capital Project Title	Paving of Service Roads
Capital Project Description	Paving of Service Roads		
Project Rationale	To ensure compliance with BC Ministry of Environment Operating Certificate for the Hartland Landfill, continuous improvement is made to ensure nuisance dust generated at the site is minimized from operations. Repairs and new pavements are added in high traffic areas to minimize dust generation and reduce dependence on costly short term dust mitigation measures (ie. water trucks, application of lignosulfonate etc) and to improve road conditions throughout the lanfill property. Estimate is derived from historical costs.		

Service: 1.521 Environmental Resource Management			
Project Number	18-03	Capital Project Title	Cell 3 Bottom Lift Gas Wells / Leachate Drain
Capital Project Description	Cell 3 Bottom Lift Gas Wells / Leachate Drain		
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.		
Project Number	18-05	Capital Project Title	Controlled Waste & Asbestos Area Development
Capital Project Description	Controlled Waste & Asbestos Area Development		
Project Rationale	Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burial to ensure safe disposal.		
Project Number	22-01	Capital Project Title	Sedimentation Pond Relining
Capital Project Description	NW Sedimentation Pond Relining & Expansion		
Project Rationale	To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined. In addition the sedimentation pond must be enlarged to meet MOE requirements for retaining 24 hrs of precipitation from a 100 year storm event. Finally, the sedimentation pond requires inlet valving and piping to permit flows to be diverted to the upper lagoon in the event there is an onsite spill that must be contained and diverted from fresh water courses.		
Project Number	22-02	Capital Project Title	Cell 4 Liner Installation
Capital Project Description	Cell 4 Liner Installation		
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 4 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.		
Project Number	22-03	Capital Project Title	Leachate Line Decommissioning
Capital Project Description	Leachate Line Decommissioning		
Project Rationale	The new Centrate Return Line built as part of the CORE Area Wastewater project carries all of the leachate from Hartland along with the planned and phased centrate from the Residuals Treatment Facility. This project has been set up to facilitate a planned and phased decommissioning of the old leachate line now that it is no longer required.		

Service: 1.521 Environmental Resource Management		
Project Number	22-06	Capital Project Title Hartland FIRE Safety Improvements
Capital Project Description	Installation of new Fire Line	
Project Rationale	Hartland has purchased a new fire pump and related components in order to mitigate risk from a major fire at the landfill. As part of the system a new fire line is required to be installed starting from near the lower lagoon and run all the way to the crest of the landfill. Phase 2 (2023) includes a means to roll/unroll 6" layflat hose, 2" firefighting hose and acts as an anchor point for the main fire line. The system will allow operations to setup the hose system near the working face to allow the fire department the best access to leachate resources to fight fires. Includes design, procurement and installation of the system.	
Project Number	22-07	Capital Project Title Recycling Area Upgrades
Capital Project Description	Recycling Area Upgrades	
Project Rationale	The project has been set up to conduct a design review of the existing recycling area at Hartland and investigate changes relating to efficient accessibility due to growing public interest in the depot and to include safety considerations such as protection from the sun during hot weather.	
Project Number	22-10	Capital Project Title Storm Water Sedimentation pond Emergency Repairs
Capital Project Description	Storm Water Sedimentation pond Emergency Repairs	
Project Rationale	Leachate has been detected getting into the fresh water sedimentation pond. This project has been set up to explore sources of contamination and make remedial works to the pond, incoming pipes and outgoing infrastructure as necessary to ensure containment of any contaminants. This project also includes the installation of any new monitoring wells, including consulting fees to locate , prove/commission and report findings/recommendations.	
Project Number	23-02	Capital Project Title Contractor Workshop Relocation
Capital Project Description	Contractor Workshop Relocation	
Project Rationale	The current contractors workshop is located in the future Cell 5 of the landfill and must be relocated so critical landfill infrastructure can be completed for Cell 4, 5 and 6. This project includes removal of the existing structure and reuse (if economical) in a new location adjacent to future cells so the operations contractor can conduct repairs on large landfill operations equipment (Packer, Bull-Dozer, excavators etc).	
Project Number	23-03	Capital Project Title Cell 4, 5 & 6 gas well layout Plan
Capital Project Description	Cell 4, 5 & 6 gas well Plan	
Project Rationale	This project allows for design services to provide a conceptual layout of new gas wells in Cells 4, 5 & 6 and the tie-in to gas wells on the North Slope from Cells 2 and 3 as garbage is landfilled against the North Slope.	
Project Number	23-04	Capital Project Title North End Commercial Access Improvements
Capital Project Description	North End Commercial Access Improvements	
Project Rationale	This project includes necessary improvements to ensure the North Entrance and Scales are equipped for fully automated commercial access off Willis Point Road when Cell 4 is ready for filling. Improvements include landscaping, scale house improvements, automated gates, staging lanes, card readers/scanners, RFID systems, scale safety rails, bollards, radio intercoms, sidewalks, signage, etc.	

Service: 1.521 Environmental Resource Management			
Project Number	23-05	Capital Project Title	Existing Manual and Commercial Scale Upgrades
Capital Project Description	Existing Manual and Commercial Scale Upgrades		
Project Rationale	The South Entrance Commercial scale approach/exit ramps are in poor condition. This project includes sawcutting and removal of old scale ramps and pouring new concrete with Rebar to eliminate further safety hazards to trucks and employees. The South Entrance Manual Scale deck is in poor condition. It requires replacement and/or major repair. This project accounts for all work that needs to be done after detailed assessment to ensure life of the existing manual and commercial scales can continue reliably for the next 20 years.		
Project Number	24-01	Capital Project Title	Cell 5&6 GRW
Capital Project Description	Cell 5&6 Gravity Retaining Wall Construction		
Project Rationale	This project will allow for the construction of a new mounded structural earth berm north of cell 1&2 at 5 corners intersection to serve as the new toe of cells 5 & 6. As part of this berm, the project includes installation of a critical sub-grade landfill leachate containment system (grout wall/curtain) and raising the clay containment berm from 130mASl to 135mASL to ensure leachate capture from future landfill cells 4, 5 & 6. The project also includes relocation of any existing infrastructure (LFG, Leachate, Water, electrical etc) that currently resides in the future footprint of the MSE berm.		
Project Number	24-02	Capital Project Title	Hartland North Master Plan
Capital Project Description	Hartland North Master Plan		
Project Rationale	With the recent completion of the new Residuals Treatment Facility and associated access and new scales at Hartland North, this design project will ensure that there is adequate future planning and integration with the existing landfill site		
Project Number	24-03	Capital Project Title	Hartland Amenity Project
Capital Project Description	Intersection Upgrade		
Project Rationale	This project considers all road and intersection improvements necessary to move commercial access from Hartland Avenue to Willis Point Rd.		
Project Number	24-04	Capital Project Title	Biosolids Beneficial Reuse /RDF Building
Capital Project Description	Biosolids Beneficial Reuse /RDF Building		
Project Rationale	This project will allow for the replacement of the old biosolids storage barn with a new Sprung Structure for mixing and repurposing of dried biosolids and other refuse derived fuel generated at the Hartland site.		
Project Number	24-05	Capital Project Title	Cell 5 Liner Construction
Capital Project Description	Cell 5 Liner Construction		
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 5 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.		

Service: 1.521 Environmental Resource Management		
Project Number	24-06	Capital Project Title Cell 1, 2 & 3 Transition Liner
Capital Project Description	Cell 1, 2 & 3 Transition Liner	
Project Rationale	A new drainage and liner system will ensure effective removal of leachate above Cells 1 & 2 from garbage placed ontop of it from cells 4, 5 and 6. This liner provides continuity, separation and acts as a transition between old cells of the landfill and cells 4-6. The liner will also include an underdrain which will relieve pore pressure and ensure leachate from Cell 1, 2 & 3 can properly drain to heal basin or the upper lagoon.	
Project Number	24-07	Capital Project Title Relocation of N. Toe Road Sedimentation Pond
Capital Project Description	Relocation of N. Toe Road Sedimentation Pond	
Project Rationale	The North Toe Road fresh water sedimentation collection pond sits ontop of Cell 1 garbage. The future Gravity Retaining Wall will be constructed ontop of the pond so it must be relocated.	
Project Number	24-08	Capital Project Title North End Fence Replacement
Capital Project Description	North & East Fence Replacement	
Project Rationale	The fence line from the Upper lagoon to the new RTF driveway entrance is madeup of various fencing materials. This project provides proper fencing to ensure a continuous perimeter around Hartland property.	
Project Number	24-09	Capital Project Title Diversion Transfer Station
Capital Project Description	Diversion Transfer Station	
Project Rationale	Starting Jan 1, 2024 the landfill will ban carpet, wood and asphalt shingles. These will be mandatory recycleable materials. A new transfer depot to receive, process and ship these diverted streams to end markets is required. This project covers all equipment and capital improvements required to facilitate this service.	
Project Number	24-10	Capital Project Title RNG Spare Parts Inventorv
Capital Project Description	RNG Spare Parts Inventorv	
Project Rationale	Upon Startup of the new LFG RNG facility, a spare parts inventory is required. Parts will be selected by HRRG and paid for by CRD for the 25 year operating agreement. This project covers the initial capital outlay for spare parts.	
Project Number	24-11	Capital Project Title Traffic Pattern Changes - Site Signaee
Capital Project Description	Traffic Pattern Changes - Site Signaee	
Project Rationale	Sitewide signage, delineators, signals, digital entrance signs and barriers required to facilitate new traffic patterns associated with relocation of Commercial traffic from Hartland Ave to Willis Point Rd, opening cell 4, relocation of the kitchen scrap transfer station and a new diversion transfer station.	
Project Number	25-01	Capital Project Title NE & NW Aggregate Stockpile cover
Capital Project Description	NE & NW Aggregate Stockpile cover	
Project Rationale	This project allows for the installation of a temporary impermeable membranes to be placed overtop the NE and NW shot-rock storage stock piles to protect the environment from minerals may runoff with precipitation.	

Service: 1.521 Environmental Resource Management		
Project Number	25-02	Capital Project Title North End Wheel Wash
Capital Project Description	North End Wheel Wash	
Project Rationale	This project accounts for a new commercial truck wheel wash system to be installed on the North End to ensure trucks don't track mud onto Willis Point Road.	
Project Number	25-03	Capital Project Title Landfill Gas capture to meet New Federal
Capital Project Description	Landfill Gas capture to meet New Federal	
Project Rationale	Environment & Climate Change Canada has released a proposed Landfill Methane Regulation that is expected to come into force in Q1/Q2 of 2024, with the intent of reducing fugitive landfill emissions across the country. The regulation sets thresholds for surface emissions at landfills emitting more than 10,000 tonnes of CO2e per year (Hartland exceeds this). Based on required monitoring events, any surface methane concentrations that exceed proposed levels require a corrective action plan and mitigation within a specified timeframe. Based on current surface emissions data, it is expected that Hartland will need to implement additional controls, improve gas collection, or repair infrastructure to reduce surface methane concentrations to achieve compliance with these proposed limits.	
Project Number	25-04	Capital Project Title Hartland Operating Certificate Renewal
Capital Project Description	Hartland Operating Certificate Renewal	
Project Rationale	Hartland's Operating Certificate (OC) has not been modified since January 27, 2010. CRD has committed to updating its OC in light of recent MOE discussion and approval of ERM's SWMP. This project covers staff time and consultant/legal fees to assist the CRD in updating the OC with the MOE.	
Project Number	26-01	Capital Project Title Cell 4 & 5 Bottom Lift Gas Wells / Leachate Drain
Capital Project Description	Cell 4 Bottom Lift Gas Wells / Leachate Drain	
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each combination gas well and leachate collector. The leachate is then conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.	

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2024 - 2028 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,594,261	2,366,326	1,463,326	1,312,326	1,131,326	950,326
Planned Purchase (Based on Capital Plan)	(258,111)	(1,103,000)	(355,000)	(385,000)	(385,000)	(385,000)
Transfer to/from Ops Budget	30,176	200,000	204,000	204,000	204,000	204,000
Disposal of equipment	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Ending Balance \$	2,366,326	1,463,326	1,312,326	1,131,326	950,326	769,326

Assumptions/Background:

ERF Reserve to fund replacement of computer equipment and for PERS (Priority Equipment Replacement) type equipment that lasts less than 15 years

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

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 - 4 and post-closure maintenance. Capital Reserve is working capital and not restricted.

Landfill Closure Portion Fund: 1020 Fund Centre: 101363	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,695,022	13,613,753	14,068,873	10,523,993	4,979,113	5,434,232
Planned Capital Expenditure (Based on Capital Plan)	-	-	(4,000,000)	(6,000,000)	-	-
Transfer to/from Ops Budget	455,120	455,120	455,120	455,120	455,120	455,120
Interest Income*	463,611	-	-	-	-	-
Ending Balance \$	13,613,753	14,068,873	10,523,993	4,979,113	5,434,232	5,889,352

Assumptions/Background:

Liability reserve to fund closure of Phase 2-4 and post closure maintenance.

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

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	10,658,469	12,116,098	6,037,468	4,383,838	3,683,838	2,433,838
Planned Capital Expenditure (Based on Capital Plan)	(2,350,000)	(7,175,000)	(2,750,000)	(700,000)	(1,250,000)	(625,000)
Transfer from Air Space Reserve Funds	1,000,000					
Transfer to/from Ops Budget	2,400,249	1,096,370	1,096,370	-	-	-
Interest Income*	407,379	-	-	-	-	-
Ending Balance \$	12,116,098	6,037,468	4,383,838	3,683,838	2,433,838	1,808,838

Assumptions/Background:

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

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 102102	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	16,920	17,185	21,185	25,185	29,185	33,185
Planned Capital Expenditure	(3,734)	-	-	-	-	-
Transfer to/from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance \$	17,185	21,185	25,185	29,185	33,185	37,185

Assumptions/Background:

Reimburse operating budget for capital expenditures spent by Compost Center.

1.521 Enviromental Resource Management
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule
Fund: 1500 Fund Center 105509

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	26,910,018	22,048,051	4,296,686	7,109,483	6,104,049	5,996,491
Planned Purchase - RNG project	(2,000,000)	(9,468,000)		-	-	-
Planned Capital Expenditure (Based on Capital Plan)	(6,250,000)	(5,900,000)	(350,000)	(700,000)		(625,000)
Transfer to/from Ops Budget	2,415,621	(2,383,365)	3,162,797	(305,434)	(107,558)	(1,019,200)
Interest Income*	972,411			-	-	-
Total projected year end balance	22,048,051	4,296,686	7,109,483	6,104,049	5,996,491	4,352,291

Assumptions/Background:

Reserve for rate stabilization

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Engineering Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.576 Environmental Engineering Services

Committee: Environmental Services

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

1.576 - Engineering Services			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:</u>										
Salaries and Wages	2,005,356	2,116,682	2,128,847	137,414	-	2,266,261	2,246,577	2,299,761	2,354,173	2,409,842
Internal Allocations	414,901	414,901	436,002	-	-	436,002	453,633	468,314	481,108	495,581
Consulting and Legal	9,000	-	7,000	-	-	7,000	7,140	7,283	7,429	7,577
Operating Supplies	52,000	40,985	53,040	-	-	53,040	54,100	55,182	56,285	57,411
Telecommunication	35,000	32,445	35,980	-	-	35,980	36,700	37,435	38,184	38,948
Vehicle and Equipment	27,400	44,889	46,812	-	-	46,812	47,748	48,703	49,677	50,670
Operating Cost - Other	141,910	130,302	42,600	-	-	42,600	43,459	44,335	45,229	46,142
TOTAL OPERATING COSTS	2,685,567	2,780,204	2,750,281	137,414	-	2,887,695	2,889,357	2,961,013	3,032,085	3,106,171
*Percentage increase over prior year operating costs		3.5%	2.41%			7.53%	0.06%	2.48%	2.40%	2.44%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Fund	60,000	60,000	-	-	-	-	-	-	-	-
Transfer to ERF	20,000	20,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	80,000	80,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL COSTS	2,765,567	2,860,204	2,770,281	137,414	-	2,907,695	2,909,357	2,981,013	3,052,085	3,126,171
*Percentage increase over prior year operating costs		3.4%				5.14%	0.06%	2.46%	2.38%	2.43%
Internal Recoveries	(2,566,295)	(2,660,932)	(2,770,281)	(137,414)	-	(2,907,695)	(2,909,357)	(2,981,013)	(3,052,085)	(3,126,171)
*Percentage increase over prior year operating costs		3.7%				13.30%	0.06%	2.46%	2.38%	2.43%
OPERATING LESS RECOVERIES	199,272	199,272	-	-	-	-	-	-	-	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-								
Balance C/F from Prior to Current year	(60,000)	(60,000)								
Transfer Operating Reserve	(139,272)	(139,272)								
TOTAL REVENUE	(199,272)	(199,272)	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										
AUTHORIZED POSITIONS:										
Salaried	13	13	13	1	-	14	14	14	14	14

Change in Budget 2023 to 2024			
Service:	1.576 Environmental Engineering Services	Total Expenditure	Comments
2023 Budget		2,765,567	
Change in Salaries:			
	Base salary and benefit change	46,497	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	5,328	
	1.0 FTE Manager	71,666	Term Manager - Hartland (5 months)
	1.0 FTE Engineer 3	137,414	IBC - 4c-2.1 Regional Trail Project Engineer (5 year term)
	Total Change in Salaries	260,905	
Other Changes:			
	Standard Overhead Allocation	10,106	Increase in 2023 operating costs
	Human Resources Allocation	15,481	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Building Occupancy	13,006	
	Feasibility Study	(100,000)	One-time 2023 Project Management Office Study
	Contribution to Capital	(60,000)	One-time 2023 vehicle purchase
	Other Costs	2,630	
	Total Other Changes	(118,777)	
2024 Budget		2,907,695	
Summary of % Expense Increase			
	2024 Base salary and benefit change	1.7%	
	Term FTE's	7.6%	
	Human Resources Allocation	0.6%	
	Balance of increase	-4.7%	
	% expense increase from 2023:	5.1%	
	% Requisition increase from 2023 (if applicable):	0%	Requisition funding is 0% of service revenue

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is no anticipated surplus for 2023.

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

Service No.	1.576	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Environmental Engineering Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$105,000	\$55,000	\$55,000	\$0	\$65,000	\$280,000	
	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$145,000	\$95,000	\$95,000	\$40,000	\$105,000	\$480,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.576

Service Name:

Environmental Engineering Services

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van)	\$ 50,000	V	ERF		\$ 50,000.00					\$ 50,000.00
23-02	Replacement	Engineering Equipment	Engineering Equipment	\$ 75,000	E	ERF		\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		\$ 60,000.00
23-03	Replacement	Computer Equipment	Computer Equipment	\$ 125,000	E	ERF		\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00		\$ 100,000.00
24-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14017 (4x4 pick-up)	\$ 55,000	V	ERF		\$ 55,000.00					\$ 55,000.00
25-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15014 (4x4 pick-up)	\$ 55,000	V	ERF			\$ 55,000.00				\$ 55,000.00
26-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15015 (4x4 pick-up)	\$ 55,000	V	ERF				\$ 55,000.00			\$ 55,000.00
28-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F18027 (PHEV AWD)	\$ 65,000	V	ERF						\$ 65,000.00	\$ 65,000.00
28-02	Replacement	Engineering Equipment	Engineering Equipment	\$ 75,000	E	ERF						\$ 15,000.00	\$ 15,000.00
28-03	Replacement	Computer Equipment	Computer Equipment	\$ 125,000	E	ERF						\$ 25,000.00	\$ 25,000.00
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 680,000			\$ -	\$ 145,000	\$ 95,000	\$ 95,000	\$ 40,000	\$ 105,000	\$ 480,000.00

Service:

1.576

Environmental Engineering Services

Project Number	21-01	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #F12013 (7 pass van)
Project Rationale	This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. Vehicle will be beyond the recommended CRD service life.				

Project Number	23-02	Capital Project Title	Engineering Equipment	Capital Project Description	Engineering Equipment
Project Rationale	Replace engineering equipment based on life cycle assessment.				

Project Number	23-03	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

Service:

1.576

Environmental Engineering Services

Project Number

24-02

Capital Project Title

Replacement ES Vehicle

Capital Project Description

Replace aging fleet vehicle unit #F14017 (4x4 pick-up)

Project Rationale

This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.

Project Number

25-01

Capital Project Title

Replacement ES Vehicle

Capital Project Description

Replace aging fleet vehicle unit #F15014 (4x4 pick-up)

Project Rationale

This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.

Project Number

26-01

Capital Project Title

Replacement ES Vehicle

Capital Project Description

Replace aging fleet vehicle unit #F15015 (4x4 pick-up)

Project Rationale

This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. Vehicle will be beyond the recommended CRD service life.

Service:

1.576

Environmental Engineering Services

Project Number	28-01	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #F18027 (PHEV AWD)
Project Rationale	This vehicle is a PHEV used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old.				

Project Number	28-02	Capital Project Title	Engineering Equipment	Capital Project Description	Engineering Equipment
Project Rationale	Replace engineering equipment based on life cycle assessment.				

Project Number	28-03	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

1.576 Engineering Services
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	642,676	626,676	507,676	432,676	357,676	337,676
Planned Purchase (Based on Capital Plan)	(67,000)	(145,000)	(95,000)	(95,000)	(40,000)	(105,000)
Transfer from Ops Budget	20,000	20,000	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	25,000					
Interest Income*	6,000	6,000				
Total projected year end balance	626,676	507,676	432,676	357,676	337,676	252,676

**1.576 ES Engineering
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

ES Engineering

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105524

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	459,483	444,211	466,211	466,211	466,211	466,211
Planned Purchase	(39,272)					
Transfer from Ops Budget	-					
Interest Income*	24,000	22,000				
Total projected year end balance	444,211	466,211	466,211	466,211	466,211	466,211

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Facility Management

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.105 Facility Management

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

1.105 Facility Management			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:</u>										
Salaries and Wages	1,439,438	1,415,958	1,512,262	101,293	-	1,613,555	1,651,638	1,690,611	1,730,470	1,771,263
Internal Allocations	301,033	301,033	318,277	-	-	318,277	329,697	338,877	346,586	355,660
Consulting Service	77,000	45,196	68,490	-	-	68,490	69,860	71,260	72,680	74,140
Operating Supplies	26,860	32,085	27,456	-	-	27,456	28,000	28,560	29,120	29,710
Telecommunication	16,320	20,072	16,800	-	-	16,800	17,140	17,480	17,830	18,190
Vehicle and Equipment	34,860	51,476	35,905	-	-	35,905	36,620	37,360	38,110	38,870
Operating Cost - Other	45,700	29,762	45,750	-	-	45,750	46,670	47,610	48,570	49,530
TOTAL OPERATING COSTS	1,941,211	1,895,582	2,024,940	101,293	-	2,126,233	2,179,625	2,231,758	2,283,366	2,337,363
*Percentage increase over prior year operating costs		-2.4%	4.31%			9.53%	2.51%	2.39%	2.31%	2.36%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	25,000	29,734	25,500	-	-	25,500	26,010	26,530	27,060	27,600
Transfer to Genaral Capital Fund	50,000	50,000	-	-	-	-	-	-	-	-
Transfer to Operating Reserve	-	26,770								
TOTAL CAPITAL / RESERVES	75,000	106,504	25,500	-	-	25,500	26,010	26,530	27,060	27,600
TOTAL COSTS	2,016,211	2,002,086	2,050,440	101,293	-	2,151,733	2,205,635	2,258,288	2,310,426	2,364,963
*Percentage increase over prior year operating costs		-0.7%				6.72%	2.51%	2.39%	2.31%	2.36%
Internal Recoveries	(1,766,618)	(1,729,202)	(1,868,559)	(101,293)	-	(1,969,852)	(2,019,577)	(2,067,956)	(2,115,720)	(2,165,782)
OPERATING LESS RECOVERIES	249,593	272,884	181,881	-	-	181,881	186,058	190,332	194,706	199,181
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-								
Transfer from Operating reserve	(26,770)	(26,770)	-			-				
Balance C/F from Prior to Current year	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Revenue - Other	(8,147)	(31,438)	(8,147)	-	-	(8,147)	(8,157)	(8,167)	(8,177)	(8,187)
TOTAL REVENUE	(84,917)	(108,208)	(8,147)	-	-	(8,147)	(8,157)	(8,167)	(8,177)	(8,187)
Estimated balance C/F from current to Next year										
REQUISITION	(164,676)	(164,676)	(173,734)	-	-	(173,734)	(177,901)	(182,165)	(186,529)	(190,994)
*Percentage increase over prior year requisition						5.50%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	12	12	12	1	-	13	13	13	13	13

Change in Budget 2023 to 2024
Service: 1.105 Facility Management

Total Expenditure

Comments

2023 Budget 2,016,211

Change in Salaries:

Base salary and benefit change	42,811	Inclusive of estimated collective agreement changes
Step increase/paygrade change	3,309	
1.0 FTE Facilities Maintenance Worker 4	101,293	IBC - 1a-2.2 Facilities Maintenance Worker 4
	26,704	Additional Auxilary

Total Change in Salaries 174,117

Other Changes:

Standard Overhead Allocation	698	Increase in 2023 operating costs
Human Resources Allocation	8,210	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Building Occupancy	4,613	
Contribution to Capital	(50,000)	2023 vehicle purchase
Other Costs	(2,116)	

Total Other Changes (38,595)

2024 Budget 2,151,733

Summary of % Expense Increase

2024 Base salary and benefit change	2.1%
New FTE	5.0%
Human Resources Allocation	0.4%
Balance of increase	-0.8%
% expense increase from 2023:	6.7%

% Requisition increase from 2023 (if applicable): 5.5% Requisition funding is 8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$26,770 (1.3%) due mainly to hiring challenges of vacant positions. This variance will be transferred to Operating Reserve.

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

Service No.	1.105	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Facilities Management							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$15,000	\$150,000	\$75,000	\$75,000	\$0	\$0	\$315,000
	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$10,000	\$365,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$10,000	\$365,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$25,000	\$160,000	\$85,000	\$85,000	\$10,000	\$10,000	\$365,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.105

Service Name: Facilities Management

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van - 01112	\$ 75,000	V	ERF	→		\$ 75,000				\$ 75,000
22-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF		\$ 10,000	\$ 10,000	\$ 10,000			\$ 30,000
23-01	Replacement	Fleet Replacement	Replace 2012 Jeep Patriot - 12001	\$ 75,000	V	ERF	→		\$ 75,000				\$ 75,000
23-02	New	Equipment Replacement	New utility trailer	\$ 15,000	V	ERF	→	\$ 15,000					\$ 15,000
24-01	Replacement	Fleet Replacement	Replace 2016 Sprinter Van - Unit 1601	\$ 75,000	V	ERF				\$ 75,000			\$ 75,000
25-01	Replacement	Fleet Replacement	Replace 2017 Transit Van - Unit 17002	\$ 75,000	V	ERF					\$ 75,000		\$ 75,000
27-01	Replacement	Equipment Replacement	Replace computers	\$ 50,000	E	ERF					\$ 10,000	\$ 10,000	\$ 20,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 415,000				\$ 25,000	\$ 160,000	\$ 85,000	\$ 85,000	\$ 10,000	\$ 365,000

Service:1.105Facilities Management

Project Number	21-01	Capital Project Title	Unit F01112	Capital Project Description	Replace 2010 Chev Express Van - 01112
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	22-01	Capital Project Title	Equipment Replacement	Capital Project Description	Replace computers
Project Rationale	Per IT replacement schedule				

Project Number	23-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2012 Jeep Patriot - 12001
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Service:

1.105

Facilities Management

Project Number	23-02	Capital Project Title	Equipment Replacement	Capital Project Description	New utility trailer
Project Rationale	Purchase new utility trailer to tow equipment with smaller light duty truck.				

Project Number	24-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2016 Sprinter Van - Unit 1601
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	25-01	Capital Project Title	Fleet Replacement	Capital Project Description	Replace 2017 Transit Van - Unit 17002
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Service:	1.105	Facilities Management
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Project Number	27-01	Capital Project Title	Equipment Replacement	Capital Project Description	Replace computers
Project Rationale	Per IT replacement schedule				

1.105 Facility Management
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	419,109	384,109	389,609	255,619	197,149	139,209
Planned Purchase (Based on Capital Plan)	(65,000)	(25,000)	(160,000)	(85,000)	(85,000)	(10,000)
Transfer from Ops Budget	25,000	25,500	26,010	26,530	27,060	27,600
Proceed disposal of Equipment	-					
Transfer						
Transfer of HQ Pool Fleet ERF						
Interest Income*	5,000	5,000				
Total projected year end balance	384,109	389,609	255,619	197,149	139,209	156,809

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

**1.105 Facility Management
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Facility Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105541

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	123,346	129,746	135,746	135,746	135,746	135,746
Planned Purchase	(26,770)	-				
Transfer from Ops Budget	26,770					
Interest Income*	6,400	6,000				
Total projected year end balance	129,746	135,746	135,746	135,746	135,746	135,746

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CRD Headquarters Building

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.106 CRD Headquarter Building

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered by building allocation from CRD user departments.

1.106 - CRD HQ BUILDING

OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Internal Allocations	295,686	295,686	318,872	-	-	318,872	325,249	331,754	338,389	345,157
Insurance Cost	48,570	48,570	48,520	-	-	48,520	50,940	53,490	56,160	58,960
Repairs and Maintenance Costs	244,300	233,830	252,858	-	-	252,858	257,900	263,062	268,312	273,682
Rental and Leases	112,938	107,222	120,411	-	-	120,411	122,820	125,280	127,790	130,350
Electricity& Utilities	188,850	181,036	195,460	-	-	195,460	199,370	203,350	207,410	211,560
Operating Supplies	42,750	5,030	44,246	-	-	44,246	45,130	46,030	46,960	47,900
Internal Labour Cost	325,000	324,225	335,000	-	-	335,000	341,700	348,534	355,505	362,615
Operating Cost - Other	224,344	272,477	226,933	-	-	226,933	231,470	236,111	240,835	245,661
Additional Space	290,000	302,500	302,540	-	-	302,540	308,590	314,760	321,060	327,480

TOTAL OPERATING COSTS	1,772,438	1,770,576	1,844,840	-	-	1,844,840	1,883,169	1,922,371	1,962,421	2,003,365
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*Percentage increase over prior year operating costs		-0.1%	4.08%			4.08%	2.08%	2.08%	2.08%	2.09%
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CAPITAL / RESERVE

Transfer to Capital Reserve Fund	145,000	145,000	145,000	155,000	-	300,000	370,000	445,000	525,000	600,000
Transfer to ERF	60,000	60,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000

TOTAL CAPITAL / RESERVES	205,000	205,000	205,000	155,000	-	360,000	430,000	505,000	585,000	660,000
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Debt Expenditures	-	-	-	-	-	-	-	-	-	-
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TOTAL COSTS	1,977,438	1,975,576	2,049,840	155,000	-	2,204,840	2,313,169	2,427,371	2,547,421	2,663,365
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*Percentage increase over prior year operating costs		-0.1%				11.50%	4.91%	4.94%	4.95%	4.55%
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Internal Recoveries(Building Occupancy)	(1,944,094)	(1,944,094)	(2,015,779)	(155,000)	-	(2,170,779)	(2,278,839)	(2,392,760)	(2,512,526)	(2,628,184)
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*Percentage increase over prior year operating costs		0.0%				11.7%	5.0%	5.0%	5.0%	4.6%
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OPERATING LESS RECOVERIES	33,344	31,482	34,061	-	-	34,061	34,330	34,611	34,895	35,181
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		-5.6%	2.15%			2.15%	0.79%	0.82%	0.82%	0.82%
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FUNDING SOURCES (REVENUE)

Estimated Balance C/F from current to next year										
Balance C/F from Prior to Current year										
Transfer from operating reserve										
Fees Charged	-	-	-	-	-	-	-	-	-	-
Lease Revenue	-	(5,660)	-	-	-	-	-	-	-	-
Recovery - Other	(33,344)	(25,822)	(34,061)	-	-	(34,061)	(34,330)	(34,611)	(34,895)	(35,181)
TOTAL REVENUE	(33,344)	(31,482)	(34,061)	-	-	(34,061)	(34,330)	(34,611)	(34,895)	(35,181)

REQUISITION	-	-	-	-	-	-	-	-	-	-
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*Percentage increase over prior year requisition										
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AUTHORIZED POSITIONS:

Salaried										
Converted Auxillaries	-	-	-	-	-	-				

Change in Budget 2023 to 2024
Service: 1.106 CRD HQ Building

Total Expenditure

Comments

2023 Budget

1,977,438

Other Changes:

Standard Overhead Allocation	6,556	Increase in 2023 operating costs
Bldg Service Admin Allocation	16,630	
Building Occupancy	543	
Contribution to Capital Reserve	155,000	
Other Costs	48,673	

Total Other Changes	<hr/>	227,402
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2024 Budget

2,204,840

Summary of % Expense Increase

Contribution to Capital Reserve	7.8%
Bldg Service Admin Allocation	0.8%
Balance of increase	2.8%
<i>% expense increase from 2023:</i>	11.5%

<i>% Requisition increase from 2023 (if applicable):</i>	0.0%	<i>Requisition funding is 0% of service revenue</i>
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Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is no anticipated surplus for 2023.

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

Service No.	1.106	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Facilities and Risk							

EXPENDITURE

Buildings	\$250,000	\$515,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,200,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$250,000	\$540,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,225,000

SOURCE OF FUNDS

Capital Funds on Hand	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$250,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$290,000	\$265,000	\$140,000	\$140,000	\$140,000	\$975,000
	\$250,000	\$540,000	\$265,000	\$140,000	\$140,000	\$140,000	\$1,225,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.106

Service Name:

Facilities and Risk

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
21-03	New	Interior Renovations	Interior renovations - HQ Building	\$ 500,000	B	Res			\$ 100,000	\$ 100,000			\$ 200,000
22-01	New	Interior Renovations	Interior renovations - HQ Building Space Optimazation	\$ 3,000,000	B	Cap	\$ 250,000	\$ 250,000					\$ 250,000
23-02	New	EV Charging Infrastructure	EV Charging Infrastructure - Fisgard Parkade Bldg	\$ 175,000	S	Res		\$ 25,000					\$ 25,000
23-03	Defer	Emergency Repairs	For unforeseen emergency repairs	\$ 100,000	B	Res		\$ 100,000					\$ 100,000
24-01	Renewal	Exterior Upgrades	Exterior Paint	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-02	New	Safety Systems	Minor Security Upgrades	\$ 75,000	B	Res		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
24-03	New	Energy Management	Minor Energy Upgrades	\$ 75,000	B	Res		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 75,000
24-04	Replacement	Interior Finishes	Flooring Replacement	\$ 50,000	B	Res		\$ 25,000	\$ 25,000				\$ 50,000
24-05	New	Interior Upgrades	Gender Neutral Washroom Upgrades	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
25-01	Study	Asset management Plan	Facility condition assessment	\$ 15,000	B	Res			\$ 15,000				\$ 15,000
25-02	Replacement	Roof Replacement	4th floor small roof areas	\$ 75,000	B	Res			\$ 75,000				\$ 75,000
25-03	Replacement	Safety Systems	Fire Sprinkler upgrades	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
26-01	Replacement	Interior Upgrades	Interior paint	\$ 35,000	B	Res		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
27-01	New	Interior Renovations	Interior renovations - HQ Building	\$ 500,000	B	Res					\$ 100,000	\$ 100,000	\$ 200,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 4,710,000			\$ 250,000	\$ 540,000	\$ 265,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 1,225,000

Service:	1.106	Facilities and Risk
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Project Number	21-03	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building
Project Rationale	Contingent amount for office and floor plate reconfiguration due to department and staff relocations				

Project Number	22-01	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building Space Optimazation
Project Rationale	Interior renovations to accomadate additional staff in 2022. Renovation will be phased and completed over 2 years.				

Project Number	23-02	Capital Project Title	EV Charging Infrastructure	Capital Project Description	EV Charging Infrastructure - Fisgard Parkade Bldg
Project Rationale	Additional EV chargers, when required, for expansion of the City of Victoria parkade program.				

Service:

1.106

Facilities and Risk

Project Number	23-03	Capital Project Title	Emergency Repairs	Capital Project Description	For unforeseen emergency repairs
Project Rationale					

Project Number	24-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Exterior Paint
Project Rationale	Repaint exterior elements of the building.				

Project Number	24-02	Capital Project Title	Safety Systems	Capital Project Description	Minor Security Upgarades
Project Rationale	Various minor security improvements, including access control, building upgrades, etc.				

Service:

1.106

Facilities and Risk

Project Number	24-03	Capital Project Title	Energy Management	Capital Project Description	Minor Energy Upgrades
Project Rationale	Various minor energy improvements, including building control systems, building upgrades, etc.				

Project Number	24-04	Capital Project Title	Interior Finishes	Capital Project Description	Flooring Replacement
Project Rationale	Carpet tile replacement program.				

Project Number	24-05	Capital Project Title	Interior Upgrades	Capital Project Description	Gender Neutral Washroom Upgrades
Project Rationale	Assessing washrooms and various minor upgrades to all washrooms to be gender neutral.				

Service:	1.106	Facilities and Risk
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Project Number	25-01	Capital Project Title	Asset management Plan	Capital Project Description	Facility condition assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	25-02	Capital Project Title	Roof Replacement	Capital Project Description	4th floor small roof areas
Project Rationale	Roof is at its end of life and requires replacement.				

Project Number	25-03	Capital Project Title	Safety Systems	Capital Project Description	Fire Sprinkler upgrades
Project Rationale	Fire sprinkler systems upgrades as per consultants report.				

Service:	1.106	Facilities and Risk
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Project Number	26-01	Capital Project Title	Interior Upgrades	Capital Project Description	Interior paint
Project Rationale	Repaint interior of the building.				

Project Number	27-01	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building
Project Rationale	Contingent amount for office and floor plate reconfiguration due to department and staff relocations				

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA**Asset and Reserve Summary****2024 - 2028 Financial Plan****Asset Profile****CRD HQ Office Facilities & Health Facilities - VIHA**

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was \$38M. Total replacement value for the facilities is \$39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was \$12M with an estimated replacement value of \$22M (Note A).

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow

Reserve/Fund Summary	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	4,977,805	4,678,180	2,803,955	3,260,953	3,551,699	4,661,218
Planned Capital Expenditure (Based on Capital Plan)	(1,415,000)	(3,095,000)	(635,000)	(877,500)	(140,000)	(140,000)
Transfer from Ops Budget	859,775	1,020,775	1,091,998	1,168,246	1,249,519	1,325,817
Interest Income**	255,600	200,000				
Total projected year end balance	4,678,180	2,803,955	3,260,953	3,551,699	4,661,218	5,847,035

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.

1.106 CRD HQ Building
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment / Pool Fleet.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	152,582	102,782	142,982	182,982	222,982	262,982
Planned Purchase (Based on Capital Plan)	(90,000)	-	-	-	-	-
Transfer from Ops Budget Equip	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from Ops Budget Pool Fleet	20,000	20,000	20,000	20,000	20,000	20,000
Transfer from FM ERF for Pool Fleet	-					
Proceed disposal of Equipment						
Interest Income*	200	200				
Total projected year end balance	102,782	142,982	182,982	222,982	262,982	302,982

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

**1.106 Headquarters Facility
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Headquarters Facility

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105542

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	58,332	61,332	64,332	64,332	64,332	64,332
Planned Purchase						
Transfer from Ops Budget	-					
Interest Income*	3,000	3,000				
Total projected year end balance	61,332	64,332	64,332	64,332	64,332	64,332

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Satellite Facilities

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.107 Corporate Satellite Facilities

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES

OPERATING COSTS:

Rentals and Leases
Internal Allocations
Insurance Cost
Electricity & Utilities
Repairs and Maintenance Costs
Operating Cost - Other

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Reserve Fund
Transfer to Capital Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries
Recovery - Other

REQUISITION

PARTICIPANTS: Costs recovered internally
AUTHORIZED POSITIONS:
Salaried
Term

BUDGET REQUEST

2024
CORE
BUDGET

2024
ONGOING

2024
ONE-TIME

2024
TOTAL

2025
TOTAL

2026
TOTAL

2027
TOTAL

2028
TOTAL

86,093 - - 86,093
28,657 - - 28,657
1,860 - - 1,860
20,071 - - 20,071
16,225 - - 16,225
84,811 - - 84,811

237,717 - - 237,717

2.39% - - 2.39%

12,000 - - 12,000
- - - -

12,000 - - 12,000

249,717 - - 249,717

4.85% - - 4.85%

(249,717)
- - - -

- - - -

- - - -
- - - -

87,052 88,943 93,583 94,667
29,232 29,817 30,412 31,020
1,950 2,050 2,150 2,260
20,472 20,881 21,299 21,724
16,549 16,879 17,218 17,565
86,506 88,236 89,999 91,799

241,761 246,806 254,661 259,035

1.70% 2.09% 3.18% 1.72%

12,240 12,485 12,735 12,990
- - - -

12,240 12,485 12,735 12,990

254,001 259,291 267,396 272,025

1.72% 2.08% 3.13% 1.73%

(254,001)
- - - -

- - - -

- - - -
- - - -

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

Service No.	1.107	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Corporate Satellite Facilities							

EXPENDITURE

Buildings	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000

\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.107

Service Name:

Corporate Satellite Facilities

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
JDF 24-01	New	Emergency Repairs	For unforeseen emergency repairs	\$ 25,000	B	Res		\$ 25,000					\$ 25,000
													\$ -
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 25,000				\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Service:	1.107	Corporate Satellite Facilities
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Project Number	JDF 24-01	Capital Project Title	Emergency Repairs	Capital Project Description	For unforeseen emergency repairs
Project Rationale					

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Family Court Building

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.123 Family Court Building

Committee: Finance

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues may be returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING

OPERATING COSTS:

Internal Allocations
Insurance Cost
Repairs and Maintenance Costs
Electricity&Utilities
Internal Labour Cost
Operating Cost - Other

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Surplus C/F from current to next year
Rental Income
Recovery - Other
Grants In Lieu of Taxes

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

			BUDGET REQUEST							
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Internal Allocations	-	-	-	-	-	-	-	-	-	-
Insurance Cost	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance Costs	-	-	-	-	-	-	-	-	-	-
Electricity&Utilities	-	-	-	-	-	-	-	-	-	-
Internal Labour Cost	-	-	-	-	-	-	-	-	-	-
Operating Cost - Other	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Reserve Fund	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL CAPITAL / RESERVES	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
TOTAL COSTS	149,360	149,360	149,360	-	-	149,360	149,360	149,360	149,360	149,360
*Percentage Increase over prior year						0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus C/F from current to next year										
Rental Income	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year										

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

Service No.	1.123	Carry						
	Family Court Building	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500

SOURCE OF FUNDS

Capital Funds on Hand	\$47,500	\$47,500	\$0	\$0	\$0	\$0	\$47,500
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$700,000	\$0	\$0	\$0	\$0	\$700,000
Reserve Fund	\$0	\$605,000	\$10,000	\$0	\$0	\$0	\$615,000
	\$47,500	\$1,352,500	\$10,000	\$0	\$0	\$0	\$1,362,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.123

Service Name:

Family Court Building

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-02	Renewal	Exterior Upgrades	Wood Window & Trim Replacement	\$ 47,500	B	Cap	\$ 47,500	\$ 47,500					\$ 47,500
22-01	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC	\$ 1,050,000	B	Res		\$ 350,000					\$ 350,000
22-01	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC		B	Other		\$ 700,000					\$ 700,000
23-01	Renewal	Exterior Upgrades	Replace all wood siding	\$ 120,000	B	Res		\$ 120,000					\$ 120,000
23-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-01	Renewal	Exterior Upgrades	Replace West Entrance Hand rail	\$ 85,000	B	Res		\$ 85,000					\$ 85,000
25-01	Study	Asset Management	Condition Assessment	\$ 10,000	B	Res		\$ -	\$ 10,000				\$ 10,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,362,500			\$ 47,500	\$ 1,352,500	\$ 10,000	\$ -	\$ -	\$ -	\$ 1,362,500

Service:	1.123	Family Court Building
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Project Number	20-02	Capital Project Title	Exterior Upgrades	Capital Project Description	Wood Window & Trim Replacement
Project Rationale	To refurbish/replace the exterior wood windows and trim as per condition assessment by consultant.				

Project Number	22-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Detail Design & Replacement of HVAC
Project Rationale	Detail design & construction to replace gas boilers with electric heat pumps for building heating and cooling.				

Project Number	23-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Replace all wood siding
Project Rationale	To refurbish/replace the exterior wood siding as per condition assessment by consultant.				

Service:	1.123	Family Court Building
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Project Number	24-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Replace West Entrance Hand rail
Project Rationale	To replace front entrance handrail to meet current building codes as it is end of life.				

Project Number	25-01	Capital Project Title	Asset Management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition. Including replacement budget.				

1.123 Family Court Building
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile

Family Court Building

The Family Court Building assets include land and building which currently houses mental health built in 1980.

Reserve Schedule

Family Court Building Reserve Fund Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	481,094	654,454	202,814	342,174	491,534	640,894
Transfer to Cap Fund	-	(605,000)	(10,000)			-
Transfer from Ops Budget	149,360	149,360	149,360	149,360	149,360	149,360
Interest Income**	24,000	4,000				
Total projected year end balance	654,454	202,814	342,174	491,534	640,894	790,254

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Health Facilities - VIHA

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.226 Health Facilities - VIHA

Committee: Finance

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance

FUNDING:

All costs are recovered by lease payment from Island Health.

1.226 - HEALTH FACILITIES - VIHA
OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
Internal Allocation	55,237	55,237	55,895	-	-	55,895	57,013	58,153	59,316	60,502
Insurance Cost	35,240	35,240	35,630	-	-	35,630	37,410	39,280	41,240	43,300
Repairs and Maintenance Costs	734,554	331,668	650,000	-	-	650,000	663,000	676,260	689,785	703,581
Electricity&Utilities	231,622	80,043	-	-	-	-	-	-	-	-
Internal Labour Cost	-	-	-	-	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Operating Supplies	9,996	-	-	-	-	-	-	-	-	-
Operating Cost - Other	51,244	28,729	-	-	-	-	-	-	-	-

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Reserve Fund	602,825	1,189,305	1,034,697	-	-	1,034,697	1,054,323	1,074,288	1,094,600	1,115,257
TOTAL CAPITAL / RESERVES	602,825	1,189,305	1,034,697	-	-	1,034,697	1,054,323	1,074,288	1,094,600	1,115,257
TOTAL COSTS	1,720,718	1,720,222	1,776,222	-	-	1,776,222	1,811,746	1,847,981	1,884,941	1,922,640

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)

Revenue - Other (Interest)	(3,500)	(3,500)	-	-	-	-	-	-	-	-
Lease Revenue from VIHA	(1,717,218)	(1,716,722)	(1,776,222)	-	-	(1,776,222)	(1,811,746)	(1,847,981)	(1,884,941)	(1,922,640)
TOTAL REVENUE	(1,720,718)	(1,720,222)	(1,776,222)	-	-	(1,776,222)	(1,811,746)	(1,847,981)	(1,884,941)	(1,922,640)

REQUISITION
AUTHORIZED POSITIONS:

Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

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

Service No.	1.226	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Health Facilities - VIHA							

EXPENDITURE

Buildings	\$225,000	\$3,380,000	\$955,000	\$937,500	\$0	\$0	\$5,272,500
Equipment	\$0	\$440,000	\$0	\$0	\$0	\$0	\$440,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$225,000	\$3,820,000	\$1,030,000	\$937,500	\$0	\$0	\$5,787,500

SOURCE OF FUNDS

Capital Funds on Hand	\$225,000	\$665,000	\$0	\$0	\$0	\$0	\$665,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$375,000	\$660,000	\$200,000	\$0	\$0	\$1,235,000
Reserve Fund	\$0	\$2,780,000	\$370,000	\$737,500	\$0	\$0	\$3,887,500
	\$225,000	\$3,820,000	\$1,030,000	\$937,500	\$0	\$0	\$5,787,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.226
Service Name:	Health Facilities - VIHA

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
EHU-21-01	Renewal	Roof Replacement	Replace Flat Roof	\$ 400,000	B	Res	→	\$ 400,000					\$ 400,000
EHU-21-03	Replacement	Exterior Doors	Replace Exterior Doors to be accessible	\$ 50,000	B	Res	→	\$ 50,000					\$ 50,000
EHU-22-01	Renewal	Exterior Upgrades	Building Envelope Replacement Detailed Design	\$ 150,000	B	Res	→	\$ 150,000					\$ 150,000
EHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	\$ 40,000	B	Res	→	\$ 40,000					\$ 40,000
EHU-23-01	Renewal	Mechanical Upgrades	Air Handling Unit Replacement	\$ 150,000	B	Res		\$ 150,000					\$ 150,000
EHU-23-02	Renewal	Mechanical Upgrades	Replace Domestic Hot Water Tanks	\$ 70,000	B	Res		\$ 70,000					\$ 70,000
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement	\$1,872,500	B	Res	→	\$ 265,000	\$ 265,000	\$ 277,500			\$ 807,500
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement		B	Other	→	\$ 200,000	\$ 200,000	\$ 200,000			\$ 600,000
EHU-23-04	Renewal	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
EHU-25-01	Study	Asset Management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
EHU-26-01	Renewal	Electrical Upgrades	New Switchgear & panel	\$ 25,000	B	Res				\$ 35,000			\$ 35,000
													\$ -
PHU-20-01	Renewal	Roof Replacement	Lower Flat Roof Replacement	\$ 465,000	B	Cap		\$ 440,000					\$ 440,000
PHU-22-01	Replacement	Mechanical Upgrades	Replace AHU & Heat Pumps	\$ 125,000	B	Res	→	\$ 125,000					\$ 125,000
PHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator Refurbishment & Modernization	\$ 75,000	B	Res	→	\$ 75,000					\$ 75,000
PHU-22-03	Replacement	Roof Replacement	Flat Roof - Phase 2	\$ 175,000	B	Res	→	\$ 175,000					\$ 175,000
PHU-23-01	Replacement	Mechanical Upgrades	Replace Gas Boilers with Electric	\$ 120,000	B	Res	→	\$ 110,000					\$ 110,000
PHU-23-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
PHU-24-01	Renewal	Site Upgrades	Repave Parking Lot	\$ 75,000	S	Res			\$ 75,000				\$ 75,000
PHU-24-02	Replacement	Interior Upgrades	Repaint Walls	\$ 75,000	B	Other		\$ 75,000					\$ 75,000
PHU-24-03	Replacement	Interior Upgrades	New Flooring	\$ 100,000	B	Other		\$ 100,000					\$ 100,000
PHU-25-01	Study	Asset management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
PHU-26-01	Replacement	Electrical Upgrades	Upgrade Interior Lights to LED	\$ 225,000	B	Res				\$ 225,000			\$ 225,000
PHU-26-02	Replacement	Exterior Upgrades	Repaint Exterior	\$ 50,000	B	Res				\$ 50,000			\$ 50,000
													\$ -
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	\$ 205,000	B	Res	→	\$ 165,000					\$ 165,000

Service #:

1.226

Service Name:

Health Facilities - VIHA

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	\$ 360,000	B	Res	—————>	\$ 350,000					\$ 350,000
VHU-22-01	Replacement	Mechanical Upgrades	Replace AHU	\$ 440,000	E	Res	—————>	\$ 440,000					\$ 440,000
VHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	\$ 235,000	B	Cap	\$ 225,000	\$ 225,000					\$ 225,000
VHU-23-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
VHU-25-01	Replacement	Interior Upgrades	New Flooring	\$ 325,000	B	Other			\$ 325,000				\$ 325,000
VHU-25-02	Replacement	Interior Upgrades	Interior Paint	\$ 135,000	B	Other			\$ 135,000				\$ 135,000
VHU-25-03	Replacement	Sitework Upgrades	Repaving parking Lot	\$ 65,000	B	Res		\$ 65,000					\$ 65,000
VHU-25-04	Study	Asset management	Condition Assessment	\$ 10,000	B	Res			\$ 10,000				\$ 10,000
VHU-26-01	Replacement	Mechanical Upgrades	Domestic Hot Water Upgrades	\$ 150,000	B	Res			\$ -	\$ 150,000			\$ 150,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$6,337,500			\$ 225,000	\$ 3,820,000	\$ 1,030,000	\$ 937,500	\$ -	\$ -	\$ 5,787,500

Service:	1.226	Health Facilities - VIHA
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Project Number	EHU-21-01	Capital Project Title	Roof Replacement	Capital Project Description	Replace Flat Roof
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	EHU-21-03	Capital Project Title	Exterior Doors	Capital Project Description	Replace Exterior Doors to be accessible
Project Rationale	Replace exterior doors with wider doors that are accessible as the doors are at end of life.				

Project Number	EHU-22-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Building Envelope Replacement Detailed Design
Project Rationale	Detailed design for building envelope refurbishment as per consultants report and investigation.				

Service:

1.226

Health Facilities - VIHA

Project Number	EHU-23-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Air Handling Unit Replacement
Project Rationale	AHU replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-02	Capital Project Title	Mechanical Upgrades	Capital Project Description	Replace Domestic Hot Water Tanks
Project Rationale	DHW tank replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-03	Capital Project Title	Exterior Upgrades	Capital Project Description	Building Envelope Replacement
Project Rationale	Building envelope replacement for building, includes removing stucco and replacing with new cladding system with a rainscreen.				

Service:	1.226	Health Facilities - VIHA
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Project Number	EHU-23-04	Capital Project Title	Emergency Repairs	Capital Project Description	For Unforeseen Emergency Repairs
Project Rationale					

Project Number	EHU-25-01	Capital Project Title	Asset Management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	EHU-26-01	Capital Project Title	Electrical Upgrades	Capital Project Description	New Switchgear & panel
Project Rationale	Replace main switchgear and braker panel based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Service:	1.226	Health Facilities - VIHA
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Project Number	PHU-20-01	Capital Project Title	Roof Replacement	Capital Project Description	Lower Flat Roof Replacement
Project Rationale					

Project Number	PHU-22-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Replace AHU & Heat Pumps
Project Rationale	Replace rooftop AHU & heatpumps as system is end of life and requires replacement as per consultants report. New system with be more energy efficient that current and will reduce GHG consumption.				

Project Number	PHU-22-02	Capital Project Title	Vertical Transportation Upgrades	Capital Project Description	Elevator Refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Service:	1.226	Health Facilities - VIHA
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Project Number	PHU-22-03	Capital Project Title	Roof Replacement	Capital Project Description	Flat Roof - Phase 2
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	PHU-23-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Replace Gas Boilers with Electric
Project Rationale	Replace gas boiler as system is end of life and requires replacement as per consultants report. New system with be electric, not natural gas, will reduce GHG consumption.				

Project Number	PHU-23-02	Capital Project Title	Emergency Repairs	Capital Project Description	For Unforeseen Emergency Repairs
Project Rationale					

Service:	1.226	Health Facilities - VIHA
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Project Number	PHU-24-01	Capital Project Title	Site Upgrades	Capital Project Description	Repave Parking Lot
Project Rationale	Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.				

Project Number	PHU-24-02	Capital Project Title	Interior Upgrades	Capital Project Description	Repaint Walls
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Project Number	PHU-24-03	Capital Project Title	Interior Upgrades	Capital Project Description	New Flooring
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Service:	1.226	Health Facilities - VIHA
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Project Number	PHU-25-01	Capital Project Title	Asset management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	PHU-26-01	Capital Project Title	Electrical Upgrades	Capital Project Description	Upgrade Interior Lights to LED
Project Rationale	Replace all interior lighting with LED lights as they are at end of life. New LED lights will reduce energy consumption and provide better working conditions for staff and clients.				

Project Number	PHU-26-02	Capital Project Title	Exterior Upgrades	Capital Project Description	Repaint Exterior
Project Rationale	Repaint exterior of building as it is end of life. Any damaged areas will be fixed prior to painting.				

Service:

1.226

Health Facilities - VIHA

Project Number	VHU-20-01	Capital Project Title	Exterior Upgrades	Capital Project Description	Repaint Exterior Cladding
Project Rationale	Repaint exterior wood siding of the building as it is end of life. Any damaged areas will be fixed prior to painting.				

Project Number	VHU-20-02	Capital Project Title	Roof Replacement	Capital Project Description	Replace Built-up Roofing Detailed Design & Construction
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	VHU-22-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Replace AHU
Project Rationale	Replace AHU as per facility condition assessment recommendation. A feasibility report will be completed prior to the start of design to ensure the new system meets our GHG reduction targets.				

Service:

1.226

Health Facilities - VIHA

Project Number	VHU-22-02	Capital Project Title	Vertical Transportation Upgrades	Capital Project Description	Elevator refurbishment & Modernization
Project Rationale	End of life				

Project Number	VHU-23-01	Capital Project Title	Emergency Repairs	Capital Project Description	For Unforeseen Emergency Repairs
Project Rationale					

Project Number	VHU-25-01	Capital Project Title	Interior Upgrades	Capital Project Description	New Flooring
Project Rationale	Replace interior flooring. Some areas will be carpet and some will be replaced with vinyl depending on use and durability requirements.				

Service:

1.226

Health Facilities - VIHA

Project Number	VHU-25-02	Capital Project Title	Interior Upgrades	Capital Project Description	Interior Paint
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Project Number	VHU-25-03	Capital Project Title	Sitework Upgrades	Capital Project Description	Repaving parking Lot
Project Rationale	Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.				

Project Number	VHU-25-04	Capital Project Title	Asset management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Service:	1.226	Health Facilities - VIHA
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Project Number	VHU-26-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Domestic Hot Water Upgrades
Project Rationale	Replace boiler as system is end of life and requires replacement as per consultants report. New system with be electric and more efficient will reduce GHG consumption.				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

I & I Enhancement Program

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 3.709 I & I Enhancement Program

Committee: Core Area Liquid Waste Management

DEFINITION:

The Inflow and Infiltration (I&I) Program engages with Core area and Peninsula municipalities and First Nations to identify and reduce the amount of rain and ground water that enters the sanitary sewer system

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP).

Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

Core Area Sewer Participants (LWMP)

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Core Area Liquid Waste Committee

FUNDING:

Funded by Core Area Wastewater Treatment Operations Budget

3.709 - I & I ENHANCEMENT PROGRAM
OPERATING COSTS:

Operating Expenditures
Allocations
Consultant Expenses
Contract For Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

TOTAL COSTS

*Percentage Increase over prior year

Internal Recoveries

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

FUNDING SOURCES (REVENUE)
Surplus / (Deficit)

Balance C/F from Prior to Current year

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt,
View Royal Indian Affairs/Songhees, DND, Langford,
Colwood

AUTHORIZED POSITIONS:

Salaried
Term

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025	2026	2027	2028
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
Operating Expenditures	142,000	91,288	144,840	-	-	144,840	147,736	150,687	153,700	156,783
Allocations	266,001	308,213	273,003	-	-	273,003	278,468	284,043	289,730	295,517
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Contract For Services	-	8,500	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	408,001	408,001	417,843	-	-	417,843	426,204	434,730	443,430	452,300
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	408,001	408,001	417,843	-	-	417,843	426,204	434,730	443,430	452,300
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.0%	2.0%	2.0%	2.0%
Internal Recoveries	(408,001)	(408,001)	(417,843)	-	-	(417,843)	(426,204)	(434,730)	(443,430)	(452,300)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	0	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal Indian Affairs/Songhees, DND, Langford, Colwood										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

October 25, 2023

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW Part C

7. Planning and Protective Services

- 7.1 GM - Planning & Protective Services
- 7.2 **Regional Housing**
 - 7.2.1 Land Banking and Housing (Regional Housing)
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- 7.3 **Hospital District, Health & Capital Planning Strategies**
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- 7.4 **Emergency Services**
 - 7.4.1 Corporate Emergency
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 - 7.4.7 Regional CREST Contribution
 - 7.4.8 Animal Care Services
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- 7.5 **Regional and Strategic Planning**
 - 7.5.1 Traffic Safety
 - 7.5.2 Regional Planning Services
 - 7.5.3 Regional Growth Strategy

**CAPITAL REGIONAL DISTRICT BOARD sitting as
COMMITTEE OF THE WHOLE**

October 25, 2023

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW

Part C

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8.2 Liquid Waste Disposal - Core

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

PLANNING & PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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COMMITTEE OF THE WHOLE

October 25, 2023

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Planning & Protective Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager and Planning and Protective Services administration provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Regional Housing
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning and Parks

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and internal allocation

1.024 - GM - Planning & Protective Services

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	464,094	443,736	470,434	-	-	470,434	481,703	493,233	505,030	517,100
Contract for Services	7,310	-	2,500	-	-	2,500	3,050	4,610	6,200	7,320
Internal Allocations	92,268	92,268	101,438	-	-	101,438	105,151	108,152	110,688	113,642
Operating Other	20,930	11,377	21,370	-	-	21,370	21,800	22,250	22,710	23,170
TOTAL OPERATING COSTS	584,602	547,381	595,742	-	-	595,742	611,704	628,245	644,628	661,231
*Percentage Increase over prior year						1.9%	2.7%	2.7%	2.6%	2.6%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	585,602	548,381	596,742	-	-	596,742	612,704	629,245	645,628	662,231
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
TOTAL REVENUES	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
NET COSTS	309,369	272,148	310,844	-	-	310,844	321,114	331,828	342,264	352,810
*Percentage increase over prior year										
Net Costs						0.5%	3.3%	3.3%	3.1%	3.1%
AUTHORIZED POSITIONS:										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

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

Service No.	1.024	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	GM - Planning & Protective Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.024

Service Name:

GM - Planning & Protective Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
26-01	Replacement	Computer	Computer Replacement	\$ 2,049	E	ERF		\$ -	\$ -	\$ 2,049	\$ -	\$ -	\$ 2,049
27-01	Replacement	Computer	Computer Replacement	\$ 2,318	E	ERF		\$ -	\$ -	\$ -	\$ 2,318	\$ -	\$ 2,318
28-01	Replacement	Computer	Computer Replacement	\$ 1,644	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,644	\$ 1,644
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 6,011				\$ -	\$ -	\$ 2,049	\$ 2,318	\$ 1,644	\$ 6,011

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101955

ERF Group: PLANPROT.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	7,894	6,193	7,193	8,193	7,144	5,826
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	(2,701)	-	-	(2,049)	(2,318)	(1,644)
Transfer from Operating Budget	1,000	1000	1000	1000	1000	1000
Interest Income	-	-	-	-	-	-
Ending Balance \$	6,193	7,193	8,193	7,144	5,826	5,182

Assumptions/Background:

2023 - replacement of 2 standard desktops
 2026 - replacement of 1 ultra-portable laptop
 2027 - replacement of 2 standard desktops
 2028 - replacement of 1 standard desktop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Land Banking and Housing (Regional Housing)

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". This Service provides strategic planning and administrative oversight of three functions:

- Housing Planning, Policy and Programs,
- Planning and Development, and
- the Capital Region Housing Corporation (CRHC)

SERVICE DESCRIPTION:

This Service empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality. The Service also has the ability to take on debt to fund these activities.

The Housing Planning, Policy and Programs function receives grants from federal and provincial partner agencies, provides oversight, and deploys funds within the region. This function also administers housing affordability agreements with developers and owners in the region on behalf of municipalities.

The Planning and Development function identifies and pursues opportunities to develop or redevelop housing stock owned by the CRD/CRHC. This function receives grant and project recovery funding and prepares approved projects for implementation.

The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the CRD, incorporated under authority of this Service. The CRHC owns, operates and maintains more than 1,800 affordable housing units and expects units to increase into the future with the affordable housing development plan underway for the region.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

Greater of \$2,423,000 or \$0.031 per \$1,000 Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)	25,000,000
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015) 10yr term	-9,413,000
Remaining:	Active via Temp. Borrowing Bylaw No. 3985 (nil expiry)	<u>\$ 15,587,000</u>
Authorized:	LA Bylaw No. 4327 (Mar. 11, 2020)	10,000,000
Borrowed:		-
Remaining:	Active	<u>\$ 10,000,000</u>

COMMITTEE: Hospitals and Housing

FUNDING: Requisition, internal recoveries, and external grants

1.310 LAND BANKING AND HOUSING

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	BUDGET REQUEST				2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
			2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL				
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,449,434	1,383,211	1,244,734	401,479	94,384	1,740,597	1,782,344	1,585,126	1,508,202	1,544,306
Allocation - Standard OH	98,049	98,050	106,963	-	-	106,963	109,102	111,284	113,510	115,780
Allocation - Building Occupancy	66,325	66,324	72,484	-	-	72,484	76,157	80,030	84,104	88,035
Allocation - Real Estate	60,000	60,000	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Allocation - Human Resources	41,244	41,244	51,467	-	-	51,467	55,733	57,508	57,566	58,976
Allocation - GM Planning and Protective Services	40,252	40,252	41,661	-	-	41,661	42,490	43,340	44,210	45,090
Consultants	215,000	190,704	57,880	-	200,000	257,880	160,438	61,046	61,667	62,301
Other Operating Expenses	62,790	64,251	65,025	-	24,000	89,025	66,381	67,754	69,171	70,610
TOTAL OPERATING COSTS	2,033,094	1,944,036	1,680,214	401,479	318,384	2,400,077	2,332,645	2,046,089	1,978,430	2,025,097
*Percentage Increase over prior year		-4.4%	-17.4%	19.7%	15.7%	18.1%	-2.8%	-12.3%	-3.3%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	4,000	4,000	4,070	-	-	4,070	4,110	4,150	4,190	4,230
Transfer to Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,000	4,000	4,070	-	-	4,070	4,110	4,150	4,190	4,230
Debt Expenditures	1,009,463	1,009,463	1,009,463	190,575	-	1,200,038	2,117,926	2,376,439	2,376,439	2,376,439
MFA Debt Reserve	1,830	-	2,440	-	94,000	96,440	161,000	-	-	-
TOTAL COSTS	3,048,387	2,957,499	2,696,187	592,054	412,384	3,700,625	4,615,681	4,426,678	4,359,059	4,405,766
*Percentage Increase over prior year		0.0%	-11.6%	19.4%	13.5%	21.4%	24.7%	-4.1%	-1.5%	1.1%
Transfer from Operating Reserve	(130,000)	(130,000)	(175,000)	-	-	(175,000)	(100,000)	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	2,918,387	2,827,499	2,521,187	592,054	412,384	3,525,625	4,515,681	4,426,678	4,359,059	4,405,766
Surplus / (Deficit)		314,144								
Balance C/F from Prior to Current year	(66,157)	(66,157)	-	(107,760)	(206,384)	(314,144)	-	-	-	-
Recovery - CRHC	(259,181)	(259,183)	(218,534)	-	-	(218,534)	(224,315)	(229,870)	(235,318)	(241,042)
Recovery - CRHD	(118,287)	(118,287)	-	-	-	-	-	-	-	-
Recovery - Capital Projects	(338,059)	(347,559)	(254,907)	-	-	(254,907)	(247,255)	(112,206)	-	-
Admin Fees - RHTF & housing agreements	(45,630)	(43,479)	(45,630)	-	-	(45,630)	(45,630)	(12,500)	(12,500)	(12,500)
Lease Revenue - CRHC	(63,000)	(63,000)	(63,000)	-	-	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Grant Revenue - Federal	(438,391)	(647,576)	(263,781)	(291,478)	(112,000)	(667,259)	(658,590)	(561,999)	(565,488)	(569,059)
Payments In Lieu of Taxes	(70,301)	(83,850)	(83,850)	-	-	(83,850)	(83,850)	(83,850)	(83,850)	(83,850)
Other Revenue	(16,293)	(9,463)	(16,903)	-	-	(16,903)	(14,463)	(5,000)	(5,000)	(5,000)
TOTAL REVENUE	(1,415,299)	(1,324,411)	(946,605)	(399,238)	(318,384)	(1,664,227)	(1,337,102)	(1,068,424)	(965,156)	(974,451)
REQUISITION	(1,503,088)	(1,503,088)	(1,574,583)	(192,815)	(94,000)	(1,861,398)	(3,178,578)	(3,358,254)	(3,393,903)	(3,431,316)
*Percentage Increase over prior year			4.8%	12.8%	6.3%	23.8%	70.8%	5.7%	1.1%	1.1%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	6.00	6.00	6.00	1.00	0.00	7.00	7.00	7.00	7.00	7.00
Term	6.00	6.00	2.00	4.00	1.00	7.00	7.00	5.00	4.00	4.00

Change in Budget 2023 to 2024

Service: 1.310 Land Banking and Housing

Total Expenditure**Comments****2023 Budget****3,048,387****Change in Salaries:**

Base salary and benefit change	19,793	Inclusive of estimated collective agreement changes
Step increase/paygrade change	59,881	
4.0 FTE Terms Ending - Reaching Home	(284,372)	IBC 5c-1.2 Reaching Home term extensions contingent on renewed Federal funding agreement
1.0 FTE Planning Assistant 2	100,488	IBC 5a-2.1 - new capacity to support Board priority of increasing housing supply
4.0 FTE Term Extensions - Reaching Home	300,991	IBC 5c-1.2 - term extensions contingent on Federal renewal of the Reaching Home Grant
1.0 FTE Term Policy Analyst 2	94,384	IBC 5a-2.1 2024-2025 term contingent on Federal grant for rural and remote policy

Total Change in Salaries

291,165

Other Changes:

New Debt Costs	285,185	RHFP borrowing estimated at \$9.4M in Spring 2024
Standard Overhead Allocation	8,914	Increase in 2023 operating costs
Human Resources Allocation	10,223	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Real Estate Allocation	(20,000)	Reduced budget and moved to fee for service model
Building Occupancy	6,159	
Consulting costs	42,880	Net increase due to 2024 one-time expense for Community Needs Report and future development planning net of one-time work completed in 2023
New workstations	24,000	IBC 5a-2.1 - New Planning Assistant and 2024-2025 Term Policy Analyst
Other costs	3,712	

Total Other Changes

361,073

2024 Budget**3,700,625**

Summary of % Expense Increase

2024 Base salary and benefit change	0.6%
New salary costs	6.9%
New debt costs	9.4%
Consultancy costs	1.4%
Balance of increase	3.0%
% expense increase from 2023:	21.4%

% Requisition increase from 2023:

23.8%

Requisition funding is 50% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$314,144 (10%) due mainly to higher wage and overhead recovery from Reaching Home Federal Grant (\$209k) and salary savings due to staff turnover (\$66K). Of the estimated variance, the full \$314k will be carried forward to 2024 to fund development planning consultancy work and to off-set requisition increases.

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

Service No.	1.310	Carry						
	Land Banking and Housing	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$9,400,000	\$16,100,000	\$0	\$0	\$0	\$25,500,000
Equipment	\$0	\$10,000	\$5,000	\$10,000	\$0	\$0	\$25,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$9,410,000	\$16,105,000	\$10,000	\$0	\$0	\$25,525,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$9,400,000	\$16,100,000	\$0	\$0	\$0	\$25,500,000
Equipment Replacement Fund	\$0	\$10,000	\$5,000	\$10,000	\$0	\$0	\$25,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$9,410,000	\$16,105,000	\$10,000	\$0	\$0	\$25,525,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.310

Service Name: Land Banking and Housing

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-03	New	RHFP	CRD contribution	\$ 25,500,000	B	Debt	\$ -	\$ 9,400,000	\$ 16,100,000	\$ -	\$ -	\$ -	\$ 25,500,000
20-01	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	\$ 25,000	E	ERF	\$ -	\$ 10,000	\$ 5,000	\$ 10,000	\$ -	\$ -	\$ 25,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 25,525,000			\$ -	\$ 9,410,000	\$ 16,105,000	\$ 10,000	\$ -	\$ -	\$ 25,525,000

Service:	1.310	Land Banking and Housing
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Project Number	18-03	Capital Project Title	RHFP	Capital Project Description	CRD contribution
Project Rationale	In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of \$90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by \$10 million to bring the total to \$120 million.				

Project Number	20-01	Capital Project Title	Office Equipment Replacement	Capital Project Description	Office equipment scheduled replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department. Other office equipment at discretion of management and staffing needs.				

Project Number	21-01	Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale					

**1.310 Land Bank & Housing
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Land Banking & Housing

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	405,178	275,178	100,178	178	178	178
Transfer to Operating Budget	(130,000)	(175,000)	(100,000)	-	-	-
Transfer to Capital Fund	-					
Transfer from Operating Budget	-					
Interest Income	-					
Total projected year end balance	275,178	100,178	178	178	178	178

Assumptions/Background:

2023: Funding for one-time post-RHFP housing programs contract and SGI housing strategy work.

2024: Funding to off-set lost RHFP admin recovery from CRHD, CRHC

2025: Funding for one-time housing development plan second year of work (2024 to be funded by 2023 surplus carry forward)

**1.310 Land Bank & Housing
Asset and Reserve Summary
2024-2028 Financial Plan**

Asset Profile

Land Bank & Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, four apartment buildings, and office equipment. The equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule - FC 102079

Equipment Replacement Schedule	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	25,699	25,699	19,769	18,879	13,029	17,219
Planned Purchase (Based on Capital Plan)	(4,000)	(10,000)	(5,000)	(10,000)	-	-
Actual Purchase	-					
Transfer from Operating Budget	4,000	4,070	4,110	4,150	4,190	4,230
Interest Income	-					
Total projected year end balance	25,699	19,769	18,879	13,029	17,219	21,449

Assumptions/Background:

2024 - 4 computers replaced
2025 - 2 computers replaced
2026 - 4 computers replaced

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Housing Trust Fund

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

- 1) assist in the acquisition, development and retention of housing that is affordable
- 2) facilitate social and economic investment in affordable housing
- 3) assist people in core housing need
- 4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under service 1.310 Land Banking and Housing. As borrowing is undertaken in 2024 and 2025 for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from service 1.311 to service 1.310 to fund RHFP debt costs.

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014) based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

2014: \$925,300 (Highlands joined and includes 1.0% increase for inflation)

2015: \$934,500 (includes 1.0% increase for inflation)

2016: \$953,240 (includes 2.0% increase for inflation)

2017: \$967,540 (includes 1.5% increase for inflation)

2018: \$986,890 (includes 2.0% increase for inflation)

2019: \$1,000,000 (includes 1.3% increase for inflation)

2020: \$1,000,000 (includes 0% increase for inflation)

2021: \$1,000,000 (includes 0% increase for inflation)

2022: \$1,000,000 (includes 0% increase for inflation)

2023: \$1,000,000 (includes 0% increase for inflation)

2024-2025: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2024 and the max \$1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2025.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND

Note: Service Phased out 2024 & Suspended 2025

OPERATING COSTS:

	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL
Prior Year Unallocated Capital Grants	2,520,057	-	3,117,012	-	-	3,117,012
Current Year Capital Grants	1,116,746	615,000	904,619	-	-	904,619
Housing Programs Administration Service Fee	33,130	33,130	33,130	-	-	33,130
Allocation - Standard OH	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-
Legal Costs	4,070	-	4,070	-	-	4,070
Other Costs	2,391	2,000	2,391	-	-	2,391

TOTAL OPERATING COSTS	3,676,394	650,130	4,061,222	-	-	4,061,222
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*Percentage Increase over prior year		-82.3%	10.5%	0.0%	0.0%	10.5%
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CAPITAL / RESERVE

Transfer to Equipment Replacement Reserve	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-

TOTAL CAPITAL / RESERVES	-	-	-	-	-	-
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Debt Expenditures	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-

TOTAL COSTS	3,676,394	650,130	4,061,222	-	-	4,061,222
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*Percentage Increase over prior year		-82.3%	10.5%	0.0%	0.0%	10.5%
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Internal Recoveries	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-

OPERATING COSTS LESS INTERNAL RECOVERIES	3,676,394	650,130	4,061,222	-	-	4,061,222
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*Percentage Increase over prior year	0.0%	-82.3%	10.5%	0.0%	0.0%	10.5%
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Surplus / (Deficit)		3,117,012				
Balance C/F from Prior to Current year	(2,520,057)	(2,520,057)	(3,117,012)	-	-	(3,117,012)
Revenue - Other Interest Income	(100,802)	(110,000)	(170,000)	-	-	(170,000)
Payments In Lieu of Taxes	(55,535)	(55,535)	(55,535)	-	-	(55,535)
Grants - Other	-	-	-	-	-	-
Donations	-	(81,550)	-	-	-	-

TOTAL REVENUE	(2,676,394)	(2,767,142)	(3,342,547)	-	-	(3,342,547)
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REQUISITION	(1,000,000)	(1,000,000)	(718,675)	-	-	(718,675)
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*Percentage Increase over prior year		0.0%	-28.1%	0.0%	0.0%	-28.1%
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PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI

AUTHORIZED POSITIONS:

Salaried	-	-	-	-	-	-
Hourly	-	-	-	-	-	-

Change in Budget 2023 to 2024

Service: 1.311 - REGIONAL HOUSING TRUST FUND

Total Expenditure**Comments****2023 Budget****3,676,394****Change in Salaries:**

Base salary and benefit change	-
Step increase/paygrade change	-
Other (explain as necessary)	-

Total Change in Salaries	-
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Other Changes:

Capital Grants - prior year carry-forward	596,955
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Increase in grants carry-forward due to timing of future committed disbursements

Capital Grants - current year	(212,127)
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Decrease in capital grant funds requisitioned to compensate for RHFP new debt costs in 1.310

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Total Other Changes	384,828
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2024 Budget**4,061,222**

Summary of % Expense Increase

2024 Base salary and benefit change	0.0%
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Capital Grants	10.5%
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Balance of increase	0.0%
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% expense increase from 2023:	10.5%
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% Requisition decrease from 2023 (if applicable):	-28%
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Requisition funding is 18% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated carry-forward of \$3.1M (83%) due to capital grant commitments for future years.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Health & Capital Planning Strategies

COMMITTEE OF THE WHOLE

OCTOBER 2023

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES

			BUDGET REQUEST							
	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:</u>										
Salaries and Wages	430,511	287,182	436,723	-	-	436,723	323,035	330,778	338,701	346,809
Legal/Auditing Costs	26,160	26,160	27,200	-	-	27,200	28,220	29,240	29,820	30,420
Consultants	3,510	3,510	3,630	-	-	3,630	3,700	3,770	3,850	3,930
Allocations - Standard Overhead	129,961	129,961	140,671	-	-	140,671	143,484	146,354	149,281	152,266
Allocations - Human Resources	11,476	11,476	15,287	-	-	15,287	16,554	17,081	17,098	17,517
Allocations - Others	77,015	77,015	81,399	-	-	81,399	83,554	85,781	88,086	90,387
Operating - Other Costs	24,720	17,110	20,720	-	-	20,720	21,130	21,550	21,980	22,410
TOTAL OPERATING COSTS	703,353	552,414	725,630	-	-	725,630	619,677	634,554	648,816	663,739
*Percentage Increase over prior year	0.0%	-21.5%	3.2%			3.2%	-14.6%	2.4%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	705,453	554,514	727,800	-	-	727,800	621,887	636,804	651,116	666,089
*Percentage Increase over prior year	0.0%	-21.4%	3.2%			3.2%	-14.6%	2.4%	2.2%	2.3%
Recovery - Capital Regional Hospital District	(705,453)	(705,453)	(727,800)	-	-	(727,800)	(621,887)	(636,804)	(651,116)	(666,089)
Recovery - Capital Project	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(150,939)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Surplus / (Deficit)		150,939								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Balance transferred to HD Section 20 Reserve		(150,939)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	0.0	0.0	2.0	2.0	2.0	2.0	2.0
Term Position - Sr. Project Coordinator 2-year term (2023 IBC 14a-1)	1.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0

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

Service No.	1.018	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Health & Capital Planning Strategies							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500	
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500	
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.018

Service Name:

Health & Capital Planning Strategies

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
26-01	Replacement	Computer	Replace Computers	\$ 3,000	E	ERF	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
27-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500
28-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500
													\$ -
													\$ -
													\$ -
Grand Total				\$ 7,500				\$ 1,500	\$ -	\$ 3,000	\$ 1,500	\$ 1,500	\$ 7,500

Reserve Schedule

Reserve Fund: 1.018 Health & Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

Fund: 1022 Fund Center: 101851
ERF Group: HP.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,173	5,288	5,958	8,168	7,418	8,218
Actual Purchase	(1,985)					
Planned Purchase (Based on Capital Plan)		(1,500)	-	(3,000)	(1,500)	(1,500)
Transfer from Operating Budget	2,100	2,170	2,210	2,250	2,300	2,350
Interest Revenue	-					
Ending Balance \$	5,288	5,958	8,168	7,418	8,218	9,068

Assumptions/Background:

2024 - 1 standard laptop
2026 - 2 standard laptops
2027 - 1 standard laptop
2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Community Health

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.224 Community Health

Committee: Hospitals and Housing Committee

SERVICE DESCRIPTION:

Build regional capacity to improve health and well-being through outcomes monitoring (Regional Outcomes Monitoring Collaborative), designing and implementing community health and wellbeing initiatives, and policy development. Addresses homelessness by funding the Greater Victoria Coalition to End Homelessness. Responsible for the public health bylaws (i.e. Clean Air, Idling, and Tanning Bylaws) and regularly engages with Island Health to ensure bylaws remain relevant and responsive to regional public health risks.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Hospitals and Housing Committee

FUNDING:

Requisition

OPERATING COSTS:

AUTHORIZED POSITIONS:
Salaried Position (Term)
Hourly

Change in Budget 2023 to 2024

Service: 1.224 - COMMUNITY HEALTH

Total Expenditure**Comments****2023 Budget****814,860****Change in Salaries:**

Base salary change

3,258

Inclusive of estimated collective agreement changes

Step increase/paygrade change

5,345

Total Change in Salaries

8,603**Other Changes:**

Contract for Services

(150,000)

Successful completion of ACEH funding agreement in 2023

Consultants

50,000

Violence Prevention and Wellness Promotion (one-time expense)

Other

3,755

Total Other Changes

(96,245)**2024 Budget****727,218**

% expense decrease from 2023:

-10.8%

% Requisition decrease from 2023 (if applicable):

-14.4%

Requisition funding is 73.5% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$66,476 (9.1%) due mainly to additional unrestricted grant revenue from Island Health. This variance will be moved to Operating Reserve, which has an expected year end balance of \$82,701 before this transfer.

Operating Reserve Schedule

Operating Reserve Fund: 1.224 Community Health

Established by Bylaw No. 4521, Bylaw No. 4102 Amendment No. 3 2022 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 Cash Flow

Fund: 1500 Fund Center: 105551

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	78,604	149,177	149,177	149,177	149,177	149,177
Actual Purchases	-	-	-	-	-	-
Planned Purchases	-	-	-	-	-	-
Transfer from Operating Budget	66,476	-	-	-	-	-
Interest Income	4,097	-	-	-	-	-
Ending Balance \$	149,177	149,177	149,177	149,177	149,177	149,177

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Emergency

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.025 Corporate Emergency

Committee: Planning, Transportation & Protective Services

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

Change in Budget 2023 to 2024
Service: 1.025

Total Expenditure

Comments

2023 Budget

406,282

Change in Salaries:

Base salary and benefit change

1,687

Inclusive of estimated collective agreement changes

Total Change in Salaries

1,687

Other Changes:

Safe Restart Grant carried forward into 2023

(71,842)

One-time Safe Restart Grant carried into 2023 for EM software and allowance 2020 EOC declined claim

Standard Overhead Allocation

(2,829)

Decrease in 2023 operating costs due to one-time surplus carryover in 2022

Building Occupancy Allocation

1,984

Increase primarily related to HQ building reserve contribution

Software License

2,980

Increase primarily related to new software Public Emergency Alert Service

Other Costs

4,688

Expenses such as travel, insurance, payment to 3rd parties, etc.

Total Other Changes

(65,019)

2024 Budget

342,950

Summary of % Expense Change

2024 Base salary and benefit change

0.4%

2022 surplus carryover to 2023

-17.7%

Balance of change

1.7%

% expense change from 2023:

-15.6%

% Requisition change from 2023 (if applicable):

3.0%

Requisition funding is 68.8% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable minor variance of \$870 (0.4%) mainly due to lower general repairs and maintenance expenses. This variance will be transferred into the Equipment Replacement Fund, which has an expected year end balance of \$59,309 before this transfer.

1.025 - Corporate Emergency

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Salaries and Wages	105,326	105,326	107,013	-	-	107,013	205,852	210,790	215,840	221,010
Allocations	178,363	178,363	180,567	-	-	180,567	184,910	189,396	194,005	198,625
Supplies	2,800	2,500	2,900	-	-	2,900	12,960	3,020	3,080	3,140
Licences and Fees	22,544	22,544	8,230	-	-	8,230	8,390	8,560	8,730	8,900
Other Operating Expenses	97,249	96,679	44,240	-	-	44,240	75,140	76,050	76,990	77,950
TOTAL OPERATING COSTS	406,282	405,412	342,950	-	-	342,950	487,252	487,816	498,645	509,625
*Percentage Increase over prior year			-15.6%			-15.6%	42.1%	0.1%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	870	-	-	-	-	-	-	-	-
TOTAL COSTS	406,282	406,282	342,950	-	-	342,950	487,252	487,816	498,645	509,625
Internal Recoveries	(105,326)	(105,326)	(107,013)	-	-	(107,013)	(109,580)	(112,210)	(114,900)	(117,650)
OPERATING COSTS LESS INTERNAL RECOVERIES	300,956	300,956	235,937	-	-	235,937	377,672	375,606	383,745	391,975
Balance c/fwd from 2022 to 2023	(71,842)	(71,842)	-	-	-	-	-	-	-	-
NET COSTS	229,114	229,114	235,937	-	-	235,937	377,672	375,606	383,745	391,975
*Percentage increase over prior year (Core Budget)			3.0%			3.0%	60.1%	-0.5%	2.2%	2.1%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	2	2	2	2

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

Service No.	1.025 Corporate Emergency	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000
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1.025

Corporate Emergency

[illegible]

Service:	1.025	Corporate Emergency
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Project Number	17-01	Capital Project Title	EOC Laptop	Capital Project Description	EOC Equipment
Project Rationale					

Project Number	24-01	Capital Project Title	Surface Pro	Capital Project Description	EOC Equipment
Project Rationale					

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101978	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		65,309	59,309	51,309	45,309	38,309	38,309
Transfer from Op Budget		-	-	-	-	-	-
Expenditures		(6,000)	(8,000)	(6,000)	(7,000)	-	(5,000)
Interest Income		-					
Ending Balance \$		59,309	51,309	45,309	38,309	38,309	33,309

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Emergency Program Support

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

1.374 - Regional Emergency Program Support

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	119,410	103,886	113,935	-	-	113,935	116,667	119,464	122,325	125,253
REMP Contribution	95,196	95,046	9,580	-	-	9,580	9,770	9,970	10,170	10,370
Allocations	23,621	23,621	24,501	-	-	24,501	25,251	25,810	26,240	26,786
TOTAL OPERATING COSTS	238,227	222,553	148,016	-	-	148,016	151,688	155,244	158,735	162,409
*Percentage Increase over prior year			-37.9%			-37.9%	2.5%	2.3%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	17,464	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	17,464	-	-	-	-	-	-	-	-
TOTAL COSTS	238,227	240,017	148,016	-	-	148,016	151,688	155,244	158,735	162,409
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(35,916)	(35,916)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(7,055)	(7,055)	-	-	-	-	-	-	-	-
Emergency Preparedness Grant	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(6,865)	(6,865)	(7,100)	-	-	(7,100)	(7,300)	(7,440)	(7,580)	(7,720)
Revenue - Other	(210)	(2,000)	(220)	-	-	(220)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(100,046)	(101,836)	(7,320)	-	-	(7,320)	(7,530)	(7,670)	(7,810)	(7,950)
REQUISITION	(138,181)	(138,181)	(140,696)	-	-	(140,696)	(144,158)	(147,574)	(150,925)	(154,459)
*Percentage increase over prior year Requisition			1.8%			1.8%	2.5%	2.4%	2.3%	2.3%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

Reserve Schedule

Reserve Fund: 1.374 Regional Emergency Program - Operating Reserve Fund - Bylaw 4244

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105538	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	36,896	30,941	30,941	30,941	30,941	30,941
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	(7,055)	-	-	-	-	-
Interest Income*	1,100					
Ending Balance \$	30,941	30,941	30,941	30,941	30,941	30,941

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Hazardous Material Incident Response

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.375 Hazardous Material Incident Response

Committee: Planning, Transportation & Protective Services

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of \$400,000 or \$0.007 / \$1,000

FUNDING:

Requisition

1.375 - Hazardous Material Incident Response	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
District of C Saanich Contract	70,640	70,400	77,000	-	-	77,000	78,540	80,110	81,710	83,340
Staff Training & Development	121,830	101,082	126,090	-	-	126,090	128,610	131,180	133,800	136,480
Purchased Maintenance - Equipment	13,440	13,440	13,910	-	-	13,910	14,190	14,470	14,760	15,060
Allocations	121,645	121,645	127,931	-	-	127,931	130,528	133,159	135,803	138,524
Other Operating Expenses	109,356	117,421	26,040	-	-	26,040	26,550	27,070	27,600	28,140
TOTAL OPERATING COSTS	436,911	423,988	370,971	-	-	370,971	378,418	385,989	393,673	401,544
*Percentage Increase over prior year			-15.1%			-15.1%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	9,560	9,560	9,560	-	-	9,560	9,560	9,560	9,560	9,560
Transfer to Operating Reserve Fund	-	12,583	-	-	-	-	-	2,580	6,625	10,836
TOTAL CAPITAL / RESERVES	9,560	22,143	9,560	-	-	9,560	9,560	12,140	16,185	20,396
TOTAL COSTS	446,471	446,131	380,531	-	-	380,531	387,978	398,129	409,858	421,940
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(94,585)	(94,585)	(6,600)	-	-	(6,600)	(1,250)	-	-	-
Interest Income	(340)	-	(350)	-	-	(350)	(350)	(350)	(350)	(350)
Grants in Lieu of Taxes	(16,850)	(16,850)	(18,240)	-	-	(18,240)	(18,600)	(18,970)	(19,340)	(19,720)
TOTAL REVENUE	(111,775)	(111,435)	(25,190)	-	-	(25,190)	(20,200)	(19,320)	(19,690)	(20,070)
REQUISITION	(334,696)	(334,696)	(355,341)	-	-	(355,341)	(367,778)	(378,809)	(390,168)	(401,870)
*Percentage increase over prior year Requisition						6.2%	3.5%	3.0%	3.0%	3.0%

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

Service No.	1.375	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Hazardous Material Incident Respon							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$375,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$375,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$75,000	\$0	\$0	\$300,000	\$0	\$375,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.375

Service Name Hazardous Material Incident Response

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Hazmat Suits	Replacement of Hazmat Suits	\$ 20,000	E	ERF	\$ -	\$ 20,000		\$ -	\$ -	\$ -	\$ 20,000
24-02	Replacement	Hazmat Decontamination Tent	Replacement of Decontamination Tent	\$ 55,000	E	ERF	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
27-01	Replacement	Command Vehicle	Replace command vehicle	\$ 300,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
													\$ -
													\$ -
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GRAND TOTAL				\$ 375,000			\$ -	\$ 75,000	\$ -	\$ -	\$ 300,000	\$ -	\$ 375,000

Service: 1.375 Hazardous Material Incident Response

Project Number	24-01	Capital Project Title	Hazmat Suits	Capital Project Description	Replacement of Hazmat Suits
Project Rationale					

Project Number	24-02	Capital Project Title	Hazmat Decontamination Tent	Capital Project Description	Replacement of Decontamination Tent
Project Rationale					

Project Number	27-01	Capital Project Title	Command Vehicle	Capital Project Description	Replace command vehicle
Project Rationale					

Hazardous Material Incident Response
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	348,388	282,948	292,508	302,068	11,628	21,188
Operating Reserve Fund	28,453	21,853	20,603	23,183	29,808	40,644
Total	376,842	304,802	313,112	325,252	41,437	61,833

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Equipment Replacement Fund

ERF Group: HAZMAT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101957	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		426,828	348,388	282,948	292,508	302,068	11,628
Transfer from Ops Budget		9,560	9,560	9,560	9,560	9,560	9,560
Planned Purchase		(88,000)	(75,000)	-	-	(300,000)	-
Interest Income		-					
Ending Balance \$		348,388	282,948	292,508	302,068	11,628	21,188

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets.

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Operating Reserve Fund

Operating Resrve Fund was created under bylaw No. 4147 (2016) to fund special projects, cover unforeseen opearting expenditures and stabilize revenue as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105506	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		118,838	28,453	21,853	20,603	23,183	29,808
Transfer from Ops Budget		-	-	-	2,580	6,625	10,836
Transfer to Ops Budget		(94,585)	(6,600)	(1,250)	-	-	-
Interest Income*		4,200					
Ending Balance \$		28,453	21,853	20,603	23,183	29,808	40,644

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

911 Call Answer

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.911 911 Call Answer

Committee: Planning, Transportation & Protective Services

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Emergency Communications Vancouver Island Centre in Saanich operated by E-Comm.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (limited by Municipal Act).

FUNDING:

Requisition, 911 call levy, and lease revenue

1.911 - 911 Call Answer	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Service Fees	129,111	126,000	129,791	-	-	129,791	127,195	124,651	122,158	119,715
Transfer to Municipalities	696,074	681,953	681,953	-	-	681,953	668,314	654,948	641,849	629,012
CRD Dispatch Centre Levy	366,070	401,200	415,240	-	-	415,240	423,540	432,010	440,650	449,460
Allocations	271,794	273,294	281,350	-	-	281,350	286,989	292,720	298,562	304,535
Other Operating Expenses	16,811	19,190	16,800	-	-	16,800	17,540	18,310	19,130	19,980
TOTAL OPERATING COSTS	1,479,860	1,501,637	1,525,134	-	-	1,525,134	1,523,578	1,522,639	1,522,349	1,522,702
*Percentage Increase over prior year			3.1%			3.1%	-0.1%	-0.1%	0.0%	0.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	5,450	6,030	7,060	8,555
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Transfer to Capital Reserve Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Debt Servicing Costs	1,014,219	1,014,219	1,014,219	-	-	1,014,219	1,014,219	1,014,219	1,014,219	1,014,219
TOTAL DEBT / RESERVES	1,015,219	1,015,219	1,016,219	-	-	1,016,219	1,021,669	1,022,249	1,023,279	1,024,774
TOTAL COSTS	2,495,079	2,516,856	2,541,353	-	-	2,541,353	2,545,247	2,544,888	2,545,628	2,547,476
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve	(23,637)	(69,851)	(28,249)	-	-	(28,249)	-	-	-	-
Service Fees	(129,111)	(126,000)	(129,791)	-	-	(129,791)	(127,195)	(124,651)	(122,158)	(119,715)
CAL Revenue	(1,122,700)	(1,099,924)	(1,099,924)	-	-	(1,099,924)	(1,077,926)	(1,056,367)	(1,035,240)	(1,014,535)
Lease Revenue	(1,009,800)	(1,009,800)	(1,011,949)	-	-	(1,011,949)	(1,011,949)	(1,011,949)	(1,011,949)	(1,011,949)
Grants in Lieu of Taxes	(9,811)	(9,811)	(10,150)	-	-	(10,150)	(10,360)	(10,570)	(10,780)	(11,000)
Other Revenue	(18,510)	(19,960)	(18,070)	-	-	(18,070)	(18,810)	(19,580)	(20,400)	(21,250)
TOTAL REVENUE	(2,313,569)	(2,335,346)	(2,298,133)	-	-	(2,298,133)	(2,246,240)	(2,223,117)	(2,200,527)	(2,178,449)
REQUISITION	(181,510)	(181,510)	(243,220)	-	-	(243,220)	(299,007)	(321,771)	(345,101)	(369,027)
*Percentage increase over prior year Requisition			34.0%			34.0%	22.9%	7.6%	7.3%	6.9%

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

Service No.	1.911	Carry						
	911 Call Answer	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$1,000,000

5 YEAR CAPITAL PLAN

7074 - 7078

Service #: 1.911

Service Name:	911 Call Answer
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PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
25-01	New	New Equipment	Next-Gen 911 Call Answer Technology-Placeholder	\$ 1,000,000	E	ERF	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,000,000			\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000

Service:	1.911	911 Call Answer
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Project Number	25-01	Capital Project Title	New Equipment	Capital Project Description	Next-Gen 911 Call Answer Technology-Placeholder
Project Rationale	Placeholder for the next-Gen 911 call answer technology. Amount and timing are unknown.				

911 Call Answer
Reserves Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	42,123	13,874	19,324	25,354	32,414	40,969
Equipment Replacement Fund	1,067,702	1,068,702	69,702	70,702	71,702	72,702
Capital Reserve Fund	124,102	125,102	126,102	127,102	128,102	129,102
Total	1,233,927	1,207,678	215,128	223,158	232,218	242,773

Reserve Schedule

Reserve Fund: 911 Call Answer - Operating Reserve Fund

To mitigate fluctuating Call Answer Levies

Reserve Cash Flow

Fund: Fund Centre:	1500 105508	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		106,774	42,123	13,874	19,324	25,354	32,414
Transfer from Ops Budget		-	-	5,450	6,030	7,060	8,555
Transfer to Ops Budget		(23,637)	(28,249)	-	-	-	-
Deficit Recovery		(46,214)					
Interest Income*		5,200					
Ending Balance \$		42,123	13,874	19,324	25,354	32,414	40,969

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 911 Call Answer - Equipment Replacement Fund

ERF Group: EMGTSV.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101460	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,067,702	1,067,702	1,068,702	69,702	70,702	71,702
Transfer from Ops Budget		-	1,000	1,000	1,000	1,000	1,000
Transfer to Ops Budget		-					
Expenditures		-	-	(1,000,000)	-	-	-
Interest Income		-					
Ending Balance \$		1,067,702	1,068,702	69,702	70,702	71,702	72,702

Assumptions/Background:

Reserve Schedule

Reserve Fund: 911 Call Answer - Capital Reserve Fund

To be created in 2023

Reserve Cash Flow

Fund: Fund Centre:	TBD TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	124,102	125,102	126,102	127,102	128,102
Transfer from Ops Budget		1,000	1,000	1,000	1,000	1,000	1,000
Transfer from General Capital Fund		123,102	-	-	-	-	-
Interest Income		-					
Ending Balance \$		124,102	125,102	126,102	127,102	128,102	129,102

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

911 Call Answer - Municipalities

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.912B - 911 Call Answer - Municipalities

Committee: Planning, Transportation & Protective Services

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

1.912B Call Answer - Municipalities

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>EXPENDITURES</u>										
Return Grants in Lieu of Taxes	41,448	41,448	42,690	-	-	42,690	43,540	44,410	45,300	46,200
*Percentage Increase over prior year			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Call Answer Levy Revenue	(696,074)	(681,953)	(681,953)	-	-	(681,953)	(668,314)	(654,948)	(641,849)	(629,012)
TOTAL REVENUE	(696,074)	(681,953)	(681,953)	-	-	(681,953)	(668,314)	(654,948)	(641,849)	(629,012)
EXCESS OF REVENUE OVER EXPENDITURES	(654,626)	(640,505)	(639,263)	-	-	(639,263)	(624,774)	(610,538)	(596,549)	(582,812)
Estimated Balance c/fwd from 2023 to 2024	-	(14,121)	14,121	-	-	14,121	-	-	-	-
Balance c/fwd from 2022 to 2023	25,947	25,947	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	628,679	628,679	625,142	-	-	625,142	624,774	610,538	596,549	582,812
*Percentage increase over prior year Requisition			-0.6%			-0.6%	-0.1%	-2.3%	-2.3%	-2.3%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

913 Fire Dispatch

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

To provide emergency communication dispatch service to participating member municipalities and all Electoral Areas.

CRD Bylaw No. 3854 "Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012". Adopted December 12th, 2012.

CRD Bylaw No. 4426 " Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012, Amendment Bylaw No.1, 2021". Adopted July 14th, 2021

CRD Bylaw No. 4502 " Emergency Communication Dispatch Service Establishment Bylaw No.1, 2012, Amendment Bylaw No.2, 2022". Adopted February 8th, 2023

SERVICE DESCRIPTION:

The service has historically funded a contract with City of Langford to provide the dispatch service.

The City of Langford has withdrawn from participation in the service, effective January 01, 2022 through Bylaw No. 4426.

CRD has entered into the new contract with the District of Saanich to provide the dispatch service in replacement of City of Langford as service provider.

PARTICIPATION:

City of Langford (remove as of January 2022), District of Metchosin, District of Highland, District of Sooke, Juan de Fuca, Salt Spring Island and Southern Gulf Island

COST APPORTIONMENT:

Effective January 1st, 2023, the net annual cost attributable to this service shall be apportioned among the participating municipalities and electoral areas on the basis of their usage as indicated by call volume. Call volume, for the purpose of this section, is the number of calls for service attributed to the individual participant as determined annually by the Capital Regional District. The annual call volume will be determined for budgeting purposes using the last full year's call statistics as recorded by the dispatch service provider. (Bylaw No. 4502, an amend to cost apportionment of "The Emergency Communication Dispatch Service Establishment Bylaw No. 1, 2012", Bylaw No. 3854).

FUNDING:

Requisition

1.913 - Fire Dispatch	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	224,025	224,025	230,750	-	-	230,750	253,510	261,120	285,760	311,650
Allocations	39,921	39,921	44,279	-	-	44,279	45,171	46,070	46,995	47,928
Other Operating Expenses	103,040	113,430	72,420	-	-	72,420	75,890	79,540	83,370	87,390
TOTAL OPERATING COSTS	366,986	377,376	347,449	-	-	347,449	374,571	386,730	416,125	446,968
*Percentage Increase over prior year			-5.3%			-5.3%	7.8%	3.2%	7.6%	7.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	2,360	11,055	22,090
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	366,986	377,376	347,449	-	-	347,449	374,571	389,090	427,180	469,058
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(59,240)	(70,130)	(24,489)	-	-	(24,489)	(20,110)	-	-	-
Grants in Lieu of Taxes	(8,653)	(8,653)	(8,950)	-	-	(8,950)	(9,130)	(9,310)	(9,500)	(9,690)
Revenue - Other	(800)	(300)	(800)	-	-	(800)	(800)	(800)	(800)	(800)
TOTAL REVENUE	(68,693)	(79,083)	(34,239)	-	-	(34,239)	(30,040)	(10,110)	(10,300)	(10,490)
REQUISITION	(298,293)	(298,293)	(313,210)	-	-	(313,210)	(344,531)	(378,980)	(416,880)	(458,568)
*Percentage increase over prior year Requisition			5.0%			5.0%	10.0%	10.0%	10.0%	10.0%

Fire Dispatch
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	-	-	-	-	-	-
Operating Reserve Fund	46,986	22,497	2,387	4,747	15,802	37,892
Total	46,986	22,497	2,387	4,747	15,802	37,892

Reserve Schedule

Reserve Fund: 1.913 Langford Fire Dispatch - Equipment Replacement Fund

ERF Group: LANGFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102125						
Beginning Balance		117,116	-	-	-	-	-
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Transfer to ORF		(117,116)					
Interest Income		-					
Ending Balance \$		-	-	-	-	-	-

Assumptions/Background:

Reserve Schedule

Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

To be created.

Reserve Cash Flow

Fund: Fund Centre:	1500 TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	46,986	22,497	2,387	4,747	15,802
Transfer from Ops Budget		-	-	-	2,360	11,055	22,090
Transfer from ERF		117,116					
Expenditures		(70,130)	(24,489)	(20,110)	-	-	-
Interest Income		-					
Ending Balance \$		46,986	22,497	2,387	4,747	15,802	37,892

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional CREST Contribution

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.921 Regional CREST Contribution

Committee: Planning, Transportation & Protective Services

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition

Change in Budget 2023 to 2024
Service: 1.921 Regional CREST

Total Expenditure

Comments

2023 Budget

1,790,531

Other Changes:

2024 Contribution to CREST-Regional
 Other Costs

120,477
 -

Increase in 2024 contribution to CREST as per new agreement - pending CRD Board approval

Total Other Changes

120,477

2024 Budget

1,911,008

Summary of % Expense Change

2024 Contribution to CREST

6.7%

Balance of change

0.0%

% expense increase from 2023:

6.7%

% Requisition increase from 2023 (if applicable):

8.5%

Requisition funding is 96.1% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time unfavourable variance of \$23,714 (1.3%) due to new contract agreement with CREST, which results in higher contributions in 2023. This variance will be carried over to 2024 to be recovered by requisition.

1.921 - Regional CREST Contribution	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	1,784,531	1,807,453	1,905,008	-	-	1,905,008	1,998,353	2,096,272	2,157,064	2,200,210
Internal Interest	6,000	5,292	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL COSTS	1,790,531	1,812,745	1,911,008	-	-	1,911,008	2,004,353	2,102,272	2,163,064	2,206,210
*Percentage Increase over prior year						6.7%	4.9%	4.9%	2.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(23,714)	23,714	-	-	23,714	-	-	-	-
Balance c/fwd from 2022 to 2023	(2,976)	(2,976)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(93,401)	(93,401)	(96,670)	-	-	(96,670)	(98,600)	(100,580)	(102,600)	(104,650)
Revenue-Other	(2,500)	(1,000)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
TOTAL REVENUE	(98,877)	(121,091)	(75,456)	-	-	(75,456)	(101,100)	(103,080)	(105,100)	(107,150)
REQUISITION	(1,691,654)	(1,691,654)	(1,835,552)	-	-	(1,835,552)	(1,903,253)	(1,999,192)	(2,057,964)	(2,099,060)
*Percentage increase over prior year Requisition						8.5%	3.7%	5.0%	2.9%	2.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Animal Care Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.313 Animal Care Services

Committee: Planning and Protective Services

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the Pauquachin, Songhees and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 3 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

Change in Budget 2023 to 2024
Service: 1.313 Animal Care Services

	Total Expenditure	Comments
2023 Budget	1,663,324	
Change in Salaries:		
Base salary change	26,889	Inclusive of estimated collective agreement changes
Increase in auxiliary wages	45,080	
Total Change in Salaries	71,969	
Other Changes:		
Standard OH Allocation	12,813	Increase in 2023 expenses
HR Allocation	13,960	Increase in allocation from HR
Supplies	(14,850)	Realignment of budget based on previous actual expenses
Legal Expenses	15,000	Realignment of budget based on previous actual expenses
Promotion	(6,600)	Realignment of budget based on previous actual expenses
Postage & Freight	(6,270)	Realignment of budget based on previous actual expenses
Reserve Transfers	(9,713)	ORF transfer reduce by (\$16,810) and CRF transfer increase by \$7,097
Other	(3,383)	
Total Other Changes	957	
2024 Budget	1,736,250	
Summary of % Expense Change		
Base Salary increase	1.6%	
Increase in auxiliary wages	2.7%	
Realignment of various expenses	-1.3%	
Internal allocations	1.6%	
Balance of change	-0.2%	
% expense increase from 2023:	4.4%	
% Requisition increase from 2023:	3.5%	Requisition funding is 27.4% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at \$50,244 (3.0%) higher than budget mainly due to higher sales and service fees. Operating costs are projected at \$55,334 (3.3%) higher than budget mainly due to higher auxiliary wages and benefits, uniforms and legal services. Therefore, there is an estimated one-time unfavourable variance of \$5,090 (0.3%). This variance will be recovered by reduction of transferred to Operating Reserve, which has an expected year end balance of \$84,753 before this transfer.

1.313 - Animal Care Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,075,131	1,134,682	1,147,100	-	-	1,147,100	1,173,870	1,201,241	1,229,242	1,257,883
Vehicle Operating Expenses	47,130	47,130	48,780	-	-	48,780	49,760	50,760	51,780	52,820
Telecommunications	45,910	40,000	47,520	-	-	47,520	48,470	49,440	50,430	51,440
Supplies	56,050	41,000	41,200	-	-	41,200	42,020	42,850	43,700	44,580
Allocations	234,947	233,630	265,707	-	-	265,707	273,057	279,088	285,783	291,331
Other Operating Expenses	154,350	172,410	145,850	-	-	145,850	148,770	151,740	154,810	157,910
TOTAL OPERATING COSTS	1,613,518	1,668,852	1,696,157	-	-	1,696,157	1,735,947	1,775,119	1,815,745	1,855,964
*Percentage Increase over prior year			5.1%			5.1%	2.3%	2.3%	2.3%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	24,903	24,903	32,000	-	-	32,000	32,000	37,000	40,000	43,000
Transfer to Operating Reserve Fund	24,903	19,813	8,093	-	-	8,093	7,783	4,051	2,000	1,126
TOTAL CAPITAL / RESERVE	49,806	44,716	40,093	-	-	40,093	39,783	41,051	42,000	44,126
TOTAL COSTS	1,663,324	1,713,568	1,736,250	-	-	1,736,250	1,775,730	1,816,170	1,857,745	1,900,090
*Percentage Increase over prior year			4.4%			4.4%	2.3%	2.3%	2.3%	2.3%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(18,922)	(18,922)	-	-	-	-	-	-	-	-
Fees Charged	(19,060)	(27,782)	(28,330)	-	-	(28,330)	(28,900)	(29,480)	(30,070)	(30,660)
Sale of Goods and Services	(1,147,580)	(1,187,322)	(1,213,390)	-	-	(1,213,390)	(1,237,650)	(1,262,410)	(1,287,660)	(1,313,410)
Grants in Lieu of Taxes	(11,370)	(11,370)	(11,770)	-	-	(11,770)	(12,000)	(12,240)	(12,480)	(12,730)
Revenue - Other	(5,970)	(7,750)	(6,220)	-	-	(6,220)	(6,340)	(6,470)	(6,600)	(6,730)
TOTAL REVENUE	(1,202,902)	(1,253,146)	(1,259,710)	-	-	(1,259,710)	(1,284,890)	(1,310,600)	(1,336,810)	(1,363,530)
REQUISITION	(460,422)	(460,422)	(476,540)	-	-	(476,540)	(490,840)	(505,570)	(520,935)	(536,560)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.0%	3.0%	3.0%	3.0%
AUTHORIZED POSITIONS										
Salaried FTE	10.6	10.6	10.6			10.6	10.6	10.6	10.6	10.6

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

Service No.	1.313 Animal Care Services	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Equipment	\$75,000	\$80,000	\$5,000	\$5,000	\$5,000	\$5,000	\$100,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$65,000	\$65,000	\$0	\$0	\$0	\$0	\$65,000
Vehicles	\$75,189	\$111,189	\$25,000	\$25,000	\$25,000	\$25,000	\$211,189
	\$415,189	\$456,189	\$30,000	\$30,000	\$30,000	\$30,000	\$576,189

SOURCE OF FUNDS

Capital Funds on Hand	\$415,189	\$415,189	\$0	\$0	\$0	\$0	\$415,189
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$11,000	\$0	\$0	\$0	\$0	\$11,000
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$415,189	\$456,189	\$30,000	\$30,000	\$30,000	\$30,000	\$576,189

5 YEAR CAPITAL PLAN

1.313

Animal Care Services

[illegible]

Service:

1.313

Animal Care Services

Project Number	23-01	Capital Project Title	Computer Replacements	Capital Project Description	Replacement of computer equipment
Project Rationale Replace computers as required and requested by IT.					

Project Number	23-02	Capital Project Title	Vehicle Replacements	Capital Project Description	Replacement of vehicles (shared with Bylaw)
Project Rationale To replace vehicles used for Animal Control and Bylaw Enforcement. Current vehicles have more than 170,000km and do not meet the expectations to perform the duties required. These vehicles are required for daily use to perform the duties the CRD is contracted for. Replacement of vehicles with newer models will also eliminate the need to replace every two years and will be better suited to transport the volume of animals required.					

Project Number	23-03	Capital Project Title	Animal Shelter Improvement	Capital Project Description	Updating CRD Animal Shelter Facility
Project Rationale Create new reception area at front of Animal Shelter to ensure public are not entering the areas where animals are kept for the safety of the customers and welfare of the animals, provides Officers their own entrance to bring in lost or injured animals. New signage required to identify property and building from a busy highway and ensure they all meet corporate standards. Addition of cat impound room as current impound room will be changed into the front reception area as it is located at the front of the building. Painting of cement floors in building, painting of all spaces and new additions. Upgrade to outside dog area, addition of environment enriching activities and tasks to keep dogs properly exercised, metal pergola and cement picnic table for dog exercise area which creates shade for animals and a meet and greet area for potential animal adoptions, upgrade from current gravel to a rubber or turf on part of area with activities. Repair of fencing surrounding building and addition of entrance gate to back area off the side of the building for deliveries and adding an additional exit from the building in case of emergency. Mural for front of animal shelter with dedication to the bequeathment donor. Wired in generator to furnace and electrical in case of loss of power, to maintain heating and air flow for the animals.					

Project Number	23-04	Capital Project Title	On-Line Payment Portal for Dog Licences	Capital Project Description	Purchase of Tempest on-line payment portal for CRD Dog Licence
Project Rationale Purchase of Tempest online dog licence port for payment of CRD Dog Licences on-line resulting in reduction of phone calls, in-person and by mail renewals, resulting in efficiency, more up-to-date information and less staff time and resources.					

Service:

1.313

Animal Care Services

Project Number

23-05

Capital Project Title

Network Upgrade and Security

Capital Project Description

Network Upgrade and addition of Security Cameras at CRD Animal Shelter

Project Rationale Animal Shelter network requires upgrade to allow wifi, a faster connection and Cisco phones, currently no option for wifi, connection is poor when it rains or snows, staff are unable to be integrated into the Cisco phone system with current connectivity. Once upgraded addition of Cisco phones, security cameras for security, tv display to monitor for safety of staff and lone worker checks.

Project Number

23-06

Capital Project Title

Outreach

Capital Project Description

Implementing and enhancing Outreach programs

Project Rationale Enhancement of Petiquette Program to include updated and new information regarding dog parks, dangerous dogs, responsible pet ownership, animal care, licencing and community involvement. Enhancement of Emergency Preparedness for Pets, information, outreach and develop more detailed CRD Grab 'n Go Bags for Pets. Addition of community outreach programs as well as training for outside agencies on how to deal with problem pets. Development of CRD Pets App - app designed by CRD staff that allows users to post their lost animal or found animal. Users would create a profile for their pet and if it becomes lost, they can choose an option to post 'lost' and drop a GIS pin where their pet was lost, all other users with the app will be notified and your dog could be returned to you in a timely fashion. Various volunteers are managing something similar by Facebook. The CRD would be the hub of where all lost and found pets are posted, which in turn will increase the numbers and rate of animals returned to their owners. In addition, the App will have a section for rules regarding dogs in all CRD Parks as well as municipal parks, can use CRD GIS to find areas that are off-leash, dog licence fees, leash laws per municipality and likes to the 13 municipal Animal Control Bylaws, CRD could use all to send out notifications regarding algae bloom so that dog owners don't allow their pets to drink the water at that CRD Regional Park etc.

Project Number

23-07

Capital Project Title

Vehicle Replacements/Upgrades

Capital Project Description

Replacement and upgrades of vehicles

Project Rationale To replace vehicles used for Animal Care at the CRD Animal Shelter as well as upgrading through replacement of current Animal Control vehicles. Current vehicles have more than 170,000km and do not meet the expectations to perform the duties required. Vehicles needs to be replaced sooner than the ERF allows to ensure all vehicles meet the expectations of the duties required. These vehicles are required for daily use to perform the duties the CRD is contracted for. Replacement of vehicles with newer models will also eliminate the need to replace every two years and will be better suited to transport the volume of animals required.

Animal Care Services
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	84,753	92,846	100,629	104,680	106,680	107,806
Operating Reserve Fund - Bequest	11,000	-	-	-	-	-
Equipment Replacement Fund	47,345	49,345	51,345	58,345	68,345	81,345
Total	143,098	142,191	151,974	163,025	175,025	189,151

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105407	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		75,272	84,753	92,846	100,629	104,680	106,680
Transfer from Ops Budget		24,903	8,093	7,783	4,051	2,000	1,126
Transfer to Ops Budget		(18,922)	-	-	-	-	-
Interest Income*		3,500					
Ending Balance \$		84,753	92,846	100,629	104,680	106,680	107,806

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund - Bequest

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105103	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		415,189	11,000	-	-	-	-
Planned Purchase		(415,189)	(11,000)	-	-	-	-
Transfer from Ops Bud		-					
Donations		-					
Interest Income*		11,000					
Ending Balance \$		11,000	-	-	-	-	-

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Equipment Replacement Fund

For replacement of vehicles, computers and furnishings.

ERF Group: ANICON.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101424	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		105,442	47,345	49,345	51,345	58,345	68,345
Transfer from Op Budget		24,903	32,000	32,000	37,000	40,000	43,000
Planned Purchases		(83,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Interest Income		-					
Ending Balance \$		47,345	49,345	51,345	58,345	68,345	81,345

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2024 BUDGET

ByLaw Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.323 Bylaw Services

Committee: Planning and Protective Services

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

1.323 - Bylaw Enforcement

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	371,735	458,879	387,988	-	-	387,988	397,045	406,305	415,781	425,478
Vehicle Operating Expenses	25,000	30,000	25,880	-	-	25,880	26,400	26,930	27,470	28,020
Telecommunications	8,000	5,000	6,000	-	-	6,000	6,120	6,240	6,360	6,490
Supplies	3,500	2,000	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Allocations	79,681	79,681	84,295	-	-	84,295	86,452	88,423	90,856	92,350
Other Operating Expenses	39,550	34,550	41,210	-	-	41,210	42,030	42,860	43,720	44,580
TOTAL OPERATING COSTS	527,466	610,110	548,873	-	-	548,873	561,617	574,398	587,897	600,698
*Percentage Increase over prior year			4.1%			4.1%	2.3%	2.3%	2.4%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	44,000	26,602	50,858	-	-	50,858	51,343	51,415	50,626	51,163
TOTAL CAPITAL / RESERVE	44,000	26,602	50,858	-	-	50,858	51,343	51,415	50,626	51,163
TOTAL COSTS	571,466	636,712	599,731	-	-	599,731	612,960	625,813	638,523	651,861
<u>Internal Recoveries</u>	(542,726)	(589,242)	(563,101)	-	-	(563,101)	(575,660)	(587,773)	(599,733)	(612,301)
OPERATING COSTS LESS INTERNAL RECOVERIES	28,740	47,470	36,630	-	-	36,630	37,300	38,040	38,790	39,560
<u>FUNDING SOURCES (REVENUE)</u>										
Sale of Goods and Services	(25,110)	(38,370)	(32,980)	-	-	(32,980)	(33,640)	(34,310)	(34,990)	(35,690)
Revenue - Other	(3,630)	(9,100)	(3,650)	-	-	(3,650)	(3,660)	(3,730)	(3,800)	(3,870)
TOTAL REVENUE	(28,740)	(47,470)	(36,630)	-	-	(36,630)	(37,300)	(38,040)	(38,790)	(39,560)
REQUISITION	-	-	-	-	-	-	-	-	-	-
AUTHORIZED POSITIONS: Salaried FTE	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

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

Service No.	1.323 ByLaw Services	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$12,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$50,000	\$100,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$200,000
	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$102,500	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$212,500

Service Name: ByLaw Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-01	Replacement	Computers	Replacement of computer equipment	\$ 4,950	E	ERF	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
19-02	Replacement	Vehicle	Replacement of Bylaw vehicle	\$ 150,000	V	ERF	\$ 50,000	\$ 100,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 200,000
													\$ -
													\$ -
													\$ -
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													\$ -
			GRAND TOTAL	\$ 154,950			\$ 50,000	\$ 102,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 27,500	\$ 212,500

Service:	1.323	ByLaw Services
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Project Number	19-01	Capital Project Title	Computers	Capital Project Description	Replacement of computer equipment
Project Rationale					

Project Number	19-02	Capital Project Title	Vehicle	Capital Project Description	Replacement of Bylaw vehicle
Project Rationale					

Reserve Schedule

Reserve Fund: 1.323 Bylaw Enforcement - Equipment Replacement Fund

ERF Group: BYLAW.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101426	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		146,667	89,657	38,015	61,858	85,773	108,899
Transfer from Ops Budget		44,000	50,858	51,343	51,415	50,626	51,163
Proceed from Disposition		-					
Planned Purchase		(101,010)	(102,500)	(27,500)	(27,500)	(27,500)	(27,500)
Interest Income		-					
Ending Balance \$		89,657	38,015	61,858	85,773	108,899	132,562

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Traffic Safety

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.230 Traffic Safety

Committee: Traffic Safety

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990), Bylaw No. 1921 (1991), No. 3614 (2009), and No. 4166 (2017).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission. This service primarily provides funding for advertising which is generally leveraged, resulting in about \$3 worth of advertising for every \$1 actually spent.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

N/A

1.230 - Traffic Safety Commission	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	5,921	5,921	6,856	-	-	6,856	6,993	7,133	7,276	7,421
Insurance Costs	280	280	330	-	-	330	350	370	390	410
Advertising, Promotion and Meetings	96,727	96,413	60,000	-	-	60,000	60,000	61,200	62,430	63,680
Scholarships	18,000	4,000	16,000	-	-	16,000	2,000	2,000	2,000	2,000
Other Expenses	16,190	15,800	9,190	-	-	9,190	9,190	9,370	9,550	9,740
TOTAL COSTS	137,118	122,414	92,376	-	-	92,376	78,533	80,073	81,646	83,251
*Percentage Increase over prior year			-32.6%			-32.6%	-15.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	16,304	(16,304)	-	-	(16,304)	-	-	-	-
Balance c/fwd from 2022 to 2023	(61,160)	(61,160)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,246)	(3,246)	(3,360)	-	-	(3,360)	(3,430)	(3,500)	(3,570)	(3,640)
Other Revenue	(200)	(1,800)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(64,606)	(49,902)	(19,864)	-	-	(19,864)	(3,630)	(3,700)	(3,770)	(3,840)
REQUISITION	(72,512)	(72,512)	(72,512)	-	-	(72,512)	(74,903)	(76,373)	(77,876)	(79,411)
*Percentage increase over prior year Requisition			0.0%			0.0%	3.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Planning Services

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Change in Budget 2023 to 2024

Service: 1.324 Regional Planning & Growth Strategy

Total Expenditure**Comments****2023 Budget****1,554,118****Change in Salaries:**

Base salary change	40,602	Inclusive of estimated collective agreement changes
Step increase/paygrade change	3,388	
Other	898	

Total Change in Salaries	44,888	
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Other Changes:

2024 IBC 4b-2.1 - Island Corridor Consultation funded by grant	600,000	One-time \$590,000 Contracts + \$10,000 Travel expense
Standard Overhead Allocation	5,680	Increase in 2023 operating costs
HR Allocation	8,183	Increase in allocation from HR
Building Occupancy	7,010	Increase primarily related to HQ building reserve contribution
Other Costs	7,557	

Total Other Changes	628,430	
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2024 Budget**2,227,436****Summary of % Expense Change**

2024 Base salary change	2.6%	
2024 IBC Expense	38.6%	
Internal allocations	1.3%	
Balance of change	0.8%	
% expense increase from 2023:	43.3%	
% Requisition increase from 2023 (if applicable):	3.5%	Requisition funding is 59.5% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Revenues are projected at \$600,000 (38.6%) higher than budget due to one-time \$600,000 unplanned grant received for 2024 IBC-Island Corridor project. Operating costs are projected at \$539,720 (34.8%) higher than budget mainly due to the net impact of lower wages and benefits, training and development and printing costs, and one-time \$600,000 (grant received) transfer to the Operating Reserve Fund. Therefore, there is an estimated one-time favourable variance of \$60,280 (3.9%). \$10,280 will be transferred to Equipment Replacement Reserve, which has an expected year end balance of \$246,956 before this transfer. The remaining \$50,000 will be transferred to the Operating Reserve, which has an expected year end balance of \$2,172,384 before this transfer.

1.324 - Regional Planning Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,053,189	1,013,691	1,098,077	-	-	1,098,077	1,120,958	1,150,384	1,177,833	1,205,920
Contract for Services	72,100	71,000	74,620	-	-	74,620	76,110	77,630	79,180	80,760
Allocations	238,269	238,269	261,019	-	-	261,019	271,128	279,719	287,345	295,846
Program Development Costs	94,110	94,110	95,990	-	590,000	685,990	97,910	99,870	630,000	-
Other Operating Expenses	93,950	74,268	95,230	-	10,000	105,230	97,200	99,210	101,280	103,390
TOTAL OPERATING COSTS	1,551,618	1,491,338	1,624,936	-	600,000	2,224,936	1,663,306	1,706,813	2,275,638	1,685,916
*Percentage Increase over prior year						43.4%	-25.2%	2.6%	33.3%	-25.9%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	650,000	-	-	-	-	-	-	-	3,452
Transfer to Equipment Replacement Fund	2,500	12,780	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL CAPITAL / RESERVES	2,500	662,780	2,500	-	-	2,500	2,500	2,500	2,500	5,952
TOTAL COSTS	1,554,118	2,154,118	1,627,436	-	600,000	2,227,436	1,665,806	1,709,313	2,278,138	1,691,868
Internal Recoveries	(86,650)	(86,650)	(93,180)	-	-	(93,180)	(95,410)	(97,700)	(100,040)	(102,440)
TOTAL COSTS NET OF RECOVERIES	1,467,468	2,067,468	1,534,256	-	600,000	2,134,256	1,570,396	1,611,613	2,178,098	1,589,428
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(177,951)	(177,951)	(199,617)	-	(600,000)	(799,617)	(196,342)	(196,981)	(721,680)	(90,000)
Grants in Lieu of Taxes	(58,113)	(658,113)	(60,140)	-	-	(60,140)	(61,350)	(62,580)	(63,840)	(65,110)
Revenue - Other	(2,990)	(2,990)	(3,090)	-	-	(3,090)	(3,160)	(3,230)	(3,300)	(3,370)
Recovery - Other	(570)	(570)	(590)	-	-	(590)	(600)	(610)	(620)	(630)
TOTAL REVENUE	(239,624)	(839,624)	(263,437)	-	(600,000)	(863,437)	(261,452)	(263,401)	(789,440)	(159,110)
REQUISITION	(1,227,844)	(1,227,844)	(1,270,819)	-	-	(1,270,819)	(1,308,944)	(1,348,212)	(1,388,658)	(1,430,318)
*Percentage increase over prior year Requisition						3.5%	3.0%	3.0%	3.0%	3.0%
Salaried	7.5	7.5	7.5			7.5	7.5	7.5	7.5	7.5

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

Service No.	1.324	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Regional Planning Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$40,000	\$44,000	\$4,000	\$8,000	\$3,000	\$10,000	\$69,000
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1.324

Service Name

Regional Planning Services

[illegible]

Service: 1.324 Regional Planning Services

Project Number	18-01	Capital Project Title	Computer Replacement	Capital Project Description	Computer Replacement
Project Rationale	Planned computer replacement for RSP staff complement, per IT replacement schedule.				

Project Number	22-01	Capital Project Title	Photocopier Renewal	Capital Project Description	Photocopier Renewal
Project Rationale	Planned photocopy renewal for RSP office, per IT replacement schedule.				

Project Number	23-01	Capital Project Title	Eco-Counter Replacement	Capital Project Description	Replacement of bike and pedestrian counters owned by CRD across the region
Project Rationale	The Data Review Implementation program oversaw the installation of 30 on-trail bike and pedestrian counters across the region. Data from the counters is published to a website daily and is used to inform policy. The CRD transferred ownership of 16 counters to third-parties. The remaining counters will start reaching end of life starting in 2028 and will have to be replaced.				

Regional Planning Services
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	246,956	205,456	203,956	198,456	197,956	190,456
Operating Reserve Fund	2,172,384	1,372,767	1,176,425	979,444	257,764	171,216
Total	2,419,341	1,578,224	1,380,382	1,177,901	455,721	361,673

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Equipment Replacement Fund

ERF Group: RGPLAN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101427	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		250,456	246,956	205,456	203,956	198,456	197,956
Transfer from Ops Budget		2,500	2,500	2,500	2,500	2,500	2,500
Planned Purchase		(6,000)	(44,000)	(4,000)	(8,000)	(3,000)	(10,000)
Interest Income		-					
Ending Balance \$		246,956	205,456	203,956	198,456	197,956	190,456

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment and furnishings.

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund: Fund Centre:	1500 105501	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,697,335	2,172,384	1,372,767	1,176,425	979,444	257,764
Transfer from Ops Budget		-	-	-	-	-	3,452
Island Rail Corridor Grant		600,000	-	-	-	-	-
Transfer to Ops Budget - Program Development							
Ready Step Roll Program		(40,000)	(40,000)	(40,000)	(40,000)	-	-
Implementation of Data Review		(25,000)	(25,000)	(25,000)	(25,000)	-	-
Origin and Destination Survey		-	-	-	-	(420,000)	-
Regional Transportation Model Calibration		-	-	-	-	(210,000)	-
IBC 4b-2.1 - Island Corridor Consultation		-	(600,000)	-	-	-	-
Transfer to Ops Budget - Core Budget		(95,871)	(129,959)	(130,342)	(131,981)	(91,680)	(90,000)
Transfer to Ops Budget - Manager of Strategic Planning		(17,080)	(4,658)	(1,000)	-	-	-
Interest Income*		53,000					
Ending Balance \$		2,172,384	1,372,767	1,176,425	979,444	257,764	171,216

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Regional Growth Strategy

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.330 Regional Growth Strategy

Committee: Planning and Protective Services

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act*. The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Change in Budget 2023 to 2024
Service: 1.330 Regional Growth Strategy

Total Expenditure

Comments

2023 Budget

424,846

Change in Salaries:

Base salary change	3,365	Inclusive of estimated collective agreement changes
Step increase/paygrade change	13,745	
Reduction in auxiliary wages	(19,216)	
Total Change in Salaries	(2,106)	

Other Changes:

2023 Foodlands Trust - ORF-funded studies & financial modelling	(100,000)	2023 IBC: 11b-1 Foodlands Access Service
HR Allocation	1,124	Increase in allocation from HR
Regional Planning Allocation	6,530	Increase in allocations from Regional Planning & Growth Strategy for Senior Manager Capacity support
Other Costs	1,486	
Total Other Changes	(90,860)	

2024 Budget

331,880

Summary of % Expense Change

2023 IBC Expense	-23.5%
Increase in allocations	1.8%
Balance of change	-0.1%
% expense decrease from 2023:	-21.9%

% Requisition increase from 2023 (if applicable):	3.5%	Requisition funding is 95% of service revenue
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Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Operating costs are projected at \$79,825 (-19.2%) lower than budget mainly due to a vacant Research Planner position, and lower meeting and legal expenses. The \$79,825 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of \$1,712,111 before this transfer.

1.330 - Regional Growth Strategy	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	160,310	116,279	158,204	-	-	158,204	161,364	165,646	169,498	173,435
Contract for Services	23,990	-	24,830	-	-	24,830	25,330	25,840	26,360	26,890
Special Projects	100,000	100,000	-	-	-	-	300,000	-	-	-
Allocations	115,976	115,976	123,766	-	-	123,766	126,971	129,968	132,833	135,913
Other Operating Expenses	14,570	2,766	15,080	-	-	15,080	15,380	15,680	15,990	16,310
TOTAL OPERATING COSTS	414,846	335,021	321,880	-	-	321,880	629,045	337,134	344,681	352,548
*Percentage Increase over prior year			-22.4%			-22.4%	95.4%	-46.4%	2.2%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	10,000	89,825	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	10,000	89,825	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	424,846	424,846	331,880	-	-	331,880	639,045	347,134	354,681	362,548
*Percentage Increase over prior year			-21.9%			-21.9%	92.6%	-45.7%	2.2%	2.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(104,146)	(104,146)	-	-	-	-	(300,000)	-	-	-
Grants in Lieu of Taxes	(15,204)	(15,204)	(15,730)	-	-	(15,730)	(16,040)	(16,360)	(16,690)	(17,020)
Revenue - Other	(1,020)	(1,020)	(1,020)	-	-	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
TOTAL REVENUE	(120,370)	(120,370)	(16,750)	-	-	(16,750)	(317,060)	(17,380)	(17,710)	(18,040)
REQUISITION	(304,476)	(304,476)	(315,130)	-	-	(315,130)	(321,985)	(329,754)	(336,971)	(344,508)
*Percentage increase over prior year Requisition						3.5%	2.2%	2.4%	2.2%	2.2%
AUTHORIZED POSITIONS										
Salaried	1.0	1.0	1.0			1.0	1.0	1.0	1.0	1.0

Reserve Schedule

Reserve Fund: 1.330 Regional Growth Strategy - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund: Fund Centre:	1500 105502	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		1,731,257	1,712,111	1,722,111	1,432,111	1,442,111	1,452,111
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		(104,146)	-	(300,000)	-	-	-
Interest Income*		75,000					
Ending Balance \$		1,712,111	1,722,111	1,432,111	1,442,111	1,452,111	1,462,111

Assumptions/Background:

2022 - \$15k - Foodlands Trust Business Case

2023 - \$100k - IBC 11b-1: Foodlands Access Service

2025 - \$300k - Regional Growth Strategy Review and Update

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2023

COMMITTEE OF THE WHOLE

October 25, 2023

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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 2.670

Regional Water Supply

Commission: Regional Water Supply

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich

Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford

District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities		\$137,700,000
Borrowed:			\$91,400,000
Remaining:	Expired		\$46,300,000
Authorized:	LA Bylaw No. 3451 - Regional Water Supply Land Acquisition		\$60,000,000
Borrowed:			\$60,000,000
Remaining:			\$0
Authorized:	LA Bylaw No. 3902 - Regional Water Supply Water Works Facilities	2014	\$12,500,000
Borrowed:			\$9,500,000
Remaining:	Expired		\$3,000,000
Authorized:	LA Bylaw No. 4382 - Regional Water Supply Water Works Facilities	2021	\$46,000,000
Borrowed:			\$4,000,000
Remaining:	Active		\$42,000,000

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY			2024 BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
1	2	3	4	5	6	7	8	9	10	11
<u>GENERAL PROGRAM EXPENDITURES:</u>										
WATERSHED PROTECTION	5,942,432	6,334,369	6,787,022	-	-	6,787,022	6,922,762	7,061,218	7,202,442	7,346,490
WATER OPERATIONS	6,683,286	6,902,405	7,212,805	172,500	-	7,385,305	7,590,398	7,742,209	7,897,051	8,054,965
WATER QUALITY	1,925,729	1,934,678	2,045,342	-	-	2,045,342	2,084,709	2,126,416	2,168,946	2,212,320
CROSS CONNECTION	770,923	760,773	800,530	-	-	800,530	816,651	833,088	849,858	866,949
DEMAND MANAGEMENT	726,084	734,722	761,302	-	-	761,302	776,648	792,297	786,596	802,431
INFRASTRUCTURE ENGINEERING	527,884	527,884	553,230	24,300	-	577,530	574,450	585,930	597,650	592,540
FLEET OPERATION & MAINTENANCE	(393,653)	(393,653)	(479,755)	-	-	(479,755)	(489,350)	(499,137)	(509,120)	(519,303)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	604,677	567,820	299,891	233,800	69,200	602,891	609,342	623,005	636,956	651,221
TOTAL OPERATING EXPENDITURES	16,787,362	17,368,998	17,980,367	430,600	69,200	18,480,167	18,885,610	19,265,026	19,630,379	20,007,613
<i>Percentage increase over prior year's board budget</i>			7.11%			10.08%	2.19%	2.01%	1.90%	1.92%
CONVEYANCE FEE FOR SERVICE TO FIRST NATIONS	870,000	870,000	900,000	-	-	900,000	918,000	936,360	955,090	974,190
AGRICULTURAL WATER RATE FUNDING	1,750,000	1,900,000	1,800,000	-	-	1,800,000	1,850,000	1,900,000	1,950,000	2,000,000
			2.86%			2.86%	2.78%	2.70%	2.63%	2.56%
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	12,302,104	13,735,852	17,450,000	-	-	17,450,000	19,500,000	21,000,000	23,000,000	27,000,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	393,653	393,653	479,755	-	-	479,755	489,350	499,137	509,120	519,302
TRANSFER TO DEBT RESERVE FUND	121,700	40,000	108,040	-	-	108,040	202,040	319,040	202,540	84,040
TOTAL CAPITAL EXPENDITURES & TRANSFERS	12,817,457	14,169,505	18,037,795	-	-	18,037,795	20,191,390	21,818,177	23,711,660	27,603,342
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
TOTAL DEBT EXPENDITURES	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
<u>DEFICIT TRANSFERRED TO FOLLOWING YR</u>										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	39,915,804	41,831,264	41,614,404	430,600	69,200	42,114,204	45,208,371	48,709,758	53,187,300	58,394,753
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(38,107,540)	(40,029,600)	(40,924,304)	(430,600)	76,752	(41,278,152)	(44,424,271)	(47,808,658)	(52,402,700)	(57,728,653)
REVENUE - OTHER	(1,808,264)	(1,801,664)	(690,100)	-	(145,952)	(836,052)	(784,100)	(901,100)	(784,600)	(666,100)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
<i>Percentage increase over prior year's board budget</i>			4.26%			5.51%	7.35%	7.74%	9.19%	9.79%
Water Rate \$ per cu. m.	\$ 0.7698					\$ 0.8094	\$ 0.8711	\$ 0.9374	\$ 1.0275	\$ 1.1319
<i>Percentage increase over prior year</i>	4.99%					5.14%	7.62%	7.61%	9.61%	10.16%

2024 Demand Estimate

Wholesale Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	46,515,000	45,000,000
2018	48,300,036	45,000,000
2019	47,734,121	46,500,000
2020	48,730,475	48,000,000
2021	51,797,082	48,000,000
2022	50,297,409	49,000,000
2023	52,000,000 ¹	49,500,000
2024 Demand Estimate	<u>51,000,000</u>	

1. Projected consumption for 2023

Summary of Wholesale Water Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	Change \$ per cu.m.	%
Wholesale water rate							
Unit cost per cu.m.	\$0.6968	\$0.7148	\$0.7332	\$0.7698	\$0.8094	\$0.0396	5.14%

Wholesale Water Rate Increase Impact on Residential Water Bill

Average Annual Consumption : 235.0 cubic metres

<u>Charge for Twelve Months Consumption</u>		<u>Annual Charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023 Year	\$ 180.90	
	2024	\$ 190.21	\$ 9.31
Half Average Consumption	2023 Year	\$ 90.45	
	2024	\$ 95.10	\$ 4.65
Twice Average Consumption	2023 Year	\$ 361.81	
	2024	\$ 380.42	\$ 18.61

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service:	2.670 Regional Water Supply		
2023 Budget		39,915,803	
Change in Labour:			
Salaries and benefits	694,136	Collective agreement changes	
1.0 FTE Contracts Coordinator	86,176	IBC 2a-2.1 IWS Administrative Contracts Coordinator	
1.0 FTE Purchaser + Auxiliary	168,300	IBC 2a-2.2 IWS Purchaser and Auxiliary support	
1.0 FTE Utility Operator	122,300	IBC 2b-1.1 Water Operator - Dam Safety Program	
1.0 FTE Manager Dam Safety	188,039	IBC 2b-1.1 Engineer - Dam Safety Program	
	(173,604)	Existing operating budgets IBC 2b-1.1 Engineer - Dam Safety Program	
Total Change in Labour	1,085,347		
Other Changes:			
Transfer to Capital	5,220,338	Increase in Capital Fund and Reserve transfers	
Support Services and Overhead Costs	321,794	Includes Standard Overhead, HR, Insurance, Customer and Technical Services allocations	
Supplies - Chemicals	204,390		
Contracts for Services	106,684		
Agriculture Water Rate Funding	50,000		
Principal & Interest Payments	(4,794,743)	Principal and interest savings for debt retirement of: LA3451-103 of \$60m; LA3419-103 of \$7m; LA3419-104 of \$8m	
Other Costs	4,590		
Total Other Changes	1,113,053		
2024 Budget		42,114,204	
Summary of % Expense Increase			
Change in labour costs	2.7%		
Change between capital and debt funding	1.1%		
Chemical Supplies	0.5%		
Contracts for Services	0.3%		
Balance of increase	0.9%		
% expense increase from 2023:	5.5%		

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Favourable water sales variance of \$1.9m (5%) due to higher than budgeted water demand largely a result of dry summer weather. This additional revenue is partially offset by Agricultural Subsidy exceeding budget by \$150k, and operational costs exceeding budget in the following areas: wages and benefits (\$200k) and chemical supplies (\$160k). The net surplus of \$1.4m will be transferred to the service's Water Capital Fund.

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

Service No.	2.670	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Regional Water Supply							

EXPENDITURE

Buildings	\$3,120,000	\$7,760,000	\$3,350,000	\$0	\$0	\$0	\$11,110,000
Equipment	\$11,169,000	\$16,044,000	\$2,080,000	\$2,250,000	\$1,430,000	\$900,000	\$22,704,000
Land	\$2,288,000	\$3,829,000	\$807,000	\$292,000	\$220,000	\$180,000	\$5,328,000
Engineered Structures	\$15,646,000	\$26,776,000	\$30,165,000	\$47,375,000	\$39,680,000	\$32,625,000	\$176,621,000
Vehicles	\$300,000	\$1,801,000	\$685,250	\$773,000	\$855,000	\$495,000	\$4,609,250
	\$32,523,000	\$56,210,000	\$37,087,250	\$50,690,000	\$42,185,000	\$34,200,000	\$220,372,250

SOURCE OF FUNDS

Capital Funds on Hand	\$29,523,000	\$37,269,000	\$17,202,000	\$19,517,000	\$20,980,000	\$22,805,000	\$117,773,000
Debenture Debt (New Debt Only)	\$0	\$7,300,000	\$16,700,000	\$28,400,000	\$16,750,000	\$4,900,000	\$74,050,000
Equipment Replacement Fund	\$0	\$1,191,000	\$685,250	\$773,000	\$855,000	\$495,000	\$3,999,250
Grants (Federal, Provincial)	\$0	\$6,000,000	\$1,500,000	\$2,000,000	\$3,600,000	\$6,000,000	\$19,100,000
Donations / Third Party Funding	\$3,000,000	\$4,450,000	\$1,000,000	\$0	\$0	\$0	\$5,450,000
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$32,523,000	\$56,210,000	\$37,087,250	\$50,690,000	\$42,185,000	\$34,200,000	\$220,372,250

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$2,100,000	\$2,730,000	\$465,000	\$350,000	\$365,000	\$266,000	\$4,176,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
Debtenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	2.670
Service Name:	Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
WATERSHED PROTECTION													\$ -
Planning													\$ -
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public	\$ 120,000	B	WU	\$ 20,000	\$ 20,000	\$ 50,000	\$ -	\$ -		\$ 70,000
17-01				\$ 376,000	B	Grant		\$ -	\$ 300,000	\$ -	\$ -		\$ 300,000
18-10	Study	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	\$ 185,000	L	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -		\$ 40,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA	\$ 75,000	L	WU	\$ 41,000	\$ 41,000	\$ -	\$ -	\$ -		\$ 41,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	\$ 180,000	L	WU	\$ 38,000	\$ 38,000	\$ -	\$ -	\$ -		\$ 38,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	\$ 70,000	L	WU	\$ -	\$ 16,000	\$ 12,000	\$ 12,000	\$ -		\$ 40,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	\$ 1,495,000	L	WU	-	\$ 500,000	\$ -	\$ -	\$ -		\$ 500,000
20-27					L	Other	\$ -	\$ 450,000	\$ -	\$ -	\$ -		\$ 450,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	\$ 230,000	L	WU	\$ 65,000	\$ 65,000	\$ 60,000	\$ -	\$ -		\$ 125,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	\$ 320,000	L	WU	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -		\$ 200,000
23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	\$ 300,000	L	WU	\$ 65,000	\$ 165,000	\$ -	\$ -	\$ -		\$ 165,000
22-04	Renewal	GVWSA Orthophotography	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.	\$ 95,000	L	WU		\$ -	\$ 35,000	\$ -	\$ 40,000		\$ 75,000
22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.	\$ 110,000	L	WU	\$ 23,000	\$ 43,000	\$ 40,000	\$ -	\$ -		\$ 83,000
22-10	New	GVWSA/RWS Educational Videos	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.	\$ 60,000	L	WU	\$ 27,000	\$ 27,000	\$ 30,000	\$ -	\$ -		\$ 57,000
23-05	Study	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.	\$ 70,000	L	WU	\$ 50,000	\$ 70,000	\$ -	\$ -	\$ -		\$ 70,000
24-03	Study	Biosecurity Risk Assessment & Procedures	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures	\$ 50,000	L	WU	\$ -	-	\$ 50,000	\$ -	\$ -		\$ 50,000
													\$ -
Capital													\$ -
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	\$ 5,756,000	L	WU	\$ 180,000	\$ 380,000	\$ 200,000	\$ -	\$ -		\$ 580,000
16-06	Renewal	Goldstream IWS Field Office	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary	\$ 12,000,000	B	WU	\$ 100,000	\$ 3,540,000	\$ 2,000,000	\$ -	\$ -		\$ 5,540,000
16-06					B	Other	\$ 3,000,000	\$ 4,000,000	\$ 1,000,000	\$ -	\$ -		\$ 5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	\$ 585,000	E	WU	\$ 71,000	\$ 116,000	\$ -	\$ -	\$ -		\$ 116,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	\$ 1,200,000	L	WU	\$ 51,000	\$ 151,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 551,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	\$ 330,000	S	WU	\$ 10,000	\$ 10,000	\$ 300,000	\$ -	\$ -		\$ 310,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	\$ 400,000	E	WU	\$ 13,000	\$ 183,000	\$ -	\$ -	\$ -		\$ 183,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	\$ 1,050,000	S	WU	\$ 418,000	\$ 868,000	\$ 160,000	\$ -	\$ -		\$ 1,028,000
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	\$ 650,000	S	WU		\$ 100,000	\$ -	\$ 200,000	\$ -		\$ 300,000

Service #:	2.670
Service Name:	Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	\$ 360,000	L	WU	\$ 108,000	\$ 108,000	\$ 100,000	\$ 100,000	\$ -		\$ 308,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	\$ 600,000	S	WU	\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -		\$ 350,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	\$ 340,000	S	WU	\$ -	\$ -	\$ -	\$ 325,000	\$ -		\$ 325,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	\$ 315,000	S	WU	\$ -	\$ -	\$ 15,000	-	\$ 300,000		\$ 315,000
22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.	\$ 60,000	E	WU	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -		\$ 60,000
23-10	New	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.	\$ 30,000	E	WU	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -		\$ 10,000
23-11	New	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.	\$ 100,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -		\$ 50,000
23-23	Replacement	Brushcutting head for Excavator	The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.	\$ 30,000	V	WU	\$ 10,000	\$ 10,000	-	-	-		\$ 10,000
24-05	New	Dock for Sooke Lake Reservoir	Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.	\$ 100,000	S	WU	\$ -	\$ 10,000	\$ 90,000				\$ 100,000
25-05	New	Heli Fire Tank	A large water tank for helicopter bucketing to be deployed in Goldstream WSA.	\$ 20,000	E	WU	-	\$ -	\$ 20,000				\$ 20,000
22-13	New	Replace Storage Sheds with Containers	Covered sand storage between sea containers that have been procured.	\$ 50,000	S	WU	\$ -	\$ 30,000					\$ 30,000
24-06	Study	Post Wildfire Assessment Program	Acquiring access to existing software programs to model sediment and debris flows from burned areas.	\$ 55,000	L	WU		\$ 55,000					\$ 55,000
24-07	Replacement	Field Operations Centre - IT Infrastructure Upgrades	The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.	\$ 40,000	E	WU		\$ 40,000					\$ 40,000
Watershed Protection Sub-Total				\$ 27,807,000			\$ 4,500,000	\$ 11,346,000	\$ 4,962,000	\$ 737,000	\$ 440,000	\$ 100,000	\$ 17,585,000
													\$ -
INFRASTRUCTURE ENGINEERING AND OPERATIONS													\$ -
Planning													\$ -
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	\$ 2,250,000	S	WU	\$ 150,000	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,150,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	\$ 400,000	S	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	\$ 250,000	S	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	\$ 450,000	S	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	\$ 200,000	S	WU	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	\$ 150,000	S	WU	\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
22-14	Study	Sooke River Intake Feasibility	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.	\$ 50,000	S	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-12	Study	Project Delivery Strategy	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.	\$ 200,000	S	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-13	Study	Filtration Plant Planning & Design	Conduct a siting, conceptual design and detailed design for a filtration plant	\$ 16,300,000	S	WU	\$ 253,125	\$ -	\$ 400,000	\$ 500,000	\$ 5,400,000	\$ 10,000,000	\$ 16,300,000
23-14	Study	Council Creek Crossing Hydrology Review	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.	\$100,000	S	WU	-	\$100,000	-	-	-	-	\$100,000
23-24	New	East-West Connector (Filtration Plant to District of Sooke)	Planning and Conceptual Design of the East- West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)	\$ 400,000	S	WU	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 400,000
23-25	New	Deep Northern Intake and Sooke Lake Pump Station	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)	\$ 12,200,000	S	WU	\$ 506,250	\$ -	\$ 600,000	\$ 3,600,000	\$ 4,000,000	\$ 4,000,000	\$ 12,200,000
23-26	New	Transmission Main - Sooke Lake Pump Station to Head Tank	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)	\$ 3,400,000	S	WU	\$ 168,750	\$ -	\$ 200,000	\$ 1,000,000	\$ 1,200,000	\$ 1,000,000	\$ 3,400,000
23-27	New	Gravity Main - Sooke Lake to Head Tank	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)	\$ 1,400,000	S	WU	\$ 84,375	\$ -	\$ 300,000	\$ 400,000	\$ 700,000	\$ -	\$ 1,400,000
23-28	New	Goldstream Reservoir Connector	Planning and Design of the Goldstream Reservoir Connector transmission main	\$ 4,600,000	S	WU	\$ 84,375	\$ -	\$ 400,000	\$ 2,000,000	\$ 2,200,000	\$ -	\$ 4,600,000
24-08	Study	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11	Engineering Seismic Assessment of the spanned crossing of of Supply Main No 10 and 11 over the Sooke Lake Spillway channel	\$ 150,000	S	WU	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

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Service Name:	Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-09	Study	Aggricultural Water Rate Review	Phase 2	\$ 100,000	S	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Capital													\$ -
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	\$ 11,500,000	E	WU	\$ 6,600,000	\$ 9,370,000	\$ -	\$ -	\$ -	\$ -	\$ 9,370,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	\$ 2,050,000	E	WU	\$ 950,000	\$ 950,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ -	\$ 1,500,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	\$ 1,150,000	S	WU	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 600,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	\$ 15,600,000	S	WU	\$ 500,000	\$ 1,600,000	\$ 10,000,000	\$ 3,600,000	\$ -	\$ -	\$ 15,200,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	\$ 700,000	S	WU	\$ 105,000	\$ 205,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 305,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	\$ 1,200,000	S	WU	\$ 250,000	\$ 250,000	\$ 950,000	\$ -	\$ -	\$ -	\$ 1,200,000
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	\$ 1,000,000	S	WU	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.	\$ 1,300,000	S	WU	\$ 253,125	\$ 300,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,300,000
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	\$ 775,000	E	WU	\$ 470,000	\$ 470,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 720,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	\$ 200,000	S	WU	\$ 170,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 2,150,000	E	WU	\$ 750,000	\$ 300,000	\$ 725,000	\$ 600,000	\$ 300,000	\$ -	\$ 1,925,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder	\$ 33,900,000	S	WU	\$ 3,000,000	\$ 3,000,000	\$ 600,000	\$ 20,000,000	\$10,000,000	\$ -	\$ 33,600,000
21-11			DMAF Grant portion, grant submitted November 2021 and resubmitted in July 2023.	\$ 14,800,000	S	Grant			\$ 1,200,000	\$ 2,000,000	\$ 3,600,000	\$ 6,000,000	\$ 12,800,000
22-15	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.	\$ 1,100,000	S	WU	\$ 240,000	\$ 440,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 840,000
22-16	Renewal	Goldstream WTP Drainage Improvements	Construct drainage improvements for the Goldstream Water Treatment Plant and assess	\$ 200,000	S	WU	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
22-17	New	Goldstream WTP Safety Improvements	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.	\$ 200,000	E	WU	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
23-16	Renewal	Humpback Channel Assessment and Upgrades	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.	\$ 200,000	S	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant	\$ 3,800,000	S	WU	\$ 2,600,000	\$ 2,600,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 3,600,000
23-17				\$ 6,000,000	S	Grant	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
25-03	Renewal	Transmission Main Upgrade Program	Identify, conceptually design, detail design and construct transmission main upgrades.	\$ 40,000,000	S	WU	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	\$10,000,000	\$ 10,000,000	\$ 40,000,000
23-29	Renewal	Mt. Tolmie Control Valve Replacement	Supply and installation of the Mt. Tolmie Reservoir Control Valve	\$ 800,000	E	WU	\$ 250,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
24-10	Replacement	Sooke River Road WTP UPS Replacement	UPS at Sooke River Road WTP is 21 years old and in need of replacement.	\$ 50,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-11	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.	\$ 420,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ -	\$ 130,000	\$ 250,000	\$ 420,000
24-12	Renewal	Head Tank Valve Replacement	Supply and installation of Head Tank valves and actuators.	\$ 450,000	E	WU	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
													\$ -
Infrastructure Engineering and Operations Sub-Total				\$ 182,145,000			\$ 19,610,000	\$ 29,855,000	\$ 27,490,000	\$ 45,450,000	\$38,080,000	\$ 31,650,000	\$ 172,525,000
													\$ -
DAM SAFETY PROGRAM			Database)										\$ -
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	\$ 825,000	S	WU	\$ 418,000	\$ 493,000	\$ -	\$ -	\$ -	\$ -	\$ 493,000
17-25	Renewal	Implications from 2016 Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database)	\$ 1,210,000	S	WU	\$ 637,000	\$ 637,000	\$ -	\$ -	\$ -	\$ -	\$ 637,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	\$ 2,200,000	S	WU	\$ 290,000	\$ 1,290,000	\$ -	\$ -	\$ -	\$ -	\$ 1,290,000

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Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	\$ 600,000	S	WU	\$ 513,000	\$ 513,000	\$ -	\$ -	\$ -	\$ -	\$ 513,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	\$ 1,300,000	E	WU	\$ 600,000	\$ 600,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 1,200,000
19-09	New	Cabin Pond Dams Decommissioning (PES)	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	\$ 600,000	S	WU	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	\$ 700,000	S	WU	\$ 665,000	\$ 665,000	\$ -	\$ -	\$ -	\$ -	\$ 665,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	\$ 300,000	E	WU	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	\$ 300,000	S	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	\$ 1,800,000	S	WU	\$ 350,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,800,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	\$ 800,000	S	WU	\$ 165,000	\$ 450,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ -	\$ 800,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2022, installation in 2023	\$ 150,000	S	WU	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	\$ 450,000	S	WU	\$ 150,000	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 450,000
23-07	Study	Sooke Lake Dam Spillway and Gates Retrofit	Detailed design for seismic retrofits for the existing structures initially focusing on the spillway and gates structures. Construction to be budgetted subsequently.	\$ 450,000	S	WU	\$ 150,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	\$ 300,000	S	WU	\$ 100,000	\$ 200,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 250,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	S	WU	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-18	Renewal	Sooke Lake Dam Spillway Channel Improvements	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.	\$ 700,000	S	WU	\$ 200,000	\$ 400,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 700,000
23-19	Renewal	Charters Dam - Implications from Dam Safety Review	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam	\$ 200,000	S	WU	\$ 20,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	S	WU	\$ -	\$ -	\$ 200,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 425,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	\$ 150,000	S	WU	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
25-06	Replacement	Goldstream Dam Spillway Replacement	Replacement of Goldstream Dam Spillway due to deteriorated condition.	\$ 500,000	S	WU	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ -	\$ 500,000
24-13	Replacement	Reservoir Log Boom Upgrade Program	Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.	\$ 500,000	S	WU	\$ -	\$ 200,000	\$ 300,000				\$ 500,000
													\$ -
Dam Safety Program Sub-Total				\$ 14,435,000			\$ 5,508,000	\$ 7,968,000	\$ 2,050,000	\$ 1,250,000	\$ 850,000	\$ 75,000	\$ 12,193,000
													\$ -
WATER QUALITY													\$ -
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	\$ 520,000	E	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	\$ 100,000	S	WU	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	\$ 50,000	S	WU	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torgeedo for instance	\$ 60,000	E	WU	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-04	Study	Sooke Lake Drawdown Study	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.	\$ 100,000	S	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers	\$ 20,000	E	WU	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
26-01	New	2 x Floating Water Quality Sensor Platforms	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms	\$ 200,000	E	WU	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
27-01	Study	Drinking Water Safety Plan Update	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.	\$ 80,000	S	WU	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
24-14	Replacement	Laboratory Equipment Replacements	Replacement of critical laboratory equipment.	\$ 75,000	E	WU	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-15	Replacement	Laboratory Renovations	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.	\$ 200,000	B	WU	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

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Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-16	Replacement	WQ Field Office IT Upgrades	The firewall, switches and telephony system are end of life and require replacement.	\$ 10,000	E	WU	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
													\$ -
Water Quality Sub-Total				\$ 1,415,000			\$ 230,000	\$ 505,000	\$ 20,000	\$ 200,000	\$ 80,000	\$ -	\$ 805,000
													\$ -
ANNUAL PROVISIONAL													\$ -
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	\$ 600,000	E	WU	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	\$ 640,000	E	WU	\$ -	\$ 140,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 640,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	\$ 400,000	S	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	\$ 1,000,000	E	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry	\$ 1,500,000	S	WU	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	\$ 750,000	E	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	\$ 250,000	S	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	\$ 1,500,000	S	WU	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	\$ 250,000	E	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-18	Renewal	LIMS support	Support for LIMS database	\$ 125,000	E	WU	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
23-20	Study	Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the	\$ 400,000	L	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
													\$ -
Annual Provisional Sub-Total				\$ 9,515,000			\$ -	\$ 1,995,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 9,515,000
													\$ -
CUSTOMER AND TECHNICAL SERVICES													\$ -
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	\$ 2,873,000	V	ERF	\$ -	\$ 1,191,000	\$ 685,250	\$ 773,000	\$ 855,000	\$ 495,000	\$ 3,999,250
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	\$ 100,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	\$ 100,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
21-30	New	Vehicle for Warehouse Operations	New pick up	\$ 90,000	V	WU	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -		\$ 90,000
23-21	New	EV Charging Stations Electrical Infrastructure	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations	\$ 855,000	E	WU	\$ 650,000	\$ 855,000	\$ -	\$ 400,000	\$ -	\$ -	\$ 1,255,000
23-22	New	Fuel Truck	Fuel tender truck	\$ 200,000	E	WU	\$ 200,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 325,000
23-30	New	Fleet Shop Hoist	Heavy Capacity Hoist for fleet maintenance	\$ 35,000	E	WU	\$ 35,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
23-31	New	Purchase of land	Purchasing of land near 479 for future office space	\$ 1,500,000	L	WU	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

Service #:

2.670

Service Name:

Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-17	New	Pool Vehicles	2 new EV Pickups	\$ 180,000	V	WU	\$ -	\$ 180,000					\$ 180,000
24-18	New	Vehicle for Watershed Hydrology Program	New pickup truck for watershed hydrology program	\$ 100,000	V	WU	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
													\$ -
Customer and Technical Services Sub-Total				\$ 6,033,000			\$ 2,675,000	\$ 4,541,000	\$ 685,250	\$ 1,173,000	\$ 855,000	\$ 495,000	\$ 7,749,250
x			GRAND TOTAL	\$ 241,350,000			\$ 32,523,000	\$ 56,210,000	\$ 37,087,250	\$ 50,690,000	\$ 42,185,000	\$ 34,200,000	\$ 220,372,250

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.670/2.680

Service Name:

Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,395,000	E	WU	\$ 2,100,000	\$ 2,300,000	\$ -	\$ -	\$ -		\$ 2,300,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 2,120,000	\$ 2,540,000	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 3,026,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 2,120,000	\$ 2,910,000	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 4,756,000

Service:	2.670	Regional Water Supply
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Project Number	17-01	Capital Project Title	Historic Goldstream Powerhouse Building	Capital Project Description	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public
Project Rationale	<p>Located near the Goldstream Treatment Plant and the Sooke Hills Wilderness Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Further masonry and major crack repair was completed on the south side in 2019 (\$10,000). A successful grant application (\$76,000) was used in 2022 to replace the roof membrane/envelope. The approved 2023 funds are to implement basic public interpretation signage and in 2025 to plan and seek grant funding or sponsors for security gates and fencing working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail.</p>				

Project Number	18-10	Capital Project Title	Species-at-Risk Wildlife Habitat	Capital Project Description	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.
Project Rationale	<p>An assessment (office and field) and conservation planning for management of wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 (\$35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 (\$50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 (\$25,000) are to develop GVWSA specific conservation plans based on office and field investigations. Funds added in 2023 are in anticipation of future habitat mapping and planning required to address BC Species-at-Risk requirements.</p>				

Project Number	19-30	Capital Project Title	Leech WSA Lakes/Tributaries Assessment	Capital Project Description	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA
Project Rationale	<p>To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).</p>				

Service:	2.670	Regional Water Supply
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Project Number	20-05	Capital Project Title	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Capital Project Description	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. The project will also conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022. The project has been further moved forward from 2022 to 2023. It is advantageous to wait for advances in technology and partners (BC) which may improve the product and/or reduce costs.				

Project Number	20-06	Capital Project Title	Addressing mining in Leech WSA (impacts, agreements)	Capital Project Description	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies and/or funds to buy and cancel mining claims to mitigate impacts from mining activities and with the goal of reducing mining claims in the Leech Water Supply Area. 2024: A minor increase in funding is required to continue buying and cancelling mining claims.				

Project Number	20-27	Capital Project Title	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Capital Project Description	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk and reduce inter tree moisture stress, such as prescribed fire and thinning. Increased funding is required in 2024 to conduct trial thinning treatments. Other income to the project is anticipated from disposal (sale) of thinned logs that are merchantable.				

Service:	2.670	Regional Water Supply
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Project Number	20-28	Capital Project Title	GVWSA Forest Resilience - Assessments of forest health and resilience	Capital Project Description	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023. Planned additional funding is being moved forward in the plan. 2025: Additional funds are required for forest health treatments.				

Project Number	21-20	Capital Project Title	West Leech Road	Capital Project Description	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. Funds to implement plans have been added for 2022-2024. 2024: The funds previously requested for 2024 have been moved forward to 2025. No change in overall budget.				

Project Number	23-02	Capital Project Title	GVWSA LiDAR Mapping	Capital Project Description	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR will be acquired when orthophotography or other data is collected from the air. LiDAR provides 3D information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data will be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes. Initial scoping has refined a required budget of \$250,000 rather than the previously planned \$120,000. The results will be used to plan forest fuel treatments across the GVWSA. 2024: An additional \$50,000 is required to complete fieldwork required to validate the LiDAR analyses.				

Service: 2.670 Regional Water Supply				
Project Number	22-04	Capital Project Title	GVWSA Orthophotography	Capital Project Description
Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.				
Project Rationale	Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosaic image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. The funding plan has been adjusted to provide funds every second year when it is needed rather than annually.			
Project Number	22-09	Capital Project Title	GVWSA Powerlines Wildfire Risk Mitigation Plan	Capital Project Description
A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.				
Project Rationale	A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option. 2024: Funds to take treatment action in 2024 (\$20,000) and 2025 (\$40,00) are requested.			
Project Number	22-10	Capital Project Title	GVWSA/RWS Educational Videos	Capital Project Description
Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.				
Project Rationale	The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop educational videos to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023. Given development of a corporate wide media strategy in 2022, approved funding has been moved forward to ensure additional videos are designed to fit with the strategy and new video branding templates. 2024: Funds for 2024 (\$30,000) are moved forward to 2025.			

Service:	2.670	Regional Water Supply		
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Project Number	23-05	Capital Project Title	Spill Management Plan and Implementation	Capital Project Description	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.
Project Rationale	The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year. 2024: A request for proposal solicitation in late 2022 did not garner any bids. A revised RFP is planned with additional funding request (\$20,000).				

Project Number	24-03	Capital Project Title	Biosecurity Risk Assessment & Procedures	Capital Project Description	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures
Project Rationale	There has already been work done to identify and assess possible sources of biosecurity risk to the GVWSA in the forms of entry of pathogens, invasive plant and animal species, contaminated soils and materials. The project is intended to document the biosecurity assessment and prepare and work with staff to implement practical procedures to mitigate the highest risks. 2024: The project has been moved forward to 2025. No change in budget.				

Project Number	09-01	Capital Project Title	Leech River Watershed Restoration	Capital Project Description	A 17 year project to restore the Leech WSA lands for water supply.
Project Rationale	A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Funding allocated by end of 2025 will be \$5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges and inventory and assess forests is considered.				

Project Number	16-06	Capital Project Title	Goldstream IWS Field Office	Capital Project Description	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.
Project Rationale	Watershed Protection staff (27 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another temporary facility, since their field office was on the gravel pit property that was sold to Langford. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. 2024: A design build procurement process has been selected to deliver the project with a rough total project cost of \$12 million. Funding of \$ 5 million to the project is guaranteed through the completion of sale of the IWS gravel pit to Langford.				

Service:	2.670	Regional Water Supply
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Project Number	17-02	Capital Project Title	Leech River HydroMet System	Capital Project Description	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Project Rationale	A 17 year \$ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Historically only one hydrological measuring station was capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented (\$10,000) prior to funding implementation beginning in 2018. 2024: Additional funding of \$45,000 is requested to upgrade and enhance the system.				

Project Number	18-05	Capital Project Title	GVWSA Forest Fuel Management/FireSmart Activities	Capital Project Description	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.
Project Rationale	Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from \$75,000 to \$100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.				

Project Number	19-02	Capital Project Title	Whiskey Creek Bridge Replacement (Sooke WSA)	Capital Project Description	Replacement of the existing undersized bridge with a longer and higher concrete structure.
Project Rationale	Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. 2024: Project construction is moved forward from 2024 to 2025. No change in funding request.				

Service: 2.670 Regional Water Supply					
Project Number	19-19	Capital Project Title	Hydromet Upgrades Sooke and Goldstream	Capital Project Description	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.
Project Rationale	Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. 2024: \$170,000 additional funding is requested to continue to upgrade and enhance the system.				
Project Number	20-01	Capital Project Title	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Capital Project Description	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.
Project Rationale	The existing culvert at Mile 1 on Kapoor Main (which is the primary access road to Sooke Lake Reservoir and Dam) is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. 2024: Consulting engineer design work indicates a total construction cost of \$868,000 for the bridge. A cost driver is the significant amount of fill to remove. The 2024 budget has been increased to reflect the engineered cost estimate and to move the asphalt budget forward to 2025.				
Project Number	20-29	Capital Project Title	GVWSA Gravel Crushing	Capital Project Description	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Project Rationale	Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026. The need for additional gravel crushing in 2023 has been pushed forward by one year to 2024.				
Project Number	21-26	Capital Project Title	Road Deactivation/Rehabilitation in the GVWSA	Capital Project Description	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Project Rationale	A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated. 2024: The budget for 2024 has been decreased to reflect the carryforward from 2023. The total project budget has been reduced by \$160,000.				

Service: 2.670 Regional Water Supply					
Project Number	21-27	Capital Project Title	Autogate Installations on Primary Access Routes	Capital Project Description	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate trespass into the GVWSA, and Drinking Water Protection Zone. Autogates improve security by 24 hour recorded keycard access operation and are located to increase security. Two autogates have been installed (2022 and 2023). 2024: The third and fourth autogate are being deferred by an additional year to 2025 to allow for additional design and provincial, Fortis Gas and Island Corridor Foundation approvals before the work can be tendered. \$50,000 is maintained in 2024 to add cameras to the newly installed autogates. No budget change.				

Project Number	22-02	Capital Project Title	Muckpile Bridge Supply and Install (Deception)	Capital Project Description	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will also improve fish passage and western toad migration. Addition of funding for design work ahead of construction. 2024: Construction has been moved ahead by one year to 2025, no change in budget.				

Project Number	23-04	Capital Project Title	17S/Sooke Main Bridge Replacement	Capital Project Description	Undersized bridge replacement
Project Rationale	The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. 2024: The project is moved forward by one year, no change in budget.				

Project Number	22-11	Capital Project Title	Additional Boom Anchors for Sooke Lake Reservoir debris boom	Capital Project Description	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower. An increased project budget (additional \$20,000) is required to design and install the anchors.				

Service: 2.670 Regional Water Supply					
Project Number	23-10	Capital Project Title	Work platform for Sooke Lake Reservoir	Capital Project Description	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.
Project Rationale	This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.				
Project Number	23-11	Capital Project Title	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	Capital Project Description	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.
Project Rationale	Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades. Funding in 2023 is earmarked for analytic software for both wildfire cameras and funding in 2024 is earmarked for purchase and deployment of the additional Leech camera.				
Project Number	23-23	Capital Project Title	Brushcutting head for Excavator	Capital Project Description	The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.
Project Rationale	The existing brush cutting head for the excavator is past end of life and requires replacement. The old head will be disposed of and offset the cost of the new head.				
Project Number	24-05	Capital Project Title	Dock for Sooke Lake Reservoir	Capital Project Description	Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.
Project Rationale	Water Quality and Watershed Protection staff are required to go out on Sooke Lake Reservoir routinely, as well as in emergency situations. Sooke Lake Reservoir does not have a dock, beyond lockblocks that extend into the lake. It is unsafe and difficult to load and unload onto boats using the existing lockblocks. Funding of \$10,000 in 2024 to design and plan a dock; with up to \$90,000 to construct the dock in 2025 is requested.				

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Project Number	25-05	Capital Project Title	Heli Fire Tank	Capital Project Description	A large water tank for helicopter bucketing to be deployed in Goldstream WSA.
Project Rationale	In order to avoid potential contamination of GVWSA reserservoirs from helicopter bucketing operations during wildfire suppression, a "Heli Fire" water tank is planned to be purchased and installed seasonally in the GVWSA. These tanks are of a size and volume that allow helicopters to fill their buckets out of them.				

Project Number	22-13	Capital Project Title	Replace Storage Sheds with Containers	Capital Project Description	Covered sand storage between sea containers that have been procured.
Project Rationale	The existing storage facility (sheds) in the Pipeyard used for Infrastructure Operations and Watershed Protection equipment and supplies is enclosed but not sealed from the elements or rodents, and is at end of life. Due to health and safety concerns, the sheds are to be replaced with basic seacan storage containers that can be sealed and readily moved as needs change. 2024: additional funds (\$20,000) are requested for a cover between sea cans to store sand, for sanding the road and area around the Goldstream Water Treatment Plant and the Field Operations Centre.				

Project Number	24-06	Capital Project Title	Post Wildfire Assessment Program	Capital Project Description	Acquiring access to existing software programs to model sediment and debris flows from burned areas.
Project Rationale	The amount and location of sediment and debris that would be generated from a large wildfire in the Sooke WSA has been modelled. New software is available that makes the existing modelling and results for the GVWSA more accessible, and compares results with post-wildfire events in the Pacific Northwest to help calibrate the results and make them more relevant to the GVWSA.				

Project Number	24-07	Capital Project Title	Field Operations Centre - IT Infrastructure Upgrades	Capital Project Description	The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.
Project Rationale	The firewall, switches and telephony system at the Field Operations Centre are at end of life and require replacement. The replaced equipment can be transferred to a new building when ready.				

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Service: 2.670 Regional Water Supply					
Project Number	16-10	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description	Identify and procure emergency systems for post disaster preparedness.
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to continue implementing these additional works and equipment.				
Project Number	17-13	Capital Project Title	Asset Management Plan	Capital Project Description	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Project Rationale	This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.				
Project Number	19-15	Capital Project Title	Hydraulic Capacity Assessment and Transient Pressure Analysis	Capital Project Description	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				
Project Number	20-08	Capital Project Title	Regional Water DCC Program	Capital Project Description	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				
Project Number	20-10	Capital Project Title	Condition & Vulnerability Assessment	Capital Project Description	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				

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Project Number	21-05	Capital Project Title	Level of Service Agreement	Capital Project Description From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.			
Project Number	22-14	Capital Project Title	Sooke River Intake Feasibility	Capital Project Description A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.			
Project Number	23-12	Capital Project Title	Project Delivery Strategy	Capital Project Description Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.
Project Rationale	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan. With over \$2 billion in planned spending over the next 30 years, including individual projects up to \$1 billion, a strategy is required on how to deliver the projects including project delivery models, assessment of consulting resources, contracting resources and internal staff resources.			
Project Number	23-13	Capital Project Title	Filtration Plant Planning & Design	Capital Project Description Conduct a siting, conceptual design and detailed design for a filtration plant
Project Rationale	Identified in the 2022 Master Plan, planning, design and future construction of a Filtration Plant is required. Initial steps will include confirming site requirements, overview of integration with other system components, review of current and future technologies and preliminary engineering studies such as geotechnical once a site is confirmed.			
Project Number	23-14	Capital Project Title	Council Creek Crossing Hydrology Review	Capital Project Description Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.
Project Rationale	Council Creek runs through currently undersized culverts that need hydraulic assessment as well as hydrological confirmation of what flows they are expected to carry. If these culverts failed in an extreme storm event then supply mains may be affected negatively.			

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Project Number	23-24	Capital Project Title	East-West Connector (Filtration Plant to District of Sooke)	Capital Project Description	Planning and Conceptual Design of the East-West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and conceptual design of an East- West Supply Main from the proposed filtration plant to the District of Sooke to maintain level of service and to account for growth.				

Project Number	23-25	Capital Project Title	Deep Northern Intake and Sooke Lake Pump Station	Capital Project Description	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of the Deep Northern Intake and Sooke Lake Pump Station is required to provide water supply and transmission capability from currently inaccessible parts of Sooke Lake into the water supply and treatment systems.				

Project Number	23-26	Capital Project Title	Transmission Main - Sooke Lake Pump Station to Head Tank	Capital Project Description	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of a pumped transmission main from the future Sooke Lake Pump Station to the existing Head Tank.				

Project Number	23-27	Capital Project Title	Gravity Main - Sooke Lake to Head Tank	Capital Project Description	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of a gravity transmission main from Sooke Lake to the Head Tank to provide redundant water supply to the system.				

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Project Number	23-28	Capital Project Title	Goldstream Reservoir Connector	Capital Project Description
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.			
Project Number	24-08	Capital Project Title	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	Capital Project Description
Project Rationale				
Project Number	24-09	Capital Project Title	Aggricultural Water Rate Review	Capital Project Description
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.			
Project Number	18-07	Capital Project Title	Replacement of UV System	Capital Project Description
Project Rationale	The UV trains and associated electrical equipment at Goldstream Water Treatment Plant require upgrade and replacement.			
Project Number	18-08	Capital Project Title	Bulk Supply Meter Replacement Program	Capital Project Description
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements. Somerset Valve Chamber replacement will also be completed under this project which is also tied to backflow prevention.			

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Project Number	18-15	Capital Project Title	Corrosion Protection Program	Capital Project Description	Study deficiencies in the current material protection and implement recommendations.
Project Rationale	This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.				
Project Number	18-18	Capital Project Title	Main No.3 Segment Replacement	Capital Project Description	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will start in 2023 with detailed design and construction commencing in 2024 to 2027. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				
Project Number	19-05	Capital Project Title	Repairs - Kapoor Shutdown	Capital Project Description	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				
Project Number	19-23	Capital Project Title	Critical Spare Equipment Storage & Pipe Yard	Capital Project Description	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.				

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Project Number	20-16	Capital Project Title	Cecelia Meter Replacement	Capital Project Description	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				
Project Number	20-17	Capital Project Title	Decommission & Conceptual Design of the Smith Hill Site	Capital Project Description	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				
Project Number	21-06	Capital Project Title	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Capital Project Description	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is				
Project Number	21-09	Capital Project Title	Goldstream Water Chlorination Gas System Removal	Capital Project Description	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				
Project Number	21-10	Capital Project Title	SCADA Masterplan and System Upgrades	Capital Project Description	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

<div> <div>Service:</div> <div>2.670</div> <div>Regional Water Supply</div> </div>				
<div>Project Number</div> <div>21-11</div>		<div>Capital Project Title</div> <div>RWS Supply Main No. 4 Upgrade</div>	<div>Capital Project Description</div> <div> Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system. </div>	<div>Project Rationale</div> <div> Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 \$21,975,000; Watkiss Way section of Main #1 \$950,000; Watkiss PRV \$1,250,000; Millstream PRV \$1,350,000; Humpback PRV improvements \$825,000; Five new PRVs \$9,050,000. </div>
<div>Project Number</div> <div>22-15</div>		<div>Capital Project Title</div> <div>Microwave Radio Upgrades</div>	<div>Capital Project Description</div> <div> To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed. </div>	<div>Project Rationale</div> <div> To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed. Supports current and future fire detection cameras. </div>
<div>Project Number</div> <div>22-16</div>		<div>Capital Project Title</div> <div>Goldstream WTP Drainage Improvements</div>	<div>Capital Project Description</div> <div> Construct drainage improvements for the Goldstream Water Treatment Plant and assess </div>	<div>Project Rationale</div> <div> The Goldstream Water Treatment Plant is located near the Goldstream waterway, drainage improvements are required so that the Goldstream waterway is not impacted if there were to be a chlorine or ammonia spill. </div>
<div>Project Number</div> <div>22-17</div>		<div>Capital Project Title</div> <div>Goldstream WTP Safety Improvements</div>	<div>Capital Project Description</div> <div> Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill. </div>	<div>Project Rationale</div> <div> The Goldstream Water Treatment Plant is located near a public trail, safety improvements such as a notification system are required. Funds will be for design and construction. </div>

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Project Number	23-16	Capital Project Title	Humpback Channel Assessment and Upgrades	Capital Project Description	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.
Project Rationale	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.				
Project Number	23-17	Capital Project Title	Main No. 4 - Mt Newton to Highway 17	Capital Project Description	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.
Project Rationale	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works. Replacement of this pipe is required to improve the seismic resilience of the supply main.				
Project Number	25-03	Capital Project Title	Transmission Main Upgrade Program	Capital Project Description	Identify, conceptually design, detail design and construct transmission main upgrades.
Project Rationale	Transmission mains that are nearing end of life due to long service require condition assessments and then design and construction of replacement mains where needed. This will be the start of an ongoing replacement program as transmission mains near end of life.				
Project Number	23-29	Capital Project Title	Mt. Tolmie Control Valve Replacement	Capital Project Description	Supply and installation of the Mt. Tolmie Reservoir Control Valve
Project Rationale	The Mt. Tolmie Reservoir Control Valve chamber improvements				
Project Number	24-10	Capital Project Title	Sooke River Road WTP UPS Replacement	Capital Project Description	UPS at Sooke River Road WTP is 21 years old and in need of replacement.
Project Rationale	Sooke River Road WTP UPS has been identified in need of prioritized replacement prior to failure.				

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Project Number	24-11	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.
Project Rationale	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.			
Project Number	24-12	Capital Project Title	Head Tank Valve Replacement	Capital Project Description Supply and installation of Head Tank valves and actuators.
Project Rationale	Supply and installation of Head Tank valves and actuators.			
Project Number	16-16	Capital Project Title	Implications from Goldstream Dam Safety Review	Capital Project Description Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.			
Project Number	16-17	Capital Project Title	#N/A	Capital Project Description #N/A
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019. Phase 1 of the revised program is complete and the dam is now in the monitoring stage.			
Project Number	17-25	Capital Project Title	Implications from 2016 Sooke Lake Dam Safety Review	Capital Project Description Conduct dam improvments at the Sooke Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.			

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Project Number	18-19	Capital Project Title	Sooke Lake Dam - Instrumentation System Improvements	Capital Project Description Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.			
Project Number	18-20	Capital Project Title	Sooke Lake Dam - Breach Risk Reduction Measures	Capital Project Description Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.			
Project Number	19-07	Capital Project Title	Integrate Dam Performance and Hydromet to SCADA	Capital Project Description Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.			
Project Number	19-09	Capital Project Title	Cabin Pond Dams Decommissioning (PES)	Capital Project Description The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams have been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.			
Project Number	19-12	Capital Project Title	Goldstream Dams Instrumentation Improvements	Capital Project Description Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.			

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Project Number	19-13	Capital Project Title	Dam Safety Instrumentation	Capital Project Description The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.			
Project Number	20-19	Capital Project Title	Goldstream System High Level Outlet Valve Replacements	Capital Project Description The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.			
Project Number	21-03	Capital Project Title	Deception Dam - Dam Safety Review 2021 & Improvements	Capital Project Description Conduct a Dam Safety Review and improvements for the Deception Dam.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.			
Project Number	21-04	Capital Project Title	Saddle Dam - Dam Safety Review 2021 & Improvements	Capital Project Description Conduct a Dam Safety Review and improvements for the Saddle Dam.
Project Rationale	Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.			
Project Number	21-21	Capital Project Title	Goldstream Dams - 4 Low Level Gate Improvements	Capital Project Description Logistics planning in 2022, installation in 2023
Project Rationale	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.			

<div> <div>Service:</div> <div>2.670</div> <div>Regional Water Supply</div> </div>				
<div>Project Number</div> <div>22-08</div>	<div>Capital Project Title</div> <div>Deception Dam Surveillance Improvements</div>	<div>Capital Project Description</div> <div>Replace and supplement the Dam Safety Instrumentation at Deception Dam.</div>	<div>Project Rationale</div> <div>The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.</div>	
<div>Project Number</div> <div>23-07</div>	<div>Capital Project Title</div> <div>Sooke Lake Dam Spillway and Gates Retrofit</div>	<div>Capital Project Description</div> <div>Detailed design for seismic retrofits for the existing structures initially focusing on the spillway and gates structures. Construction to be budgetted subsequently.</div>	<div>Project Rationale</div> <div>The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.</div>	
<div>Project Number</div> <div>23-08</div>	<div>Capital Project Title</div> <div>Regional Watershed Dams – Flood Forecasting System</div>	<div>Capital Project Description</div> <div>Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.</div>	<div>Project Rationale</div> <div>The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.</div>	
<div>Project Number</div> <div>23-09</div>	<div>Capital Project Title</div> <div>Sooke Lake Dam - Dam Safety Review 2023</div>	<div>Capital Project Description</div> <div>Conduct a Dam Safety Review to meet regulatory requirement.</div>	<div>Project Rationale</div> <div>Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.</div>	
<div>Project Number</div> <div>23-18</div>	<div>Capital Project Title</div> <div>Sooke Lake Dam Spillway Channel Improvements</div>	<div>Capital Project Description</div> <div>Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.</div>	<div>Project Rationale</div> <div>The Sooke Lake Dam spillway channel requires upgrading to prevent erosion when the sluice gates are fully open. Concurrently, the seepage weir blockage will be removed.</div>	

<div> <div>Service:</div> <div>2.670</div> <div>Regional Water Supply</div> </div>				
<div>Project Number</div> <div>23-19</div>	<div>Capital Project Title</div> <div>Charters Dam - Implications from Dam Safety Review</div>	<div>Capital Project Description</div> <div>Carry out recommendations from the 2022 Dam Safety Review for Charters Dam</div>	<div>Project Rationale</div> <div>The Dam Safety Review for Charters Dam was completed in 2022. Funding is required to carry out recommendations from the review.</div>	
<div>Project Number</div> <div>25-01</div>	<div>Capital Project Title</div> <div>Goldstream Dam - Dam Safety Review 2025 & Addressing Implications</div>	<div>Capital Project Description</div> <div>Conduct a Dam Safety Review to meet regulatory requirement.</div>	<div>Project Rationale</div> <div>The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.</div>	
<div>Project Number</div> <div>25-02</div>	<div>Capital Project Title</div> <div>Probable Maximum Flood and Inflow Design Flood Updates</div>	<div>Capital Project Description</div> <div>Update the previous edition from 2015 (recommended 10 year review cycle).</div>	<div>Project Rationale</div> <div>The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.</div>	
<div>Project Number</div> <div>25-06</div>	<div>Capital Project Title</div> <div>Goldstream Dam Spillway Replacement</div>	<div>Capital Project Description</div> <div>Replacement of Goldstream Dam Spillway due to deteriorated condition.</div>	<div>Project Rationale</div> <div>Goldstream Dam Spillway replacement.</div>	
<div>Project Number</div> <div>24-13</div>	<div>Capital Project Title</div> <div>Reservoir Log Boom Upgrade Program</div>	<div>Capital Project Description</div> <div>Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.</div>	<div>Project Rationale</div> <div>Sooke Lake Reservoir currently contains two log booms. The upstream saddle dam log boom is flaking plastics and has been identified for replacement. Hydrotechnical assessment of the log boom requirements on this reservoir and upgrades to follow this assessment.</div>	

Service:	2.670	Regional Water Supply
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Project Number	20-04	Capital Project Title	Sooke Lake HyDy Model Development	Capital Project Description	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Project Number	22-06	Capital Project Title	Sooke Lake Food Web Study	Capital Project Description	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.				

Project Number	23-06	Capital Project Title	GVDWS Nitrification Study	Capital Project Description	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	24-02	Capital Project Title	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	Capital Project Description	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Service: 2.670 Regional Water Supply					
Project Number	24-04	Capital Project Title	Sooke Lake Drawdown Study	Capital Project Description	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.
Project Rationale	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.				
Project Number	25-04	Capital Project Title	4 x multi-parameter field analyzers (SL1000)	Capital Project Description	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers
Project Rationale	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers				
Project Number	26-01	Capital Project Title	2 x Floating Water Quality Sensor Platforms	Capital Project Description	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms
Project Rationale	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms				
Project Number	27-01	Capital Project Title	Drinking Water Safety Plan Update	Capital Project Description	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.
Project Rationale	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.				
Project Number	24-14	Capital Project Title	Laboratory Equipment Replacements	Capital Project Description	Replacement of critical laboratory equipment.
Project Rationale	Replacement of critical laboratory equipment.				

Service: 2.670 Regional Water Supply				
Project Number	24-15	Capital Project Title	Laboratory Renovations	Capital Project Description Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.
Project Rationale	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.			
Project Number	24-16	Capital Project Title	WQ Field Office IT Upgrades	Capital Project Description The firewall, switches and telephony system are end of life and require replacement.
Project Rationale	The firewall, switches and telephony system are end of life and require replacement.			
Project Number	17-27	Capital Project Title	Watershed Bridge and Culvert Replacement	Capital Project Description Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.			
Project Number	17-28	Capital Project Title	Watershed Security Infrastructure Upgrade and Replacement	Capital Project Description New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.			
Project Number	17-29	Capital Project Title	Water Supply Area Equipment Replacement	Capital Project Description Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional \$50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by \$20,000 as water quality equipment will be funded under a separate line item (21-17). A revised level of funding is requested beginning in 2023 that reflects forecasted needs.			

Service: 2.670 Regional Water Supply					
Project Number	17-30	Capital Project Title	Transmission Main Repairs	Capital Project Description	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				
Project Number	17-31	Capital Project Title	Transmission System Components Replacement	Capital Project Description	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				
Project Number	17-33	Capital Project Title	Disinfection Equipment Parts Replacement	Capital Project Description	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				
Project Number	17-34	Capital Project Title	Supply System Computer Model Update	Capital Project Description	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				
Project Number	19-16	Capital Project Title	Dam Improvements	Capital Project Description	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry
Project Rationale	Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.				

Service: 2.670 Regional Water Supply					
Project Number	19-22	Capital Project Title	SCADA Repairs & Equipment Replacement	Capital Project Description	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.				
Project Number	21-15	Capital Project Title	Corrosion Protection	Capital Project Description	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.				
Project Number	21-16	Capital Project Title	Valve Chamber Upgrades	Capital Project Description	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				
Project Number	21-17	Capital Project Title	Water Quality Equipment Replacement	Capital Project Description	Replacement of water quality equipment for the
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, \$20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				
Project Number	21-18	Capital Project Title	LIMS support	Capital Project Description	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Service: 2.670 Regional Water Supply				
Project Number	23-20	Capital Project Title	Land Exchange/Acquisition	Capital Project Description
Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.				
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. From time to time, the RWS System requires acquisition of lands for infrastructure purposes. Funds will be used when needed to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands for the Regional Water Supply Area or System.			
Project Number	17-35	Capital Project Title	Vehicle & Equipment Replacement (Funding from Replacement Fund)	Capital Project Description
This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.				
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.			
Project Number	20-22	Capital Project Title	Vehicle for the Dam Safety Program	Capital Project Description
New Transit Van				
Project Rationale	An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.			
Project Number	20-23	Capital Project Title	Vehicle for the CSE Support Program	Capital Project Description
New Transit Van				
Project Rationale	A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.			
Project Number	21-30	Capital Project Title	Vehicle for Warehouse Operations	Capital Project Description
New pick up				
Project Rationale	For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.			

<div> <div>Service:</div> <div>2.670</div> <div>Regional Water Supply</div> </div>				
<div>Project Number</div> <div>23-21</div>	<div>Capital Project Title</div> <div>EV Charging Stations Electrical Infrastructure</div>	<div>Capital Project Description</div> <div>Electrical System upgrades at 479 Island Hwy to power up 44 charging stations</div>	<div>Project Rationale</div> <div>In support of the CRD's Climate Action Strategy to reduce the corporate GHG emissions. The CRD Fleet of vehicles is one of the larger contributors to the generation of GHG's. Integrated Water Services identified 44 of the approx. 100 vehicles that operate out of the 479 Island location for replacement with Electrical Vehicles by 2030. I preparation for providing the proper charging network at 479 an Electric Vehicle Fleet Conversion Study was completed in 2021.The results of the study was to upgrade the electrical infrastructure to accommodate the power needs of 44 charging points. It is proposed that phase 1 is started in 2023 to upgrade the electrical distribution system and provide 17 charging points. The larger portion of the costs will be to upgrade the electrical system. Phase 2 to allow for a further 27 charging points can be planned to accommodate the balance of EV vehicles pending their purchasing and delivery.</div>	
<div>Project Number</div> <div>23-22</div>	<div>Capital Project Title</div> <div>Fuel Truck</div>	<div>Capital Project Description</div> <div>Fuel tender truck</div>	<div>Project Rationale</div> <div>At present the fueling of stationary emergency generators and equipment is done using a tidy tank. This requires several trips to the gas station. During the period when fuel was difficult to source it became apparent that Corporate Fleet needs to find a solution to the possibility that during an emergency fuel is available. The fuel truck will also be used during a watershed emergency to fuel equipment and vehicles.</div>	
<div>Project Number</div> <div>23-30</div>	<div>Capital Project Title</div> <div>Fleet Shop Hoist</div>	<div>Capital Project Description</div> <div>Heavy Capacity Hoist for fleet maintenance</div>	<div>Project Rationale</div> <div>The new larger and heavier vehicles are proving to be a challenge for the two hoists presently used in the Fleet worksho at 479 Island Hwy. Currently our hoists are rated for 18,000 lbs. It is proposed to replace one of the hoists with a 24,000 lbs hoist in the centre bay.</div>	
<div>Project Number</div> <div>23-31</div>	<div>Capital Project Title</div> <div>Purchase of land</div>	<div>Capital Project Description</div> <div>Purchasing of land near 479 for future office space</div>	<div>Project Rationale</div> <div>Purchasing of land near 479 for future office space</div>	
<div>Project Number</div> <div>24-17</div>	<div>Capital Project Title</div> <div>Pool Vehicles</div>	<div>Capital Project Description</div> <div>2 new EV Pickups</div>	<div>Project Rationale</div> <div>2 new EV Pickups</div>	

Service:	2.670	Regional Water Supply
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Project Number	24-18	Capital Project Title	Vehicle for Watershed Hydrology Program	Capital Project Description	New pickup truck for watershed hydrology program
Project Rationale	New pickup truck required for watershed hydrology program.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway: <ul style="list-style-type: none"> • Improvements,Repairs, upgrades and changes to the buildings (provisional \$45,000) • Painting of the buildings. (provisional \$20,000 annually) • Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually) • Climate Action initiatives and feasibility studies (\$55,000) 				

Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	Service Life and projected replacement: <ul style="list-style-type: none"> • The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005. • The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015. • Support for repairs and maintenance of the present radio will continue for the next 3 years at least. • There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment. 				

Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	Funds will be used for the replacement and upgrading of office equipment and furniture, as required.				

Project Number	17-04	Capital Project Title	Computer Upgrades	Capital Project Description	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Project Rationale	<p>This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.</p> <p>Capital Budget Network Switch Maintenance \$10,000 Additional Wireless Access Points and Maintenance \$15,000 Photocopier Replacement \$20,000 Additional Data Storage \$15,000 Replacement Computers \$75,000 Equipment Maintenance (contingency) \$23,000 Replace Access Control System - Gates/ Video Cameras \$12,000 Total Capital \$170,000</p>				

Project Number	17-05	Capital Project Title	Development of the Maintenance Management Systems	Capital Project Description	Develop maintenance management system.
Project Rationale	The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-06	Capital Project Title	Small Equipment & Tool Replacement (Water Operations)	Capital Project Description	Replacement of tools and small equipment for Water Operations as required.
Project Rationale	Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.				

Project Number	17-07	Capital Project Title	Small Equipment & Tool Replacement (Corporate Fleet)	Capital Project Description	Replacement of tools and small equipment for Fleet as required.
Project Rationale	Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.				

Project Number	24-01	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Ongoing end of life replacement program for IT Core Infrastructure, including servers, network switches, UPS', and other equipment.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	24-02	Capital Project Title	Capital Projects Delivery Optimization	Capital Project Description	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.
Project Rationale	Ongoing program for small scale optimization of project delivery methods and tools.				

2.670 Regional Water Supply
Asset/ Reserve Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,762,670	2,326,323	1,793,728	1,700,616	1,542,703	1,325,073
Equipment purchases (Based on Capital Plan)	(995,000)	(1,191,000)	(685,250)	(773,000)	(855,000)	(495,000)
Transfer of assets intracompany	-					
Transfer from Operating Budget	393,653	479,755	489,350	499,137	509,120	519,302
Proceeds on disposals	150,000	178,650	102,788	115,950	128,250	74,250
Interest Income*	15,000					
Ending Balance \$	2,326,323	1,793,728	1,700,616	1,542,703	1,325,073	1,423,625

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

JDF Water Distribution

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 2.680 JDF Water Distribution

Commission: Juan De Fuca Water Distribution

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood	District of Metchosin
City of Langford	District of Sooke
Town of View Royal	District of Highlands
Juan de Fuca Electoral Area	

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities		\$19,000,000
Borrowed:			\$17,500,000
Remaining:	Expired		\$1,500,000
Authorized:	MFA Bylaw No. 3981 - Juan de Fuca Water Distribution Facilities		\$14,800,000
Borrowed:			\$10,100,000
Remaining:	Expired		\$4,700,000
Authorized:	MFA Bylaw No. 3164 - Juan de Fuca Water Distribution Facilities Development-DCC		\$10,000,000
Borrowed:			\$3,500,000
Remaining:	Expired		\$6,500,000
Authorized:	MFA Bylaw No. 4379 - Juan de Fuca Water Distribution Facilities	2021	\$14,800,000
Borrowed:			\$6,000,000
Remaining:	Active		\$8,800,000

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution	2024						FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
	2	3	4	5	6	7	8	9	10	11
SUMMARY	1									
<u>OPERATING EXPENDITURES</u>										
ALLOCATION - OPERATIONS	5,140,686	5,114,556	5,335,968	-	-	5,335,968	5,499,687	5,610,013	5,721,833	5,836,360
OPERATING - OTHER COSTS	809,318	806,278	789,205	-	-	789,205	791,637	796,842	802,326	806,816
SALARIES AND WAGES	565,643	547,956	590,220	-	-	590,220	604,267	618,635	633,347	648,387
CONTRACT FOR SERVICES	353,087	367,537	398,390	-	-	398,390	418,490	425,560	433,866	442,340
ALLOCATION - STANDARD OVERHEAD	721,571	721,571	768,670	-	-	768,670	784,043	799,724	815,718	832,033
TOTAL OPERATING EXPENDITURES	7,590,305	7,557,898	7,882,453	-	-	7,882,453	8,098,124	8,250,774	8,407,090	8,565,936
Percentage increase over prior year's board budget			3.85%			3.85%	2.74%	1.89%	1.89%	1.89%
BULK WATER PURCHASE	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
BULK WATER EXPENDITURES	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
			8.45%			8.45%				
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	6,741,200	7,272,561	7,346,169	-	-	7,346,169	8,220,318	9,522,047	9,933,712	9,933,712
TRANSFER TO DEBT RESERVE FUND	96,280	60,000	49,280	-	-	49,280	41,770	15,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	589,457	589,457	647,507	-	-	647,507	655,457	613,566	621,837	630,274
TOTAL CAPITAL EXPENDITURES & TRANSFERS	7,426,937	7,922,018	8,042,956	-	-	8,042,956	8,917,545	10,151,383	10,560,319	10,568,756
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL DEBT EXPENDITURES	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL EXPENDITURES	23,970,396	24,652,630	26,026,524	-	-	26,026,524	28,281,890	30,670,985	32,242,622	33,289,391
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(23,454,020)	(24,192,530)	(25,580,244)	-	-	(25,580,244)	(27,838,670)	(30,249,225)	(31,827,232)	(32,869,281)
REVENUE - OTHER	(301,376)	(460,100)	(446,280)	-	-	(446,280)	(443,220)	(421,760)	(415,390)	(420,110)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
<u>SOURCES OF OTHER FUNDING</u>										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
Percentage increase over prior year's board budget			8.58%			8.58%	8.67%	8.45%	5.12%	3.25%
Water Rate \$ per cu. m.	\$ 2.5466					\$ 2.6927				
Percentage increase	6.00%					5.74%				

2024 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre	
2017	8,595,300	8,000,000	
2018	8,853,800	8,200,000	
2019	8,911,315	8,600,000	
2020	9,345,130	8,900,000	
2021	10,270,472	8,900,000	
2022	9,990,739	9,300,000	
2023	9,500,000 *	9,210,000 **	
2024 Demand Estimate	<u>9,500,000</u>		

* Projected consumption for 2023

** 2023 Demand estimate reduction reflects First Nations becoming wholesale customers of Regional Water Supply

Summary of Retail Water Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	
Retail (direct) water rate							
Unit cost per cu.m.	\$2.2159	\$2.3081	\$2.4024	\$2.5466	\$2.6927	\$0.1461	5.74%

Retail Water Rate Increase Impact on Residential Water Bill

Average consumption per 2 month billing cycle: * 39.0 cubic meters (annual = 234.0 cu.m)

<u>Charge for Two Months Consumption</u>	<u>Year</u>	<u>Bi monthly Charge</u>	<u>Annual Charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023	\$ 99.32	\$ 595.90	
	2024	\$ 105.02	\$ 630.09	\$ 34.19
Half Average Consumption	2023	\$ 49.66	\$ 297.95	
	2024	\$ 52.51	\$ 315.05	\$ 17.09
Twice Average Consumption	2023	\$ 198.63	\$ 1,191.81	
	2024	\$ 210.03	\$ 1,260.18	\$ 68.37

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service:	2.680 Juan de Fuca Water Distribution		
2023 Budget		23,970,395	
Change in Labour:			
		172,838	Labour charges (salaries and overhead)
	Total Change in Labour	172,838	
Other Changes:			
	Bulk Water Purchase	599,440	
	Transfers to Capital Fund	604,969	
	Principal & Interest Payments	548,521	New Debt Issue \$6m Fall 2023
	Transfer to Equipment Replacement Fund (ERF)	58,050	Growth of ERF contribution driven by future vehicle replacement costs
	Standard Overhead Allocation	47,099	
	Contract for Services	45,303	
	Other Costs	(20,091)	
	Total Other Changes	1,883,291	
2024 Budget		26,026,524	
Summary of % Expense Increase			
	Increased transfers to capital	2.5%	
	Principal and Interest costs	2.3%	
	Additional cost due to increased bulk water rate	1.5%	
	Increased bulk water consumption	1.0%	
	Additional required ERF contribution	0.2%	
	Support services increase	0.2%	
	Balance of increase	0.8%	
	% expense increase from 2023:	8.6%	

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Favourable revenue and water sales variance of \$740,000 (3.15%) due to higher than budgeted water demand largely a result of dry summer weather. The additional revenue will be partially offset by bulk water purchase overages. The net surplus of \$530,000 will be transferred to the Service's Water Capital Fund.

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

Service No.	2.680	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	JDF Water Distribution							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$7,865,000	\$19,475,000	\$12,510,000	\$9,110,000	\$6,765,000	\$6,910,000	\$54,770,000	
Vehicles	\$200,000	\$965,000	\$905,000	\$774,000	\$710,000	\$750,000	\$4,104,000	
	\$8,065,000	\$20,440,000	\$13,415,000.000	\$9,884,000	\$7,475,000	\$7,660,000	\$58,874,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$7,065,000	\$14,155,000	\$7,890,000	\$7,990,000	\$6,745,000	\$6,745,000	\$43,525,000	
Debenture Debt (New Debt Only)	\$0	\$4,500,000	\$3,700,000	\$1,100,000	\$0	\$0	\$9,300,000	
Equipment Replacement Fund	\$0	\$765,000	\$905,000	\$774,000	\$710,000	\$750,000	\$3,904,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$1,000,000	\$1,020,000	\$920,000	\$20,000	\$20,000	\$165,000	\$2,145,000	
	\$8,065,000	\$20,440,000	\$13,415,000	\$9,884,000	\$7,475,000	\$7,660,000	\$58,874,000	

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670/2.680	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Regional Water Supply & JDF Water Distribution Combo							

EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$2,100,000	\$2,730,000	\$465,000	\$350,000	\$365,000	\$266,000	\$4,176,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.680

Service Name:

JDF Water Distribution

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													\$ -
Planning													\$ -
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	\$ 300,000	S	WU	\$ 50,000	\$ 300,000		\$ -	\$ -	\$ -	\$ 300,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	\$ 120,000	S	WU	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
													\$ -
Capital													\$ -
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	\$ 5,000,000	S	WU	\$ 1,100,000	\$ 2,100,000	\$ 1,000,000	\$ 450,000	\$ -	\$ -	\$ 3,550,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	\$ 1,050,000	S	WU	\$ 425,000	\$ 425,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 875,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	\$ 450,000	S	WU	\$ 80,000	\$ 130,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 330,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	\$ 1,750,000	S	WU	\$ 250,000	\$ 750,000	\$ 500,000	\$ 500,000	\$ -		\$ 1,750,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.	\$ 140,000,000	S	WU	\$ 3,000,000	\$ 6,300,000	\$ 3,500,000	\$ 3,500,000	\$ 3,600,000	\$ 3,600,000	\$ 20,500,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	\$ 700,000	S	WU	\$ 150,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
21-02	Replacement	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	\$ 4,000,000	S	WU	\$ 200,000	\$ 200,000	\$ 2,700,000	\$ 1,100,000	\$ -	\$ -	\$ 4,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	\$ 1,900,000	S	WU	\$ 900,000	\$ 900,000	\$ 600,000	\$ 300,000	\$ -	\$ -	\$ 1,800,000
22-01	New	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.	\$ 850,000	S	WU	\$ 460,000	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ 810,000
22-02	New	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	\$ 550,000	S	WU	\$ 130,000	\$ 230,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 430,000
24-01	New	Charters Road Watermain Replacement	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.	\$ 650,000	S	WU	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000
24-02	New	Hwy 14 Watermain Relocation	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.	\$ 2,000,000	S	WU	\$ -	\$ 2,000,000		\$ -	\$ -	\$ -	\$ 2,000,000
													\$ -
Sub-Total System Infrastructure Engineering and Operations				\$ 159,320,000			\$ 6,865,000	\$ 15,465,000	\$ 8,600,000	\$ 6,100,000	\$ 3,750,000	\$ 3,750,000	\$ 37,665,000

Service #:

2.680

Service Name:

JDF Water Distribution

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
													\$ -
CUSTOMER AND TECHNICAL SERVICES													\$ -
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	\$ 2,094,000	V	ERF	\$ -	\$ 765,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 3,904,000
23-02	New	Vehicle to support the meter replacement program	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program	\$ 200,000	V	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
													\$ -
Sub-Total Customer and Technical Services				\$ 2,294,000			\$ 200,000	\$ 965,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 4,104,000
													\$ -
ANNUAL PROVISIONAL ITEMS													\$ -
													\$ -
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	\$ 50,000	S	WU	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	\$ 500,000	S	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	\$ 1,250,000	S	WU	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	\$ 200,000	S	WU	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements or decommissioning.	\$ 2,250,000	S	WU	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	\$ 300,000	S	WU	\$ -	\$ 65,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000	\$ 335,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	\$ 1,125,000	S	WU	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	\$ 6,500,000	S	WU	\$ -	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	\$ 750,000	S	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	\$ 500,000	S	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	\$ 500,000	S	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	\$ 1,200,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
													\$ -
Sub-Total for Annual Provisional Items				\$ 338,353,000			\$ -	\$ 2,990,000	\$ 2,990,000	\$ 2,990,000	\$ 2,995,000	\$ 2,995,000	\$ 14,960,000

Service #:

2.680

Service Name:

JDF Water Distribution

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
													\$ -
DEVELOPMENT COST CHARGE (DCC)													\$ -
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	\$ 295,000	S	Res	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 245,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	\$ 1,000,000	S	Res	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
25-02	New	Throup Road Watermain Installation	Future budget to install new watermain along Throup Road when District of Sooke completes connector road.	\$ 900,000	S	Res	\$ -		\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000
													\$ -
Sub-Total for Development Cost Charges (DCC)				\$ 2,195,000			\$ 1,000,000	\$ 1,020,000	\$ 920,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 2,145,000
													\$ -
			GRAND TOTAL	\$ 502,162,000			\$ 8,065,000	\$ 20,440,000	\$ 13,415,000	\$ 9,884,000	\$ 7,475,000	\$ 7,660,000	\$ 58,874,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,395,000	E	WU	\$ 2,100,000	\$ 2,300,000	\$ -	\$ -	\$ -		\$ 2,300,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 2,120,000	\$ 2,540,000	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 3,026,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000		\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 2,120,000	\$ 2,910,000	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 4,756,000

<div> <div>Service:</div> <div>2.680</div> <div>JDF Water Distribution</div> </div>			
<div>Project Number</div> <div>18-03</div>	<div>Capital Project Title</div> <div>JDF Site Decommissioning Program</div>	<div>Capital Project Description</div> <div>Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional</div>	<div>Project Rationale</div> <div>Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Treanor pump station demolition was carried out. The Townsview PS and Tank started planning in 2021 and will continue through 2023.</div>
<div>Project Number</div> <div>18-06</div>	<div>Capital Project Title</div> <div>Disaster Response Plan for Water Supply and Distribution</div>	<div>Capital Project Description</div> <div>Determine and supply response equipment for disaster response.</div>	<div>Project Rationale</div> <div>Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed the in 2018 plan in conjunction with the Regional Water Supply disaster response Plan.</div>
<div>Project Number</div> <div>19-09</div>	<div>Capital Project Title</div> <div>Distribution System Seismic Resiliency Improvements</div>	<div>Capital Project Description</div> <div>Determine and commence improvements to the distribution system to provide seismic resiliency.</div>	<div>Project Rationale</div> <div>Determine and commence improvements to the distribution system to provide resiliency. In 2023, sites will be prioritized with design commencing in 2024 and construction starting in 2024.</div>

Service: 2.680 JDF Water Distribution					
Project Number	20-03	Capital Project Title	AC Pipe Replacement Program	Capital Project Description	Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.
Project Rationale	As identified most recently in the May 2023 Staff Report, this AC Replacement Program is anticipated to continue until all AC pipe in the distribution system has been replaced. Current target deadline for complete replacement is 2055.				
Project Number	20-04	Capital Project Title	William Head & VGH Meter Replacement	Capital Project Description	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.
Project Rationale	Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds were utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. VGH Meter Replacement was completed in 2023 by CRD forces and VGH will be completed in 2024.				
Project Number	21-02	Capital Project Title	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	Capital Project Description	Replacement of aged, large diameter water main from Jacklin Rd to VMP
Project Rationale	According to corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and contruction costs, it is proposed to update the condition assessment to determine whether this project is still required or could be deferred.				

Service: 2.680 JDF Water Distribution					
Project Number	21-13	Capital Project Title	SCADA Master Plan Update & Upgrades	Capital Project Description	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.
Project Rationale	The SCADA and radio system utilized by JDF Water System comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Regional Water Supply and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				
Project Number	22-01	Capital Project Title	East Sooke Interconnect Water Main	Capital Project Description	Construction approximately 430 m of watermain for system improvements.
Project Rationale	Funds are required to design and construct approximatly 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.				
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure
Project Rationale	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure				
Project Number	24-01	Capital Project Title	Charters Road Watermain Replacement	Capital Project Description	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.
Project Rationale	Roads project being completed by District of Sooke with Sooke's contractor replacing CRD AC watermain, as agreed to between CRD and Sooke by Memorandum of Understanding.				

Service: 2.680 JDF Water Distribution			
Project Number	24-02	Capital Project Title	Hwy 14 Watermain Relocation
Capital Project Description	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.		
Project Rationale	Relocation of watermain in vicinity Hwy 14 and Idlemore Road. MOTI to manage transportation project with CRD to fund the portion of watermain relocation.		
Project Number	16-06	Capital Project Title	Vehicle & equipment replacement (funding from replacement fund)
Capital Project Description	Vehicle and equipment replacement.		
Project Rationale	This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.		
Project Number	23-02	Capital Project Title	Vehicle to support the meter replacement program
Capital Project Description	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program		
Project Rationale	A Transit Van equiped with tools and equipment is required for the on site work to be done during the multi year meter replacement program. It will be more effective to setup a vehicle with the required tools and fittings related to replacing meters rather than having to setup a different vehicle based on the operational needs of the day/week/month.		
Project Number	17-07	Capital Project Title	Site Decommissioning - General
Capital Project Description	Planning for decommissioning of unused sites.		
Project Rationale	This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.		
Project Number	17-09	Capital Project Title	Emergency Main Replacement
Capital Project Description	Major main replacement under emergencies.		
Project Rationale	This item is to fund the costs of responding to emergency major main breaks and conducting replacements.		

Service: 2.680 JDF Water Distribution			
Project Number	17-12	Capital Project Title	Large Meters/Meter Vaults Components Replacement
Capital Project Description	Replacement or repairs to components in large meters/vaults as required.		
Project Rationale	This is an annual provision for the replacement of obsolete and worn out large (greater than 2” diameter) meters, adding new meters and upgrading meter vaults.		
Project Number	17-13	Capital Project Title	Site Security Upgrades
Capital Project Description	Upgrading and replacement of security systems for sites as required.		
Project Rationale	This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.		
Project Number	17-15	Capital Project Title	Distribution System Improvements
Capital Project Description	Unplanned distribution system improvements or decommissioning.		
Project Rationale	Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.		
Project Number	17-16	Capital Project Title	Hydraulic Model Yearly Update
Capital Project Description	Annual hydraulic model update.		
Project Rationale	This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.		
Project Number	21-03	Capital Project Title	Hydrant & Flush Replacement, Upgrades and Additions
Capital Project Description	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.		
Project Rationale	This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.		

Service: 2.680 JDF Water Distribution			
Project Number	21-04	Capital Project Title	Residential Service & Meter Replacement
Capital Project Description	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.		
Project Rationale	This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.		
Project Number	21-05	Capital Project Title	Pump Station Equipment Replacements
Capital Project Description	Unplanned pump station repairs and equipment replacement		
Project Rationale	This is an annual provision for unplanned pump station repairs and equipment replacement.		
Project Number	21-06	Capital Project Title	SCADA Equipment Replacement
Capital Project Description	Unplanned replacement of SCADA and electrical equipment.		
Project Rationale	This is an annual provision for unplanned SCADA and electrical equipment replacement.		
Project Number	21-07	Capital Project Title	Reservoir Equipment Replacement
Capital Project Description	Replacement or repairs to components at reservoir sites.		
Project Rationale	This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.		
Project Number	21-09	Capital Project Title	Valve Replacement
Capital Project Description	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.		
Project Rationale	This is an annual provisional for unplanned replacement of valves, including air valves and check valves.		

Service: 2.680 JDF Water Distribution			
Project Number	16-07	Capital Project Title	Update DCC Bylaw (Comprehensive Update in 2022)
Capital Project Description	Planned update of the DCC Bylaw.		
Project Rationale	This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled to start in 2022.		
Project Number	21-01	Capital Project Title	Sooke Henlyn Supply & Distribution Mains
Capital Project Description	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.		
Project Rationale	Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.		
Project Number	25-02	Capital Project Title	Throup Road Watermain Installation
Capital Project Description	Future budget to install new watermain along Throup Road when District of Sooke completes connector road.		
Project Rationale	Budget allocated for future collaboration works to align with Sooke's Throup Road connector project. Schedule to be driven by District of Sooke project.		

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway: <ul style="list-style-type: none"> • Improvements,Repairs, upgrades and changes to the buildings (provisional \$45,000) • Painting of the buildings. (provisional \$20,000 annually) • Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually) • Climate Action initiatives and feasibility studies (\$55,000) 				

Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	Service Life and projected replacement: <ul style="list-style-type: none"> • The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005. • The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015. • Support for repairs and maintenance of the present radio will continue for the next 3 years at least. • There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment. 				

Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	Funds will be used for the replacement and upgrading of office equipment and furniture, as required.				

Project Number	17-04	Capital Project Title	Computer Upgrades	Capital Project Description	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Project Rationale	<p>This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.</p> <p>Capital Budget Network Switch Maintenance \$10,000 Additional Wireless Access Points and Maintenance \$15,000 Photocopier Replacement \$20,000 Additional Data Storage \$15,000 Replacement Computers \$75,000 Equipment Maintenance (contingency) \$23,000 Replace Access Control System - Gates/ Video Cameras \$12,000 Total Capital \$170,000</p>				

Project Number	17-05	Capital Project Title	Development of the Maintenance Management Systems	Capital Project Description	Develop maintenance management system.
Project Rationale	The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-06	Capital Project Title	Small Equipment & Tool Replacement (Water Operations)	Capital Project Description	Replacement of tools and small equipment for Water Operations as required.
Project Rationale	Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.				

Project Number	17-07	Capital Project Title	Small Equipment & Tool Replacement (Corporate Fleet)	Capital Project Description	Replacement of tools and small equipment for Fleet as required.
Project Rationale	Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.				

Project Number	24-01	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Ongoing end of life replacement program for IT Core Infrastructure, including servers, network switches, UPS', and other equipment.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	24-02	Capital Project Title	Capital Projects Delivery Optimization	Capital Project Description	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.
Project Rationale	Ongoing program for small scale optimization of project delivery methods and tools.				

2.680 Juan de Fuca Water Distribution
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005	24,372,005
Equipment Replacement Fund	373,246	370,503	256,710	212,376	230,713	223,487
Total	11,967,857	13,945,116	15,911,325	18,846,993	21,845,332	24,673,108

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2024 - 2028 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,217,005	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005
Transfer to Cap Fund to fund DCC projects	(4,000,000)	(1,020,000)	(920,000)	(20,000)	(20,000)	(165,000)
Payment of P&I on LA 3164	-	-		-	-	-
Payment of DCC liability						
DCC's received From Member Municipalities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Interest Income*	300,000					
Ending Balance \$	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005	24,372,005

General Comments:

Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

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

**2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2024 - 2028 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	872,739	373,246	370,503	256,710	212,376	230,713
Equipment purchases (Based on Capital Plan)	(1,287,000)	(765,000)	(905,000)	(774,000)	(710,000)	(750,000)
Transfer from Operating Budget	589,457	647,507	655,457	613,566	621,837	630,274
Proceeds on disposals	193,050	114,750	135,750	116,100	106,500	112,500
Interest Income*	5,000					
Ending Balance \$	373,246	370,503	256,710	212,376	230,713	223,487

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Florence Lake Water System

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: **2.681 Florence Lake Water System**

Commission: **Juan De Fuca Water Distribution**

DEFINITION:

Florence Lake Water System is a water distribution local service of the regional district.
Establishment Bylaw No. 4393, July 14, 2021

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Florence Lake Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of Savory Road, Langford BC, in the area formerly known as the Florence Lake Improvement District.

PARTICIPATION:

Only the City of Langford includes a participating area for this service

MAXIMUM LEVY:

Greater of **\$75,000** or **\$6.3298 per \$1,000** of actual assessments

MAXIMUM CAPITAL DEBT:

Authorized: LA Bylaw No. 4394 Florence Lake Water System	2021	\$300,000
Borrowed:	2023	<u>\$204,000</u>
Remaining:		<u><u>\$96,000</u></u>

COMMISSION:

Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

2.681 - Florence Lake Water System

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
DEBT SERVICING										
Debt Reserve Fund	2,040	2,040	-	-	-	-	-	-	-	-
Accrued Debt Charges	1,785	1,785	-	-	-	-	-	-	-	-
MFA Principal Payment	-	-	10,572	-	-	10,572	10,572	10,572	10,572	10,572
MFA Interest Payment	7,446	7,765	8,466	-	-	8,466	8,466	8,466	8,466	8,466
Deficit carryforward	4,278	3,959	319			319	-			
Grant in Lieu	(37)	(37)	(37)			(37)	(37)	(37)	(37)	(37)
TOTAL DEBT	15,512	15,512	19,320	-	-	19,320	19,001	19,001	19,001	19,001
REQUISITION - PARCEL TAX	(15,512)	(15,512)	(19,320)	-	-	(19,320)	(19,001)	(19,001)	(19,001)	(19,001)
Percentage increase over prior year Requisition			24.5%			24.5%	-1.7%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Seagirt Water System

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 2.682 Seagirt Water System

Commission: Juan De Fuca Water Distribution

DEFINITION:

Seagirt Water System is a water distribution local service of the regional district.
The establishment and operation of Seagirt Water System is done by Bylaw No. 4487, December 14, 2022

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Seagirt Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of the area formerly known as the Seagirt Waterworks District.

PARTICIPATION:

Juan de Fuca Electoral Area

MAXIMUM LEVY:

Greater of \$320,000 or \$3.4824 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Authorized: LA Bylaw No. 4488 Seagirt Water System	2022	\$2,100,000
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COMMISSION:

Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

Program Group:
CRD - Seagirt Water System
- \$2.35M Water System Upgrade

DEBT

Advertising

Debt Reserve Fund

MFA Principal Payment

MFA Interest Payment

Transfer to Capital Fund

TOTAL DEBT

REQUISITION - PARCEL TAX

Percentage increase over prior year Requisition

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
		51								
Debt Reserve Fund	-	-	20,000	-	-	20,000	-	-	-	-
MFA Principal Payment	-	-	-	-	-	-	58,552	58,552	58,552	58,552
MFA Interest Payment	97,650	-	94,767	-	-	94,767	88,000	88,000	88,000	88,000
Transfer to Capital Fund		97,599	-			-	-	-		
TOTAL DEBT	97,650	97,650	114,767	-	-	114,767	146,552	146,552	146,552	146,552
REQUISITION - PARCEL TAX	(97,650)	(97,650)	(114,767)	-	-	(114,767)	(146,552)	(146,552)	(146,552)	(146,552)
Percentage increase over prior year Requisition						17.5%	27.7%	0.0%	0.0%	0.0%

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

Service No.	2.682	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Seagirt Water System							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000

SOURCE OF FUNDS

Capital Funds on Hand	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
Debenture Debt (New Debt Only)	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,250,000	\$2,250,000	\$0	\$0	\$0	\$0	\$0	\$2,250,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.682

Service Name: Seagirt Water System

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
23-03	New	Seagirt Watermain Extension	Upgrade of Seagirt water distribution system	\$ 2,350,000	S	Debt	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -		\$ 2,000,000
23-03	New	Seagirt Watermain Extension	Upgrade of Seagirt water distribution system		S	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -		\$ 250,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,350,000			\$ 2,250,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000

Service:	2.682	Seagirt Water System
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Project Number	23-03	Capital Project Title	Seagirt Watermain Extension	Capital Project Description	Upgrade of Seagirt water distribution system
Project Rationale	Upgrades to the Seagirt Improvement District water distribution system including engineering, construction and administration costs for full replacement of the existing SID water distribution system. Upgrade infrastructure to include 150mm diameter water distribution mains, new hydrants, new service connections with meter and meter boxes, air valves and isolation valves as required.				

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Core Area Wastewater - Combined View

COMMITTEE OF THE WHOLE

OCTOBER 2023

3.717 & 3.798C - Core Area Wastewater
Combined Summary

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
3.717 - OPERATING COSTS:										
Allocation - IWS Operations	6,678,256	6,675,628	7,348,647	-	-	7,348,647	7,495,658	7,645,612	7,793,049	7,948,958
Allocation - Overhead	2,243,336	2,243,336	2,441,121	-	-	2,441,121	2,489,944	2,539,743	2,590,537	2,642,348
Allocation - EPRO, Engineer	4,512,541	4,526,709	4,290,037	421,464	-	4,711,501	4,806,004	4,902,405	5,000,729	5,101,044
RTF Operations and Biotreatment and Disposal	8,779,800	8,779,800	7,646,376	-	-	7,646,376	7,799,304	7,955,290	8,114,395	8,276,683
Operating - Other	2,074,560	2,060,056	2,214,275	-	-	2,214,275	2,275,020	2,337,771	2,402,651	2,469,772
Repairs & Maintenance	1,230,040	1,210,840	1,264,873	-	-	1,264,873	1,665,168	1,395,962	1,572,277	1,394,107
Electricity & Utilities	3,634,243	3,268,281	3,436,258	-	-	3,436,258	3,504,983	3,575,086	3,646,584	3,719,522
Supplies - Chemical & Other	3,512,240	3,715,700	4,359,080	-	-	4,359,080	4,446,262	4,535,165	4,625,890	4,718,386
TOTAL OPERATING COSTS	32,665,016	32,480,351	33,000,667	421,464	-	33,422,131	34,482,343	34,887,034	35,746,113	36,270,820
*Percentage Increase over prior year	29,635,016	-0.57%	1.03%	1.29%	0.00%	2.32%	3.17%	1.17%	2.46%	1.47%
3.717 - RESERVE:										
Transfer to Operating Reserve	600,000	784,665	700,000	-	-	700,000	700,000	800,000	900,000	900,000
Transfer to Equipment Replacement Fund	500,000	500,000	-	-	-	-	-	400,000	500,000	600,000
3.798C - CAPITAL OBLIGATION										
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
3.798C - RESERVE:										
Transfer to Capital Replacement Reserve	3,121,119	3,121,119	2,121,119	-	-	2,121,119	3,121,119	3,121,119	3,121,119	4,121,119
Transfer to WTP Debt Retirement Reserve	5,037,525	5,037,525	5,346,360	-	-	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
TOTAL CAPITAL / RESERVES	14,788,389	14,973,054	13,697,224	-	-	13,697,224	14,769,024	15,340,824	15,612,624	16,784,424
CAWTP Debt	7,109,313	7,303,243	6,656,190	-	-	6,656,190	6,584,440	6,512,690	6,440,940	6,369,190
CAWW Debt	213,930	20,000	1,207,412	-	-	1,207,412	2,607,391	4,504,669	5,458,917	6,256,730
3.798C - Total Debt Expenditures	7,323,243	7,323,243	7,863,602	-	-	7,863,602	9,191,831	11,017,359	11,899,857	12,625,920
MFA Debt Reserve	192,660	192,660	171,575	-	-	171,575	157,935	230,935	120,485	98,860
Debt Repayment	4,341,430	4,341,430								10,283,553
TOTAL COSTS	59,310,738	59,310,738	54,733,068	421,464	-	55,154,532	58,601,133	61,476,152	63,379,079	76,063,577
*Percentage Increase over prior year		0.00%	-7.72%	0.71%	0.00%	-7.01%	6.25%	4.91%	3.10%	20.01%
Internal Recoveries	(208,080)	(208,080)	(212,240)	-	-	(212,240)	(216,480)	(220,810)	(225,226)	(229,731)
TOTAL COSTS LESS INTERNAL RECOVERIES	59,102,658	59,102,658	54,520,828	421,464	-	54,942,292	58,384,653	61,255,342	63,153,853	75,833,846
*Percentage Increase over prior year		0.00%								
FUNDING SOURCES (REVENUE)										
Surplus Balance carry forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own funds	(4,341,430)	(4,341,430)	-	-	-	-	(0)	(0)	(0)	(10,283,553)
Grants in Lieu of Taxes	(1,274,844)	(1,274,844)	(1,275,160)	-	-	(1,275,160)	(1,275,160)	(1,275,160)	(1,275,160)	(1,275,160)
Transfer from Operating Reserve	(4,091,204)	(4,091,204)	(400,000)	-	-	(400,000)	(375,000)	(80,000)	(230,000)	(25,000)
Revenue - Other	(165,158)	(165,158)	(20,870)	-	-	(20,870)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	(9,872,636)	(9,872,636)	(1,696,030)	-	-	(1,696,030)	(1,671,030)	(1,376,030)	(1,526,030)	(11,604,583)
REQUISITION	(49,230,022)	(49,230,022)	(52,824,798)	(421,464)	-	(53,246,262)	(56,713,623)	(59,879,311)	(61,627,822)	(64,229,263)
*Percentage increase over prior year		0.00%	7.30%	0.86%	0.00%	8.16%	6.51%	5.58%	2.92%	4.22%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

Change in Budget 2023 to 2024

Service: 3.717 & 3.798C Core Area Wastewater

Total Expenditure

Comments

2023 Budget

59,310,738

Change in Salaries:

Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	

Other Changes:

Operations

Supplies - Chemical & Other	846,840	Over 20% increase to chemical cost and increase frequency of carbon media replacement to reduce odours
Allocation - IWS Operations	670,391	Labour allocations from Inflationary lifts, reflecting staff safety and administration for Core Area
RTF Operations	375,000	HRMG operating costs and RTF insurance expense
Allocation - Standard Overhead	197,785	Standard overhead
Allocation - Other	198,960	Inflationary increases for Enviro Monitoring & Marine Protection Programs, Infrastructure Engineering, Facilities Management etc.
Operating - Other	139,715	Inflationary increases for contract services, insurance and rentals, etc.
Repairs & Maintenance	34,833	Adjustment of budget to reflect operational requirements
Utilities	(197,985)	Adjustment to water and electricity based on understanding from ongoing operational experience
Biotreatment and Disposal	(1,508,424)	Cost reduced from short term biosolids management option
Reserve Transfers	(400,000)	Reducing contributions to reserves temporarily

Capital

CAWTP Debt Retirement	(4,341,430)	One-time early payout of debt related to the Core Area Wastewater Treatment Project (CAWTP) in 2023
Transfer to Capital Reserve	(1,000,000)	Reducing the reserve contribution in 2024 and reinstating it in the following years
CAWW Debt	947,397	Long-term debt financing starting in 2023. Bulk of new debt servicing costs begin in 2024
Transfer to Debt Reserve	(144,288)	One-time additional transfer in 2023, not in 2024
Other	25,000	Interest expense increases

Total Other Changes

(4,156,206)

2024 Budget

55,154,532

% expense increase from 2023:

-7.0%

Requisition funding is 96.9% of combined service revenue

% Requisition increase from 2023 (if applicable):

8.2%

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

3.717 - Core Area Wastewater Operations

'There is a favourable variance of \$185k. A small surplus of 185k will be transferred to the Operating Reserve Fund at the end of 2023.

3.798C - Debt - Core Area Wastewater Capital

Breakeven

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Core Area Wastewater Operations

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service:	3.717 Core Area Wastewater Operations	Committee: Core Area Liquid Waste Management
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DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfalls for member participants.

SERVICE DESCRIPTION:

This program is for the provision of sub-regional wastewater collection and treatment in the Core Area and Western Communities. Although the largest component of the program budget is for the operation and maintenance of the McLoughlin Point Wastewater Treatment and Residuals Treatment Plants and conveyance systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.798C

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

Capital Regional District Sewer and Water Services Operating Reserve Fund Bylaw No. 4144 (Dec 14, 2016)

Service: 3.717 Core Area Wastewater Operations

Committee: Core Area Liquid Waste Management

COST SHARING ALLOCATION - ANNUAL FLOWS

	2021	2022	2023	2024	2025
Colwood	3.72%	3.38%	3.30%		
Esquimalt	6.64%	6.75%	6.71%		
Langford	8.65%	9.61%	10.10%		
Oak Bay	9.24%	8.83%	9.91%		
Saanich	29.11%	29.57%	28.06%		
Victoria	38.88%	38.39%	38.40%		
View Royal	2.61%	2.36%	2.30%		
Esquimalt Nation	0.08%	0.08%	0.08%		
Songhees Nation	0.67%	0.70%	0.74%		
D.N.D.	0.40%	0.33%	0.40%		
	100%	100%	100%	0%	0%

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service: 3.717 Core Area Wastewater Operations			
2023 Budget		33,765,016	
Change in Salaries:			
Base salary change	-		
Step increase/paygrade change	-		
Other (explain as necessary)	-		
Total Change in Salaries	-		
Other Changes:			
Supplies - Chemical & Other	846,840		Over 20% increase to chemical cost and increase frequency of carbon media replacement to reduce odours
Allocation - IWS Operations	670,391		Labour allocations from Inflationary lifts, reflecting staff safety and administration for Core Area
RTF Operations	375,000		HRMG operating costs and RTF insurance expense
Allocation - Standard Overhead	197,785		Standard overhead
Allocation - Other	198,960		Inflationary increases for Enviro Monitoring & Marine Protection Programs, Infrastructure Engineering, Facilities Management etc.
Operating - Other	139,715		Inflationary increases for contract services, insurance and rentals, etc.
Repairs & Maintenance	34,833		Adjustment of budget to reflect operational requirements
Utilities	(197,985)		Adjustment to water and electricity based on understanding from ongoing operational experience
Biotreatment and Disposal	(1,508,424)		Cost reduced from short term biosolids management option
Reserve Transfers	(400,000)		Reducing contributions to reserves temporarily
Total Other Changes	357,115		
2024 Budget		34,122,131	
Summary of % Expense Increase			
Labour Allocation	2.0%		
Reduction capital transfers	-1.2%		
Support Services	0.6%		
Balance of increase	-0.3%		
% expense increase from 2023:	1.1%		
% Requisition increase from 2023 (if applicable):	14.06%		Requisition funding is 96.8% of service revenue
Overall 2023 Budget Performance			
(expected variance to budget and surplus treatment)			
There is a favourable variance of \$185k. A small surplus of 185k will be transferred to the Operating Reserve Fund at the end of 2023 .			

3.717 Core Area Wastewater Operations Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile						
Core Area Wastewater Operations						
Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2021. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.						

Summary						
CAWW Reserve/Fund Summary Projected year end balance	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Core Area Operating Reserve Fund	2,091,116	2,407,179	2,748,242	3,484,305	4,170,368	5,061,431
RTF & EPRO Operating Reserve Fund	5,494,238	5,538,175	5,582,112	5,626,049	5,669,986	5,713,923
Host Community Impact Fee till 2045 -Closing CAWTP project	1,600,000					
Equipment Replacement Fund	6,243,369	5,438,369	4,738,369	4,738,369	4,488,369	4,688,369
Total	15,428,723	13,383,723	13,068,723	13,848,723	14,328,723	15,463,723

See attached reserve schedules for projected annual cash flows.

Profile

Core Area Wastewater Operations

Bylaw 4144 - Starting in 2021, the operating reserve account is established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expenses and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance.

Operating Reserve Schedule

Operating Reserve Schedule

Fund: 1500 Fund Center: 105543

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Core Area Beginning Balance	5,328,380	2,091,116	2,407,179	2,748,242	3,484,305	4,170,368
Planned Purchase	(4,091,204)	(400,000)	(375,000)	(80,000)	(230,000)	(25,000)
Transfer from Ops Budget	600,000	700,000	700,000	800,000	900,000	900,000
Transfer from Year End Surplus	184,665					
Interest Income	69,276	16,063	16,063	16,063	16,063	16,063
Year End Balance	2,091,116	2,407,179	2,748,242	3,484,305	4,170,368	5,061,431
Host Community Impact Fee till 2045 -transfer YE 2023	1,600,000					
RTF & EPRO Beginning Balance	5,304,747	5,494,238	5,538,175	5,582,112	5,626,049	5,669,986
Planned Purchase	-	-	-	-	-	-
Interest Income	189,490	43,937	43,937	43,937	43,937	43,937
Year End Balance	5,494,238	5,538,175	5,582,112	5,626,049	5,669,986	5,713,923
Total projected year end balance	9,185,354	7,945,354	8,330,354	9,110,354	9,840,354	10,775,354

Assumptions/Background:

Cyclical maintenance reserve account with funding for Outfall Inspection, Heat Recovery Exchange System Cleaning, other major non-annual maintenance expenditures. The Operating Reserve fund also includes contributions from Environmental Services and the Residual Treatment Facility

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

ERF Reserve Fund Schedule

ERF: CAWW Fund for Equipment Replacement

In 2021, all remaining funds from old legacy trunk budgets were transferred into the amalgamated Core Area Wastewater service equipment reserve fund.

Equipment Replacement Fund Fund: 1022 Fund Center: 102229	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,394,785	6,243,369	5,438,369	4,738,369	4,738,369	4,488,369
Planned Purchase (Based on Capital Plan)	(700,000)	(805,000)	(700,000)	(400,000)	(750,000)	(400,000)
Transfer IN (from Ops Budget)	500,000	-	-	400,000	500,000	600,000
Interest Income*	48,584					
Ending Balance \$	6,243,369	5,438,369	4,738,369	4,738,369	4,488,369	4,688,369

Assumptions/Background:

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the CAWW System. Example motors, pumps etc.

* Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Debt - Core Area Wastewater Capital

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 3.798C Debt - Core Area Wastewater Capital

Committee: Core Area Liquid Waste Management

DEFINITION:

Infrastructure improvements and capital work to all wastewater functions of the Capital Regional District.

PARTICIPATION:

Cost apportionment is based on capacity allocated to each participant.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

	<u>Authorized</u>	<u>Borrowed</u>	<u>Remaining</u>
Authorized:			
LA Bylaw 3887	\$ 100,000,000	\$ 6,100,000	93,900,000
LA Bylaw 4204	665,000,000	95,000,000	570,000,000
LA Bylaw 4374	22,700,000	10,470,000	12,230,000
LA Bylaw 4375	34,300,000	-	34,300,000
Remaining:	\$ 822,000,000	\$ 111,570,000	\$ 710,430,000

CORE AREA WASTEWATER TREATMENT PLANT

<u>Location</u>	<u>Allocation of Debt Servicing Costs</u>
Colwood	3.30%
Esquimalt	6.71%
DND	0.40%
Langford	10.10%
Oak Bay	9.91%
Saanich	28.06%
Victoria	38.40%
View Royal	2.30%
Esquimalt Nation	0.08%
Songhees Nation	0.74%
Total	100.00%

FUNDING:

Requisition

3.798C - Debt - Core Area Wastewater Capital

CAPITAL / RESERVE

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	3,121,119	3,121,119	2,121,119	-	-	2,121,119	3,121,119	3,121,119	3,121,119	4,121,119
Transfer to WTP Debt Retirement Reserve	5,037,525	5,037,525	5,346,360	-	-	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
TOTAL CAPITAL / RESERVES	13,688,389	13,688,389	12,997,224	-	-	12,997,224	14,069,024	14,140,824	14,212,624	15,284,424
CAWTP Debt	7,109,313	7,303,243	6,656,190	-	-	6,656,190	6,584,440	6,512,690	6,440,940	6,369,190
CAWW Debt	213,930	20,000	1,207,412	-	-	1,207,412	2,607,391	4,504,669	5,458,917	6,256,730
Total Debt Expenditures	7,323,243	7,323,243	7,863,602	-	-	7,863,602	9,191,831	11,017,359	11,899,857	12,625,920
MFA Debt Reserve	192,660	192,660	171,575	-	-	171,575	157,935	230,935	120,485	98,860
Debt Repayment	4,341,430	4,341,430								10,283,553
TOTAL OPERATING COSTS	25,545,722	25,545,722	21,032,401	-	-	21,032,401	23,418,790	25,389,118	26,232,966	38,292,757

*Percentage Increase over prior year			-17.67%			-17.67%	11.35%	8.41%	3.32%	45.97%
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FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Surplus Balance carry forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own funds	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve	(4,341,430)	(4,341,430)	-	-	-	-	-	-	-	(10,283,553)
Grants in Lieu of Taxes	(573,949)	(573,949)	(574,265)	-	-	(574,265)	(574,265)	(574,265)	(574,265)	(574,265)
Revenue - Interest and Debt Reserve	(165,158)	(165,158)	(20,870)	-	-	(20,870)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	(5,080,537)	(5,080,537)	(595,135)	-	-	(595,135)	(595,135)	(595,135)	(595,135)	(10,878,688)
REQUISITION	(20,465,185)	(20,465,185)	(20,437,266)	-	-	(20,437,266)	(22,823,655)	(24,793,983)	(25,637,831)	(27,414,069)

*Percentage increase over prior year			-0.14%			-0.14%	11.68%	8.63%	3.40%	6.93%
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PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich
View Royal, Colwood, Langford, Esquimalt FN, Songhees FN

Change in Budget 2023 to 2024

Service: 3.798C Debt-Core Area Wastewater Capital

Total Expenditure**Comments****2023 Budget****25,545,722****Change in Salaries:**

Base salary change	-
Step increase/paygrade change	-
Other (explain as necessary)	-
Total Change in Salaries	-

Other Changes:

Debt Retirement	(4,341,430)	One-time early payout of debt related to the Core Area Wastewater Treatment Project (CAWTP) in 2023
Transfer to Capital Reserve	(1,000,000)	Reducing reserve contribution in 2024 and adding it back in the subsequent year
CAWW Debt	947,397	Long-term debt financing starting in 2023. Bulk of new debt servicing costs begin in 2024
Transfer to Debt Reserve	(144,288)	One-time additional transfer in 2023, not in 2024
Other	25,000	Interest expense increases
Total Other Changes	(4,513,321)	

2024 Budget**21,032,401**

% Reduce Reserve Transfer	-4.48%
% Increase CAWW Debt	3.81%
% expense increase from 2023:	-0.67%
% Requisition increase from 2023 (if applicable):	-0.14%

Requisition funding is 97.2% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Breakeven

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

Service No.	3.798C	Carry						
	Debt - Core Area Wastewater Treatm	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$300,000	\$550,000	\$0	\$0	\$0	\$0	\$550,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$6,465,000	\$32,270,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,220,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$6,765,000	\$32,820,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,770,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$5,665,000	\$28,565,000	\$14,600,000	\$6,075,000	\$10,275,000	\$10,750,000	\$70,265,000
Equipment Replacement Fund	\$400,000	\$805,000	\$700,000	\$400,000	\$750,000	\$400,000	\$3,055,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$700,000	\$3,450,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$7,450,000
	\$6,765,000	\$32,820,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,770,000

CAPITAL REGIONAL DISTRICT

<p>Project Number Project number format is "yy-##" "yy" is the last two digits of the year the project is planned to start. "##" is a numerical value. For example, 23-01 is a project planned to start in 2023.</p> <p>For projects in previous capital plans, use the same project numbers previously assigned.</p>	<p>Capital Project Description Briefly describe project scope and service benefits. For example: <i>"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".</i></p>	<p>Carryforward from 2022 Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.</p>	<p>Project Drivers Maintain Level of Service = Project maintains existing or improved level of service. Advance Board or Corporate Priority = Project is a Board or Corporate priority. Emergency = Project is required for health or safety reasons. Cost Benefit = Project provide economic benefit to the organization.</p>
<p>Capital Expenditure Type Study - Expenditure for feasibility and business case report. New - Expenditure for new asset only Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service Replacement - Expenditure replaces an existing asset</p>	<p>Total Project Budget Provide the total project budget, even if it extends beyond the 5 years of this capital plan.</p>	<p>Funding Source Codes Debt = Debenture Debt (new debt only) ERF = Equipment Replacement Fund Grant = Grants (Federal, Provincial) Cap = Capital Funds on Hand Other = Donations / Third Party Funding Res = Reserve Fund STLoan = Short Term Loans WU = Water Utility If there is more than one funding source, use additional rows for the project.</p>	<p>Long-term Planning Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs. Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts. Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type. Condition Assessment = Assessment that identifies asset replacements based on asset condition.</p>
<p>Capital Project Title Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".</p>	<p>Asset Class L - Land S - Engineering Structure B - Buildings V - Vehicles E - Equipment</p>		<p>Cost Estimate Class Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders. Class B (±15-25%) = Estimate based on investigations, studies or preliminary design; used for budget planning. Class C (±25-40%) = Estimate based on limited site information; used for program planning. Class D (±50%) = Estimate based on little/no site information; used for long-term planning.</p>

Service #:	3.798C
Service Name:	Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
PUMP STATIONS													\$ -
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.	\$ 1,200,000	S	Res	\$ 200,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	\$ 5,850,000	S	Debt	\$ 1,900,000	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ 5,500,000
21-03	Renewal	Currie Major Electrical and Seismic Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.	\$ 2,300,000	S	Debt	\$ 140,000	\$ 2,040,000	\$ -	\$ -	\$ -	\$ -	\$ 2,040,000
21-05	Replacement	Harling PS - Complete Replacement	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.	\$ 2,500,000	S	Debt	\$ 250,000	\$ 1,000,000	\$ 1,450,000	\$ -	\$ -	\$ -	\$ 2,450,000
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process	\$ 200,000	S	Debt	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
22-05	Replacement	Lang Cove Discharge Isolation Valves	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.	\$ 400,000	S	ERF	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
24-01	Renewal	Trent PLC Upgrade	The Programmable Logic Controller needs to be upgraded to meet new software standards.	\$ 250,000	S	ERF	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	\$ 870,000	S	Debt	\$ -	\$ 50,000	\$ 420,000	\$ 400,000	\$ -	\$ -	\$ 870,000
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.	\$ 580,000	S	Debt	\$ -	\$ 50,000	\$ 230,000	\$ 300,000	\$ -	\$ -	\$ 580,000
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	S	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	S	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and	\$ 1,470,000	S	Debt	\$ -	\$ 100,000	\$ 670,000	\$ 700,000	\$ -	\$ -	\$ 1,470,000
													\$ -
GRAVITY SEWERS AND MANHOLES													\$ -
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 3,400,000	S	Debt	\$ 300,000	\$ 450,000	\$ 2,900,000	\$ -	\$ -	\$ -	\$ 3,350,000
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream	\$ 25,000,000	S	Debt	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
21-10	Renewal	Sewer Cleaning and Inspection	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.	\$ 750,000	S	Debt	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 600,000
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.	\$ 2,000,000	S	Debt	\$ 700,000	\$ 2,000,000	\$ 1,000,000		\$ 1,000,000		\$ 4,000,000
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	\$ 1,000,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	Based on results of CCTV inspection about 2,000m of sewer needs to be relined along Beach Dr (from Bowker toWindsor) and along Doncastor Dr., Shelbourne St. and Kings Rd.	\$ 8,000,000	S	Debt	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000

Service #:	3.798C
Service Name:	Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-11	Renewal	Western Trunk Grit Chamber Repairs	The Western Trunk (Island Highway) Grit Chamber is badly corroded and requires repairs before extensive structural damage occurs.	\$ 1,500,000	\$	Debt	\$ -	\$ 1,500,000					\$ 1,500,000
26-01	Renewal	NWT Sewer Replacement at Alpha-Terrace	A 5m long section of old concrete pipe downstream of Boundary Transition Chamber is badly corroded and needs to be replaced with new PVC pipe.	\$ 1,000,000	\$	Debt	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
PRESSURE PIPES AND APPURTENANCES													\$ -
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	\$ 500,000	\$	Res	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
21-13	New	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 13,655,000	\$	Debt	\$ 200,000	\$ 400,000	\$ -	\$ -	\$ 6,500,000	\$ 6,500,000	\$ 13,400,000
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
24-12	Renewal	Harriet Siphon Cleaning and Assessment	Specialized flushing and cleaning to remove solids from both 400m siphons.	\$ 500,000	\$	Res	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
24-13	Renewal	Craigflower Inlet Reconfiguration	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.	\$ 1,700,000	\$	Debt	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
24-14	Renewal	Parsons Siphon/Bridge Connection Repairs	The siphon pipe support connections to the Parsons Brdige require repairs.	\$ 400,000	\$	Res	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
25-03	Renewal	Harriet Siphon Inlet Chamber Upgrade	Assess concrete corrosion and replace seized control gates.	\$ 1,500,000	\$	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
27-01	Study	Forcemain Pipe Assessment Study	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.	\$ 250,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
FLOW METERS													\$ -
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).	\$ 400,000	\$	Debt	\$ 170,000	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.	\$ 230,000	\$	Debt	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
21-17	New	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.	\$ 300,000	\$	Debt	\$ 165,000	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ 265,000
21-18	New	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.	\$ 340,000	\$	Debt	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).	\$ 340,000	\$	Debt	\$ 160,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ 310,000
GENERAL													\$ -
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	\$ 250,000	\$	Debt	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	\$ 400,000	\$	Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.	\$ 1,100,000	\$	Debt	\$ 30,000	\$ 230,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 730,000
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.	\$ 3,900,000	\$	Debt		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ 3,000,000
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	\$ 1,200,000	\$	Debt		\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,000,000
21-27	New	New Infrastructure Optimization	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.	\$ 500,000	\$	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
22-04	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.	\$ 600,000	\$	ERF	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 500,000
23-07	New	Enterprise Data Historian Management System	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.	\$ 300,000	E	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
28-01	Decommission	Marigold Surge Tank Deconstruction	The old Mariogld Surge Tank has been abandond for many years, is becoming a safety concern for youth, a needs to be removed.	\$ 1,800,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 1,500,000	\$ 1,800,000

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Service Name:	Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-15	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 505,000	\$	ERF	\$ -	\$ 55,000	\$ -	\$ -	\$ 350,000	\$ 100,000	\$ 505,000
ANNUAL PROVISIONAL													\$ -
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	\$ 5,000,000	\$	Res	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
23-06	Replacement	Annual Provisional Equipment Replacement	Replacement of at end of service life, including valves, variable frequency drives, capacitors.	\$ 1,500,000	\$	ERF	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
23-08	New	Process & Mechanical Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations	\$ 4,250,000	\$	Debt	\$ -	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,250,000
23-09	New	Safety & Security Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety	\$ 2,400,000	\$	Debt	\$ -	\$ 600,000	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,400,000
													\$ -
OUTFALLS / OVERFLOWS													\$ -
24-08	Renewal	Clover Point Outfall Retrofit	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.	\$ 750,000	\$	Debt	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000
27-02	Renewal	Broom Overflow Pipe Rehabilitation	Overflow pipe is cracked and severed in multiple locations and H2S gases and odours are present.	\$ 575,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 500,000	\$ 575,000
RESIDUAL SOLIDS													\$ -
24-09	New	Centrate Return Line Automated Monitoring	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.	\$ 175,000	\$	Debt	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ 175,000
24-16	New	Biosolids Particle Size Optimization	Installation of equipment to ensure biosolids particle size meets reuse option specifications.	\$ 250,000	E	Debt	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
DCC PROJECTS													
			GRAND TOTAL	\$ 107,120,000			\$ 6,765,000	\$ 32,820,000	\$ 16,300,000	\$ 7,475,000	\$ 12,025,000	\$ 12,150,000	\$ 80,770,000

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Project Number	21-01	Capital Project Title	Lang Cove Electrical and Building Upgrades	Capital Project Description	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.
Project Rationale	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.				

Project Number	21-02	Capital Project Title	Marigold Electrical and Building Upgrades	Capital Project Description	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.
Project Rationale	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades. Tendering was conducted in 2023, combined with Currie Major PS (21-03) works but the Marigold portion of the scope far exceeded available budget. Re-tendering will be conducted in 2024 with additional budget added.				

Project Number	21-03	Capital Project Title	Currie Major Electrical and Seismic Upgrades	Capital Project Description	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.
Project Rationale	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs. A tender was conducted in 2023, combined with Marigold PS (21-02) works but the Marigold component came in well over budget. Re-tendering will be conducted in 2024 with additional budget added for Marigold.				

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Project Number	21-05	Capital Project Title	Harling PS - Complete Replacement	Capital Project Description	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.
Project Rationale	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. CRD has progressed a scope of work for a Consultant to provide detailed design and construction support services. Design work is expected to be completed in 2024 with Construction likely to extend into 2025.				

Project Number	22-01	Capital Project Title	Odour Control HVAC Testing and Balancing	Capital Project Description	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are
Project Rationale	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.				

Project Number	22-05	Capital Project Title	Lang Cove Discharge Isolation Valves	Capital Project Description	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.
Project Rationale	An isolation valve on the discharge force main of the Lang Cove pump station has failed, with no way of isolating the pump station for maintenance or an emergency. Additionally, there currently is no way to bypass the force main. Funds are required to design a bypass outlet, plan valve replacement, bypass pump the failed valve and replace the valve.				

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Project Number	24-01	Capital Project Title	Trent PLC Upgrade	Capital Project Description	The Programmable Logic Controller needs to be upgraded to meet new software standards.
Project Rationale	The PLC needs to be upgraded to meet new software standards and maintain reliability.				

Project Number	24-02	Capital Project Title	Hood Mechanical and Electrical Renewal	Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.				

Project Number	24-03	Capital Project Title	Currie Minor Mechanical and Electrical Renewal	Capital Project Description	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.				

Project Number	24-04	Capital Project Title	Humber Electrical and Mechanical Renewal	Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	24-05	Capital Project Title	Rutland Electrical and Mechanical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.		
Project Number	24-06	Capital Project Title	Penrhyn Electrical and Mechanical Renewal
Capital Project Description	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.		
Project Rationale	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades. This project will also need to look at the Dosing Valve/Actuator as it has had recent signs of pending failure.		
Project Number	21-06	Capital Project Title	Shoreline Trunk Sewer Upgrade
Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.		
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.		
Project Number	21-07	Capital Project Title	Western Trunk Sewer Twinning
Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events.		
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	21-10	Capital Project Title	Sewer Cleaning and Inspection
Capital Project Description	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.		
Project Rationale	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.		
Project Number	21-11	Capital Project Title	Manhole Repairs and Replacement
Capital Project Description	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.		
Project Rationale	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's.		
Project Number	23-01	Capital Project Title	Cecelia Ravine Pipe Protection
Capital Project Description	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.		
Project Rationale	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe. This project is currently being delayed for future coordination with works that CRD Parks is expected to be doing on the Galloping Goose Trail.		
Project Number	24-10	Capital Project Title	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2
Capital Project Description	Based on results of CCTV inspection about 2,000m of sewer needs to be relined along Beach Dr (from Bowker to Windsor) and along Doncastor Dr., Shelbourne St. and Kings Rd.		
Project Rationale	Based on results of CCTV inspection about 2,000m of sewer along Beach Dr (from Bowker to Broom) and along Doncastor and Transit Roads needs to be relined. This work is scheduled to be tendered in 2024.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	24-11	Capital Project Title	Western Trunk Grit Chamber Repairs	Capital Project Description	The Western Trunk (Island Highway) Grit Chamber is badly corroded and requires repairs before extensive structural damage occurs.
Project Rationale	Repairs to Western Trunk Grit Chamber at Island Highway. Chamber is badly corroded and requires repair.				

Project Number	26-01	Capital Project Title	NWT Sewer Replacement at Alpha-Terrace	Capital Project Description	A 5m long section of old concrete pipe downstream of Boundary Transition Chamber is badly corroded and needs to be replaced with new PVC pipe.
Project Rationale	Pipe segment replacement required prior to failure.				

Project Number	21-12	Capital Project Title	Gorge Siphon Inlet Chamber Upgrade	Capital Project Description	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.
Project Rationale	The control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.				

Project Number	21-13	Capital Project Title	Craigflower Forcemain Twinning	Capital Project Description	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	23-02	Capital Project Title	Penrhyn Siphon Assessment
Capital Project Description	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	24-07	Capital Project Title	Parsons Siphon Assessment
Capital Project Description	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	25-01	Capital Project Title	Admirals Siphon Assessment
Capital Project Description	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Rationale	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.		
Project Number	24-12	Capital Project Title	Harriet Siphon Cleaning and Assessment
Capital Project Description	Specialized flushing and cleaning to remove solids from both 400m siphons.		
Project Rationale	The Harriet Siphons were unable to be inspected in 2023 as they are 50% full of solids. The siphons need to be flushed or they will continue to accumulate solids and be completely plugged. Special flushing and cleaning equipment is required to clean both of these 400m long siphons.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	24-13	Capital Project Title	Craigflower Inlet Reconfiguration	Capital Project Description	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.
Project Rationale	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.				
Project Number	24-14	Capital Project Title	Parsons Siphon/Bridge Connection Repairs	Capital Project Description	The siphon pipe support connections to the Parsons Brdige require repairs.
Project Rationale	The siphon pipe support connections to the Parsons Brdige require repairs.				
Project Number	25-03	Capital Project Title	Harriet Siphon Inlet Chamber Upgrade	Capital Project Description	Assess concrete corrosion and replace seized control gates.
Project Rationale	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.				
Project Number	27-01	Capital Project Title	Forcemain Pipe Assessment Study	Capital Project Description	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.
Project Rationale	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program					
Project Number	21-15	Capital Project Title	Parsons Meter Replacement	Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).				
Project Number	21-16	Capital Project Title	Gorge & Chapman Meter	Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.				
Project Number	21-17	Capital Project Title	Esquimalt Nation Meter	Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.				
Project Number	21-18	Capital Project Title	Shoreline Trunk Meter	Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	21-19	Capital Project Title	Selkirk Meter
Capital Project Description	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).		
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).		
Project Number	21-22	Capital Project Title	Asset Management Plan Update
Capital Project Description	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.		
Project Rationale	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.		
Project Number	21-23	Capital Project Title	DCC Program Development
Capital Project Description	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.		
Project Rationale	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.		
Project Number	21-24	Capital Project Title	Record Drawing and Wastewater Agreement Updates
Capital Project Description	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.		
Project Rationale	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.		

Service: 3.798C Debt - Core Area Wastewater Treatment Program				
Project Number	21-25	Capital Project Title	SCADA and Radio Assessment	Capital Project Description Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.
Project Rationale	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.			
Project Number	22-03	Capital Project Title	Acquisition of Outstanding Right-of-Ways	Capital Project Description Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.
Project Rationale	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.			
Project Number	21-27	Capital Project Title	New Infrastructure Optimization	Capital Project Description Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.
Project Rationale	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.			
Project Number	22-04	Capital Project Title	Microwave Radio Upgrades	Capital Project Description To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.			

Service:	3.798C	Debt - Core Area Wastewater Treatment Program
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Project Number	23-07	Capital Project Title	Enterprise Data Historian Management System	Capital Project Description	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.
Project Rationale	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.				

Project Number	28-01	Capital Project Title	Marigold Surge Tank Deconstruction	Capital Project Description	The old Mariogld Surge Tank has been abandond for many years, is becoming a safety concern for youth, a needs to be removed.
Project Rationale	Future assessment and decommissioning.				

Project Number	24-15	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	CAWW portion of Core IT Infrastructure. Program to be managed by CRD IT.				

Project Number	21-26	Capital Project Title	Annual Provisional Emergency Repairs	Capital Project Description	Unforeseen and unplanned emergency repairs can occur which require immediate attention.
Project Rationale	Funds are required for unforeseen and unplanned emergency repairs can occur which require immediate attention.				

Service: 3.798C Debt - Core Area Wastewater Treatment Program			
Project Number	23-06	Capital Project Title	Annual Provisional Equipment Replacement
Capital Project Description	Replacement of at end of service life, including valves, variable frequency drives, capacitors.		
Project Rationale	Replacement of equipment at end of service life, including valves, variable frequency drives, capacitors.		
Project Number	23-08	Capital Project Title	Process & Mechanical Upgrades
Capital Project Description	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations		
Project Rationale	Annual Provisional account for upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations in order to improve compliance with regulatory requirements, improve equipment and process efficiency, and reduce risk of pre-mature equipment failure.		
Project Number	23-09	Capital Project Title	Safety & Security Upgrades
Capital Project Description	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety		
Project Rationale	Annual Provisional Account for upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety. This includes constructing safe access platforms to complete maintenance at equipment that present a fall from heights risk and other items that are flagged as health and safety concerns.		
Project Number	24-08	Capital Project Title	Clover Point Outfall Retrofit
Capital Project Description	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.		
Project Rationale	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.		

Service:	3.798C	Debt - Core Area Wastewater Treatment Program
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Project Number	25-02	Capital Project Title	Macaulay Point Outfall Retrofit	Capital Project Description	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.
Project Rationale	A section of coating the emergency short outfall has failed, the pipe is corroding, and the long outfall needs to be assessed/modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.				

Project Number	27-02	Capital Project Title	Broom Overflow Pipe Rehabilitation	Capital Project Description	Overflow pipe is cracked and severed in multiple locations and H2S gases and odours are present.
Project Rationale	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.				

Project Number	24-09	Capital Project Title	Centrate Return Line Automated Monitoring	Capital Project Description	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.
Project Rationale	This project is held for potential future works if deemed operationally necessary between CRD and HRMG. Upgrades, may include installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.				

Project Number	24-16	Capital Project Title	Biosolids Particle Size Optimization	Capital Project Description	Installation of equipment to ensure biosolids particle size meets reuse option specifications.
Project Rationale	Biosolids beneficial reuse options are evolving. There is potential that a new end use may come into play in 2024, requiring the need to install new equipment to ensure required particle size.				

3.798C Debt - Core Area Wastewater Capital Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Reserve Schedule Summary

Core Area Wastewater

The Wastewater Treatment Project (WTP) provides tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is built to meet the provincial and federal regulations for treatment at December 31, 2020. The Project consists of three main elements: McLoughlin Point Wastewater Treatment Plant, Residuals Treatment Facility, and the Conveyance System

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	19,971,138	19,342,257	21,463,376	23,584,495	25,705,614	28,826,733
Debt Reserve Fund	12,490,893	18,322,503	24,413,674	30,772,711	37,408,186	34,045,392
Total	32,462,031	37,664,760	45,877,050	54,357,206	63,113,800	62,872,125

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule Core Area Wastewater

Bylaw 4378 - The capital reserve fund was established to provide funding for capital expenditures in respect of capital projects including but not limited to, land, machinery or equipment necessary for the replacement, extension or renewal of existing capital works and related debt servicing payments

Capital Reserve Schedule

Capital Reserve Fund

Fund: 1092

Fund Centre: 102227

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,743,431	19,971,138	19,342,257	21,463,376	23,584,495	25,705,614
Planned Purchase (Based on Capital Plan)	(2,355,000)	(2,750,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Surplus from CAWTP Proj	13,330,000					
Transfer IN (from Ops Budget)	3,121,119	2,121,119	3,121,119	3,121,119	3,121,119	4,121,119
Transfer IN (North East Trunk CRF)						
Interest Income*	131,588					
Ending Balance \$	19,971,138	19,342,257	21,463,376	23,584,495	25,705,614	28,826,733

Assumptions/Background:

The funding strategy for the capital reserve fund is based upon the 25 year replacement plan as by Stantec during the construction of the Core Area Wastewater Treatment Project

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

Debt Reserve Fund Schedule Core Area Wastewater

Bylaw 4377 - The debt reserve fund was established for the specified purpose of funding future debt servicing payments or debt retirements. Monies in the debt repayment reserve will fund debt servicing and early repayment of debts issued to fund the Core Area Wastewater Treatment Project

Debt Reserve Schedule

Debt Reserve Fund

Fund: 1093

Fund Center: 102228

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	11,488,501	12,490,893	18,322,503	24,413,674	30,772,711	37,408,186
Debt Payment	(4,341,430)	-	-	-	-	(10,283,553)
Transfer from Ops Budget	5,037,525	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
Interest Income*	306,297	485,250	673,011	869,077	1,073,715	1,287,199
Ending Balance \$	12,490,893	18,322,503	24,413,674	30,772,711	37,408,186	34,045,392

Assumptions/Background:

The funding strategy for the debt reserve fund is based upon the project's financing plan as approved during the construction of the Core Area Wastewater Treatment Project. Repayment anticipated by 2031.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Services - Operations

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 1.577 Environmental Services - Operations

Committee: Environmental Services

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

1.577 - Environmental Services - Operations

OPERATING COSTS

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries & Wages	10,728,626	9,841,118	10,871,160	-	-	10,871,160	11,127,633	11,390,008	11,658,430	11,933,036
Allocation - Standard Overhead	597,416	597,415	658,478	-	-	658,478	671,648	685,080	698,782	712,758
Allocation - Human Resources	274,947	274,946	380,958	-	-	380,958	412,525	425,667	426,101	436,539
Allocation - Operations	522,290	641,054	553,564	-	-	553,564	566,100	579,122	592,431	604,599
Operating - Other	1,471,280	1,252,047	1,100,780	-	435,000	1,535,780	1,212,810	1,145,240	1,168,160	1,191,520
TOTAL OPERATING COSTS	13,594,559	12,606,581	13,564,940	-	435,000	13,999,940	13,990,716	14,225,117	14,543,904	14,878,452

*Percentage Increase over prior year	-7.27%	-0.22%	2.98%	-0.07%	1.68%	2.24%	2.30%
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CAPITAL / RESERVE

Transfer to Equipment Replacement Fund	280,661	280,661	492,797	-	-	492,797	527,560	541,100	554,710	568,380
Transfer to Operating Reserve Fund	-	-	16,780	-	-	16,780	45,044	-	-	-
TOTAL CAPITAL / RESERVES	280,661	280,661	509,577	-	-	509,577	572,604	541,100	554,710	568,380

TOTAL COSTS	13,875,220	12,887,242	14,074,517	-	435,000	14,509,517	14,563,320	14,766,217	15,098,614	15,446,832
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*Percentage Increase over prior year	-7.12%	1.44%	4.57%	0.37%	1.39%	2.25%	2.31%
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Internal Recoveries	(13,306,880)	(12,776,160)	(14,074,517)	-	-	(14,074,517)	(14,380,920)	(14,673,817)	(15,006,214)	(15,354,432)
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OPERATING COSTS LESS INTERNAL RECOVERIES	568,340	111,082	0	-	435,000	435,000	182,400	92,400	92,400	92,400
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*Percentage Increase over prior year	-3.99%	5.77%	5.77%	2.18%	2.04%	2.27%	2.32%
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SOURCES OF FUNDING (REVENUE)

Surplus / (Deficit)

Funds Carried Forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own Funds	(475,940)	(110,940)	-	-	(435,000)	(435,000)	(90,000)	-	-	-
Recovery other	(92,400)	(142)	-	-	-	-	(92,400)	(92,400)	(92,400)	(92,400)

TOTAL REVENUE	(568,340)	(111,082)	-	-	(435,000)	(435,000)	(182,400)	(92,400)	(92,400)	(92,400)
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REQUISITION	-	-	-	-	-	-	-	-	-	-
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*Percentage increase over prior year		5.77%	5.77%	2.18%	2.04%	2.27%	2.32%
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PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
IWS Operations	75.00	75.00	75.00	-	-	75.00	75.00	75.00	75.00	75.00

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service:	1.577 Environmental Services Operations		
2023 Budget		13,875,220	
Change in Salaries:			
	Base salary change	190,138	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	(122,662)	Position reclassification and pay grade change
	Overtime/Standby/Auxiliary hours	75,059	Increase in Standby to reflect the actuals
	Total Change in Salaries	142,535	
Other Changes:			
	Standard Overhead Allocation	61,062	Increase in 2024 operating costs
	Human Resources Allocation	106,011	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Purchase of net new equipment/vehicles	10,000	Net spending between 2023 and 2024
	ERF Transfer	228,916	Contributions raised to cover increased costs of future EV vehicle replacements
	Operating Supplies	35,200	Cost increase on computer accessories and electronics
	Other Ops & Allocations	50,574	Inflation, other operational allocations
	Total Other Changes	491,763	
2024 Budget		14,509,518	
Summary of % Expense Increase			
	Net new equipment/vehicles	0.07%	
	Increase capital transfers	1.65%	
	Support Services	1.20%	
	Balance of increase	1.65%	
	% expense increase from 2023:	4.57%	
	% Requisition increase from 2023 (if applicable):		No requisition in service
Overall 2023 Budget Performance			
(expected variance to budget and surplus treatment)			
Breakeven			

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.577	Carry						
	IW - Environmental Operations	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$125,000	\$125,000	\$125,000	\$125,000	\$500,000	\$1,000,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$902,500	\$1,614,000	\$683,500	\$630,000	\$615,000	\$340,000	\$3,882,500
	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$4,882,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$4,882,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$912,500	\$1,739,000	\$808,500	\$755,000	\$740,000	\$840,000	\$4,882,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.577
Service Name:	IW - Environmental Operations

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-02	Replacement	Replace Computer Equipment	Computer replacements per IT cycle.	\$ 100,000	E	ERF	\$ -	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00		\$ 80,000.00
18-03	Replacement	Replace ERF Equipment	End of life replacement equipment; Gas techs, SCADA/Controls	\$ 200,000	E	ERF	\$ 10,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00		\$ 160,000.00
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	\$ 195,000	V	ERF		\$ 250,000.00	\$ -	\$ -	\$ -		\$ 250,000.00
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	\$ 180,000	V	ERF		\$ 180,000.00	\$ -	\$ -	\$ -		\$ 180,000.00
19-03	Replacement	Replace IWOps Vehicle F00994 Bobcat	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
19-05	Replacement	Replace IWOps Vehicle FQP081 Renfrew	Vehicle replacement - end of life	\$ 100,000	V	ERF		\$ -	\$ 100,000.00	\$ -	\$ -		\$ 100,000.00
19-07	Replacement	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment	\$ 75,000	E	ERF		\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00		\$ 60,000.00
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	\$ 90,000	V	ERF			\$ -	\$ -	\$ -		\$ -
20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
20-11	Replacement	Replace IWOps Vehicle F01080	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	\$ 90,000	V	ERF	\$ 90,000.00	\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
22-01	Replacement	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life	\$ 90,000	V	ERF	\$ 90,000.00	\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
22-02	Replacement	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life	\$ 90,000	V	ERF	\$ 90,000.00	\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
23-15	Replacement	Replace IWOps Vehicle F19009	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life	\$ 35,000	V	ERF	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ -		\$ 35,000.00
22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life	\$ 50,000	V	ERF	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -		\$ 50,000.00
22-06	Replacement	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck	Vehicle replacement - end of life	\$ 220,000	V	ERF	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -	\$ -		\$ 250,000.00
22-08	Replacement	Replace Mechanical and Electrical Equipment	End of life replacement of equipment	\$ 67,500	E	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer Magic Lake	Vehicle replacement - end of life	\$ 40,000	V	ERF	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -	\$ -		\$ 40,000.00
23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	Vehicle replacement - end of life	\$ 80,000	V	ERF	\$ 80,000.00	\$ 80,000.00	\$ -	\$ -	\$ -		\$ 80,000.00
23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	Vehicle replacement - end of life	\$ 24,000	V	ERF		\$ -	\$ 24,000.00	\$ -	\$ -		\$ 24,000.00
23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	Vehicle replacement - end of life	\$ 12,000	V	ERF		\$ -	\$ 12,000.00	\$ -	\$ -		\$ 12,000.00
23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	Vehicle replacement - end of life	\$ 7,500	V	ERF	\$ 7,500.00	\$ -	\$ 7,500.00	\$ -	\$ -		\$ 7,500.00
23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	Vehicle replacement - end of life	\$ 6,500	V	ERF		\$ 6,500.00	\$ -	\$ -	\$ -		\$ 6,500.00
23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	Vehicle replacement - end of life	\$ 12,500	V	ERF		\$ 12,500.00	\$ -	\$ -	\$ -		\$ 12,500.00
23-09	Replacement	Replace IWOps Vehicle F13009	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -

Service #:	1.577
Service Name:	IW - Environmental Operations

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
23-10	Replacement	Replace IWOps Vehicle F13010	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ -		\$ -
23-11	Replacement	F11027 2010 Mercedes Sprinter 25C144 Van	Vehicle replacement - end of life	\$ 80,000	V	ERF	\$ 80,000.00	\$ 80,000.00	\$ -	\$ -	\$ -		\$ 80,000.00
23-12	Replacement	FWP076 2010 Ford F250 Super Duty	Vehicle replacement - end of life	\$ 90,000	V	ERF	\$ 90,000.00	\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
23-13	Replacement	Replace EIC and Machine Shop Equipment	End of life replacement of equipment; EIC and Machine Shop	\$ 250,000	E	ERF		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00		\$ 200,000.00
23-14	New	Electric Vehicle Charger - Ganges WWTP	Ganges WWTP Level II Vehicle Charging Station	\$ 10,000	E	Grant		\$ -	\$ -	\$ -	\$ -		\$ -
23-16	New	Electric Vehicle Charger - McLoughlin WWTP	McLoughlin WWTP Level II Vehicle Charging Station	\$ 10,000	E	Grant		\$ -	\$ -	\$ -	\$ -		\$ -
24-01	Replacement	Replace IWOps Vehicle F13012	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ 90,000.00	\$ -	\$ -	\$ -		\$ 90,000.00
25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life	\$ 100,000	V	ERF		\$ -	\$ 100,000.00	\$ -	\$ -		\$ 100,000.00
25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ 90,000.00	\$ -	\$ -		\$ 90,000.00
25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ 90,000.00	\$ -	\$ -		\$ 90,000.00
25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ 90,000.00	\$ -	\$ -		\$ 90,000.00
25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	Vehicle replacement - end of life	\$ 80,000	V	ERF		\$ -	\$ 80,000.00	\$ -	\$ -		\$ 80,000.00
25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ 90,000.00	\$ -	\$ -		\$ 90,000.00
26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-03	Replacement	F18003 2018 Ford F150	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-04	Replacement	F18012 2018 Chevrolet Colorado	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
26-07	Replacement	F18014 2018 GMC Sierra 1500	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ 90,000.00	\$ -		\$ 90,000.00
27-01	Replacement	F19006 Crane Truck	Vehicle replacement - end of life	\$ 250,000	V	ERF		\$ -	\$ -	\$ -	\$ 250,000.00		\$ 250,000.00
27-02	Replacement	F19007 Crane Truck	Vehicle replacement - end of life	\$ 250,000	V	ERF		\$ -	\$ -	\$ -	\$ 250,000.00		\$ 250,000.00
27-03	Replacement	F19008 2019 F350	Vehicle replacement - end of life	\$ 90,000	V	ERF		\$ -	\$ -	\$ -	\$ 90,000.00		\$ 90,000.00
27-04	Replacement	F19019 Pressure Washer Trailer	Vehicle replacement - end of life	\$ 25,000	V	ERF		\$ -	\$ -	\$ -	\$ 25,000.00		\$ 25,000.00
28-01	Replacement	F14024 F550 Stiff Arm Crane Truck	Vehicle replacement - end of life	\$ 250,000	V	ERF						\$ 250,000.00	\$ 250,000.00
28-02	Replacement	F16012 All wheel drive Van	Vehicle replacement - end of life	\$ 90,000	V	ERF						\$ 90,000.00	\$ 90,000.00
28-03	Replacement	F01065 Load Bank		\$ 500,000	E	ERF						\$ 500,000.00	\$ 500,000.00
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 5,730,000			\$ 912,500	\$ 1,739,000	\$ 808,500	\$ 755,000	\$ 740,000	\$ 840,000	\$ 4,882,500

Service:	1.577	IW - Environmental Operations
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Project Number	18-02	Capital Project Title	Replace Computer Equipment	Capital Project Description	Computer replacements per IT cycle.
Project Rationale	Replace Computer Equipment - Computer replacements per IT cycle.				

Project Number	18-03	Capital Project Title	Replace ERF Equipment	Capital Project Description	End of life replacement equipment; Gas techs, SCADA/Controls
Project Rationale	Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen				

Project Number	19-01	Capital Project Title	Replace IWOps Vehicle FQS014	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle FQS014 - Vehicle replacement - end of life				

Service:

1.577

IW - Environmental Operations

Project Number	19-02	Capital Project Title	Replace IWOps Vehicle F00932	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F00932 - Vehicle replacement - end of life				

Project Number	19-03	Capital Project Title	Replace IWOps Vehicle F00994 Bobcat	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F00994 - Vehicle replacement - end of life				

Project Number	19-05	Capital Project Title	Replace IWOps Vehicle FQP081 Renfrew	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F01081 - Vehicle replacement - end of life				

Service:	1.577	IW - Environmental Operations
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Project Number	19-07	Capital Project Title	Furniture and Office Equipment Replacement	Capital Project Description	End of life replacement of furniture and office equipment
Project Rationale	End of life replacement of furniture and office equipment				

Project Number	20-02	Capital Project Title	Replace IWOps Vehicle F11030	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F11030 - Vehicle replacement - end of life				

Project Number	20-04	Capital Project Title	Replace IWOps Vehicle F12009	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F12009 - Vehicle replacement - end of life				

Service:1.577IW - Environmental Operations

Project Number	20-05	Capital Project Title	Replace IWOps Vehicle F12024	Capital Project Description	Vehicle replacement - end of life
Project Rationale	Replace IWOps Vehicle F12024 - Vehicle replacement - end of life				

Project Number	20-06	Capital Project Title	Replace IWOps Vehicle F12002	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	20-11	Capital Project Title	Replace IWOps Vehicle F01080	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	21-02	Capital Project Title	Replace IWOps Vehicle F11033	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Service: 1.577 IW - Environmental Operations			
Project Number	21-03	Capital Project Title	Replace IWOps Vehicle F12029
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-01	Capital Project Title	SPWWTP - Skid Steer F18036
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-02	Capital Project Title	Burgoyne - Skid Steer F19005
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-15	Capital Project Title	Replace IWOps Vehicle F19009
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-03	Capital Project Title	Replace IWOps Vehicle - Scissor Lift - F15018
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-05	Capital Project Title	Replace IWOps Vehicle F01028 2007 Kubota Tractor
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-06	Capital Project Title	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	22-08	Capital Project Title	Replace Mechanical and Electrical Equipment
Capital Project Description	End of life replacement of equipment		
Project Rationale	End of life replacement		

Service: 1.577 IW - Environmental Operations			
Project Number	23-01	Capital Project Title	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer Magic Lake
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-02	Capital Project Title	Replace IWOps Trailer F00753 1997 Generator Trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-03	Capital Project Title	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-05	Capital Project Title	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-06	Capital Project Title	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-07	Capital Project Title	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-08	Capital Project Title	Replace IWOps Trailer F01052 2008 Pace American Trailer
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		

Service: 1.577 IW - Environmental Operations			
Project Number	23-09	Capital Project Title	Replace IWOps Vehicle F13009
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-10	Capital Project Title	Replace IWOps Vehicle F13010
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-11	Capital Project Title	F11027 2010 Mercedes Sprinter 25C144 Van
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-12	Capital Project Title	FWP076 2010 Ford F250 Super Duty
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	23-13	Capital Project Title	Replace EIC and Machine Shop Equipment
Capital Project Description	End of life replacement of equipment; EIC and Machine Shop		
Project Rationale	End of life replacement of equipment; EIC and Machine Shop		
Project Number	23-14	Capital Project Title	Electric Vehicle Charger - Ganges WWTP
Capital Project Description	Ganges WWTP Level II Vehicle Charging Station		
Project Rationale	Ganges WWTP Level II Vehicle Charging Station		
Project Number	24-01	Capital Project Title	Replace IWOps Vehicle F13012
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		
Project Number	25-02	Capital Project Title	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van
Capital Project Description	Vehicle replacement - end of life		
Project Rationale	End of life replacement		

Service: 1.577 IW - Environmental Operations			
Project Number	25-03	Capital Project Title	Replace IWOps Vehicle F17008 2017 Ford F150
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	25-04	Capital Project Title	Replace IWOps Vehicle F17009 2017 Ford F150
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	25-05	Capital Project Title	Replace IWOps Vehicle FQ7010 2017 Ford F150
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	25-07	Capital Project Title	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	25-08	Capital Project Title	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	26-01	Capital Project Title	F17027 2018 Chevrolet Silverado 2500
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		
Project Number	26-02	Capital Project Title	F17029 2018 Chevrolet Silverado 3500
Project Rationale	End of life replacement		
Capital Project Description	Vehicle replacement - end of life		

Service: 1.577 IW - Environmental Operations		
Project Number 26-03	Capital Project Title F18003 2018 Ford F150	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 26-04	Capital Project Title F18012 2018 Chevrolet Colorado	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 26-05	Capital Project Title F18010 2018 Ford Transit 250 Cargo Van	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 26-06	Capital Project Title F18011 2018 Ford Transit 250 Cargo Van	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 26-07	Capital Project Title F18014 2018 GMC Sierra 1500	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 27-01	Capital Project Title F19006 Crane Truck	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 27-02	Capital Project Title F19007 Crane Truck	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		
Project Number 27-03	Capital Project Title F19008 2019 F350	Capital Project Description Vehicle replacement - end of life
Project Rationale End of life replacement		

Service:

1.577

IW - Environmental Operations

Project Number

27-04

Capital Project Title

F19019 Pressure Washer Trailer

Capital Project Description

Vehicle replacement - end of life

Project Rationale

End of life replacement

Project Number

28-01

Capital Project Title

F14024 F550 Stiff Arm Crane Truck

Capital Project Description

Vehicle replacement - end of life

Project Rationale

End of life replacement

Project Number

28-02

Capital Project Title

F16012 All wheel drive Van

Capital Project Description

Vehicle replacement - end of life

Project Rationale

End of life replacement

1.577 Environmental Services - Operations Asset and Reserve Summary
Summary Schedule
2024 - 2028 Financial Plan

Reserve Schedule Summary

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

Reserve/Fund Summary

	Budget	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	2,294,135	1,047,932	766,992	553,092	367,802	96,182
Operating Reserve Fund	923,591	505,371	460,415	460,415	460,415	460,415
Total	3,217,726	1,553,303	1,227,407	1,013,507	828,217	556,597

See attached reserve schedules for projected annual cash flows.

ERF Reserve Fund Schedule IWS Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers. ent

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 101451	Budget	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,158,474	2,294,135	1,047,932	766,992	553,092	367,802
Planned Purchase (Based on Capital Plan)	(1,170,000)	(1,739,000)	(808,500)	(755,000)	(740,000)	(840,000)
Transfer IN (from Ops Budget)	280,661	492,797	527,560	541,100	554,710	568,380
Proceeds of Disposal						
Interest Income*	25,000					
Ending Balance \$	2,294,135	1,047,932	766,992	553,092	367,802	96,182

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

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

ORF Reserve Fund Schedule IWS Operations

IW ES Operations

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule
Fund: 1500 Fund Center: 105516

	Budget	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,007,205	923,591	505,371	460,415	460,415	460,415
Planned Purchase	(110,940)	(435,000)	(90,000)	-	-	-
Transfer from Ops Budget	-	16,780	45,044	-	-	-
Interest Income*	27,326					
Ending Balance \$	923,591	505,371	460,415	460,415	460,415	460,415

Assumptions/Background:

Funds are retained in the reserve for charge-out rate stabilization

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2023

Service: 2.610

Saanich Peninsula Water Supply

Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	\$12,900,000 2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	\$0
Remaining:	\$12,900,000

Program Group: CRD-Saanich Peninsula Water Supply		2024 BUDGET REQUEST					FUTURE PROJECTIONS			
SUMMARY	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
	2	3	4	5	6	7	8	9	10	11
1										
<u>OPERATING EXPENDITURES:</u>										
ALLOCATION - OPERATIONS	1,110,880	1,084,410	1,171,082	-	-	1,171,082	1,194,502	1,218,388	1,242,755	1,267,612
UTILITIES	225,129	225,000	231,205	-	-	231,205	237,443	242,191	247,035	251,976
OPERATING - OTHER COSTS	183,910	208,790	189,748	-	-	189,748	194,541	200,100	205,531	211,153
ALLOCATION - STANDARD OVERHEAD	160,795	160,795	168,071	-	-	168,071	171,433	174,861	178,359	181,926
TOTAL OPERATING EXPENDITURES	1,680,714	1,678,995	1,760,106	-	-	1,760,106	1,797,919	1,835,540	1,873,680	1,912,667
*Percentage increase over prior year board budget			4.72%			4.72%	2.15%	2.09%	2.08%	2.08%
TOTAL BULK WATER EXPENDITURES	4,876,683	5,080,680	5,180,160	-	-	5,180,160	5,618,595	6,093,100	6,730,125	7,470,540
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO CAPITAL RESERVE FUND	800,000	900,565	800,000	-	-	800,000	400,000	400,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	100,000	150,000	150,000	200,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	850,000	950,565	850,000	-	-	850,000	500,000	550,000	550,000	600,000
<u>DEBT SERVICING</u>										
DEBT-INTEREST & PRINCIPAL	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL DEBT EXPENDITURES	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL EXPENDITURES	7,407,397	7,710,240	7,892,266	-	-	7,892,266	8,591,464	9,432,066	10,296,106	11,170,003
<u>SOURCES OF FUNDING-OPERATIONS</u>										
REVENUE - WATER SALES	(7,246,597)	(7,549,740)	(7,665,966)	-	-	(7,665,966)	(8,386,794)	(9,223,666)	(10,108,094)	(10,981,330)
REVENUE - OTHER	(160,800)	(160,500)	(226,300)	-	-	(226,300)	(204,670)	(208,400)	(188,012)	(188,673)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
<u>SOURCES OF FUNDING-REQUISITION</u>										
PROPERTY TAX REQUISITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUISITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
Percentage increase over prior year's board budget			6.55%			6.55%	8.86%	9.78%	9.16%	8.49%
Water Rate \$ per cu. m.	\$ 1.1439					\$ 1.1978				
Percentage increase	5.08%					4.71%				

SAANICH PENINSULA WATER SUPPLY

2024 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2018	7,044,786	6,300,000
2019	6,928,173	6,500,000
2020	6,860,322	6,800,000
2021	7,556,244	6,800,000
2022	7,239,389	6,900,000
2023	6,600,000 *	6,335,000 **
2024 Demand Estimate	<u>6,400,000</u>	

* *Projected consumption for 2023*

** 2023 Demand estimate reduction reflects First Nations becoming wholesale customers of Regional Water Supply

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Sannich Peninsula Retail cost per cu.m.	\$1.0223	\$1.0536	\$1.0886	\$1.1439	\$1.1978	\$0.0539	4.7%
Agricultural Research Station cost per cu.m.	\$1.0575	\$1.0888	\$1.1238	\$1.1791	\$1.2330	\$0.0539	4.6%

Summary of Bulk Water Purchase Rates from Regional Water Supply

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
CRD Bulk water purchase cost per cu.m.	\$0.6968	\$0.7148	\$0.7332	\$0.7698	\$0.8094	\$0.0396	5.14%

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Unit cost per cu.m.	\$ 1.0223	\$ 1.0536	\$ 1.0886	\$ 1.1439	1.1978	\$ 0.0539	4.71%

Retail Water Rate Increase Impact on Participating Municipalities Water Bill

Average consumption: 235.0 cubic meters

<u>Charge for Twelve Months Consumption</u>	<u>Year</u>	<u>Annual charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023	\$ 268.82	
	2024	\$ 281.48	\$ 12.67
Half Average Consumption	2023	\$ 134.41	
	2024	\$ 140.74	\$ 6.33
Twice Average Consumption	2023	\$ 537.63	
	2024	\$ 562.97	\$ 25.34

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service:	2.610 Saanich Peninsula Water Supply		
2023 Budget		7,407,397	
Change in Labour:			
		59,300	Labour charges (salaries and overhead)
	Total Change in Labour	59,300	
Other Changes:			
	Bulk Water Purchase	303,477	
	Principal and Interest Costs	102,392	
	Standard Overhead Allocation	7,276	
	Electricity	6,055	
	Other Costs	6,369	
	Total Other Changes	425,569	
2024 Budget		7,892,266	
Summary of % Expense Increase			
	Increased bulk water consumption	3.5%	
	Additional cost due to increased bulk water rate	0.7%	
	Principal and Interest costs	1.4%	
	Balance of increase	1.0%	
	% expense increase from 2022:	6.5%	
<hr/>			
Overall 2023 Budget Performance			
(expected variance to budget and surplus treatment)			
<p><i>Favourable water sales variance of \$300,000 (4%) due to higher than budgeted water demand largely a result of dry summer weather. This additional revenue will be used to offset bulk water purchase overages. The net surplus of \$100,000 will be transferred to the Capital Reserve Fund.</i></p>			

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.610	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saanich Peninsula Water Supply							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$450,000	\$800,000	\$300,000	\$300,000	\$100,000	\$0	\$1,500,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$3,555,000	\$10,355,000	\$4,404,000	\$3,400,000	\$1,000,000	\$850,000	\$20,009,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$4,005,000	\$11,155,000	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$21,509,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$6,000,000	\$3,000,000	\$3,000,000	\$600,000	\$300,000	\$12,900,000
Equipment Replacement Fund	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$4,005,000	\$4,955,000	\$1,504,000	\$500,000	\$300,000	\$350,000	\$7,609,000

\$4,005,000	\$11,155,000	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$21,509,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.610

Service Name:

Saanich Peninsula Water Supply

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													\$ -
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness	\$ 1,200,000	S	Res	\$ 100,000	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	\$ 1,100,000	S	Res	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	\$ 75,000	S	Res	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 1,150,000	E	Res	\$ 450,000	\$ 650,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 1,050,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	\$ 14,700,000	S	Res	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
21-05					S	Debt	\$ -	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 600,000	\$ 300,000	\$ 12,900,000
22-01	Study	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 116,972	S	Res	\$ 77,981	\$ 77,981	\$ -	\$ -	\$ -	\$ -	\$ 77,981
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 450,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 450,000
22-03	New	Keating Cross Road Water Main	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet	\$ 1,000,000	S	Res	\$ 990,000	\$ 990,000	\$ -	\$ -	\$ -	\$ -	\$ 990,000
23-01	Study	DCC Program Update	5-year update of the DCC program.	\$ 500	S	Res	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 400
23-04	Renewal	RTU & PLC Upgrade and Replacement	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.	\$ 140,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	\$ 6,040	S	Res	\$ -	\$ -	\$ 6,040	\$ -	\$ -	\$ -	\$ 6,040
24-01	Decommission	Dean Park Road Well Decommissioning	Decommissioning of a groundwater well at 1557 Dean Park Road.	\$ 250,000	S	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ 250,000
24-02	New	Reservoir Seismic Isolation Valves	Addition of seismic isolation valves at various Saanich Peninsula tanks.	\$ 800,000	S	Res	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 800,000
26-01	Decommission	Decommissioning of Various Sites/Components	Various existing facilities within SPWS have redundant valves and piping that require removal.	\$ 150,000	S	Res	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000
Sub-Total System Upgrades and Replacements				\$ 21,138,512			\$ 3,943,381	\$ 10,893,381	\$ 3,906,040	\$ 3,500,000	\$ 900,000	\$ 650,000	\$ 19,849,421

Service #:

2.610

Service Name:

Saanich Peninsula Water Supply

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
ANNUAL PROVISIONAL ITEMS													\$ -
24-03	Renewal	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	Planned and unplanned infrastructure and equipment renewal.	\$ 1,000,000	S	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sub-Total Annual Provisional Items				\$ 1,000,000			\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
													\$ -
DEVELOPMENT COST CHARGE (DCC) PROGRAM													\$ -
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 33,028	S	Res	\$ 22,019	\$ 22,019	\$ -	\$ -	\$ -	\$ -	\$ 22,019
23-01	New	DCC Program Update	5-year update of the DCC program.	\$ 49,500	S	Res	\$ 39,600	\$ 39,600	\$ -	\$ -	\$ -	\$ -	\$ 39,600
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	\$ 597,960	S	Res	\$ -	\$ -	\$ 597,960	\$ -	\$ -	\$ -	\$ 597,960
Sub-Total Development Cost Charge (DCC) Program				\$ 680,488			\$ 61,619	\$ 61,619	\$ 597,960	\$ -	\$ -	\$ -	\$ 659,579
x			GRAND TOTAL	\$ 22,819,000			\$ 4,005,000	\$ 11,155,000	\$ 4,704,000	\$ 3,700,000	\$ 1,100,000	\$ 850,000	\$ 21,509,000
													\$ -
													\$ -

Service:	2.610	Saanich Peninsula Water Supply
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Project Number	18-04	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description	Identify and procure emergency systems for post disaster preparedness
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.				

Project Number	20-02	Capital Project Title	Hamsterly Pump Station Backup Power Generator	Capital Project Description	Addition of a backup power generator at the Hamsterly Pump Station
Project Rationale	From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.				

Project Number	21-01	Capital Project Title	Level of Service Agreement	Capital Project Description	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.
Project Rationale	The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water supply.				

Service: 2.610 Saanich Peninsula Water Supply			
Project Number	21-04	Capital Project Title	SCADA Upgrades
Capital Project Description	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.		
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.		
Project Number	21-05	Capital Project Title	SPW System Upgrade and Expansion
Capital Project Description	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement		
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bear Hill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bear Hill Section design and construction of new transmission main and PRV station \$14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road \$500,000. Budget also includes preliminary design for replacement of permastrand and AC pipe between Dean Park Feeder Main between Dean Park Lower and Dean Park Middle Tanks.		
Project Number	22-01	Capital Project Title	Water Strategic Plan Update
Capital Project Description	Update the strategic plan to inform future works and identify hydraulic deficiencies.		
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.		

Service:

2.610

Saanich Peninsula Water Supply

Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	22-03	Capital Project Title	Keating Cross Road Water Main	Capital Project Description	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet
Project Rationale	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI				

Project Number	23-01	Capital Project Title	DCC Program Update	Capital Project Description	5-year update of the DCC program.
Project Rationale	Review of the DCC program and identify any projects that may require a full DCC update.				

Service: 2.610 Saanich Peninsula Water Supply					
Project Number	23-04	Capital Project Title	RTU & PLC Upgrade and Replacement	Capital Project Description	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.
Project Rationale	Equipment and programming upgrades are required system wide but specifically at the Deep Cove and Hamsterly pump stations to deal with equipment and technology nearing end of life.				
Project Number	25-01	Capital Project Title	Hamsterly Pump Station Capacity Upgrade	Capital Project Description	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.				
Project Number	24-01	Capital Project Title	Dean Park Road Well Decommissioning	Capital Project Description	Decommissioning of a groundwater well at 1557 Dean Park Road.
Project Rationale	Decommissioning of a former groundwater well at 1557 Dean Park Road. Initial decommissioning may only including well sealing for compliance with provincial regulations but eventually the electrical and concrete structure will also need to be decommissioned.				

Service:	2.610	Saanich Peninsula Water Supply
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Project Number	24-02	Capital Project Title	Reservoir Seismic Isolation Valves	Capital Project Description	Addition of seismic isolation valves at various Saanich Peninsula tanks.
Project Rationale	Seismic valve upgrades at Cloake Hill, Bear Hill, Dawson and Lower Dean Tanks.				

Project Number	26-01	Capital Project Title	Decommissioning of Various Sites/Components	Capital Project Description	Various existing facilities within SPWS have redundant valves and piping that require removal.
Project Rationale	Various decommissioning. Also see See SPW020SOW and Drinking Water Safety Plan DWSP-SP-003.				

Project Number	24-03	Capital Project Title	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	Capital Project Description	Planned and unplanned infrastructure and equipment renewal.
Project Rationale	Annual Provisional Account to address planned and unplanned infrastructure and equipment renewals.				

2.610 Saanich Peninsula Water
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645	1,437,645
Equipment Replacement Fund	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620	1,450,620
Capital Reserve	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055	2,124,055
Total	6,864,280	6,614,280	5,062,320	4,912,320	4,962,320	5,012,320

**2.610 Saanich Peninsula Water
Development Cost Charges
2024 - 2028 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,073,133	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645
Transfers to Reserve						
Transfers from Reserve based on DCC-capital plan	(82,528)	-	(597,960)	-		-
DCC's received from Member Municipalities						
Interest Income*	45,000					
Ending Balance \$	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645	1,437,645

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalities.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Development Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

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

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2024 - 2028 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,857,620	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620
Equipment purchases (Based on Capital Plan)	(220,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer from Operating Budget	50,000	100,000	150,000	150,000	150,000	200,000
Interest Income*	13,000					
Ending Balance \$	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620	1,450,620

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

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

2.610 Saanich Peninsula Water
Capital Reserve Fund
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,330,527	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055
Transfers from Reserve based on capital plan	(1,092,472)	(950,000)	(1,504,000)	(500,000)	(300,000)	(350,000)
Transfer from Capital Reserve (Unspent)	-	-	-	-	-	-
Transfer from Other (MFA etc.)	-	-	-	-	-	-
Transfer unspent capital funds from LA funds						
Transfer from Operating Budget	800,000	800,000	600,000	400,000	400,000	400,000
Interest Income*	90,000					
Ending Balance \$	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055	2,124,055

General Comments:

Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Wastewater

COMMITTEE OF THE WHOLE

OCTOBER 2023

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

<u>Location</u>	<u>Allocation for 2023</u>
Airport	1.76%
Sidney	39.24%
Pauquachin	1.09%
Central Saanich	41.75%
North Saanich	15.58%
Tseycum	0.45%
IOS	0.13%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - Saanich Peninsula Wastewater

OPERATING COSTS

Operating
Laboratory
Heat Recovery
Biosolids Mgmt.
Allocation - Standard Overhead

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund
Transfer to Equipment Replacement Fund
Transfer to Capital Reserve Fund
Debt Reserve Fund
MFA Principal Payment
MFA Interest Payment

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage Increase over prior year

Internal Recovery - Other
Recovery - Other

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

SOURCES OF FUNDING (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current Year
Grants in Lieu of Taxes
Transfer from Own Funds

TOTAL REVENUE

REQUISITION

*Percentage increase over prior year

PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport,
Pauquachin, Tseycum

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Operating	2,812,580	2,763,810	2,816,880	-	180,000	2,996,880	2,955,459	3,130,286	3,086,336	3,248,726
Laboratory	178,305	178,305	179,180	-	-	179,180	182,761	186,409	190,128	193,917
Heat Recovery	117,080	111,720	125,753	-	-	125,753	128,262	130,840	133,449	136,116
Biosolids Mgmt.	1,020,070	587,000	1,021,700	-	(400,000)	621,700	1,024,140	1,026,622	1,029,146	1,031,732
Allocation - Standard Overhead	82,890	82,890	84,219	-	-	84,219	85,903	87,621	89,373	91,161
TOTAL OPERATING COSTS	4,210,925	3,723,725	4,227,733	-	(220,000)	4,007,733	4,376,525	4,561,778	4,528,432	4,701,652
*Percentage Increase over prior year		-11.57%	0.40%	0.00%	-5.22%	-4.83%	9.20%	4.23%	-0.73%	3.83%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	50,640	310,640	74,880	-	-	74,880	75,170	85,480	95,790	106,100
Transfer to Equipment Replacement Fund	118,020	378,020	130,274	-	400,000	530,274	190,880	201,500	212,130	222,770
Transfer to Capital Reserve Fund	367,930	367,930	380,273	-	-	380,273	385,980	396,700	407,430	418,180
Debt Reserve Fund	-	-	-	-	-	-	36,000	11,200	4,000	26,000
MFA Principal Payment	-	-	-	-	-	-	-	125,997	165,196	179,196
MFA Interest Payment	-	-	-	-	-	-	38,700	166,840	207,260	248,110
TOTAL CAPITAL / RESERVES	536,590	1,056,590	585,427	-	400,000	985,427	726,730	987,717	1,091,806	1,200,356
TOTAL COSTS	4,747,515	4,780,315	4,813,159	-	180,000	4,993,159	5,103,255	5,549,495	5,620,238	5,902,008
*Percentage Increase over prior year		0.69%	1.38%	0.00%	3.79%	5.17%	2.20%	8.74%	1.27%	5.01%
Internal Recovery - Other	(134,320)	(167,120)	(154,483)	-	-	(154,483)	(157,580)	(160,730)	(163,950)	(167,220)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,613,195	4,613,195	4,658,676	-	180,000	4,838,676	4,945,675	5,388,765	5,456,288	5,734,788
*Percentage Increase over prior year		0.00%	0.99%	0.00%	3.90%	4.89%	2.21%	8.96%	1.25%	5.10%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(7,772)	(7,772)	(7,772)	-	-	(7,772)	(5,295)	(5,295)	(5,295)	(5,295)
Transfer from Own Funds	(192,523)	(192,523)	-	-	(180,000)	(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
TOTAL REVENUE	(200,295)	(200,295)	(7,772)	-	(180,000)	(187,772)	(25,295)	(140,295)	(35,295)	(135,295)
REQUISITION	(4,412,900)	(4,412,900)	(4,650,904)	-	-	(4,650,904)	(4,920,380)	(5,248,470)	(5,420,993)	(5,599,493)
*Percentage increase over prior year		0.00%	5.39%	0.00%	0.00%	5.39%	5.79%	6.67%	3.29%	3.29%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

Change in Budget 2023 to 2024

Service: 3.718 Saanich Peninsula Wastewater

Total Expenditure

Comments

2023 Budget

4,747,515

Change in Salaries:

Base salary change	-
Step increase/paygrade change	-
Other (explain as necessary)	-
Total Change in Salaries	-

Other Changes:

Labour Allocation	84,610
Reserve Contributions	449,724
Waste Sludge	(400,000)
BC Permit	27,340
Chemical	23,610
Other	60,361
Total Other Changes	245,644

IWS labour charge out rate lift
A one-time increase contribution to ERF and a minor contribution increment to the ORF
One-time saving due to delay from the OMS receiving facility
Fee to discharge increased by the province
Over 20% increase on chemical expense
Increase in utilities, cyclical maintenance costs, etc.

2024 Budget

4,993,159

Transfer Reserve	9.47%
% expense increase from 2023:	5.17%
% Requisition increase from 2023 (if applicable):	5.39%

Requisition funding is 96.1% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$520k due mainly to tipping solids at Hartland instead of the Residual Treatment Facility. This amount will be split into two funds: the Operating Reserve Fund and Equipment Replacement Fund, with each fund receiving \$260k.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.718	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saanich Peninsula Wastewater							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$160,000	\$530,000	\$1,050,000	\$1,270,000	\$250,000	\$430,000	\$3,530,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$1,365,000	\$1,990,000	\$2,850,000	\$350,000	\$800,000	\$2,800,000	\$8,790,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,525,000	\$2,520,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,320,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$3,600,000	\$1,120,000	\$400,000	\$2,600,000	\$7,720,000
Equipment Replacement Fund	\$260,000	\$950,000	\$200,000	\$400,000	\$200,000	\$380,000	\$2,130,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,265,000	\$1,570,000	\$100,000	\$100,000	\$450,000	\$250,000	\$2,470,000
	\$1,525,000	\$2,520,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,320,000

Service #:

3.718

Service Name:

Saanich Peninsula Wastewater

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
PUMP STATIONS												\$ -	\$ -
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	\$ 250,000	S	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
24-05	Replacement	Keating Pump Station - Pump Replacement	The existing pumps are nearing end of life and are becoming more difficult to maintain.	\$ 300,000	S	ERF	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
GENERAL												\$ -	\$ -
19-06	Renewal	Odour Control Upgrades	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.	\$ 575,000	S	Res	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	\$ 85,000	E	ERF	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	\$ 1,000,000	S	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 350,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 350,000
23-02	Renewal	Electrical & Control Upgrades	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.	\$ 295,000	E	ERF	\$ 100,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
24-06	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 195,000	E	ERF	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 180,000	\$ 195,000
GRAVITY SEWERS & MANHOLES													\$ -
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.	\$ 1,100,000	S	Res	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 50,000	S	Res		\$ 50,000					\$ 50,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 850,000	S	Debt	\$ -	\$ -	\$ 400,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000
27-02	Renewal	Trunk Sewer Relining - Ph2	Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.	\$ 2,200,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ 2,200,000
27-03	Renewal	Flushing and CCTV Inspection	SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.	\$ 150,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 150,000		\$ 150,000
PRESSURE PIPES & APPERTUNANCES													\$ -
DEVELOPMENT COST CHARGE (DCC) PROJECTS													\$ -
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	\$ 75,000	S	Res	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 14,125,000			\$ 1,525,000	\$ 2,520,000	\$ 3,900,000	\$ 1,620,000	\$ 1,050,000	\$ 3,230,000	\$ 12,320,000

Service:	3.718	Saanich Peninsula Wastewater
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Project Number	20-02	Capital Project Title	Oxidation Ditch Optimization	Capital Project Description	The WWTP was getting low dissolved oxygen during low flow, high load periods. Equipment is being optimized and reviewed for potential automation improvements.
Project Rationale	The current aerators were underperforming and needed to be assessed to improve performance. Preliminary studies have led to optimization with the existing equipment which may negate the need for full replacement in the near future. A consultant is finalizing a design report and recommendations.				

Project Number	23-03	Capital Project Title	Odour Control Upgrade Construction	Capital Project Description	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.
Project Rationale	Construction improvements to be implemented based on recommendations made in the KWL report. Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.				

Project Number	26-01	Capital Project Title	Replace Covers on Primary Clarifiers	Capital Project Description	Replace covers over clarifiers to more easily removable geomembrane cover system.
Project Rationale	The existing aluminum checker plate covers on the clarifiers are difficult to remove. A more easily removeable geomembrane cover system will allow for better operation and maintenance of the clarifiers and prolong carbon life in the odour control system.				

Service:	3.718	Saanich Peninsula Wastewater
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Project Number	23-04	Capital Project Title	Replace SCADA Servers and Ethernet Upgrades	Capital Project Description	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards
Project Rationale	Existing servers are End of life and need to be replaced prior to failure and to meet current CRD specifications and standards				

Project Number	24-01	Capital Project Title	Sludge Tanks and Process Sump Cleaning and Repairs	Capital Project Description	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.
Project Rationale	Primary Clarifier No. 1 and the oxidation tanks have had detailed structural assessments, funds are required to conduct a detailed assessment of primary clarifier No. 2 and the sludge tanks to determine whether concrete repairs are required similar to the oxidation tanks and primary clarifier No. 1.				

Project Number	27-01	Capital Project Title	SPWWTP Road Upgrades	Capital Project Description	Construct drainage and pavement replacement on the SPWWTP access road.
Project Rationale	The access road to the SPWWTP will be 27 years old and is showing localized pavement failure. Additionally, the road drainage system requires some rehabilitation to maintain its function. Funds are required to design the drainage improvements and pavement repairs, and carry out the improvements.				

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Project Number	28-01	Capital Project Title	Bazan Bay Outfall Inspection	Capital Project Description	Follow-up inspection of Bazan Bay Outfall
Project Rationale	Follow up 2028 inspection of Bazan Bay outfall to meet MWR requirements for 5-years inspection frequencies following the 2023 inspection. Considerations for ROV, Electromagnetic and dye tracing.				

Project Number	24-02	Capital Project Title	Standby Power Assessment and Replacement	Capital Project Description	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.
Project Rationale	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.				

Project Number	24-03	Capital Project Title	SCADA Equipment Replacement	Capital Project Description	Project to review and address the maturation of SCADA hardware throughout the service areas.
Project Rationale	Project to review and address the maturation of SCADA hardware throughout the service areas.				

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Project Number	24-04	Capital Project Title	SPWWTP PLC Replacement	Capital Project Description	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.
Project Rationale	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.				

Project Number	21-02	Capital Project Title	Sidney Pump Station Wet Well Upgrades	Capital Project Description	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized. Engineering and Operations are working together to determine whether maintenance improvements can extend the longevity or whether complete replacements will be required. Inlet isolation gates are required to function in order to conduct maintenance at the pump station wet well.				

Project Number	24-05	Capital Project Title	Keating Pump Station - Pump Replacement	Capital Project Description	The existing pumps are nearing end of life and are becoming more difficult to maintain.
Project Rationale	Replacement of Keating PS pumps that are at end of life and beginning to result in maintenance issues.				

Service: 3.718 Saanich Peninsula Wastewater				
Project Number	19-06	Capital Project Title	Odour Control Upgrades	Capital Project Description
Project Rationale	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.			
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design ; SPWWTP Odour Control Improvements Construction .			
Project Number	21-04	Capital Project Title	Voice Radio Replacement	Capital Project Description
Project Rationale	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.			
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.			
Project Number	18-10	Capital Project Title	Equipment Replacement - Annual Provisional	Capital Project Description
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.			
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.			
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description
Project Rationale	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.			
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.			

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	23-02	Capital Project Title	Electrical & Control Upgrades	Capital Project Description	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.
Project Rationale	The Sidney PS PLC and RTU have been discontinued by the manufacturer, leaving no support if they fail. Additionally, the Sidney PS, Keating PS and SPWWTP have control systems on outdated control software no longer supported by current hardware and operating systems. Funds are required to replace the Sidney PS PLC and RTU and update the programming of the control software to a supported hardware and operating system.				
Project Number	24-06	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Project for IT Core Infrastructure Replacement associated with SPWWS. Program to be managed by IT.				
Project Number	20-03	Capital Project Title	Trunk Sewer Relining	Capital Project Description	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting at the most northern section of the Sidney Trunk main. This project will be substantially complete in 2023 with only minor close out works expected to continue into 2024.				

Service:	3.718	Saanich Peninsula Wastewater
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Project Number	20-04	Capital Project Title	Manhole Repairs and Replacement	Capital Project Description	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.
Project Rationale	During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.				

Project Number	27-02	Capital Project Title	Trunk Sewer Relining - Ph2	Capital Project Description	Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left.				

Project Number	27-03	Capital Project Title	Flushing and CCTV Inspection	Capital Project Description	SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.
Project Rationale	Flushing and CCTV inspection program for pipe condition of SPWW sewers.				

Project Number	23-01	Capital Project Title	DCC Program - 5-year Update	Capital Project Description	5-year update of the DCC program.
Project Rationale	This item is for a planned review and update of the DCC Program.				

Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Sewer Capital Reserve Funds	686,953	932,226	1,388,206	1,854,906	1,982,336	2,320,516
Equipment Replacement Fund	1,445,408	1,025,682	1,016,562	818,062	830,192	672,962
Maintenance Reserve Fund	823,376	718,256	773,426	723,906	789,696	765,796
Total	2,955,737	2,676,164	3,178,194	3,396,874	3,602,224	3,759,274

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012

Fund Center: 101356

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	193,170	167,339	112,339	132,339	152,339	172,339
Planned Capital Expenditure (Based on Capital Plan)	-	(75,000)	-	-	-	-
Transfer OUT - To Capital Reserve	(300,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Fund Return	169					
Transfer IN - DCC Funding	274,000	170,000	170,000	170,000	170,000	170,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	167,339	112,339	132,339	152,339	172,339	192,339

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012

Fund Center: 102022

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	948,685	519,615	819,888	1,255,868	1,702,568	1,809,998
Planned Capital Expenditure	(1,000,000)	(305,000)	(100,000)	(100,000)	(450,000)	(250,000)
Correction	(102,000)					
Transfer from Ops Budget	367,930	380,273	385,980	396,700	407,430	418,180
Planned transfer from DCC Funds	300,000	225,000	150,000	150,000	150,000	150,000
Funding return						
Interest Income*	5,000	-	-	-	-	-
Ending Balance \$	519,615	819,888	1,255,868	1,702,568	1,809,998	2,128,178

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

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

Total both funds	686,953	932,226	1,388,206	1,854,906	1,982,336	2,320,516
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ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps... There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP Fund: 1022 Fund Center: 101700	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,167,388	1,445,408	1,025,682	1,016,562	818,062	830,192
Planned Purchase (Based on Capital Plan)	(100,000)	(950,000)	(200,000)	(400,000)	(200,000)	(380,000)
Estimated Surplus	260,000					
Transfer IN (from Ops Budget)	118,020	530,274	190,880	201,500	212,130	222,770
Interest Income*						
Ending Balance \$	1,445,408	1,025,682	1,016,562	818,062	830,192	672,962

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105204	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	658,259	823,376	718,256	773,426	723,906	789,696
Planned Purchase	(162,523)	(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
Estimated Surplus	260,000					
Transfer from Ops Budget	50,640	74,880	75,170	85,480	95,790	106,100
Interest Income*	17,000	-	-	-	-	-
Ending Balance \$	823,376	718,256	773,426	723,906	789,696	765,796

Assumptions/Background:
Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

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

January 2024 - FTE Early Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

				\$	\$	
Service Area	Budget Item Description	FTE Impact	IBC	Operating Budget*	Capital Budget	Funding Source
Integrated Water Services						
2.670	Contracts Coordinator	1.0 FTE; new ongoing	IBC - 2a-2.1 IWS Administrative Contracts Coordinator	86,500		Fee for Service
2.670	Purchaser	1.0 FTE; new ongoing	IBC - 2a-2.2 IWS Purchaser	216,500		Fee for Service
2.670	Manager Dam Safety & Utility Operator	2.0 FTE; new ongoing	IBC - 2b-1.1 Dam Safety Program	196,800		Fee for Service
2.670	Fuel Purchase System		IBC - 6b-3.1 Fuel Purchase System	16,600		Allocation
2.670	Replacement of UV System				9,370,000	Capital Funds on Hand
2.670	Greater Victoria Water Supply Area Forest Resilience Modelling				950,000	Capital Funds on Hand
2.670	Kapoor Main Mile 1 Bridge and Asphalt Upgrade				868,000	Capital Funds on Hand
2.670	Pool Vehicles - 2 new EV Pickups				180,000	Capital Funds on Hand
2.670	Vehicle for Watershed Hydrology Program				90,000	Capital Funds on Hand
2.670	Fuel Truck				325,000	Capital Funds on Hand
2.670	Fleet Shop Hoist				70,000	Capital Funds on Hand
3.798C	Lang Cove Electrical and Building Upgrades				550,000	Capital Reserve
3.798C	Marigold Electrical and Building Upgrades				5,500,000	Debt
3.798C	Currie Major Electrical and Seismic Upgrades				2,040,000	Debt
Environmental Engineering and Facilities Management						
1.576	Engineer 3	1.0 FTE; new term 2024-2028	IBC - 4c-2.1 Regional Trail Project Engineer	137,404		Allocation
1.105	Facilities Maintenance Worker 4	1.0 FTE; term conversion to permanent	IBC - 1a-2.2 Facilities Maintenance Worker 4	101,293		Allocation
Panorama Recreation						
1.44X	Facilities Maintenance Supervisor	0.9 FTE; new ongoing	IBC - 10c-1.2 Peninsula Recreation Facility Maintenance Supervisor	20,403		Fee for Service
SEAPARC						
1.40X	Manager of Operations	1.0 FTE; new ongoing	IBC - 10c-2.2 Manager of Operations	148,181		Fee for Service
1.40X	Upgrade BAS Software/Network				20,000	Equipment Replacement Fund
1.40X	Domestic Hot Water Replacement				100,000	Reserve
1.40X	EV Charger Replacement/Install				42,000	Equipment Replacement Fund / Grant
1.40X	Accessibility Lift System				25,000	Reserve
1.40X	Road Sign Replacement				45,000	Reserve
Regional Parks						
1.280	Engineered Structure Inspections		IBC - 7e-3.1 Asset Management Engineered Structure Inspections	225,000		Requisition
1.280	First Nation Strategic Engagement		IBC - 7f-1.1 First Nations Strategic Priority Initiatives	300,000		Requisition
1.280	Debt Servicing Trail Widening and Lighting			20,000		Requisition
1.280	Trail Widening and Lighting				900,000	Debt
Environmental Resource Management						
1.521	Environmental Technician	3.0 FTE; new ongoing	IBC 3a-1.1 Hartland 2100	303,524		Fee for Service
1.521	Replacing of Small Equipments				240,000	Equipment Replacement Fund
1.521	Gas & Leachate Collection Pipe Extension				500,000	Reserve
1.521	Aggregate Production for Internal Use				750,000	Reserve
1.521	Food Waste Transfer Station Relocation Planning & Construction				250,000	Equipment Replacement Fund
1.521	Landfill Gas Utilization				7,213,000	Debt
1.521	Landfill Gas Utilization				9,468,000	Reserve
1.521	Paving of Service Roads				350,000	Capital Funds on Hand
1.521	Cell 3 Bottom Lift Gas Wells / Leachate Drain				250,000	Capital Funds on Hand
1.521	Cell 4 Liner Installation				500,000	Debt
1.521	Leachate Line Decommissioning				100,000	Reserve
1.521	Recycling Area Upgrades				225,000	Reserve
1.521	Storm Water Sedimentation pond Emergency Repairs				250,000	Reserve
1.521	North End Commercial Access Improvements				250,000	Reserve
1.521	Existing Manual and Commercial Scale Upgrades				250,000	Equipment Replacement Fund
1.521	Cell 5&6 GRW				750,000	Debt
1.521	Hartland Amenity Project				3,800,000	Reserve
1.521	Biosolids Beneficial Reuse /RDF Building				350,000	Reserve
1.521	Cell 5 Liner Construction				3,000,000	Debt
1.521	Cell 1, 2 & 3 Transition Liner				2,000,000	Debt
1.521	Diversion Transfer Station				5,000,000	Reserve
1.521	RNG Spare Parts Inventory				700,000	Reserve
1.521	NE & NW Aggregate Stockpile cover				750,000	Debt
1.521	North End Wheel Wash				200,000	Reserve

January 2024 - FTE Early Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact	IBC	Operating Budget*	Capital Budget	Funding Source
Environmental Protection						
	1.578 Environmental Technician	1.0 FTE; term extended 3 years	IBC1a-2.1 Env Monitoring Program - Env Technician	3,554		Allocation
	1.578 Biosolid Coordinator	1.0 FTE; term extended 3 years	IBC1b-4.1 Biosolids Coordinator	10,730		Allocation
	1.579 Lab Technician	1.0 FTE; term extended 3 years	IBC 1a-1.1 Lab Technician Core Area	15,078		Allocation
	1.579 Water Sampling Technician	- Ongoing	IBC 2a-8.1 Increase staff hours from a 7 hr/d to 8h/d	38,272		Allocation
Regional Housing						
	1.310 Planning Assistant	1.0 FTE; new ongoing	IBC 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis	100,488		Requisition
	1.310 Policy Analyst (Rural and Remote)	1.0 FTE; new term 2 years	IBC 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis	94,384		Grant
	CRHC Administrative Coordinator	1.0 FTE; term conversion to permanent	IBC 5a-1.1 Capital Project Delivery	1,512		Project Management Fees
	CRHC Manager Capital Projects & Senior Project Coordinator	2.0 FTE; new term 5 years	IBC 5a-1.1 Capital Project Delivery	250,291		Project Management Fees
	CRHC Operations Manager & Senior Caretaker	2.0 FTE; new ongoing	IBC 5a-1.2 Maintaining CRHC Operations	201,545		Property Management Fees
	CRHC Administrative Clerk (Rental Assist)	1.0 FTE; term extended 2 years	IBC 5a-1.2 Maintaining CRHC Operations	1,512		Allocation
	CRHC Senior Project Engineer 5	1.0 FTE; term extended 5 years	IBC 5b-1.1 Improving Existing Housing Stock	1,973		Allocation
	CRHC Administrative Clerk	1.0 FTE; new term 5 years	IBC 5b-1.1 Improving Existing Housing Stock	83,580		Allocation
Regional Growth & Strategy						
	1.324 Island corridor consultation		IBC 4b-2.1_Island Corridor Consultation	600,000		Grant
Feasibility Study						
	21.1 Service Feasibility Study-Consultancy		IBC 4a-1.1 Transportation Service	350,000		Requisition
Human Resources and Corporate Safety						
	1.016 Manager EDIA and Indigenous Strategies	1.0 FTE; new ongoing	IBC 11a-3.1 Indigenous Employment Strategy	208,400		Allocation; Requisition
	1.016 Manager Human Resources	1.0 FTE; new ongoing	IBC 11b-1.3 Human Resources Manager	208,400		Allocation
Local Services & Electoral Areas						
Cedar Lane Water						
	2.628 WTP provide spare pressure pump and sub-drive unit				33,000	Debt
Fulford Water						
	2.626 Turbidity meter				20,000	Capital Reserve Fund
	2.626 Install In-Line Strainers upstream of PRVs				14,000	Capital Reserve Fund
	2.626 Replace Air Valves in raw water line on Sunnyside				11,000	Capital Reserve Fund
	2.626 Sunnyside PRS install Guard Rail				4,000	Capital Reserve Fund
Beddis Water						
	2.624 Referendum or Alternative Approval Process - Funding for future projects				20,000	Capital Reserve Fund
	2.624 Public Engagement for future projects				10,000	Capital Reserve Fund
	2.624 AC Pipe Removal				22,000	Debt
	2.624 WTP SCADA Upgrades - WTP Communications and Control Upgrades				220,000	Debt
Highland Fernwood						
	2.621 Referendum or Alternative Approval Process - Funding for future projects				40,000	Capital Reserve Fund
	2.621 Public Engagement for future projects				10,000	Capital Reserve Fund
	2.621 Design and Construction of back up power system				470,000	Debt
	2.621 Highland Upper Reservoir Replacement				1,330,000	Debt
	2.621 WTP SCADA Upgrades - WTP Communications and Control Upgrades				220,000	Debt
	2.621 WTP bring safety chain to specification				13,000	Capital Reserve Fund
	2.621 Critical Spares; Chlorine pump and coagulant pump				12,000	Capital Reserve Fund
Lyall Harbour Boot Cove Water						
	2.640 Culvert Replacement for the Water Service				30,000	Grant
SSI Septage / Composting						
	3.705 Storage Building Upgrades				30,000	Capital Reserve Fund
	3.705 Referendum or Alternative Approval Process - Funding for future projects				35,000	Capital Reserve Fund

January 2024 - FTE Early Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact	IBC	Operating Budget*	Capital Budget	Funding Source
Ganges Sewer Utility						
	3.810 Electorate Assent for Borrowing				30,000	Capital Reserve Fund
	3.810 Public Engagement				20,000	Capital Reserve Fund
	3.810 Key Components and Spares Replacement Schedule				55,000	Grant/Capital Reserve Fund
	3.810 Replace Sludge Thickener Membranes				27,000	Capital Reserve Fund
	3.810 Service Area Modelling				57,500	Grant/Capital Reserve Fund
	3.810 Ganges WWTP PEquipment Replacement Fundormance Improvement Study				115,000	Grant/Capital Reserve Fund
Mallview Sewer Utility						
	3.820 Public Engagement				40,000	Capital Reserve Fund
	3.820 Referendum for borrowing				20,000	Capital Reserve Fund
	3.820 Provisional allowance for the supply and installation of key components and critical spares				20,000	Capital Reserve Fund
JDF EA Parks						
	1.405 Parks Truck Replacement				100,000	Equipment Replacement Fund
SSI Community Recreation						
	1.458 Recreation Program Equipment				15,000	Capital Reserve Fund
	1.458 Recreation Program Assistant	0.6 FTE; new ongoing	IBC 16b-1.1_SSI ParksRecreation_SIMS_Staffing	38,832		Requisition
SSI Park Land & Rec Programs						
	1.459 EV Chargers				20,000	Grant
EA Fire Services						
	1.369 Manager, EA Fire Services	1.0 FTE; new ongoing	IBC 9a-2.2 Fire Services Coordination and Support	80,058		Requisition/Operating Reserve Fund
	1.369 Administrative Clerk	0.5 FTE; new ongoing	IBC 9a-2.2 Fire Services Coordination and Support	36,704		Requisition
Port Renfrew Sewer						
	3.850 Sewer Master Plan Study				175,000	Grant
Port Renfrew Water						
	2.650 Water Master Plan Study				175,000	Grant
* Incremental Operating Budget impact from 2023				\$ 3,581,119	\$ 50,446,500	



Service Budget Highlights >

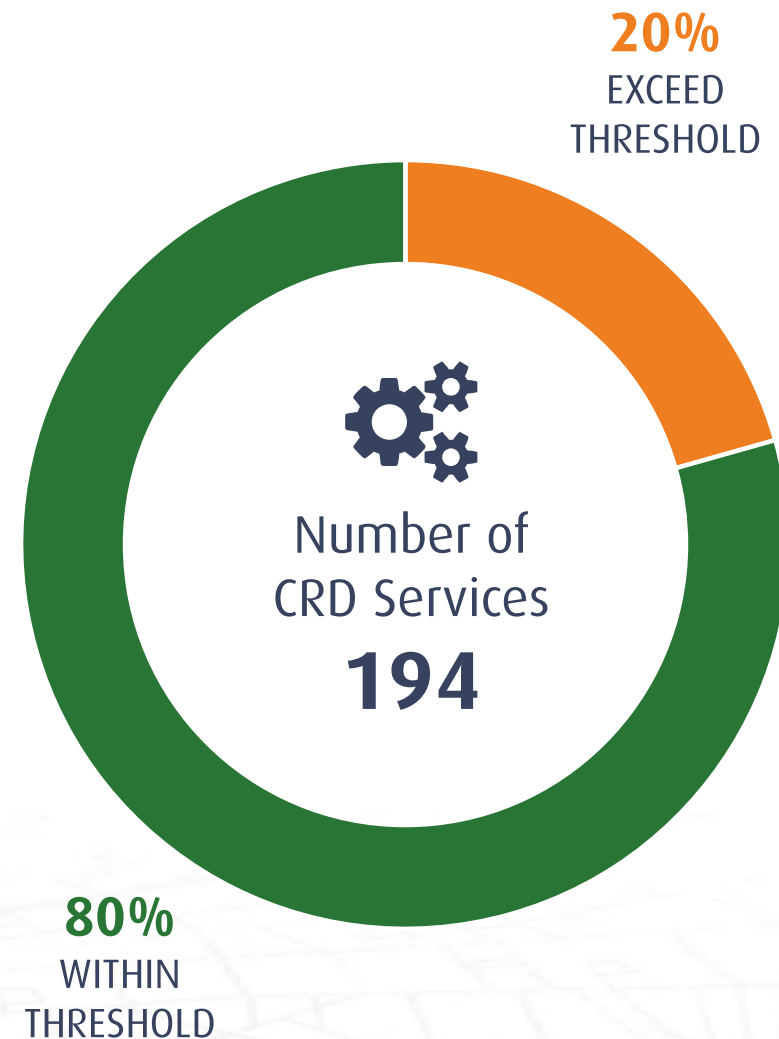
Committee of the Whole
Wednesday September 25, 2023

Materiality Threshold



and **\$50,000**

all service budgets are
included in Appendix G of the
agenda package



2) EXECUTIVE SERVICES		\$000's		%	
2.1) CAO & Executive Office (Appendix G, Part A, PDF pg 4, Print pg 3)		\$185		19.9%	
<ul style="list-style-type: none">New Manager of Corporate Initiatives and Administration (1.0 FTE) and base salary and step increases for existing staff.		Req	Fees	Other	Alloc
		100%	-	-	-
2.2) Human Resources (Appendix G, Part A, PDF pg 11, Print pg 10)		\$571		18.0%	
<ul style="list-style-type: none">New Manager of EDIA and Indigenous Strategies (1.0 FTE), new Manager of Human Resources (1.0 FTE), and new Accessibility & EDI Specialist (1.0 FTE).		Req	Fees	Other	Alloc
		-	-		100%
2.3) Corporate Communications (Appendix G, Part A, PDF pg 18, Print pg 17)		\$60		4.1%	
<ul style="list-style-type: none">Auxiliary labour for Corporate Website project, base salary and step increases for existing staff, and one-time expenses for a citizen experience survey and build EDI principles into public participation framework. These costs are partially offset by reduction in 2023 one-time consultancy costs.		Req	Fees	Other	Alloc
		-	-	-	100%



3) CORPORATE SERVICES		\$000's		%	
3.2) Board Expenditures (Appendix G, Part A, PDF pg 37, Print pg 13)		\$76		6.1%	
<ul style="list-style-type: none">Increased costs related to new software licenses for meeting management, and inflationary increases for Director remuneration. Costs partially offset by reduction in one-time funding for 2023 Board Orientation.		Req	Fees	Other	Alloc
		100%	-	-	-
3.4) First Nations Relations (Appendix G, Part A, PDF pg 47, Print pg 23)		(\$83)		(6.3%)	
<ul style="list-style-type: none">Reduction of one-time 2023 costs for First Nations Relations initiatives, partially offset by new First Nations Relations staffing (1.0 FTE).		Req	Fees	Other	Alloc
		-	-	100%	-



4) FINANCE AND TECHNOLOGY	\$000's		%	
4.1.1) Finance (Appendix G, Part A, PDF pg 67, Print pg 3)	\$303		3.6%	
<ul style="list-style-type: none">Financial support for various initiatives (1.0 FTE), financial support for Capital Project Delivery (0.5 Term) and Transportation Service (0.5 Term). Additional base salary and step increases including the annualization and reclassification of 2023 initiatives. Increase to salaries partially offset by reduction in 2023 one-time contract for services costs.	Req	Fees	Other	Alloc
	-	-	-	100%
4.3.4) Feasibility Study Reserve Fund (Appendix G, Part A, PDF pg 125, Print pg 61)	\$203		137.4%	
<ul style="list-style-type: none">New Feasibility Study of a Regional Transportation Service, net of return of existing funding to participants.	Req	Fees	Other	Alloc
	100%	-	-	-



5) PARKS AND RECREATION

5.1) Regional Parks (Appendix G, Part B, PDF pg 2, Print pg 1)

\$1,565

8.9%

- Increase in contract for services for various initiatives, increased operating costs for fleet expansion, and additional debt servicing costs for land acquisition fund.

Req	Fees	Other	Alloc
100%	-	-	-

5.2) Panorama (Appendix G, Part B, PDF pg 43, Print pg 42)

\$438

4.3%

- Increased transfer to reserves, additional base salaries and step increases for existing staff and new Facility Maintenance Supervisor (1.0 FTE) . Costs partially offset by reduction in debt servicing costs.

Req	Fees	Other	Alloc
24%	64%	12%	-

5.3) SEAPARC (Appendix G, Part B, PDF pg 78, Print pg 79)

\$673

14.7%

- New Manager of Operations (1.0 FTE), additional auxiliary hours to support increased service levels, and higher costs for base salaries and step increases.

Req	Fees	Other	Alloc
12%	69%	18%	-



6) ENVIRONMENTAL SERVICES		\$000's		%	
6.2.5) Millstream Site Remediation (Appendix G, Part B, PDF pg 143, Print pg 44)		(\$518)		(96.4%)	
<ul style="list-style-type: none">Reduction in debt servicing costs from exercising early payout option in 2023, under MFA LA 3513.	Req	Fees	Other	Alloc	
	100%	-	-	-	
6.2.8) LWMP – Core and West Shore (Appendix G, Part B, PDF pg 172, Print pg 73)		\$211		56.6%	
<ul style="list-style-type: none">Increased transfer to reserve to fund long-term biosolids planning	Req	Fees	Other	Alloc	
	3%	97%	-	-	
6.2.11) Climate Action & Adaption (Appendix G, Part B, PDF pg 172, Print pg 73)		\$284		12.4%	
<ul style="list-style-type: none">Increased transfer to General Capital Fund for capital plan requirements, partially offset by decreased Operating Reserve transfers.	Req	Fees	Other	Alloc	
	-	-	100%	-	
6.2.13) Sooke Stormwater Quality Management (Appendix G, Part B, PDF pg 185, Print pg 86)		\$51		129.6%	
<ul style="list-style-type: none">Increased contract for services costs for Sooke Basin Water Quality Sampling Study, partially offset by reduction in reserve transfer.	Req	Fees	Other	Alloc	
	2%	-	98%	-	
6.2.14) Core and West Shore Stormwater Quality Management (Appendix G, Part B, PDF pg 190, Print pg 91)		\$111		14.9%	
<ul style="list-style-type: none">Increased contract for services costs for Harbour Water Quality Sampling Study and increased transfer to reserve.	Req	Fees	Other	Alloc	
	19%	-	81%	-	

6) ENVIRONMENTAL SERVICES (Continued)	\$000's	%			
6.3.1) Environmental Resource Management (Appendix G, Part B, PDF pg 205, Print pg 106)	\$9,976	32.2%			
<ul style="list-style-type: none"> New Environmental Technicians (3.0 FTE) and increased auxiliary wages for Hartland 2100 initiative. Additional contract for service costs related to curbside collection and processing of materials contracts, and increased allocation costs. Partially offset by reduction in one-time costs from 2024 for BC Hydro contract termination. 	Req -	Fees 69%	Other 31%	Alloc -	
6.4.1) Environmental Engineering Services (Appendix G, Part B, PDF pg 227, Print pg 128)	\$142	5.1%			
<ul style="list-style-type: none"> New Term Manager for Hartland (1.0 FTE) and New Engineer for Regional Trail Project (1.0 FTE). These costs are partially offset by reduced one-time 2023 costs related to a project management office study and a vehicle purchase. 	Req -	Fees -	Other -	Alloc 100%	
6.4.2) Facilities Management (Appendix G, Part B, PDF pg 238, Print pg 139)	\$136	6.7%			
<ul style="list-style-type: none"> New Facilities Maintenance Worker (1.0 FTE) and auxiliary staffing, partially offset by reduction in transfer to capital from a one-time 2023 vehicle purchase. 	Req -	Fees -	Other -	Alloc 100%	
6.4.3) CRD HQ Building (Appendix G, Part B, PDF pg 249, Print pg 150)	\$227	11.5%			
<ul style="list-style-type: none"> Increased transfer to capital reserve, rentals and leases and allocations. 	Req -	Fees -	Other -	Alloc 100%	

7) PLANNING & PROTECTIVE SERVICES		\$000's		%	
7.2.1) Land Banking & Housing (Appendix G, Part C, PDF pg 10, Print pg 12)		\$652		21.4%	
<ul style="list-style-type: none"> New Planning Assistant (1.0 FTE) to support increasing housing supply, a new Policy Analyst (1.0 Term) and Reaching Home term position extensions (4.0 Term). Additional debt servicing costs for RHFP borrowing. 		Req	Fees	Other	Alloc
		33%	-	67%	-
7.2.2) Regional Housing Trust Fund (Appendix G, Part C, PDF pg 21, Print pg 19)		\$385		10.5%	
<ul style="list-style-type: none"> Unallocated Capital grants carryforward from 2023 to 2024. 		Req	Fees	Other	Alloc
		-	-	100%	-
7.3.2) Community Health (Appendix G, Part C, PDF pg 33, Print pg 30)		(\$88)		(10.8%)	
<ul style="list-style-type: none"> Decrease for ACEH funding budgeted to not continue into 2024, partially offset by one-time consultant's fee for violence prevention and wellness promotion. 		Req	Fees	Other	Alloc
		-	-	100%	-
7.4.1) Corporate Emergency (Appendix G, Part C, PDF pg 35, Print pg 33)		(\$63)		(15.6%)	
<ul style="list-style-type: none"> One-time expenses in 2023 for Emergency Management software and allowance. 		Req	Fees	Other	Alloc
		-	-	80%	20%



7) PLANNING & PROTECTIVE SERVICES (Continued)**7.4.2) Regional Emergency Program Support** (Appendix G, Part C, PDF pg 43, Print pg 41)

\$000's

%

(\$90)

(37.9%)

- Reduction of one-time 2023 costs for REMP Program Development.

Req	Fees	Other	Alloc
-	-	100%	-

7.4.3) Hazardous Material Incident Response (Appendix G, Part C, PDF pg 47, Print pg 45)

(\$66)

(14.8%)

- Reduction of one-time 2023 costs for operations review project, partially offset by an increase in contract for services hazmat costs.

Req	Fees	Other	Alloc
-	-	100%	-

7.4.7) Regional CREST Contribution (Appendix G, Part C, PDF pg 75, Print pg 73)

\$144

8.1%

- Increase in CREST contribution per new agreement and deficit carry forward.

Req	Fees	Other	Alloc
100%	-	-	-

7.4.8) Animal Care Services (Appendix G, Part C, PDF pg 79, Print pg 77)

\$73

4.4%

- Increase in auxiliary staffing, base salary and step increases for existing staff.

Req	Fees	Other	Alloc
18%	10%	72%	-



7) PLANNING & PROTECTIVE SERVICES (Continued)	\$000's	%			
7.5.2) Regional Planning Services (Appendix G, Part C, PDF pg 101, Print pg 99)	\$673	43.3%			
<ul style="list-style-type: none"> One-time contract for service cost related to the Island Corridor consultation, and base salary and step increases for existing staff. 	Req	Fees	Other	Alloc	
	5%	-	94%	1%	
7.5.3) Regional Growth Strategy (Appendix G, Part C, PDF pg 111, Print pg 109)	(\$93)	(21.9%)			
<ul style="list-style-type: none"> Reduction from 2023 one-time expense for Foodlands Access Service and reduced auxiliary wages. 	Req	Fees	Other	Alloc	
	5%	-	95%	-	



8) INTEGRATED WATER SERVICES	\$000's		%	
8.1.1) Regional Water Supply (Appendix G, Part C, PDF pg 119 , Print pg 4)	\$2,198		5.5%	
<ul style="list-style-type: none">New Contracts Coordinator (1.0 FTE), New Purchaser and auxiliary support (1.0 FTE), New Utility Operator (1.0 FTE), and New Manager of Dam Safety (1.0 FTE). Cost of living adjustment for 2023 and increased transfer to Capital Fund and Reserve, partially offset by a reduction in debt servicing costs.	Req	Fees	Other	Alloc
	-	100%	-	-
8.1.2) JDF Water Distribution (Appendix G, Part C, PDF pg 170, Print pg 55)	\$2,056		8.6%	
<ul style="list-style-type: none">Increased bulk water purchase, increased transfers to Capital Fund, and additional debt servicing costs.	Req	Fees	Other	Alloc
	-	100%	-	-
8.2.2) Debt – Core Area Wastewater Capital (Appendix G, Part C, PDF pg 216, Print pg 101)	(\$4,513)		(17.7%)	
<ul style="list-style-type: none">One-time early payout of debt related to the Core Area Wastewater Treatment Project (CAWTP) in 2023, reduction in capital reserve transfers and increase in long-term debt financing for capital.	Req	Fees	Other	Alloc
	-	-	100%	-



8) INTEGRATED WATER SERVICES (continued)	\$000's		%	
8.2.3) IWS – Environmental Operations (Appendix G, Part C, PDF pg 241, Print pg 126)	\$634		4.6%	
• Cost of living adjustment for 2023, partially offset by position reclassification and pay grade change. Increased ERF transfers to align with increased costs of future EV vehicle replacements.	Req	Fees	Other	Alloc
	-	-	-	100%
8.3.1) Saanich Peninsula Water Supply (Appendix G, Part C, PDF pg 261, Print pg 146)	\$485		6.5%	
• Increased bulk water purchase, additional debt servicing costs, and base salary and step increases for existing staff.	Req	Fees	Other	Alloc
	-	88%	12%	-
8.3.2) Peninsula Wastewater (Appendix G, Part C, PDF pg 280, Print pg 165)	\$246		5.2%	
• One-time increased contribution to ERF, IWS labour charge out rate lift, partially offset by one-time savings due to delay from the OMS receiving facility.	Req	Fees	Other	Alloc
	84%	-	-	16%
Debt – NET & ECI Sewer Upgrade	(\$119)		(100%)	
• Legacy Trunk Sewer debt retirement in 2023 for MFA Issue 101-104.	Req	Fees	Other	Alloc
	16%	84%	-	-
Debt – Core Sewage Integrated Treatment Facilities	(\$792)		(100%)	
• Legacy Sewer debt retirement in 2023 for MFA Issue 104.	Req	Fees	Other	Alloc
	17%	83%	-	-

LOCAL SERVICES – JOINT EA		\$000's		%	
Building Inspection (Appendix I-2, PDF pg 15)		\$215		10.6%	
<ul style="list-style-type: none"> Increased contract for services for Digitizing Records initiative, base salary and step increases for existing staff, and increase in overhead costs. 		Req	Fees	Other	Alloc
		22%	18%	60%	-



SALT SPRING ISLAND		\$000's		%	
SSI – Administration (Appendix I-3, PDF pg 43)		\$212		18.3%	
<ul style="list-style-type: none"> Engineer Technician repurposed from SSI Parks (1.0 FTE), increase to transfers to reserves for initiatives. Annualization of LCC commissioners' remuneration. Partially offset by reduction in 2023 initiatives for LCC and one-time 2023 lease improvement and vehicle purchase. 		Req	Fees	Other	Alloc
		23%	-	-	77%
SSI – Public Library (Appendix I-3, PDF pg 177)		\$51		7.5%	
<ul style="list-style-type: none"> Increased contribution to SSI Public Library Association. 		Req	Fees	Other	Alloc
		100%	-	-	-
SSI – Community Recreation (Appendix I-3, PDF pg 242)		\$73		6.5%	
<ul style="list-style-type: none"> New Recreation Program Assistant (0.6 FTE) and Recreation Coordinator repurposed from Parkland budget (0.2 FTE). Increased service level costs, internal allocations and transfer to reserve. 		Req	Fees	Other	Alloc
		46%	54%	-	-



SALT SPRING ISLAND (Continued)		\$000's		%	
SSI – Pool & Park Land (Appendix I-3, PDF pg 253)		\$304		14.1%	
<ul style="list-style-type: none"> Increased program costs, R&M, utilities and supplies, internal allocations and transfers to reserves, partially offset by a reduction in salary costs from repurposing a position to SSI Administration. Includes deficit carryforward from 2023. 	Req	Fees	Other	Alloc	
	94%	-	5%	1%	
SSI – Liquid Waste Disposal (Appendix I-3, PDF pg 272)		\$122		11.8%	
<ul style="list-style-type: none"> Additional sludge hauling costs and increased IWS operations labour charge out costs. 	Req	Fees	Other	Alloc	
	27%	73%	-	-	
SSI – Ganges Sewer (Appendix I-3, PDF pg 144)		\$77		6.5%	
<ul style="list-style-type: none"> Increased IWS labour allocation, increased sludge hauling and disposal costs, and additional debt servicing costs, partially offset by reduced transfer to reserve. 	Req	Fees	Other	Alloc	
	1%	48%	51%	-	



Capital Regional District
Initiative Business Cases - 2024 Budget Impact
2024 Preliminary Budget

Initiative	Community Need	Initiative Name	Incremental Requisition \$	Incremental Sales of Service \$	Incremental Allocation/Other \$	Total Incremental Cost \$
1a-1.1	Wastewater	Lab Technician Core Area	15,078	-	-	15,078
1a-2.1	Wastewater	Environmental Monitoring Program - Environmental Technician Odour	3,554	-	-	3,554
1a-2.2	Wastewater	Facilities Maintenance Worker 4	-	101,293	-	101,293
1b-4.1	Wastewater	Biosolids Coordinator	10,730	-	-	10,730
2a-2.1	Water	Contracts Coordinator	-	86,500	-	86,500
2a-2.2	Water	Purchaser	-	216,500	-	216,500
2a-8.1	Water	Water Quality Sampling Technician (Regular)	-	-	38,272	38,272
2b-1.1	Water	Dam Safety Program - Integrated Water Services	-	196,800	-	196,800
3a-1.1	Solid Waste & Recycling	Hartland 2100	-	303,524	-	303,524
4a-1.1	Transportation	Transportation Service - support	-	-	73,707	73,707
4a-1.1	Transportation	Transportation Service	350,000	-	-	350,000
4b-1.1	Transportation	Regional Trails Closure Policy Implementation Funding	35,000	-	-	35,000
4b-2.1	Transportation	Island Corridor Consultation	-	-	600,000	600,000
4c-2.1	Transportation	Regional Trail Project Engineer	-	137,404	-	137,404
5a-1.1	Housing & Health	Capital Project Delivery - support	-	-	73,707	73,707
5a-2.1	Housing & Health	Housing Opportunity Innovation and Outcomes Analysis	124,488	-	94,382	218,870
5c-1.2	Housing & Health	Reaching Home Term Extensions	16,619	-	-	16,619
5f-1.1	Housing & Health	Healthy Communities Planner	58,603	-	-	58,603
6a-4.1	Climate Action	Biodiversity Service	95,000	-	-	95,000
6b-3.1	Climate Action	Fuel Purchase System	-	-	-	-
6b-3.3	Climate Action	Fleet Overhead Recovery	(35,000)	-	-	(35,000)
7c-3.1	Regional Parks	Elk/Beaver Lake Water Quality Monitoring	25,000	-	-	25,000
7e-3.1	Regional Parks	Asset Management Engineered Structure Inspections	225,000	-	-	225,000
7f-1.1	Regional Parks	First Nations Strategic Priority Initiatives	300,000	-	-	300,000
9a-2.2	Safety & Emergency Management	Fire Services Coordination and Support	58,927	-	67,835	126,762

Capital Regional District
Initiative Business Cases - 2024 Budget Impact
2024 Preliminary Budget

10c-1.1	Arts & Recreation	Peninsula Recreation Management and Operations Planning	-	-	-	-
10c-1.2	Arts & Recreation	Peninsula Recreation - Facility Maintenance Supervisor	-	20,403	-	20,403
10c-2.2	Arts & Recreation	SEAPARC Manager of Operations	-	148,181	-	148,181
11a-1.1	People	Develop and Implement The Corporate Accessibility Plan	-	-	59,952	59,952
11a-2.1	People	Enhance Understanding and Accountability for EDI Across Decision Making Bodies	-	-	15,000	15,000
11a-3.1	People	Create and Implement an Indigenous Employment Strategy	104,187	-	104,187	208,374
11b-1.3	People	Human Resources Manager	-	-	208,374	208,374
11b-7.1	People	Manager of Corporate Initiatives and Administration	124,470	-	-	124,470
12a-1.1	Open Government	Privacy and Information Senior Analyst	115,165	-	-	115,165
12b-1.1	Open Government	Build EDI principles into Public Participation Framework	-	-	25,000	25,000
12b-2.1	Open Government	Citizen Experience Survey	-	-	50,000	50,000
12b-4.1	Open Government	Meeting Management Improvements	50,000	-	-	50,000
12b-4.1	Open Government	Meeting Management Improvements	20,000	-	-	20,000
15a-1.1	First Nations	Government-to-Government Relationship Building	-	-	-	-
15a-1.2	First Nations	First Nations Relations Staffing	82,633	-	-	82,633
16b-1.1	Local Government	SSI Parks & Recreation SIMS Staffing	38,832	-	-	38,832
16f-2.1	Local Government	Digitizing Building Permits and Historical Records	-	-	75,000	75,000
IBC Support	Various	Various IBC Support - Financial Services	-	-	80,288	80,288
IBC Support	Various	Various IBC Support - Information Technology	-	-	136,565	136,565
			1,818,286	1,210,605	1,702,269	4,731,160

Capital Regional District
Initiative Business Cases - Subject to Approval
Not Included in 2024 Preliminary Budget

Board Directed Initiatives

Initiative	Community Need	Initiative Name	Incremental Requisition \$	Incremental Sales of Service \$	Incremental Allocation/Other \$	Total Cost Budget \$
5c-1.1	Housing & Health	Aboriginal Coalition to End Homelessness Core Funding	155,250	-	-	155,250
5c-1.2	Housing & Health	Alliance to End Homelessness in the Capital Region Core Funding	120,000	-	-	120,000
			275,250	-	-	275,250

Corporate Plan Priorities (Subject to public consent)

Initiative	Community Need	Initiative Name	Incremental Requisition \$	Incremental Sales of Service \$	Incremental Allocation/Other \$	Total Cost Budget \$
8b-1.1	Planning	Foodlands Access - Service Creation & Activation	442,270	-	75,000	517,270
						-
			442,270	-	75,000	517,270

STAFF ESTABLISHMENT CHART - PROVISIONAL

REGULAR POSITIONS - ONGOING	Approved		Proposed						
Department/Division	2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Executive Services									
Executive Office	5.00	5.00	6.00	6.00	6.00	6.00	6.00	People	11b-7.1 Manager of Corporate Initiatives and Administration (2024)
Corporate Communications	7.00	8.00	8.00	8.00	8.00	8.00	8.00		
Human Resources & Corporate Safety	14.00	14.00	17.00	19.00	19.00	19.00	19.00	People	11a-1.1 Develop and Implement The Corporate Accessibility Plan (2024); 11a-3.1 Create and Implement an Indigenous Employment Strategy (2024); 11b-1.2 Alignment of Services: Manager of Safety (2025); 11b-1.3 Human Resources Manager (2024); 11b-3.1 Benefits, Wellness & Abilities Management Coordinator (2025)
TOTAL EXECUTIVE SERVICES	26.00	27.00	31.00	33.00	33.00	33.00	33.00		
Corporate Services									
Administration, Legal and Risk Management	9.00	9.00	10.00	10.00	10.00	10.00	10.00	Water	2a-2.2 Purchaser (2024)
Privacy and Information Services	4.60	4.60	5.60	5.60	5.60	5.60	5.60	Open Government	12a-1.1 Privacy and Information Senior Analyst (2024)
Legislative Services	4.00	4.00	4.00	4.00	4.00	4.00	4.00		
First Nations Relations	4.00	4.00	5.00	6.00	6.00	6.00	6.00	First Nations	15a-1.2 First Nations Relations Staffing (2024; 2025)
Real Estate and SGI Administration	4.00	4.00	4.00	4.00	4.00	4.00	4.00		
TOTAL CORPORATE SERVICES	25.60	25.60	28.60	29.60	29.60	29.60	29.60		
Finance & Technology									
Administration, Planning and Local Services	7.50	7.50	7.50	7.50	7.50	7.50	7.50		
Financial Services	48.25	47.50	48.50	49.50	50.00	50.00	50.00	Business Systems + Processes; Various	Various IBCs (2024); 13c-1.1 Revenue Services (2025)
Information Technology & GIS	48.27	48.27	49.27	49.27	52.27	52.27	52.27	People; Various	Various IBCs (2024);11b-1.1 HRIS Talent Suite (2026)
Arts & Culture	2.80	3.00	3.00	3.00	3.00	3.00	3.00		
TOTAL FINANCE & TECHNOLOGY	106.82	106.27	108.27	109.27	112.77	112.77	112.77		
Integrated Water Services									
Administration	8.29	8.29	9.29	9.29	9.29	9.29	9.29	Water	2a-2.1 Contracts Coordinator (2024)
Customer & Technical Services	17.00	17.00	17.00	18.00	18.00	18.00	18.00	Climate Action	6b-2.1 Corporate Fleet Mechanic (2025)
Infrastructure Engineering	26.00	27.00	28.00	30.00	33.00	33.00	33.00	Water	2b-1.1 Dam Safety Program - Integrated Water Services (2025; 2025; 2026)
Wastewater Infrastructure Operations	68.89	74.50	74.50	74.50	74.50	74.50	74.50		
Water Infrastructure Operations	50.00	50.00	51.00	53.00	53.00	53.00	53.00	Water	2b-2.1 Utility Operator Team Lead - Water Operations (2025); 2b-1.1 Dam Safety Program - Integrated Water Services (2024; 2025)
Watershed Protection	27.00	27.00	27.00	27.00	27.00	27.00	27.00		
TOTAL INTEGRATED WATER SERVICES	197.18	203.79	206.79	211.79	214.79	214.79	214.79		
Parks & Environmental Services									
Administration	3.00	3.00	3.00	3.00	3.00	3.00	3.00		
Climate Action Programs	5.00	5.00	5.00	5.00	5.00	5.00	5.00		
Environmental Protection	54.30	54.30	54.30	54.30	54.30	54.30	54.30	Water; Climate Action	2a-8.1 Water Quality Sampling Technician (2024); 6a-4.1 Biodiversity Service (2024)
Environmental Resource Mgmt	25.70	25.70	28.70	28.70	28.70	28.70	28.70	Solid Waste + Recycling	3a-1.1 Hartland 2100 (2024)
Facility Mgmt. & Engineering	25.00	25.00	26.00	26.00	26.00	26.00	26.00	Wastewater	1a-2.2 Facilities Maintenance Worker 4 (2024)
Panorama Recreation	36.85	36.85	37.75	37.75	37.75	37.75	37.75	Arts + Recreation	10c-1.2 Peninsula Recreation - Facility Maintenance Supervisor (2024)
Regional Parks	78.00	77.00	77.00	77.00	77.00	77.00	77.00		
SEAPARC	19.10	19.10	20.10	20.60	20.60	20.60	20.60	Arts + Recreation	10c-2.1 Maintain SEAPARC Reception Staffing (2025); 10c-2.2 Manager of Operations (2024)
TOTAL PARKS & ENVIRONMENTAL SERVICES	246.95	245.95	251.85	252.35	252.35	252.35	252.35		

STAFF ESTABLISHMENT CHART - PROVISIONAL

REGULAR POSITIONS - ONGOING			Approved		Proposed						
Department/Division			2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Planning & Protective Services											
Administration			3.00	3.00	3.00	3.00	3.00	3.00	3.00		
Building Inspection			10.20	11.20	11.20	11.20	11.20	11.20	11.20		
Health & Capital Planning			2.00	2.00	2.00	2.00	2.00	2.00	2.00		
JDFEA Services			4.30	4.30	4.30	4.30	4.30	4.30	4.30		
Protective Services			19.50	19.50	21.00	22.00	22.00	22.00	22.00	Safety + Emergency Management	9a-2.2 Fire Services Coordination and Support (2024); 9a-2.1 Resiliency and Recovery Coordinator (2025)
Regional & Strategic Planning			8.00	8.00	8.00	8.00	8.00	8.00	8.00		
* Regional Housing			51.00	57.00	62.00	66.00	66.00	66.00	66.00	Housing + Health	5a-1.1 Capital Project Delivery (2024); 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis (2024); 5a-1.2 Maintaining CRHC Operations (2024; 2025)
TOTAL PLANNING & PROTECTIVE SERVICES			98.00	105.00	111.50	116.50	116.50	116.50	116.50		
SSI Administration (Executive Svcs)											
SSI Administration			5.80	7.00	7.00	7.00	7.00	7.00	7.00	Accountability	
SSI Parks & Recreation			12.33	11.33	11.93	12.43	12.43	12.43	12.43	Local Government	16b-1.1 SSI Parks & Recreation SIMS Staffing (2024; 2025)
TOTAL SSI ADMINISTRATION			18.13	18.33	18.93	19.43	19.43	19.43	19.43		
* TOTAL CRD REGULAR POSITIONS (ONGOING)			718.68	731.94	756.94	771.94	778.44	778.44	778.44		
REGULAR POSITIONS - FIXED DURATION			Approved		Proposed						
Department/Division			2022	2023	2024	2025	2026	2027	2028	Community Need	IBC Reference
Finance & Technology											
Financial Services			0.00	2.50	3.50	3.00	2.50	0.50	0.50	Transportation; Housing + Health	4a-1.1 Transportation Service (2024); 5a-1.1 Capital Project Delivery (2024)
Information Technology & GIS			0.00	4.00	4.00	3.00	3.00	0.00	0.00		
Parks & Environmental Services											
Climate Action Programs			1.00	1.00	1.00	1.00	1.00	0.00	0.00		
Environmental Protection			3.00	3.50	3.50	3.50	3.50	0.00	0.00	Wastewater	1a-1.1 Lab Technician Core Area (Regular) (2024); 1a-2.1 Environmental Monitoring Program - Environmental Technician Odour (2024); 1b-4.1 Biosolids Coordinator (2024)
Environmental Resource Mgmt			1.00	1.00	1.00	1.00	0.00	0.00	0.00		
Facility Mgmt. & Engineering			1.00	1.00	1.00	1.00	1.00	1.00	1.00	Transportation	4c-2.1 Regional Trail Project Engineer (2024)
Planning & Protective Services											
Health & Capital Planning			2.00	2.00	2.00	1.00	1.00	1.00	0.00	Housing + Health	5f-1.1 Healthy Communities Planner (2024)
* Regional Housing			11.80	12.00	14.00	14.00	9.00	8.00	8.00	Housing + Health	5a-1.1 Capital Project Delivery (2024); 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis (2024); 5a-1.2 Maintaining CRHC Operations (2024)
Regional & Strategic Planning			0.00	0.00	0.00	0.00	0.00	0.00	0.00	Planning	8b-1.1 Foodlands Access - Service Creation & Activation (2024) (0.5FTE upon approval)
* TOTAL CRD REGULAR POSITIONS (FIXED DURATION)			19.80	27.00	30.00	27.50	21.00	10.50	9.50		
TOTAL CRD REGULAR POSITIONS (ALL)			738.48	758.94	786.94	799.44	799.44	788.94	787.94		

* 2022 and 2023 totals have been recast from the 2023 Final SEC approved by the Board. The restatement reclassified an existing position from FTE to Term to classify it appropriately. The total 2022 and 2023 count of FTE plus Term positions remains unchanged.

Reserve Forecasts

Tables 1 and 3 provide the 2024 budgeted and 2023 forecasted reserve amounts. Tables 2 and 4 provide a summary of significant reserve balances at the start of 2023.

Table 1 - Estimated Operating Reserves Activity (in \$ millions)

Reserve Activity	2024 Financial Plan \$	2023 Forecast \$
Opening Reserve Balance	46.6	55.3
Transfers from Operating	3.6	7.0
Interest Income	1.6	1.9
Transfer to Operating	(23.1)	(17.6)
Closing Reserve Balance	\$28.7	\$46.6

Consolidated operating reserves through the end of 2023 are forecasted to be \$46.6 million. Net budgeted transfers, interest income, and funding of operating costs result in a budgeted closing balance of \$28.7 million at the end of 2024. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages 62 operating reserve funds.

Table 2 summarizes the significant operating reserve balances by service. A detailed listing of reserve balances is included in the audited financial statements.

Table 2: January 1, 2023 Operating Reserve Balances by Service (>\$1M)

Description	Amount (\$M)
Solid Waste	26.9
Core Area Wastewater	10.6
Legislative & General	2.6
Regional Planning	1.7
Regional Growth Strategy	1.7
IW Environmental Operations	1.0
Various (<\$1M)	10.7
Total	\$55.3

Table 3 - Estimated Capital Reserves Activity (in \$ millions)

Capital Reserve Activity	2024 Financial Plan \$	2023 Forecast \$
Opening balance¹	87.6	130.8
Transfers from operating	22.5	23.0
Interest income	3.1	4.6
Transfers out (Capital Plan)	(42.0)	(70.8)
Ending balance	\$71.2	\$87.6

¹Reserve balances restated to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

Capital reserves at the end of 2023 are forecasted to be \$87.6 million. Net of budgeted transfers, interest income, and funding to capital projects result in a budgeted closing balance of \$71.2 million at the end of 2024. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 74 capital reserve funds.

Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established by bylaw but covers all CRD services. Specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges have been shown separately. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: January 1, 2023 Capital Reserve Balances by Service, Including ERF (>\$1M)

Description	Amount (\$M)
Equipment Replacement Fund (All Services)	32.7
Regional Parks	12.6
Solid Waste	11.7
Core Area Wastewater Debt Reserve Fund	11.5
Core Area Wastewater	5.7
Saanich Peninsula Water Supply	5.4
Office Facilities & Equipment	5.0
Saanich Peninsula Ice Arena Facility	4.2
McPherson Theatre	2.4
Royal Theatre	1.2
S.P.W.W.S. Sewer Debt Reserve Fund	1.0
Sooke and Electoral Area Recreation & Facilities	1.1
Magic Lake Estates Water System	1.1
Regional Parks Land	1.1
Sidney Treatment Plant	1.0
Various (<\$1M)	8.2
Subtotal	\$105.9
Landfill Closure and Post-Closure	12.7
Development Cost Charges	12.2
Total	\$130.8

Service Listing for Budgets Direct to Board

Service Number	Service Name	2024 Expenditure	2023 Expenditure	var \$	var %
1.101	G.I.S.	653,615	638,822	14,793	2.3%
1.105	Facility Management	2,151,733	2,016,211	135,522	6.7%
1.106	CRD HQ Building	2,204,840	1,977,438	227,402	11.5%
1.107	Corporate Satellite Offices	249,717	238,158	11,559	4.9%
1.112	Regional Grant in Aid	1,577,621	1,532,621	45,000	2.9%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	0.0%
1.126	Victoria Family Court Committee	54,743	55,625	(882)	-1.6%
1.128	Greater Victoria Police Victim Services	322,656	304,857	17,799	5.8%
1.224	Community Health	727,218	814,860	(87,642)	-10.8%
1.226	Health Facilities - VIHA	1,776,222	1,720,718	55,504	3.2%
1.309	Climate Action and Adaptation	2,572,299	2,288,185	284,114	12.4%
1.310	Land Banking & Housing	3,813,203	3,152,716	660,487	20.9%
1.311	Regional Housing Trust Fund	4,061,222	3,676,394	384,828	10.5%
1.312	Regional Goose Management	243,486	237,522	5,964	2.5%
1.313	Animal Care Services	1,736,250	1,663,324	72,926	4.4%
1.324	Regional Planning Services	2,227,436	1,554,118	673,318	43.3%
1.330	Regional Growth Strategy	331,880	424,846	(92,966)	-21.9%
1.335	Geo-Spatial Referencing System	183,406	177,779	5,627	3.2%
1.374	Regional Emergency Program Support	148,016	238,227	(90,211)	-37.9%
1.375	Hazardous Material Incident Response	380,531	446,471	(65,940)	-14.8%
1.531	Stormwater Quality Management - Sooke	90,529	39,432	51,097	129.6%
1.536	LWMP-Stormwater Quality Management-Core	854,927	744,030	110,897	14.9%
1.575	Env. Ser. - Administration	206,947	201,670	5,277	2.6%
1.576	Env. Engineering Services	2,907,695	2,765,567	142,128	5.1%
1.577	Env. Ser. - Operations	14,509,517	13,875,220	634,297	4.6%
1.578	Env. Protection and Water Quality	9,179,650	9,177,767	1,883	0.0%
1.911	911 Systems	2,541,353	2,495,079	46,274	1.9%
1.912B	911 Call Answer - Municipalities	14,121	25,947	(11,826)	-45.6%
1.913	913 Fire Dispatch	347,449	366,986	(19,537)	-5.3%
1.921	Regional CREST Contribution	1,934,722	1,790,531	144,191	8.1%
2.681	Florence Lake Water System Debt	19,357	15,549	3,808	24.5%
2.682	Seagirt Water System Debt	114,767	97,650	17,117	17.5%
21.ALL	Feasibility Study Reserve Fund - All	350,000	137,412	212,588	154.7%
3.700	Septage Disposal	161,020	157,910	3,110	2.0%
3.701	Millstream Remediation Service	19,708	537,888	(518,180)	-96.3%
3.707	On Site System Management Program - LWMP	183,866	177,649	6,217	3.5%
3.709	I & I Enhanced Program	417,843	408,001	9,842	2.4%
3.750	LWMP - Core & Westshore	582,915	372,322	210,593	56.6%
3.752	Harbours Program	361,373	354,238	7,135	2.0%
3.755	Regional Source Control	1,674,718	1,641,038	33,680	2.1%
3.770A	Debt - NET & ECI Sewer Upgrade	-	118,870	(118,870)	-100.0%
3.792	Debt - Craigflower PS	-	5,165	(5,165)	-100.0%
3.798	Debt - Core Sewage Integrated Treatment Facilities	-	791,811	(791,811)	-100.0%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	808,546	807,616	930	0.1%
		\$ 62,846,477	\$ 60,413,600	\$ 2,432,877	4.0%

Operating Budgets with increases/(decreases) over 3.5% and \$50,000 in 2024



REPORT TO ELECTORAL AREAS COMMITTEE MEETING OF MONDAY, OCTOBER 23, 2023

SUBJECT **2024 Preliminary Electoral Area Budget Review**

ISSUE SUMMARY

To present 2024 Electoral Area (EA) Budgets for recommended approval to the Capital Regional District Board.

BACKGROUND

The Capital Regional District (CRD) provides a range of regional, sub-regional and local services. Regional services are provided to the entire region, sub-regional services to groups of participating Municipalities, EAs and local services to single Municipalities, an EA or to groups of residents within a defined service area. Through the combined EAs, the CRD provides services to approximately 23,300 residents.¹

Budgets for review are specific to services in the Juan de Fuca (JDF) EA, the Salt Spring Island (SSI) EA, and the Southern Gulf Islands (SGI) EA. EA services delivered are established through the *Local Government Act* and Service Establishment Bylaws and are guided by the Board Strategic and Corporate Plans.

Budget Approval Process

Under direction provided by the Board, review and recommendation for approval of EA service budgets, including local service commission budgets, is delegated to the EAC. These budgets will be included in the preliminary 2024 CRD Financial Plan to be presented on October 25, 2023 to Committee of the Whole.

As in previous years and in alignment with the Commission Handbook Guidelines, where applicable, review and approval of local EA commission budgets will take place annually through the fall. Budget changes following commission review will be forwarded to the Board and considered at final budget approval in March 2024.

New in 2023, the SSI Local Community Commission (LCC) was established towards the end of the second quarter. The CRD Board delegated administrative and advisory authority to the LCC for fourteen (14) existing SSI local services. This delegated authority includes review and recommendation of budgets annually.

On September 14 and 21, 2023, the LCC met to review preliminary budgets. At these meetings budget direction was provided where these impacts have been incorporated into the preliminary SSI financial plan.

¹ 2021 Census Data

Service Planning and Budget Development

The CRD Board approved the 2023-2026 Board Priorities and CRD Corporate Plan earlier this year. The Plan includes a number of community needs with outcome statements for staff to advance through the four-year election term. The 2024 service planning process marked the first year of the four-year planning cycle. The planning cycle is designed to ensure alignment and implementation of strategic objectives during the term. Any initiatives and/or changes to service levels will be advanced through the annual service and financial planning cycle.

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

Budget development is based on resources required for delivery of core services, impacts of new initiatives, proposed capital expenditures and other cost pressures such as inflation and contractual agreements. Service budgets include operating and capital plans in addition to any changes in reserve funds. A detailed discussion of the main budget drivers for each EA is included in this report supported by Appendices A, B and C.

ALTERNATIVES

Alternative 1

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

1. That the 2024 Electoral Area Services Budgets be given provisional approval as presented; and
2. That the new initiatives for January 1, 2024 implementation identified in Appendix D, be approved for expenditure.

Alternative 2

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

1. That the 2024 Electoral Area Services Budgets be given provisional approval with specific direction on amendments; and
2. That the new initiatives for January 1, 2024 implementation identified in Appendix D, be approved with specific direction on amendments.

IMPLICATIONS

Financial Implications

Requisition

Table 1 summarizes the change in tax requisition from 2023 final to 2024 provisional for each EA.

Table 1: 2024 Provisional vs 2023 Final Requisition

	2024 Provisional Requisition		2023 Final Requisition		\$ Change		% Change
	\$M	\$ Per HH	\$M	\$ Per HH	\$M	\$ Per HH	Per HH
JDF EA	2.83	715	2.67	675	0.16	40.33	5.98%
SSI EA	8.37	1,275	7.64	1,164	0.73	111.31	9.56%
SGI EA	3.86	568	3.70	545	0.16	22.94	4.21%

Requisition increases are inclusive of all regional, sub-regional, and EA services in addition to the Capital Regional Hospital District (CRHD). However, Table 1 excludes changes in specified and defined area services within each EA. It should also be noted that regional and sub-regional service budgets may change as service plans and budgets are deliberated at Committee of the Whole and the Board on October 25, 2023.

The actual tax rates impact to EA residents will vary depending on the specified and defined service areas in which they reside in addition to their individual 2024 property assessment values. The 2024 preliminary requisition impact shown in Table 1 (above) reflects the 2023 assessment values from BC Assessments. New assessment information will be incorporated in the final budget when revised data is released by BC Assessments in early February 2024.

Detailed Requisition summaries by service area are included in Appendix A-1 (JDF), Appendix B-1 (SSI), and Appendix C-1 (SGI).

Operating Budget Overview

Table 2 summarizes the change in expenditures for each EA in the 2024 provisional budget compared to the 2023 final budget, for individual EA budgets only (excludes Regional, Sub-Regional, Joint EA and CRHD services).

Table 2: Summary of Operating Budget (in \$ millions) by EA

	2024 Provisional Plan \$M	2023 Financial Plan \$M*	\$M Change	% Change
JDF EA	4.85	4.65	0.20	4.3%
SSI EA	11.40	10.54	0.86	8.2%
SGI EA	8.29	8.10	0.19	2.3%
Total	24.54	23.29	1.25	5.4%

*Based on Amendment Financial Plan (Bylaw No. 4570)

- JDF: The provisional 2024 operating budget is \$ 4.85 million, an increase of \$0.20 million or 4.3% from 2023. The primary driver of this increase is due to an increase in vehicle costs and rentals in JDF EA Parks. Other minor increases in operating expenses are primarily related to inflationary adjustments. Transfer to reserves have also increased in support of asset management plans and capital programs.
- SSI: The provisional 2024 operating budget is \$11.40 million, an increase of \$0.86 million or 8.2% from 2023. The increase in operating expenditures are primarily due to an incremental

staffing adjustment of 0.6 FTEs through IBC 16b-1.1 SSI Community Recreation. Additional pressures are related to higher service levels in SSI Community Parks and Recreation, increased contributions through the SSI Public Library service, higher sludge hauling and disposal costs through SSI Liquid Waste Disposal and cyclical maintenance costs (operating reserve funded) for local utility services. Transfers to reserves have increased in support of asset management plans and capital programs.

- SGI: The provisional 2024 operating budget is \$8.29 million, an increase of \$0.19 million or 2.3% from 2023. The primary driver of this increase is due to additional repairs and maintenance and screening disposal costs through the Magic Lake Estates Wastewater service. There is also pressure from a new resiliency program in the SGI Emergency service. Other minor increases in operating expense are due to inflationary adjustments partially offset by discontinued one-time expenses from 2023.

The Operating Budget Overview summary of changes by service, and by expenditure type are included in Appendix A-2 (JDF), Appendix B-2 (SSI) and Appendix C-2 (SGI).

Capital Budget Overview

Capital plan highlights including capital projects over \$100,000 for each EA, are summarized in Appendix A-3 (JDF), Appendix B-3 (SSI) and Appendix C-3 (SGI).

Capital plans are developed through a process of reviewing:

- Projects in progress
- Condition of existing assets and infrastructure
- Regulatory, environmental, risk, health and safety
- New or renewal initiatives prioritized by communities

The following table summarizes the capital plan by EA.

Table 3 - Summary of Capital Plan by Electoral Area (in \$ millions)

	2024 Capital Plan \$M	2023 Capital Plan \$M*	\$M Change	% Change
JDF EA	2.43	2.11	0.32	15.3%
SSI EA	12.01	6.64	5.37	80.8%
SGI EA	6.15	8.88	(2.73)	-30.8%
Total	20.59	17.63	2.96	16.8%

*Based on Amendment Financial Plan (Bylaw No. 4570)

- JDF: The provisional 2024 capital plan is \$2.43 million, an increase of \$0.32 million or 15.3%. The increase is primarily due to new projects including site efficiency upgrades in Port Renfrew Refuse Disposal \$262k, a \$175k water quality sampling study in Wilderness Mountain Water, \$175k master plan studies in Port Renfrew Water/Sewer, and a \$160k vehicle replacement in the East Sooke Fire Protection service. Increases in capital are offset by projects completing by the end of 2023, including a firetruck replacement for Willis Point Fire Protection.

- SSI: The provisional 2024 capital plan is \$12.01 million, an increase of \$5.37 million or 80.8%. New projects in 2024 include construction improvements and electrical upgrades to the wastewater treatment plant in the Ganges Sewer service of \$3.45 million and \$575k respectively, design and construction of a park maintenance facility in the SSI Pool & Park Land of \$518k, a backup power system in Highland/Fernwood Water of \$470k, and water treatment plant SCADA upgrades in the Beddis Water service valued at \$220k.
- SGI: The provisional 2024 capital plan is \$6.15 million, a decrease of (\$2.73) million or (30.8%). New 2024 capital spending include a replacement firetruck for South Galiano Fire valued at \$400k, and \$285k in additional costs for the Money Lake Dam seismic reinforcement initiative in the Lyall Harbour Water service. Increases in capital are offset by projects completing by the end of 2023, including Hope Bay and Port Washington dock improvements in the SGI Harbour service, a mini pumper for Pender Fire, and partial completion of the Magic Lakes Estates wastewater treatment plant upgrade.

The 2024 Capital Plan Summary overview are included in Appendix A-4 (JDF), Appendix B-4 (SSI) and Appendix C-4 (SGI).

Capital projects are typically funded by annual contributions from operating, grants, reserves and/or long-term debt. Grant funding can have a significant impact on the implementation of the plan as program intakes and results are unknown during the planning process. When changes in funding occurs, financial plan amendments are prepared and presented for approval.

Advanced Approvals

Advanced approval is requested in situations where the commencement or continuity of work before March 2024 is required to address operational needs. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders must be issued and where a delay can have negative impacts on service delivery. Items identified as required activities in advance of final budget approval are listed in Appendix D.

Summary

The attached 2024 EA budget packages in Appendix A (JDF), Appendix B (SSI) and Appendix C (SGI), which include operating and capital, are provided for provisional approval. Appendix D contains items that, as a result of business requirements, require early approval in advance of final budget approval in March.

The provisional budget is subject to change as a result of the final 2023 surplus/deficits, receipt of revised assessment and any adjustments recommended by respective commissions prior to final approval of the financial plan in March 2024.

CONCLUSION

The EA budgets have been delegated to the EAC by the CRD Board for review and provisional approval. Overall, the 2024 EA preliminary budgets have been prepared in alignment with service plans and direction received by the respective EA director.

RECOMMENDATION

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

1. That the 2024 Electoral Area Services Budgets be given provisional approval as presented; and
2. That the new initiatives for January 1, 2024 implementation identified in Appendix D, be approved for expenditure.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Budget Packages – Juan de Fuca
Appendix B: Budget Packages – Salt Spring Island
Appendix C: Budget Packages – Southern Gulf Islands
Appendix D: January 2024 Approvals

Electoral Areas Committee - October 23, 2023
2024 Preliminary Electoral Area Budget Review

Appendix A-1: Requisition Summary (JDF)

JUAN DE FUCA Electoral Area	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
					\$	%	\$	%
1.010 Legislative & General Government	212,194	53.51	198,400	50.03	13,794	6.95%	3.48	6.95%
1.10X Facilities Management	3,031	0.76	2,872	0.72	159	5.53%	0.04	5.53%
1.101 G.I.S.	2,326	0.59	2,247	0.57	79	3.50%	0.02	3.50%
1.112 Regional Grant in Aid	-	-	262	0.07	(262)	-100.00%	(0.07)	-100.00%
1.224 Community Health	9,330	2.35	10,905	2.75	(1,575)	-14.44%	(0.40)	-14.44%
1.280 Regional Parks	306,225	77.22	278,605	70.25	27,620	9.91%	6.96	9.91%
1.309 Climate Action and Adaptation	24,174	6.10	26,074	6.57	(1,899)	-7.28%	(0.48)	-7.28%
1.310 Land Banking & Housing	32,509	8.20	26,251	6.62	6,258	23.84%	1.58	23.84%
1.312 Regional Goose Management	3,699	0.93	3,608	0.91	91	2.51%	0.02	2.51%
1.324 Regional Planning Services	22,195	5.60	21,444	5.41	751	3.50%	0.19	3.50%
1.335 Geo-Spatial Referencing System	2,927	0.74	2,833	0.71	93	3.30%	0.02	3.30%
1.374 Regional Emergency Program Support	2,137	0.54	2,099	0.53	38	1.82%	0.01	1.82%
1.375 Hazardous Material Incident Response	5,398	1.36	5,084	1.28	314	6.17%	0.08	6.17%
1.911 911 Systems	3,142	0.79	2,345	0.59	797	34.00%	0.20	34.00%
1.921 Regional CREST Contribution	23,908	6.03	22,034	5.56	1,874	8.51%	0.47	8.51%
21.ALL Feasibility Study Reserve Fund - All	3,692	0.93	-	-	3,692	100.00%	0.93	100.00%
Total Regional	\$656,887	\$165.64	\$605,063	\$152.57	\$51,823	8.56%	\$13.07	8.56%
1.126 Victoria Family Court Committee	246	0.06	246	0.06	-	0.00%	-	0.00%
1.230 Traffic Safety Commission	1,332	0.34	1,332	0.34	-	0.00%	-	0.00%
1.313 Animal Care Services	67,460	17.01	65,178	16.44	2,282	3.50%	0.58	3.50%
1.330 Regional Growth Strategy	5,858	1.48	5,660	1.43	198	3.50%	0.05	3.50%
1.913 913 Fire Dispatch	46,206	11.65	44,005	11.10	2,201	5.00%	0.55	5.00%
3.701 Millstream Remediation Service	256	0.06	2,265	0.57	(2,009)	-88.71%	(0.51)	-88.71%
Total Sub-Regional	\$121,357	\$30.60	\$118,686	\$29.93	\$2,671	2.25%	\$0.67	2.25%
1.103 Elections	14,294	3.60	14,294	3.60	-	0.00%	-	0.00%
1.104 U.B.C.M.	2,796	0.71	2,705	0.68	91	3.35%	0.02	3.35%
1.318 Building Inspection	126,619	31.93	110,103	27.76	16,516	15.00%	4.16	15.00%
1.320 Noise Control	9,487	2.39	9,167	2.31	321	3.50%	0.08	3.50%
1.322 Nuisances & Unsightly Premises	12,676	3.20	12,248	3.09	428	3.49%	0.11	3.49%
1.372 Electoral Area Emergency Program	37,210	9.38	34,776	8.77	2,434	7.00%	0.61	7.00%
Total Joint Electoral Area	\$203,082	\$51.21	\$183,293	\$46.22	\$19,789	10.80%	\$4.99	10.80%
1.109 Electoral Area Admin Exp - JDF	72,399	18.26	63,123	15.92	9,276	14.70%	2.34	14.70%
1.317 JDF Building Numbering	13,729	3.46	13,282	3.35	447	3.37%	0.11	3.37%
1.319 Soil Deposit Removal	6,060	1.53	5,859	1.48	201	3.43%	0.05	3.43%
1.325 Electoral Area Services - Planning	743,790	187.55	718,640	181.21	25,150	3.50%	6.34	3.50%
1.340 JDF Livestock Injury Compensation	105	0.03	105	0.03	-	0.00%	-	0.00%
1.370 Juan de Fuca Emergency Program	105,055	26.49	89,719	22.62	15,336	17.09%	3.87	17.09%
1.377 JDF Search and Rescue	69,952	17.64	69,952	17.64	-	0.00%	-	0.00%
1.405 JDF EA - Community Parks	232,975	58.75	201,123	50.71	31,852	15.84%	8.03	15.84%
1.924 Emergency Comm - CREST - JDF	147,369	37.16	143,971	36.30	3,398	2.36%	0.86	2.36%
Total JDF Electoral Area	\$1,391,434	\$350.86	\$1,305,774	\$329.26	\$85,660	6.56%	\$21.60	6.56%
Total Capital Regional District	\$2,372,760	\$598.31	\$2,212,816	\$557.98	\$159,944	7.23%	\$40.33	7.23%
CRHD Capital Regional Hospital District	462,169	116.54	462,163	116.54	6	0.00%	0.00	0.00%
Total CRD and CRHD	\$2,834,928	\$714.85	\$2,674,979	\$674.52	\$159,950	5.98%	\$40.33	5.98%

Average residential assessment - 2023

\$927,796

\$927,796

Major Impacts (Changes in \$/Avg HH +/- \$1.00)

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	13,794	0.52%	3.48	0.52%
Regional Parks	27,620	1.03%	6.96	1.03%
Land Banking & Housing	6,258	0.23%	1.58	0.23%
JOINT EA				
Building Inspection	16,516	0.62%	4.16	0.62%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.35%	2.34	0.35%
Electoral Area Services - Planning	25,150	0.94%	6.34	0.94%
Juan de Fuca Emergency Program	15,336	0.57%	3.87	0.57%
JDF EA - Community Parks	31,852	1.19%	8.03	1.19%
Capital Regional Hospital District	6	0.00%	0.00	0.00%
Other	14,142	0.53%	3.57	0.53%
TOTAL CRD & CRHD	159,950	5.98%	\$40.33	5.98%

Average residential assessment - 2023	\$927.796	\$927.796
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Appendix A-2

Juan de Fuca - Operating Budget Highlights - Gross Expenditure (+/- 3.5% and +/- \$20,000)

JDF Services +/- 3.5% and +/- \$20,000	Gross Expenditure 2024	Gross Expenditure 2023	Changes \$	Changes %	Main Budget Driver
1.405 JDF EA Parks	233,885	202,006	31,879	15.8%	• \$4.5k ongoing increase in vehicle costs • \$21.5k ongoing increase in rentals (toilet rentals at Chubb road)
Total Juan de Fuca Electoral Area	233,885	202,006	31,879	15.8%	
No budget change meets criteria above	-	-	-	-	
Total Local/Specified/Defined Area	-	-	-	-	
Other (Services not meeting criteria above)	4,614,280	4,444,981	169,299	3.8%	
Total Juan de Fuca	4,848,165	4,646,987	201,178	4.3%	

Juan de Fuca - Operating Budget by Expenditure Type (in \$ millions)

Expenditure Type	Provisional Plan \$M 2024	Financial Plan \$M* 2023	Changes \$M	Changes %
Operations	3.60	3.44	0.16	4.8%
Capital Funding	0.03	0.02	0.01	24.7%
Debt Servicing	0.62	0.62	(0.00)	-0.5%
Transfer to Reserves	0.60	0.57	0.04	6.2%
Total Juan de Fuca	4.85	4.65	0.20	4.3%

*Based on Amendment Financial Plan (Bylaw No. 4570)

Appendix A-3

Juan de Fuca 2024 Major Capital Projects ≥ \$100,000

SERVICE AREA	\$('000)	FUNDING SOURCE
Protective Services		
1.325 Community Planning		
Otter Point Ground Water Study (for OCP)	100	Grant
Port Renfrew OCP	100	Grant
1.357 East Sooke Fire		
Replace Squad Car	160	Reserve
Recreation & Cultural Services		
1.405 JDF EA Community Parks & Recreation		
Port Renfrew Playground Equipment	160	Capital on Hand
Parks Truck Replacement	100	Reserve
Water		
2.650 Port Renfrew Water		
Supply System Replacement	100	Grant
Water Master Plan Study	175	Grant
2.691 Wilderness Mountain Water Service		
Raw Water Quality Sampling Study	175	Grant
Stormwater		
1.523 Port Renfrew Refuse Disposal		
Site efficiency upgrades	263	Grant
Sewer		
3.850 Port Renfrew Sewer		
Sewer Master Plan Study	175	Grant

Total Projects ≥ \$100K	1,508
Total Projects < \$100K	922
Total 2024 Capital Projects	2,429

Appendix A-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - JDF 2024														
Service # Service Name		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.318	Building Inspection	6,832	12,320				19,152			19,152				19,152
1.325	Community Planning	44,855			275,000		319,855			44,855	275,000			319,855
1.350	Willis Point Fire	6,000					6,000			6,000				6,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.357	East Sooke Fire	28,551	160,000				188,551			176,551		12,000		188,551
1.358	Port Renfrew Fire	20,000					20,000			20,000				20,000
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.405	JDF EA Community Parks & Recreation		100,000		649,000	50,000	799,000	574,000		100,000	125,000			799,000
1.523	Port Renfrew Refuse Disposal				274,500		274,500				262,500	12,000		274,500
2.650	Port Renfrew Water	20,000			275,000		295,000				275,000	20,000		295,000
2.691	Wilderness Mountain Water Service				225,000		225,000				220,000	5,000		225,000
3.850	Port Renfrew Sewer				215,000		215,000	40,000			175,000			215,000
TOTAL		153,238	272,320	40,000	1,913,500	50,000	2,429,058	614,000		393,558	1,332,500	89,000		2,429,058

Appendix A-5: JDF Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 EA Fire Services - JDF & SGI

1.372 EA Emergency Coordination

JUAN DE FUCA

1.109 Administration

1.114 Grants in Aid

1.119 Vancouver Island Regional Library

1.129 Vancouver Island Regional Library-Debt

1.133 Greater Victoria Public Library

1.232 Port Renfrew Street Lighting

1.317 JDF Building Numbering

1.319 Soil Deposit and Removal

1.325 Community Planning

1.340 Livestock Injury Compensation

1.350 Willis Point Fire

1.353 Otter Point Fire

Appendix A-5: JDF Service Budgets

1.354 Malahat Fire

1.355 Durrance Road Fire

1.357 East Sooke Fire

1.358 Port Renfrew Fire

1.360 Shirley Fire

1.370 JDF Emergency Program

1.377 JDF Search and Rescue

1.405 JDF Community Parks

1.408 JDF Community Recreation

1.523 Port Renfrew Refuse Disposal

1.924 Emergency Communications – CREST

2.650 Port Renfrew Water

2.691 Wilderness Mountain Water

3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

EAC Review

OCTOBER 2023

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
*Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	-	65,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	-	65,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(90)	-	-	(90)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,490)	-	-	(65,490)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,001	262,491	327,981	202,170	267,160
Transfer from Op Budget		65,380	65,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		6,520					
Ending Balance \$		197,001	262,491	327,981	202,170	267,160	332,650

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

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

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

EAC Review

OCTOBER 2023

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,555	-	-	12,555	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	707	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,233	13,263	-	-	13,263	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						2.4%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	695	(695)	-	-	(695)	-	-	-	-
Balance c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(62)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(159)	(785)	-	-	(785)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

EAC Review

OCTOBER 2023

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2023 to 2024			
Service:	1.318 Building Inspection	Total Expenditure	Comments
2023 Budget		2,026,725	
Change in Salaries:			
	Base salary change	37,152	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	9,542	
	Overtime and auxiliary wages	21,563	
	Total Change in Salaries	68,257	
Other Changes:			
	Contract for Services	75,000	2024 IBC 16f-2.1 Digitizing Records
	Standard Overhead Allocation	18,244	Increase in 2023 operating costs
	Human Resources Allocation	14,179	Increase in allocation from HR
	Building Occupancy Allocation	6,871	Increase primarily related to HQ building reserve contribution
	Legal Services	7,710	Realignment of budget based on previous actual expenses
	Telecommunications	3,820	Realignment of budget based on previous actual expenses
	Office Supplies	5,262	First aid supplies, safety equipment and printing
	Land Title Costs	2,456	Realignment of budget based on previous actual expenses
	Janitorial and Cleaning Services	1,790	Realignment of budget based on previous actual expenses
	Other (Travel, Licenses, Electricity)	11,659	
	Total Other Changes	146,991	
2024 Budget		2,241,973	
Summary of % Expense Increase			
	Increase in salaries	3.4%	
	2024 IBC Expenses	3.7%	
	2024 Allocations	1.9%	
	Legal Expenses	0.4%	
	Balance of increase	1.2%	
	% expense increase from 2023:	10.6%	
	% Requisition increase from 2023 (if applicable):	15.0%	Requisition funding is 25.2% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at \$56,629 (2.8%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in Q1-2 2023. Operating expenditures are projected at \$89,603 (-4.4%) lower than budget primarily due to staff vacancies and lower equipment purchase expenses. The \$146,232 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of \$529,573 before this transfer.

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	380,565	391,334	400,767	411,445
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,251,002	2,228,015	2,279,642	2,333,411
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.4%	-1.0%	2.3%	2.4%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,299,772	2,277,265	2,329,382	2,394,131
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.6%	-1.0%	2.3%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,267,072	2,243,915	2,295,362	2,359,431
<u>FUNDING SOURCES (REVENUE)</u>						10.7%	2.6%	-1.0%	2.3%	2.8%
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,990)	-	-	(1,990)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,823)	-	(75,000)	(1,644,823)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,090)	-	-	(565,090)	(649,850)	(701,840)	(757,990)	(795,891)
*Percentage increase over prior year						15.0%	15.0%	8.0%	8.0%	5.0%
Requisition						15.0%	15.0%	8.0%	8.0%	5.0%
Per Fees Revenue						4.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

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

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$25,000	\$30,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$47,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$45,000	\$55,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$175,000
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

5 YEAR CAPITAL PLAN

Service #:

1.318

Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

**Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	529,573	329,390	185,648	146,483	142,031	152,521
Equipment Replacement Fund	128,456	63,776	84,746	44,696	5,136	30,136
Total	658,029	393,166	270,394	191,179	147,167	182,657

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	529,573	329,390	185,648	146,483	142,031
Transfer from Ops Budget		-	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		38,018					
Ending Balance \$		529,573	329,390	185,648	146,483	142,031	152,521

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	128,456	63,776	84,746	44,696	5,136
Transfer from Ops Budget		20,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(115,300)	(85,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		-					
Ending Balance \$		128,456	63,776	84,746	44,696	5,136	30,136

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

EAC Review

CCTOBER 2023

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	6,000	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	40,837	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	900	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	(9,337)	(680)	-	-	(680)	(138)	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(9,505)	(1,030)	-	-	(1,030)	(488)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(42,341)	-	-	(42,341)	(43,825)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.5%	3.5%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	13,604	12,924	12,786	13,271	14,446
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Transfer to Ops Budget		(9,337)	(680)	(138)	-	-	-
Interest Income*		1,136					
Ending Balance \$		13,604	12,924	12,786	13,271	14,446	16,311

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

EAC Review

OCTOBER 2023

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	42,728	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	304	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	46,378	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	8,708	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	8,708	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,086	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	-	(519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(200)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(425)	(849)	-	-	(849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	-	(56,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.9%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund
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For unforeseen legal expenses

Reserve Cash Flow

Fund: 1500 Fund Centre: 105403	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	19,000	19,990	19,471	19,471	19,471	19,471
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	(519)	-	-	-	-
Interest Income*	990					
Ending Balance \$	19,990	19,471	19,471	19,471	19,471	19,471

<p><u>Assumptions/Background:</u></p> <p>*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.</p>

CAPITAL REGIONAL DISTRICT

2024 Budget

Electoral Area Fire Services

EAC Review

OCTOBER 2023

Service: **1.369 Electoral Area Fire Services**

Committee: Electoral Area

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of \$0.246 per \$1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Services Compliance and Coordination	77,840	72,680	-	-	-	-	-	-	-	-
Wages & Salaries	-	-	-	194,602	-	194,602	199,269	204,046	208,933	213,935
Contract for Service	126,500	126,500	27,430	-	-	27,430	27,980	28,540	29,110	29,690
Staff Training & Development	5,370	2,851	5,560	-	-	5,560	5,670	5,780	5,900	6,020
Software Licenses	2,000	200	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Allocations	90,126	90,126	90,712	-	-	90,712	92,527	94,375	96,266	98,190
Contingency	2,000	-	-	-	-	-	-	-	-	-
Operating - Other	2,130	1,951	2,190	-	10,000	12,190	2,220	2,250	2,280	2,310
TOTAL OPERATING COSTS	305,966	294,308	127,962	194,602	10,000	332,564	329,776	337,141	344,679	352,375
*Percentage Increase over prior year			-58.2%	63.6%	3.3%	8.7%	-0.8%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	2,500	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	14,158	-	-	-	-	-	6,970	6,575	6,320
TOTAL CAPITAL / RESERVE	2,500	14,158	2,500	-	-	2,500	2,500	9,470	8,864	8,238
TOTAL COSTS	308,466	308,466	130,462	194,602	10,000	335,064	332,276	346,611	353,543	360,613
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(161,033)	(161,033)	-	(118,704)	(10,000)	(128,704)	(43,416)	-	-	-
Interest Income	(120)	(120)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(161,153)	(161,153)	(120)	(118,704)	(10,000)	(128,824)	(43,536)	(120)	(120)	(120)
REQUISITION	(147,313)	(147,313)	(130,342)	(75,898)	-	(206,240)	(288,740)	(346,491)	(353,423)	(360,493)
*Percentage increase over prior year Requisition			-11.5%	51.5%		40.0%	40.0%	20.0%	2.0%	2.0%
Salaried Positions FTE's			0.0	1.5		1.5	1.5	1.5	1.5	1.5

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund: 1500 Fund Centre: 105404	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	323,799	185,924	57,220	13,804	20,774	27,349
Transfer from Ops Budget	14,158	-	-	6,970	6,575	6,320
Transfer to Ops Budget	(161,033)	(128,704)	(43,416)	-	-	-
Planned Expenditures	-	-	-	-	-	-
Interest Income*	9,000					
Ending Balance \$	185,924	57,220	13,804	20,774	27,349	33,669

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

EAC Review

OCTOBER 2023

Service: 1.372 Emergency Planning Coordination

Committee: Planning, Transportation & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	576,160	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	-	1,760	1,800	1,840	1,880	1,920
Supplies	2,110	2,210	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	16,040	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	669,563	685,757	-	-	685,757	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%			3.3%	2.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	3,336	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	7,500	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	10,836	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	-	690,757	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	-	181,227	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	-	(14,170)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(650)	-	-	(650)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,160)	-	-	(15,160)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,067)	-	-	(166,067)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

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

Service No.	1.372	Carry	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #: 1.372

Service Name:	Emergency Planning Coordination
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,000	E	ERF	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 5,000
23-01	Replacement	Vehicle Replacement	Vehicle replacement	\$ 70,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
													\$ -
													\$ -
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			GRAND TOTAL	\$ 75,000			\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 70,000	\$ -	\$ 75,000

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	40,434	26,264	15,779	9,644	8,109	10,049
Equipment Replacement Fund	61,304	63,804	68,804	71,304	6,304	11,304
Total	101,738	90,068	84,583	80,948	14,413	21,353

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	40,434	26,264	15,779	9,644	8,109
Transfer from Ops Budget		-	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(14,170)	(10,485)	(6,135)	(1,535)	-
Interest Income*		3,000					
Ending Balance \$		40,434	26,264	15,779	9,644	8,109	10,049

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	61,304	63,804	68,804	71,304	6,304
Transfer from Op Budget		7,500	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		-					
Ending Balance \$		61,304	63,804	68,804	71,304	6,304	11,304

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin. Expenditures (JDF)

EAC Review

OCTOBER 2023

Service: 1.109 JDF Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.109 - Admin. Expenditures (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director's Remuneration	47,817	47,817	49,490	-	-	49,490	50,480	51,490	52,520	53,570
Travel	1,760	1,760	1,825	4,000	-	5,825	5,940	6,060	6,180	6,300
Allocations	13,192	13,192	13,674	-	-	13,674	13,946	14,226	14,511	14,800
Other Operating Expenses	3,723	3,023	3,560	-	-	3,560	3,630	3,700	3,770	3,840
TOTAL OPERATING COSTS	66,492	65,792	68,549	4,000	-	72,549	73,996	75,476	76,981	78,510
*Percentage Increase over prior year			3.1%	6.0%		9.1%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	700	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	700	-	-	-	-	-	-	-	-
TOTAL COSTS	66,492	66,492	68,549	4,000	-	72,549	73,996	75,476	76,981	78,510
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(3,218)	(3,218)	-	-	-	-	-	-	-	-
Revenue - Other	(151)	(151)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(3,369)	(3,369)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
REQUISITION	(63,123)	(63,123)	(68,399)	(4,000)	-	(72,399)	(73,846)	(75,326)	(76,831)	(78,360)
*Percentage increase over prior year Requisition			8.4%	6.3%		14.7%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.109	Carry						
	JDF Admin. Expenditures	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,000	\$0	\$2,000	\$0	\$0	\$0	\$4,000

5 YEAR CAPITAL PLAN

Service #: 1.109

Service Name: JDF Admin. Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
26-01	Replacement	Computer Replacement	Computer Replacement	\$ 4,000	E	ERF	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -	\$ 4,000
													\$ -
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GRAND TOTAL				\$ 4,000				\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -	\$ 4,000

Service:	1.109	JDF Admin. Expenditures
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Project Number	26-01	Capital Project Title	Computer Replacement	Capital Project Description	Computer Replacement
Project Rationale					

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Equipment Replacement Fund

ERF Group: JDFADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101839	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		15,314	15,314	13,314	13,314	11,314	11,314
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	(2,000)	-	(2,000)	-	-
Interest Income		-					
Ending Balance \$		15,314	13,314	13,314	11,314	11,314	11,314

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Grants in Aid

EAC Review

OCTOBER 2023

Service: 1.114 JDF Grants in Aid

Committee: Electoral Area

DEFINITION:

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

* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

Greater of \$65,484 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of: \$ 162,359

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.114 - JDF Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	31,144	5,000	25,311	-	-	25,311	20,000	20,000	20,000	20,000
Allocations	2,721	2,721	1,693	-	-	1,693	1,727	1,762	1,797	1,833
Other Operating Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	33,865	7,721	27,004	-	-	27,004	21,727	21,762	21,797	21,833
*Percentage Increase over prior year			-20.3%			-20.3%	-19.5%	0.2%	0.2%	0.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	26,714	(26,714)	-	-	(26,714)	-	-	-	-
Balance c/fwd from 2022 to 2023	(33,575)	(33,575)	-	-	-	-	-	-	-	-
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Other Income	(290)	(860)	(290)	-	-	(290)	(290)	(290)	(290)	(290)
TOTAL REVENUE	(33,865)	(7,721)	(27,004)	-	-	(27,004)	(290)	(290)	(290)	(290)
REQUISITION	-	-	-	-	-	-	(21,437)	(21,472)	(21,507)	(21,543)
*Requisition increase over prior year						0.0%	N/A	0.2%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2024 Budget

Vancouver Island Regional Library

EAC Review

OCTOBER 2023

Service: 1.119 Vancouver Island Regional Library

Committee: Electoral Area

2020 Budget

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act.
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997).

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994, the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.119 - Vancouver Island Regional Library	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Vancouver Island Regional Library	334,052	334,052	345,740	-	-	345,740	352,650	359,700	366,890	374,230
Allocations	6,456	6,456	6,835	-	-	6,835	6,972	7,111	7,253	7,398
Other Operating Expenses	1,240	1,240	1,250	-	-	1,250	1,250	1,250	1,250	1,250
TOTAL COSTS	341,748	341,748	353,825	-	-	353,825	360,872	368,061	375,393	382,878
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(72)	(72)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(325)	(325)	(495)	-	-	(495)	(500)	(510)	(520)	(530)
Other Revenue	(260)	(260)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(657)	(657)	(795)	-	-	(795)	(800)	(810)	(820)	(830)
REQUISITION	(341,091)	(341,091)	(353,030)	-	-	(353,030)	(360,072)	(367,251)	(374,573)	(382,048)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Vancouver Island Regional Library-Debt

EAC Review

OCTOBER 2023

CAPITAL REGIONAL DISTRICT

2024 Budget

Langford EA - GVPL

EAC Review

OCTOBER 2023

Service: 1.133 Langford EA - GVPL

Committee: Electoral Area

DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of \$17,850 or \$0.33 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$130,947.

FUNDING:

Requisition

1.133 - Langford EA - GVPL

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to Greater Victoria Public Library	31,890	31,890	33,010	-	-	33,010	33,670	34,340	35,030	35,730
Allocations	642	642	651	-	-	651	664	677	691	704
Other Operating Expenses	10	6	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	32,542	32,538	33,671	-	-	33,671	34,344	35,027	35,731	36,444
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	9	(9)	-	-	(9)	-	-	-	-
Balance c/fwd from 2022 to 2023	(16)	(16)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(91)	(91)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Interest Income	-	(5)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(107)	(103)	(99)	-	-	(99)	(90)	(90)	(90)	(90)
REQUISITION	(32,435)	(32,435)	(33,572)	-	-	(33,572)	(34,254)	(34,937)	(35,641)	(36,354)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Street Lighting

EAC Review

OCTOBER 2023

Service: **1.232 Port Renfrew Street Lighting**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

Greater of \$7,500 or \$3.42 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$165,499.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770 in 1989.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

1.232 - Port Renfrew Street Lighting	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electricity	7,380	7,342	7,580	-	-	7,580	7,730	7,880	8,040	8,200
Allocations	449	449	457	-	-	457	466	476	485	495
Contingency	1,214	-	1,062	-	-	1,062	1,200	1,200	1,200	1,200
Other Operating Expenses	100	110	100	-	-	100	100	100	100	100
TOTAL COSTS	9,143	7,901	9,199	-	-	9,199	9,496	9,656	9,825	9,995
*Percentage Increase over prior year			0.6%			0.6%	3.2%	1.7%	1.8%	1.7%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	1,242	(1,242)	-	-	(1,242)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,455)	(1,455)	-	-	-	-	-	-	-	-
User Charges	(3,760)	(3,760)	(3,892)	-	-	(3,892)	(3,970)	(4,050)	(4,130)	(4,210)
Grants in Lieu of Taxes	(79)	(79)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Revenue - Other	(260)	(260)	(270)	-	-	(270)	(280)	(290)	(300)	(310)
TOTAL REVENUE	(5,554)	(4,312)	(5,484)	-	-	(5,484)	(4,330)	(4,420)	(4,510)	(4,600)
REQUISITION - PARCEL TAX	(3,589)	(3,589)	(3,715)	-	-	(3,715)	(5,166)	(5,236)	(5,315)	(5,395)
*Percentage increase over prior year										
User Fee			3.5%			3.5%	2.0%	2.0%	2.0%	1.9%
Requisition			3.5%			3.5%	39.1%	1.4%	1.5%	1.5%
Combined			3.5%			3.5%	20.1%	1.6%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Building Numbering

EAC Review

OCTOBER 2023

Service: 1.317 JDF Building Numbering

Committee: Electoral Area

DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area.
Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.317 - JDF Building Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	12,390	12,390	12,830	-	-	12,830	13,080	13,350	13,610	13,890
Allocations	655	655	674	-	-	674	687	701	715	729
Other Operating Expenses	430	327	380	-	-	380	390	400	410	420
TOTAL COSTS	13,475	13,372	13,884	-	-	13,884	14,157	14,451	14,735	15,039
*Percentage Increase over prior year			3.0%			3.0%	2.0%	2.1%	2.0%	2.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	105	(105)	-	-	(105)	-	-	-	-
Balance c/fwd from 2022 to 2023	(153)	(153)	-	-	-	-	-	-	-	-
Other Income	(40)	(42)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(193)	(90)	(155)	-	-	(155)	(50)	(50)	(50)	(50)
REQUISITION	(13,282)	(13,282)	(13,729)	-	-	(13,729)	(14,107)	(14,401)	(14,685)	(14,989)
*Percentage increase over prior year Requisition			3.4%			3.4%	2.8%	2.1%	2.0%	2.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Soil Deposit and Removal

EAC Review

OCTOBER 2023

Service: **1.319 Soil Deposit and Removal**

Committee: Electoral Area

DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by CRD Bylaw Officers , who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Participants consist solely of the Juan de Fuca Electoral Area. Requisition to all participants on the basis of prior year caseload.

Participants Electoral Area	2000 est	Percentage
JDF EA	1	100%

MAXIMUM LEVY:

Net cost of this function not to exceed **\$50,000**.

FUNDING:

Requisition

1.319 - Soil Deposit and Removal	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	1,249	729	1,290	-	-	1,290	1,312	1,334	1,356	1,379
Internal Time Charges	4,620	9,588	4,860	-	-	4,860	4,970	5,070	5,170	5,280
Other Operating Expenses	30	95	30	-	-	30	30	30	30	30
TOTAL OPERATING COSTS	5,899	10,412	6,180	-	-	6,180	6,312	6,434	6,556	6,689
*Percentage Increase over prior year			4.8%			4.8%	2.1%	1.9%	1.9%	2.0%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	5,899	10,412	6,180	-	-	6,180	6,312	6,434	6,556	6,689
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	(4,553)	(80)	-	-	(80)	(92)	(94)	(86)	(89)
Interest Income	(40)	-	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	(40)	(4,553)	(120)	-	-	(120)	(132)	(134)	(126)	(129)
REQUISITION	(5,859)	(5,859)	(6,060)	-	-	(6,060)	(6,180)	(6,300)	(6,430)	(6,560)
*Percentage increase over prior year Requisition			3.4%			3.4%	2.0%	1.9%	2.1%	2.0%

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit and Removal - Operating Reserve Fund

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Reserve Cash Flow

Fund: 1500 Fund Centre: 105405	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,675	74,014	73,934	73,842	73,748	73,662
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	(4,553)	(80)	(92)	(94)	(86)	(89)
Interest Income*	3,892					
Ending Balance \$	74,014	73,934	73,842	73,748	73,662	73,573

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Planning (JDF)

EAC Review

OCTOBER 2023

Service: 1.325 Community Planning

Committee: Electoral Area

DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

1.325 - Community Planning (JDF)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	496,208	492,308	520,818	-	-	520,818	522,821	535,101	547,667	560,523
Consultants	5,340	5,340	5,520	-	-	5,520	5,640	5,760	5,880	6,000
Legal Expenses	10,300	5,000	8,000	-	-	8,000	8,160	8,320	8,490	8,660
LIDAR Photography	13,500	16,015	-	-	-	-	17,000	-	19,000	-
Supplies	9,290	5,000	6,250	-	-	6,250	6,380	6,510	6,640	6,770
Land Use and Advisory Planning Cttees	15,810	12,025	16,710	-	-	16,710	16,990	17,270	17,560	17,850
Allocations	137,210	137,210	150,139	-	-	150,139	154,302	157,662	160,475	163,822
Labour Charges	33,050	33,050	34,530	-	-	34,530	35,270	36,000	36,730	37,480
Other Operating Expenses	61,560	56,109	61,400	-	-	61,400	62,670	63,980	65,310	66,670
TOTAL OPERATING COSTS	782,268	762,057	803,367	-	-	803,367	829,233	830,603	867,752	867,775
*Percentage Increase over prior year			2.7%			2.7%	3.2%	0.2%	4.5%	0.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	-	22,636	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	5,000	27,636	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	858,038	860,463	879,137	-	-	879,137	905,003	906,373	943,522	943,545
Internal Recoveries	(32,060)	(32,060)	(33,180)	-	-	(33,180)	(33,840)	(34,520)	(35,211)	(35,910)
OPERATING COSTS LESS INTERNAL RECOVERIES	825,978	828,403	845,957	-	-	845,957	871,163	871,853	908,311	907,635
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(59,681)	(59,681)	(55,017)	-	-	(55,017)	(57,853)	(35,543)	(48,311)	(23,235)
Processing Fee Revenue	(45,000)	(45,000)	(45,000)	-	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Grants in Lieu of Taxes	(1,057)	(1,057)	(1,090)	-	-	(1,090)	(1,150)	(1,170)	(1,190)	(1,210)
Revenue - Other	(1,600)	(4,025)	(1,060)	-	-	(1,060)	(1,060)	(1,060)	(1,060)	(1,060)
TOTAL REVENUE	(107,338)	(109,763)	(102,167)	-	-	(102,167)	(105,063)	(82,773)	(95,561)	(70,505)
REQUISITION	(718,640)	(718,640)	(743,790)	-	-	(743,790)	(766,100)	(789,080)	(812,750)	(837,130)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.0%	3.0%	3.0%	3.0%
AUTHORIZED POSITIONS										
Salaried	3.7	3.7	3.7			3.7	3.7	3.7	3.7	3.7

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

Service No.	1.325 Community Planning	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$44,855	\$3,290	\$0	\$2,700	\$0	\$50,845
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$200,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$200,000	\$319,855	\$3,290	\$0	\$2,700	\$0	\$325,845

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$44,855	\$3,290	\$0	\$2,700	\$0	\$50,845
Grants (Federal, Provincial)	\$200,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$200,000	\$319,855	\$3,290	\$0	\$2,700	\$0	\$325,845

5 YEAR CAPITAL PLAN

Service #: 1.325

Service Name	Community Planning
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Computer Equipment	Computer Replacement	\$ 10,845	E	ERF	\$ -	\$ 4,855	\$ 3,290	\$ -	\$ 2,700	\$ -	\$ 10,845
22-01	Replacement	Vehicle	Vehicle Replacement	\$ 40,000	E	ERF	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
22-02	Study	Otter Point Ground Water Study (for OCP)	Study of ground water availability to aid in land use decision making and support OCP policy	\$ 100,000	S	Grant	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-01	Study	Port Renfrew OCP	Port Renfrew Official Community Plan Review and Update	\$ 100,000	S	Grant	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-01	Study	Willis Point OCP	Willis Point Official Community Plan Review and Update	\$ 75,000	S	Grant	\$ 75,000	\$ 75,000					\$ 75,000
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
			GRAND TOTAL	\$ 325,845			\$ 200,000	\$ 319,855	\$ 3,290	\$ -	\$ 2,700	\$ -	\$ 325,845

Service: 1.325 Community Planning

Project Number	20-01	Capital Project Title	Computer Equipment	Capital Project Description	Computer Replacement
Project Rationale	Computer replacement				

Project Number	22-01	Capital Project Title	Vehicle	Capital Project Description	Vehicle Replacement
Project Rationale	Vehicle replacement				

Project Number	22-02	Capital Project Title	Otter Point Ground Water Study (for OCP)	Capital Project Description	Study of ground water availability to aid in land use decision making and support OCP policy
Project Rationale	Public comments received in response to a number of recent development proposals have raised concern that there is insufficient ground water resources to support both existing development and new development. The OCP supports development in rural areas where there are sufficient ground water resources and the development will not put resources at risk of contamination or depletion. The study will provide information to help determine this. The study may lead to further studies and monitoring.				

Project Number	23-01	Capital Project Title	Port Renfrew OCP	Capital Project Description	Port Renfrew Official Community Plan Review and Update
Project Rationale	Port Renfrew Official Community Plan requires review and update.				

Community Planning (JDF)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	337,947	282,930	225,077	189,534	141,223	117,988
Equipment Replacement Fund	143,992	104,137	105,847	110,847	113,147	118,147
Total	481,939	387,067	330,924	300,381	254,370	236,135

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Operating Reserve Fund

Reserve Cash Flow

Fund: Fund Centre:	1500 105408	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		385,628	337,947	282,930	225,077	189,534	141,223
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget - Core		(46,181)	(55,017)	(40,853)	(35,543)	(29,311)	(23,235)
Transfer to Ops Budget - Orthophotos		(13,500)	-	(17,000)	-	(19,000)	-
Interest Income*		12,000					
Ending Balance \$		337,947	282,930	225,077	189,534	141,223	117,988

Assumptions/Background:

For unforeseen legal expenses; ongoing air photo updates; election expenses

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

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Equipment Replacement Fund

ERF Group: CMPLAN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101428	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		176,692	143,992	104,137	105,847	110,847	113,147
Transfer from Ops Budget		5,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(37,700)	(44,855)	(3,290)	-	(2,700)	-
Interest Income		-					
Ending Balance \$		143,992	104,137	105,847	110,847	113,147	118,147

Assumptions/Background:

Maintain balance sufficient to fund required asset replacements

CAPITAL REGIONAL DISTRICT

2024 Budget

JDF Livestock Injury Compensation

EAC Review

OCTOBER 2023

Service: 1.340 JDF Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Juan de Fuca) Bylaw No. 1, 2021)

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.340 - JDF Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	3,053	(3,053)	-	-	(3,053)	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	-	(53)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,053)	(53)	(3,053)	-	-	(3,053)	-	-	-	-
REQUISITION	(105)	(105)	(105)	-	-	(105)	(3,161)	(3,164)	(3,168)	(3,171)
*Percentage increase over prior year Requisition						0.0%	2910.5%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

Willis Point Fire Protection & Recreation

EAC Review

OCTOBER 2023

Service: 1.350 Willis Point Fire

Committee: Electoral Area

DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.

Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004).

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Willis Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of \$41,000 or \$1.71 / \$1,000" to a maximum of \$488,064.

FUNDING:

Requisition

1.350 - Willis Point Fire Protection & Recreation

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
<u>Fire Protection Costs</u>										
Travel - Vehicles	14,200	14,200	14,700	-	-	14,700	14,990	15,290	15,590	15,900
Insurance	8,310	8,310	8,547	-	-	8,547	8,830	9,140	9,460	9,800
Utilities	12,550	12,550	12,890	-	-	12,890	13,150	13,410	13,680	13,950
Staff Development	24,345	24,345	25,190	-	-	25,190	25,700	26,210	26,740	27,270
Allocations	5,851	5,851	5,464	-	-	5,464	5,573	5,685	5,799	5,915
Operating - Other	35,576	35,576	36,840	-	-	36,840	37,560	38,290	39,050	39,830
TOTAL FIRE PROTECTION COSTS	100,832	100,832	103,631	-	-	103,631	105,803	108,025	110,319	112,665
<u>Recreation Costs:</u>										
Recreation Expenses	8,450	8,450	10,490	-	-	10,490	10,660	10,830	11,000	11,170
TOTAL OPERATING COSTS	109,282	109,282	114,121	-	-	114,121	116,463	118,855	121,319	123,835
*Percentage Increase over prior year			2.8%			2.8%	2.1%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVES / DEBT</u>										
Capital Equipment Purchases	6,300	6,300	6,520	-	-	6,520	6,650	6,780	6,920	7,060
Transfer to Equipment Replacement Fund	55,000	55,000	57,639	-	-	57,639	58,177	58,735	59,271	59,815
Transfer to Reserve Fund	4,242	4,242	5,000	-	-	5,000	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	-	-	-	-	-	-	-	-	-	-
MFA Debt Principal	-	-	-	-	-	-	-	-	-	-
MFA Debt Interest	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES / DEBT	65,542	65,542	69,159	-	-	69,159	69,827	70,515	71,191	71,875
TOTAL COSTS	174,824	174,824	183,280	-	-	183,280	186,290	189,370	192,510	195,710
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Rental Revenue	(29,050)	(29,050)	(32,570)	-	-	(32,570)	(32,580)	(32,590)	(32,600)	(32,610)
Other Revenue	(4,970)	(4,970)	(4,980)	-	-	(4,980)	(5,070)	(5,170)	(5,270)	(5,370)
TOTAL REVENUE	(34,020)	(34,020)	(37,550)	-	-	(37,550)	(37,650)	(37,760)	(37,870)	(37,980)
REQUISITION	(140,804)	(140,804)	(145,730)	-	-	(145,730)	(148,640)	(151,610)	(154,640)	(157,730)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.350	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Willis Point Fire							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$16,500	\$0	\$16,500
Equipment	\$0	\$6,000	\$6,000	\$6,000	\$12,000	\$6,000	\$36,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$6,000	\$6,000	\$28,500	\$6,000	\$52,500
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,000	\$6,000	\$6,000	\$12,000	\$6,000	\$36,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$16,500	\$0	\$16,500

\$0	\$6,000	\$6,000	\$6,000	\$28,500	\$6,000	\$52,500
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5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.350

Service Name: Willis Point Fire

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-03	Renewal	handicap access	ramp and handrail	\$ 8,000	B	Res	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ -	\$ 8,000
22-02	Renewal	emergency exit	rear of hall	\$ 5,000	B	Res	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
23-03	Renewal	kitchen renos	renovate kitchen	\$ 3,500	B	Res	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ -	\$ 3,500
21-01	Replacement	Turn Out Gear	Replace 10 sets every 5 years. Life span of 10 years. Total 20 sets budgeted for.	\$ 30,000	E	ERF	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 30,000
22-01	Replacement	Hose	Replace 20x50 foot hose every 10 years	\$ 6,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 52,500			\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 28,500	\$ 6,000	\$ 52,500

Service:1.350Willis Point Fire

Project Number	20-03	Capital Project Title	handicap access	Capital Project Description	ramp and handrail
Project Rationale					

Project Number	22-02	Capital Project Title	emergency exit	Capital Project Description	rear of hall
Project Rationale					

Project Number	23-03	Capital Project Title	kitchen renos	Capital Project Description	renovate kitchen
Project Rationale					

Project Number	21-01	Capital Project Title	Turn Out Gear	Capital Project Description	Replace 10 sets every 5 years. Life span of 10 years. Total 20 sets budgeted for.
Project Rationale					

Service:

1.350

Willis Point Fire

Project Number

22-01

Capital Project Title

Hose

Capital Project Description

Replace 20x50 foot hose every 10 years

Project Rationale

Willis Point Fire Protection & Recreation
Reserves Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	154,651	159,651	164,651	169,651	158,151	163,151
Equipment Replacement Fund	7,825	59,464	111,641	164,376	211,647	265,462
Total	162,476	219,115	276,292	334,027	369,798	428,613

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Capital Reserve Fund - Bylaw 2189

Surplus money from the operation of the fire protection service and recreational facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1014 101358	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		145,782	154,651	159,651	164,651	169,651	158,151
Transfer from Ops Budget		4,242	5,000	5,000	5,000	5,000	5,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(2,970)	-	-	-	(16,500)	-
Interest Income*		7,598					
Ending Balance \$		154,651	159,651	164,651	169,651	158,151	163,151

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.
ERF Group: WILLISPT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101429	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		538,825	7,825	59,464	111,641	164,376	211,647
Transfer from Ops Budget		55,000	57,639	58,177	58,735	59,271	59,815
Expenditures		(586,000)	(6,000)	(6,000)	(6,000)	(12,000)	(6,000)
Interest Income		-					
Ending Balance \$		7,825	59,464	111,641	164,376	211,647	265,462

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Otter Point Fire

EAC Review

OCTOBER 2023

Service: 1.353 Otter Point Fire

Committee: Electoral Area

DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act.
Local Service Area #17 - G (762).

COMMISSION:

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Greater of \$125,000 or \$2.50 / \$1,000. To a maximum of \$2,236,129.

FUNDING:

Requisition

1.353 - Otter Point Fire	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Chief Salary and Honorariums	86,865	86,865	89,890	-	-	89,890	91,690	93,520	95,380	97,290
Travel & Vehicles	24,705	24,705	25,570	-	-	25,570	26,080	26,600	27,130	27,670
Contract for Services	122,100	122,100	126,370	-	-	126,370	128,900	131,480	134,110	136,790
Insurance	12,740	12,740	13,087	-	-	13,087	13,530	13,980	14,450	14,930
Staff Training & Program Development	27,970	27,970	28,950	-	-	28,950	29,530	30,120	30,720	31,340
Recruiting and Retention	15,610	15,610	16,160	-	-	16,160	16,480	16,810	17,150	17,490
Maintenance	20,435	20,435	21,140	-	-	21,140	21,560	21,990	22,440	22,890
Internal Allocations	17,743	17,743	18,823	-	-	18,823	19,200	19,584	19,976	20,375
Operating - Supplies	19,550	19,550	20,240	-	-	20,240	20,640	21,050	21,470	21,890
Operating - Other	28,750	28,750	29,610	-	-	29,610	30,170	30,730	31,300	31,890
TOTAL OPERATING COSTS	376,468	376,468	389,840	-	-	389,840	397,780	405,864	414,126	422,555
*Percentage Increase over prior year			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Capital Equipment Purchases	5,670	5,670	5,870	-	-	5,870	5,990	6,110	6,230	6,350
Transfer to Capital Reserve Fund	42,000	42,000	42,000	-	-	42,000	45,000	48,000	50,000	52,000
Transfer to Equipment Replacement Fund	118,000	118,000	123,400	-	-	123,400	123,560	123,796	125,084	126,435
TOTAL CAPITAL / RESERVES	165,670	165,670	171,270	-	-	171,270	174,550	177,906	181,314	184,785
TOTAL COSTS	542,138	542,138	561,110	-	-	561,110	572,330	583,770	595,440	607,340
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	(330)	(330)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
TOTAL REVENUE	(330)	(330)	(340)	-	-	(340)	(340)	(340)	(340)	(340)
REQUISITION	(541,808)	(541,808)	(560,770)	-	-	(560,770)	(571,990)	(583,430)	(595,100)	(607,000)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.353	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Otter Point Fire							

EXPENDITURE

Buildings	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$160,000
Equipment	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$90,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$55,000	\$55,000	\$60,000	\$60,000	\$20,000	\$250,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$15,000	\$15,000	\$20,000	\$20,000	\$20,000	\$90,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$0	\$160,000

\$0	\$55,000	\$55,000	\$60,000	\$60,000	\$20,000	\$250,000
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Service Name Otter Point Fire

[illegible]

Service: 1.353 Otter Point Fire

Project Number	17-02	Capital Project Title	Turnout Gear/Pagers/Hose	Capital Project Description	Turnout Gear/Pagers/Hose
Project Rationale					

Project Number	26-01	Capital Project Title	Replace driveway pavement	Capital Project Description	Replace driveway pavement
Project Rationale					

Project Number	20-01	Capital Project Title	Replace roof	Capital Project Description	Replace roof
Project Rationale					

Project Number	22-03	Capital Project Title	Building and Siding	Capital Project Description	Building and Siding
Project Rationale					

Otter Point Fire
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	18,071	20,071	25,071	33,071	43,071	95,071
Equipment Replacement Fund	196,424	304,824	413,384	517,180	622,264	728,699
Total	214,496	324,896	438,456	550,252	665,336	823,771

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Capital Reserve Fund - Bylaw 3995

For improvements, repairs and replacement of Firehall and training centre

Reserve Cash Flow

Fund: Fund Centre:	1090 102164	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		15,571	18,071	20,071	25,071	33,071	43,071
Transfer from Ops Budget		42,000	42,000	45,000	48,000	50,000	52,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	-
Interest Income*		500					
Ending Balance \$		18,071	20,071	25,071	33,071	43,071	95,071

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Equipment Replacement Fund

ERF Group: OTTERFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101432	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		106,724	196,424	304,824	413,384	517,180	622,264
Transfer from Ops Budget		118,000	123,400	123,560	123,796	125,084	126,435
Expenditures		(28,300)	(15,000)	(15,000)	(20,000)	(20,000)	(20,000)
Equipment Disposal Proceeds		-					
Interest Income		-					
Ending Balance \$		196,424	304,824	413,384	517,180	622,264	728,699

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

Malahat Fire Protection

EAC Review

OCTOBER 2023

Service: 1.354 Malahat Fire

Committee: Electoral Area

DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of \$22,400 or \$1.28 / \$1,000 to a maximum of \$129,729.

FUNDING:

Requisition

1.354 - Malahat Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Cowichan Valley Regional District	63,650	63,650	65,315	-	-	65,315	66,620	67,950	69,310	70,700
Other Operating Expenses	3,290	3,290	3,357	-	-	3,357	3,424	3,492	3,562	3,633
TOTAL COSTS	66,940	66,940	68,672	-	-	68,672	70,044	71,442	72,872	74,333
*Percentage Increase over prior year			2.6%			2.6%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(588)	(588)	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(588)	(588)	-	-	-	-	-	-	-	-
REQUISITION	(66,352)	(66,352)	(68,672)	-	-	(68,672)	(70,044)	(71,442)	(72,872)	(74,333)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Durrance Road Fire Protection

EAC Review

OCTOBER 2023

Service: **1.355 Durrance Road Fire**

Committee: Electoral Area

DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of \$1,350 or \$0.70 / \$1,000 to maximum of \$6,602.

FUNDING:

Parcel Tax

1.355 - Durrance Road Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	216	216	216	-	-	216	219	221	224	227
TOTAL OPERATING COSTS	2,716	2,716	2,716	-	-	2,716	2,719	2,721	2,724	2,727
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve	300	300	300	-	-	300	300	300	300	300
TOTAL COSTS	3,016	3,016	3,016	-	-	3,016	3,019	3,021	3,024	3,027
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION - PARCEL TAX	(3,016)	(3,016)	(3,016)	-	-	(3,016)	(3,019)	(3,021)	(3,024)	(3,027)
*Percentage increase over prior year Requisition						0.0%	0.1%	0.1%	0.1%	0.1%

Reserve Schedule

Reserve Fund: 1.355 Durrance road Fire Protection - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105400	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		2,951	3,405	3,705	4,005	4,305	4,605
Transfer from Op Budget		300	300	300	300	300	300
Planned Payments		-	-	-	-	-	-
Interest Income*		154					
Ending Balance \$		3,405	3,705	4,005	4,305	4,605	4,905

Assumptions/Background:

To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

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

CAPITAL REGIONAL DISTRICT

2024 Budget

East Sooke Fire Protection

EAC Review

OCTOBER 2023

Service: 1.357 East Sooke Fire

Committee: Electoral Area

DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2013) states "greater of \$550,000 or \$1.310 / \$1,000" of actual assessments. To a maximum of \$1,285,242.

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function
(Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	\$ 2,120,000
Borrowed: 2014, 3.0%	\$ 1,800,000
Borrowed: 2016, 2.1%	\$ 150,000
Remaining	\$ 170,000

1.357 - East Sooke Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2024				2025	2026	2027	2028
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL				
<u>OPERATING COSTS</u>										
Salaries and Wages	75,340	60,410	77,600	-	-	77,600	79,150	80,730	82,350	84,000
Travel - Vehicles	35,510	35,510	36,750	-	-	36,750	37,490	38,240	39,010	39,790
Insurance	6,035	6,035	6,162	-	-	6,162	6,415	6,670	6,940	7,220
Contract for Service/Legal Expenses	10,840	10,840	11,220	-	-	11,220	11,450	11,680	11,920	12,160
Maintenance	12,080	12,080	12,500	-	-	12,500	12,750	13,000	13,270	13,540
Staff Training	25,000	25,000	25,880	-	-	25,880	26,400	26,930	27,470	28,020
Internal Allocations	15,161	15,161	15,367	-	-	15,367	15,674	15,988	16,307	16,634
Operating - Supplies	29,382	34,663	30,410	-	-	30,410	31,020	31,640	32,280	32,920
Contingency	15,000	10,000	11,000	-	-	11,000	11,220	11,440	11,670	11,900
Operating - Other	43,170	43,170	44,580	-	-	44,580	45,440	46,320	47,220	48,130
TOTAL FIRE DEP OPERATING COSTS	267,518	252,869	271,469	-	-	271,469	277,009	282,638	288,437	294,314
*Percentage Increase over prior year			1.5%			1.5%	2.0%	2.0%	2.1%	2.0%
TOTAL COMMUNITY HALL OPERATING COSTS	39,438	30,069	39,831	-	-	39,831	27,124	27,790	28,468	29,171
TOTAL OPERATING COSTS	306,956	282,938	311,300	-	-	311,300	304,133	310,428	316,905	323,485
Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Equipment Replacement Fund	103,362	134,858	110,442	-	-	110,442	115,722	121,133	126,594	132,197
TOTAL CAPITAL / RESERVES	103,362	134,858	115,442	-	-	115,442	120,722	126,133	131,594	137,197
<u>DEBT SERVICING</u>										
MFA Debt Reserve Fund	380	380	380	-	-	380	380	380	380	380
Principal Payment	97,959	97,959	97,959	-	-	97,959	97,959	97,959	97,959	97,959
Interest Payment	57,150	57,150	57,150	-	-	57,150	57,150	57,150	57,150	57,150
TOTAL DEBT SERVICING	155,489	155,489	155,489	-	-	155,489	155,489	155,489	155,489	155,489
TOTAL COSTS	565,807	573,285	582,231	-	-	582,231	580,344	592,050	603,988	616,171
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	13,361	(13,361)	-	-	(13,361)	-	-	-	-
Balance c/fwd from 2022 to 2023	(13,628)	(13,628)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(56,350)	(73,197)	(63,010)	-	-	(63,010)	(64,270)	(65,560)	(66,870)	(68,210)
MFA Debt Reserve Fund Earning	(380)	(380)	(380)	-	-	(380)	(380)	(380)	(380)	(380)
Rental Revenue	(25,610)	(25,402)	(26,270)	-	-	(26,270)	(26,924)	(27,590)	(28,268)	(28,971)
Other Income	(1,260)	(5,460)	(1,260)	-	-	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)
TOTAL REVENUE	(97,228)	(104,706)	(104,281)	-	-	(104,281)	(92,834)	(94,790)	(96,778)	(98,821)
REQUISITION	(468,579)	(468,579)	(477,950)	-	-	(477,950)	(487,510)	(497,260)	(507,210)	(517,350)
*Percentage increase over prior year Requisition			2.0%			2.0%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.357	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	East Sooke Fire							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$12,000	\$28,551	\$19,512	\$41,578	\$18,850	\$14,000	\$122,491	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$160,000

\$12,000	\$188,551	\$19,512	\$41,578	\$18,850	\$14,000	\$282,491	
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$176,551	\$19,512	\$41,578	\$18,850	\$14,000	\$270,491	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$12,000	\$12,000	\$0	\$0	\$0	\$0	\$12,000	

\$12,000	\$188,551	\$19,512	\$41,578	\$18,850	\$14,000	\$282,491	
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[illegible]

Service: 1.357 East Sooke Fire

Project Number	17-05	Capital Project Title	Turn out Gear	Capital Project Description	Turn out Gear
Project Rationale	Replacement of 4 sets of turnout gear. Turnout gear expires after 10 years.				

Project Number	19-01	Capital Project Title	Squad Car	Capital Project Description	Replace Squad Car 1999 Vehicle
Project Rationale	Replacement for our 1999 Squad1 (FR vehicle)				

Project Number	21-03	Capital Project Title	Extrication gear	Capital Project Description	Replacement of extrication gear (jaws of life)
Project Rationale	Replacement of extrication gear (jaws of life)				

Project Number	21-05	Capital Project Title	Roof seal replacement	Capital Project Description	Roof seal replacement
Project Rationale	Replacement of Roof seals (recommended every 5 years)				

Service: 1.357 East Sooke Fire

Project Number	22-01	Capital Project Title	Pagers	Capital Project Description	Replacement of old pagers
Project Rationale	Replacement of Roof seals (recommended every 5 years)				

Project Number	22-02	Capital Project Title	Hoses	Capital Project Description	Replacement of structure fire hoses
Project Rationale	Replacement of structure fire hoses				

Project Number	27-01	Capital Project Title	Rope for Rope Rescue	Capital Project Description	Replacement of Ropes and other Rope Rescue Equipment
Project Rationale					

Project Number	22-04	Capital Project Title	East Sooke Community Hall capital projects	Capital Project Description	East Sooke Community Hall capital projects
Project Rationale	Placeholder for capital projects in East Sooke's community hall such as replacing the kitchen's countertop and exterior double doors.				

East Sooke Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund-Fire Dep	36,376	29,376	34,376	39,376	44,376	49,376
Capital Reserve Fund-Comm Hall	970	970	970	970	970	970
Equipment Replacement Fund	490,659	424,550	520,760	600,315	708,059	826,256
Total	528,005	454,896	556,106	640,661	753,405	876,602

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund: Fund Centre:	1079 101309	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		40,624	36,376	29,376	34,376	39,376	44,376
Transfer from Ops Budget		-	5,000	5,000	5,000	5,000	5,000
Transfer from Cap Fund		8,753	-	-	-	-	-
Transfer to Cap Fund		(15,000)	(12,000)	-	-	-	-
Transfer from ERF		-	-	-	-	-	-
Interest Income*		2,000					
Ending Balance \$		36,376	29,376	34,376	39,376	44,376	49,376

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

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

Reserve Schedule

Reserve Fund: 1.357 East Sooke Community Hall - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund: Fund Centre:	1079 102246	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,327	970	970	970	970	970
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		(12,000)					
Interest Income*		642					
Ending Balance \$		970	970	970	970	970	970

Assumptions/Background:

New Reserve intended for Capital projects in Community Hall

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

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Equipment Replacement Fund

ERF Group: ESOOKFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101948	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		703,592	490,659	424,550	520,760	600,315	708,059
Transfer from Ops Budget		103,362	110,442	115,722	121,133	126,594	132,197
Planned Purchase		(316,295)	(176,551)	(19,512)	(41,578)	(18,850)	(14,000)
Transfer to CRF		-	-	-	-	-	-
Interest Income		-					
Ending Balance \$		490,659	424,550	520,760	600,315	708,059	826,256

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Fire

EAC Review

OCTOBER 2023

Service: 1.358 Port Renfrew Fire

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

MAXIMUM LEVY:

Greater of \$10,000 or \$2.52 / \$1,000 of actual assessment. To a maximum of \$427,189.

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow \$40,000 - \$0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	\$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		<u>\$</u>	<u>-</u>

FUNDING:

User fee and requisition.

1.358 - Port Renfrew Fire

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries, Wages, Benefits	37,240	37,240	38,360	-	-	38,360	39,120	39,900	40,690	41,500
Materials and Supplies	18,130	18,130	18,760	-	-	18,760	19,130	19,520	19,910	20,310
Repairs and Maintenance	2,430	2,430	2,520	-	-	2,520	2,570	2,620	2,670	2,720
Utilities	14,110	14,110	14,560	-	-	14,560	14,850	15,150	15,460	15,770
Allocations	6,338	6,338	6,729	-	-	6,729	6,863	7,001	7,141	7,284
Other Operating Expense	56,320	56,320	58,247	-	-	58,247	59,480	60,760	62,050	63,370
TOTAL OPERATING COSTS	134,568	134,568	139,176	-	-	139,176	142,013	144,951	147,921	150,954
*Percentage Increase over prior year			3.4%			3.4%	2.0%	2.1%	2.0%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	-	-	1,854	-	-	1,854	2,000	2,000	2,000	2,000
Transfer to Equipment Replacement Fund	24,000	24,000	23,500	-	-	23,500	27,000	28,000	28,500	29,000
TOTAL CAPITAL / RESERVES	24,000	24,000	25,354	-	-	25,354	29,000	30,000	30,500	31,000
TOTAL FIRE OPERATING COSTS	158,568	158,568	164,530	-	-	164,530	171,013	174,951	178,421	181,954
Debt Charges	2,908	2,908	2,908	-	-	2,908	-	-	-	-
TOTAL COSTS	161,476	161,476	167,438	-	-	167,438	171,013	174,951	178,421	181,954
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(1,073)	(1,073)	(1,110)	-	-	(1,110)	(1,130)	(1,150)	(1,170)	(1,190)
User Charge	(64,106)	(64,106)	(66,698)	-	-	(66,698)	(67,926)	(69,432)	(70,813)	(72,218)
Other Revenue	(220)	(220)	(230)	-	-	(230)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(65,399)	(65,399)	(68,038)	-	-	(68,038)	(69,276)	(70,802)	(72,203)	(73,628)
REQUISITION	(96,077)	(96,077)	(99,400)	-	-	(99,400)	(101,737)	(104,149)	(106,218)	(108,326)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.4%	2.4%	2.0%	2.0%

Service Name: Port Renfrew Fire

[illegible]

Service:	1.358	Port Renfrew Fire
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Project Number	24-01	Capital Project Title	Placeholder	Capital Project Description	Placeholder for 2024 capital projects
Project Rationale					

Port Renfrew Fire
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	31,082	32,936	34,936	36,936	38,936	40,936
Equipment Replacement Fund	184,565	188,065	215,065	243,065	271,565	300,565
Total	215,647	221,001	250,001	280,001	310,501	341,501

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Capital Reserve Fund - Bylaw 2702

Surplus money from the operation may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1089 102161	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		48,721	31,082	32,936	34,936	36,936	38,936
Transfer from Ops Budget		-	1,854	2,000	2,000	2,000	2,000
Transfer to Cap Fund		(20,000)	-	-	-	-	-
Interest Income*		2,361					
Ending Balance \$		31,082	32,936	34,936	36,936	38,936	40,936

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Equipment Replacement Fund

ERF Group: PTRENFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101434	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		175,565	184,565	188,065	215,065	243,065	271,565
Transfer from Ops Budget		24,000	23,500	27,000	28,000	28,500	29,000
Planned Purchase		(15,000)	(20,000)	-	-	-	-
Interest Income		-					
Ending Balance \$		184,565	188,065	215,065	243,065	271,565	300,565

Assumptions/Background:

Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

CAPITAL REGIONAL DISTRICT

2024 Budget

Shirley Fire Protection

EAC Review

OCTOBER 2023

Service: 1.360 Shirley Fire Department

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$18,200 or \$1.31 / \$1,000 of actual assessment. To a maximum of \$450,210.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

1.360 - Shirley Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honoraria	41,330	41,330	42,580	-	-	42,580	43,430	44,300	45,190	46,090
Travel - Vehicles	6,340	6,340	6,560	-	-	6,560	6,690	6,820	6,960	7,100
Insurance	8,150	8,150	8,387	-	-	8,387	8,640	8,910	9,190	9,490
Maintenance	10,270	10,270	10,640	-	-	10,640	10,860	11,080	11,300	11,520
Staff Development	7,220	7,220	7,470	-	-	7,470	7,620	7,770	7,930	8,090
Internal Allocations	4,382	4,382	6,017	-	-	6,017	6,137	6,260	6,385	6,513
Operating - Supplies	22,890	22,890	23,690	-	-	23,690	24,170	24,650	25,140	25,640
Contingency	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Operating - Other	16,750	16,750	17,300	-	-	17,300	17,620	17,950	18,290	18,640
TOTAL OPERATING COSTS	120,332	120,332	125,644	-	-	125,644	128,167	130,740	133,385	136,083
*Percentage Increase over prior year			4.4%			4.4%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Purchases - Equipment	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Equipment Replacement Fund	38,000	38,000	39,446	-	-	39,446	40,923	42,430	43,945	45,487
Transfer to Capital Reserve Fund	25,000	25,000	25,000	-	-	25,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVES	73,000	73,000	74,446	-	-	74,446	75,923	77,430	78,945	80,487
TOTAL COSTS	193,332	193,332	200,090	-	-	200,090	204,090	208,170	212,330	216,570
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
REQUISITION	(193,122)	(193,122)	(199,880)	-	-	(199,880)	(203,880)	(207,960)	(212,120)	(216,360)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.360
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Service Name: Shirley Fire Department

[illegible]

Service:

1.360

Shirley Fire Department

Project Number

19-01

Capital Project Title

Firefighting Equipment

Capital Project Description

Firefighting Equipment

Project Rationale

**Shirley Fire Protection
Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	218,996	243,996	268,996	293,996	318,996	343,996
Equipment Replacement Fund	347,018	376,464	417,387	459,817	503,762	549,249
Total	566,014	620,460	686,383	753,813	822,758	893,245

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Capital Reserve Fund - Bylaw 2938

Surplus money from the operation may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1062 101701	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		187,185	218,996	243,996	268,996	293,996	318,996
Transfer from Ops Budget		25,000	25,000	25,000	25,000	25,000	25,000
Transfer from Cap Fund		-	-	-	-	-	-
Interest Income*		6,811					
Ending Balance \$		218,996	243,996	268,996	293,996	318,996	343,996

Assumptions/Background:

Transfers in accordance with long term capital plan

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

Reserve Schedule

Reserve Fund: 1.360 Shirley Fire Protection - Equipment Replacement Fund

ERF Group: SHIRFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101436						
Beginning Balance		319,018	347,018	376,464	417,387	459,817	503,762
Transfer from Ops Budget		38,000	39,446	40,923	42,430	43,945	45,487
Planned Purchase		(10,000)	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance \$		347,018	376,464	417,387	459,817	503,762	549,249

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Program (JDF)

EAC Review

OCTOBER 2023

Service: 1.370 JDF Emergency Program

Committee: Electoral Area

DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.370 - Emergency Program (JDF)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	3,500	554	3,570	-	-	3,570	3,640	3,710	3,780	3,860
Contract for Services	22,950	23,168	23,750	11,250	-	35,000	50,000	51,000	52,020	53,060
Wages & Honoraria	5,957	5,957	6,050	6,450	-	12,500	16,000	16,320	16,650	16,980
Staff Training & Development	3,000	500	3,100	-	-	3,100	3,160	3,220	3,280	3,350
Supplies	5,311	1,150	5,500	-	-	5,500	5,610	5,720	5,830	5,950
Allocations	13,943	13,943	14,901	-	-	14,901	15,204	15,515	15,831	16,156
Other Operating Expenses	19,412	15,455	20,440	(2,596)	-	17,844	17,600	17,960	18,320	18,710
TOTAL OPERATING COSTS	74,073	60,727	77,311	15,104	-	92,415	111,214	113,445	115,711	118,066
*Percentage Increase over prior year			4.4%	20.4%		24.8%	20.3%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	4,000	17,646	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVE	4,000	17,646	1,000	-	-	1,000	1,000	1,000	1,000	1,000
Building Borrowing Repayment to Facilities Reserve	11,880	11,880	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	89,953	90,253	90,191	15,104	-	105,295	124,094	126,325	128,591	130,946
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(134)	(134)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
Revenue - Other	(100)	(400)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(234)	(534)	(240)	-	-	(240)	(240)	(240)	(240)	(240)
REQUISITION	(89,719)	(89,719)	(89,951)	(15,104)	-	(105,055)	(123,854)	(126,085)	(128,351)	(130,706)
*Percentage increase over prior year Requisition			0.3%	16.8%		17.1%	17.9%	1.8%	1.8%	1.8%

Reserve Schedule

Reserve Fund: 1.370 Emergency Program (JDF) - Equipment Replacement Fund

ERF Group: JDFEMERG.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101785	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		111,133	115,133	116,133	117,133	118,133	119,133
Transfer from Ops Budget		4,000	1,000	1,000	1,000	1,000	1,000
Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance \$		115,133	116,133	117,133	118,133	119,133	120,133

Assumptions/Background:

Reserve for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2024 Budget

Search and Rescue (JDF)

EAC Review

OCTOBER 2023

Service: 1.377 JDF Search and Rescue

Committee: Electoral Area

DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administers the service.

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of \$62,000 or \$0.102 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$331,212.

FUNDING:

Requisition

1.377 - Search and Rescue (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	8,350	8,350	8,640	-	-	8,640	8,810	8,990	9,170	9,350
Building Rent	24,000	24,000	24,720	-	-	24,720	25,464	26,232	27,024	27,560
Staff Training & Development	13,958	6,000	12,379	-	-	12,379	11,007	9,589	8,156	6,956
Supplies	11,930	11,930	12,350	-	-	12,350	12,600	12,860	13,120	13,380
Allocations	4,354	4,354	4,403	-	-	4,403	4,491	4,581	4,672	4,766
Other Operating Expenses	25,466	33,253	26,310	-	-	26,310	26,860	27,420	27,980	28,570
TOTAL OPERATING COSTS	88,058	87,887	88,802	-	-	88,802	89,232	89,672	90,122	90,582
*Percentage Increase over prior year			0.8%			0.8%	0.5%	0.5%	0.5%	0.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	3,000	6,057	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL CAPITAL / RESERVE	3,000	6,057	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	91,058	93,944	91,802	-	-	91,802	92,232	92,672	93,122	93,582
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(106)	(106)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
Revenue - Other	(21,000)	(23,886)	(21,740)	-	-	(21,740)	(22,170)	(22,610)	(23,060)	(23,520)
TOTAL REVENUE	(21,106)	(23,992)	(21,850)	-	-	(21,850)	(22,280)	(22,720)	(23,170)	(23,630)
REQUISITION	(69,952)	(69,952)	(69,952)	-	-	(69,952)	(69,952)	(69,952)	(69,952)	(69,952)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.377 Search and Rescue (JDF) - Equipment Replacement Fund

ERF Group: JDFSAR.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101986	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		93,615	4,615	7,615	10,615	13,615	16,615
Transfer from Ops Budget		3,000	3,000	3,000	3,000	3,000	3,000
Expenditures		(92,000)	-	-	-	-	-
Interest Income		-					
Ending Balance \$		4,615	7,615	10,615	13,615	16,615	19,615

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

EA - Community Parks (JDF)

EAC Review

OCTOBER 2023

Service: 1.405 JDF EA Community Parks & Recreation

Committee: Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

Greater of \$227,173 or \$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$487,076.
(Bylaw 4087, Amend bylaw 245, March, 2016; Bylaw 4150, Juan de Fuca Community Parks Services Conversion Bylaw No. 1, 2017)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

1.405 - EA - Community Parks (JDF)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	104,814	84,647	107,181	-	-	107,181	109,575	112,025	114,531	117,094
Contract for Services	21,370	21,370	22,120	-	-	22,120	22,560	23,010	23,470	23,940
Vehicles	5,350	11,000	6,220	4,500	-	10,720	10,930	11,150	11,370	11,600
Supplies	8,550	5,150	9,000	-	-	9,000	9,180	9,360	9,540	9,730
Allocations	32,242	32,242	34,184	-	-	34,184	35,105	35,859	36,497	37,241
Rentals	-	15,000	-	21,500	-	21,500	21,930	22,370	22,820	23,280
Other Operating Expenses	11,430	11,315	10,930	-	-	10,930	11,150	11,370	11,600	11,840
TOTAL OPERATING COSTS	183,756	180,724	189,635	26,000	-	215,635	220,430	225,144	229,828	234,725
*Percentage Increase over prior year			3.2%	14.1%		17.3%	2.2%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	10,250	15,842	10,250	-	-	10,250	11,010	11,085	11,295	11,385
Transfer to Equipment Replacement Fund	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL CAPITAL / RESERVES	18,250	23,842	18,250	-	-	18,250	19,010	19,085	19,295	19,385
TOTAL COSTS	202,006	204,566	207,885	26,000	-	233,885	239,440	244,229	249,123	254,110
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(293)	(293)	(300)	-	-	(300)	(280)	(290)	(300)	(310)
Revenue - Other	(590)	(3,150)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
TOTAL REVENUE	(883)	(3,443)	(910)	-	-	(910)	(900)	(920)	(940)	(960)
REQUISITION	(201,123)	(201,123)	(206,975)	(26,000)	-	(232,975)	(238,540)	(243,309)	(248,183)	(253,150)
*Percentage increase over prior year Requisition			2.9%	12.9%		15.8%	2.4%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	0.42	0.42	0.42			0.42	0.42	0.42	0.42	0.42

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

Service No.	1.405	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	JDF EA Community Parks & Recre							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$50,000	\$100,000	\$0	\$0	\$0	\$0	\$150,000
Engineered Structures	\$574,000	\$649,000	\$0	\$0	\$0	\$0	\$0	\$649,000
Vehicles	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
	\$574,000	\$799,000	\$100,000	\$0	\$0	\$0	\$0	\$899,000

SOURCE OF FUNDS

Capital Funds on Hand	\$574,000	\$574,000	\$0	\$0	\$0	\$0	\$0	\$574,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
Grants (Federal, Provincial)	\$0	\$125,000	\$100,000	\$0	\$0	\$0	\$0	\$225,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$574,000	\$799,000	\$100,000	\$0	\$0	\$0	\$0	\$899,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.405

Service Name:

JDF EA Community Parks & Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Renewal	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	\$ 200,000	L	Grant	\$ -	\$ 50,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 150,000
24-01	New	Parks Truck Replacement	New Truck	\$ 100,000	V	ERF	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-02	New	Fish Boat Bay Improvements	Replace stairs and install viewing platform to improve accessibility.	\$ 75,000	S	Grant	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
22-02	Renewal	Chubb Rd - Dock Installation	Install dock system at Chubb Rd on Kemp Lake	\$ 75,000	S	Cap	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
23-01	New	Port Renfrew Playground Equipment	Installation of new playground equipment in Port Renfrew	\$ 160,000	S	Cap	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
23-02	New	Elrose Park trail construction	Construct a Multi-use trail at Elrose Park	\$ 45,000	S	Cap	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
23-03	New	Priest Cabin Park Trail Construction	Construct a trail at Priest Cabin connecting to Matterhorn Access Trail	\$ 50,000	S	Cap	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
23-05	New	Trail Construction Wigglesworth Lake Park	Trail and other park infrastructure at Wigglesworth Lake Park (to facilitate park transfer to Regional Parks	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
23-06	New	Trail Construction Admirals Forest Park	Construct/remediate trails at the recently purchased Admirals Forest Property	\$ 40,000	S	Cap	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-07	New	Playground Improvements Coppermine Park	Replace wooden playground equipment with new equipment Coppermine Park	\$ 100,000	S	Cap	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
23-08	New	Trail and Park remediation Butler Park	Butler Park trail and park remediation	\$ 45,000	S	Cap	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
23-09	New	Fencing for Storage Compound	Installed fencing/gate to create secure storage compound for Parks equipment and materials	\$ 10,000	S	Cap	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
23-10	New	Lot 64 Trail Construction	Trail construction linking the tennis court with the Marina trail and improving parking lot	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,000,000			\$ 574,000	\$ 799,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 899,000

Service:

1.405

JDF EA Community Parks & Recreation

Project Number 21-01

Capital Project Title

Wieland Trail

Capital Project Description

Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route

Project Rationale Recreational Trail connecting communities and keeping pedestrians off the main roads

Project Number 24-01

Capital Project Title

Chubb Road Dock Installation

Capital Project Description

Create a public space at the end of Chubb Road with parking, split rail fencing, Toilet and fishing dock.

Project Rationale

Project Number 24-02

Capital Project Title

Chubb Road Dock Installation

Capital Project Description

Create a public space at the end of Chubb Road with parking, split rail fencing, Toilet and fishing dock.

Project Rationale

Project Number 22-02

Capital Project Title

Chubb Road Dock Installation

Capital Project Description

Create a public space at the end of Chubb Road with parking, split rail fencing, Toilet and fishing dock.

Project Rationale This project is of public interest to provide access to water and provide fresh water fishing opportunities

Project Number 23-01

Capital Project Title

Port Renfrew Playground Relacement - "The Park"

Capital Project Description

Replace ageing playground equipment at "The Park" in Port Renfrew

Project Rationale Playground requires updating

Service: 1.405 JDF EA Community Parks & Recreation

Project Number	23-02	Capital Project Title	Elrose Park trail construction	Capital Project Description	Provide public trail system to promote safe pedestrian movement in the community, 250 meters gravel trail construction
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Project Rationale Public Trail access and safe pedestrian movement

Project Number	23-03	Capital Project Title	Priest Cabin Trail construction	Capital Project Description	Clear and construct 250 meters of back country trail at Priest Cabin Park
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Project Rationale Provide/enhance infrastructure public enjoyment

Project Number	23-05	Capital Project Title	Trail Construction at Wigglesworth Lake	Capital Project Description	This project is transferred to CRD Regional Parks
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Project Rationale This project may not go ahead

Project Number	23-06	Capital Project Title	Trail Construction at Admirals Forest Park	Capital Project Description	Construct and improve trails at Admirals Park in Otter Point, involves split rail, graveling of trails, signage and mapping
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Project Rationale Provide and enhance infrastructure for public enjoyment

Project Number	23-07	Capital Project Title	Playground Replacement at Coppermine Park	Capital Project Description	Replace ageing playground equipment at Coppermine Park - East Sooke
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Project Rationale Replace ageing playground equipment

Service:

1.405

JDF EA Community Parks & Recreation

Project Number

23-08

Capital Project Title

Butler Road Park Remediaton and Trail Construction

Capital Project Description

Remediation and Trail construcion at Butler Road Park- Otter Point. Includes soil remediation, signage, picnic table, revegetation and trail construction

Project Rationale Local resident led volunteer project to enhance local park infrstructure and ecology

Project Number

23-09

Capital Project Title

Fencing at JdFEA Otter Point Office

Capital Project Description

Fencing to create a Parks compound for security purposes

Project Rationale Create a fenced compound to secure parks machinery and supplies.

Project Number

23-10

Capital Project Title

Lot 64 Trail Construction

Capital Project Description

trail construction to provide safe travel through Beach Camp and connect exisitng park infrastructure. 250 meters of Trail, split rail fencing, parking area.

Project Rationale Public safety and park enhancement

Project Number

Capital Project Title

Park Truck Purchase

Capital Project Description

Full size park truck purchase

Project Rationale Old truck needs replacement

EA - Community Parks (JDF)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Land Reserve Fund	204,285	204,285	204,285	204,285	204,285	204,285
Capital Reserve Fund	10,250	20,500	31,510	42,595	53,890	65,275
Equipment Replacement Fund	126,098	34,098	42,098	50,098	58,098	66,098
Total	340,633	258,883	277,893	296,978	316,273	335,658

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Land Reserve Fund - Bylaw 1133

Pursuant to Section 686 of the Municipal Act the Regional District may, by by-law approved by the Minister of Municipal Affairs, dispose of any portion of land dedicated to the Public for the purpose of a park by subdivision plan deposited in the Land Titles Office, and provide that the proceeds shall be placed in a reserve fund for the purpose of acquiring other lands suitable for park purposes within the Sooke Electoral Area.

Reserve Cash Flow

Fund: Fund Centre:	1034 101378	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		204,085	204,285	204,285	204,285	204,285	204,285
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		(10,000)	-	-	-	-	-
Surplus return back from Cap Fund		-					
Interest Income*		10,200					
Ending Balance \$		204,285	204,285	204,285	204,285	204,285	204,285

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Capital Reserve Fund

TO BE CREATED IN 2023

Reserve Cash Flow

Fund: TBD Fund Centre: TBD	Estimated	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	-	10,250	20,500	31,510	42,595	53,890
Transfer from Parks Ops Budget	10,250	10,250	11,010	11,085	11,295	11,385
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance \$	10,250	20,500	31,510	42,595	53,890	65,275

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Equipment Replacement Fund

ERF Group: JDFEAPRK.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102158	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		118,098	126,098	34,098	42,098	50,098	58,098
Transfer from Ops Budget		8,000	8,000	8,000	8,000	8,000	8,000
Expenditures		-	(100,000)	-	-	-	-
Interest Income		-					
Ending Balance \$		126,098	34,098	42,098	50,098	58,098	66,098

Assumptions/Background:

Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2024 Budget

EA - Community Recreation (JDF)

EAC Review

OCTOBER 2023

Service: 1.408 JDF EA Community Recreation

Committee: Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

\$0.063 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$175,485.

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

1.408 - EA - Community Recreation (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	52,664	55,664	53,952	-	-	53,952	55,135	56,353	57,597	58,867
Recreation Programs	8,785	5,000	9,550	-	-	9,550	9,481	9,493	9,547	9,562
Maintenance	4,270	3,500	4,420	-	-	4,420	4,510	4,600	4,690	4,780
Utilities & fuel	6,400	5,649	6,630	-	-	6,630	6,760	6,890	7,030	7,170
Supplies	950	100	660	-	-	660	670	680	690	700
Allocations	12,863	12,863	13,870	-	-	13,870	14,264	14,574	14,826	15,131
Other Operating Expenses	7,930	3,425	8,030	(4,500)	-	3,530	3,650	3,770	3,900	4,030
TOTAL OPERATING COSTS	93,862	86,201	97,112	(4,500)	-	92,612	94,470	96,360	98,280	100,240
*Percentage Increase over prior year			3.5%	-4.8%		-1.3%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	7,739	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	7,739	-	-	-	-	-	-	-	-
TOTAL COSTS	93,862	93,940	97,112	(4,500)	-	92,612	94,470	96,360	98,280	100,240
<u>FUNDING SOURCES (REVENUE)</u>										
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Rentals	(21,010)	(21,010)	(21,750)	-	-	(21,750)	(22,190)	(22,630)	(23,080)	(23,540)
Revenue - Other	(220)	(298)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(21,230)	(21,308)	(21,980)	-	-	(21,980)	(22,420)	(22,860)	(23,310)	(23,770)
REQUISITION	(72,632)	(72,632)	(75,132)	4,500	-	(70,632)	(72,050)	(73,500)	(74,970)	(76,470)
*Percentage increase over prior year Requisition			3.4%	-6.2%		-2.8%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	0.18	0.18	0.18			0.18	0.18	0.18	0.18	0.18

Reserve Schedule

Reserve Fund: 1.408 Community Recreation (JDF) - Equipment Replacement Fund

ERF Group: JDFCOMRES.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102262	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		835	835	835	835	835	835
Transfer from Ops Budget		-	-	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income		-					
Ending Balance \$		835	835	835	835	835	835

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Refuse Disposal

EAC Review

OCTOBER 2023

Service: 1.523 Port Renfrew Refuse Disposal

Committee: Electoral Area

DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

\$15.18 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$2,585,406.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

1.523 - Port Renfrew Refuse Disposal

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	26,950	26,950	27,890	-	-	27,890	28,450	29,020	29,600	30,190
Contracts	54,005	54,005	55,890	-	-	55,890	57,010	58,160	59,320	60,510
Allocations	4,175	4,175	4,471	-	-	4,471	4,560	4,652	4,745	4,840
Electricity	1,170	3,000	1,210	-	-	1,210	1,230	1,250	1,280	1,310
Other Operating Expenses	3,120	3,061	3,220	-	-	3,220	3,290	3,360	3,430	3,500
TOTAL OPERATING COSTS	89,420	91,191	92,681	-	-	92,681	94,540	96,442	98,375	100,350
*Percentage Increase over prior year			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	2,000	229	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	2,000	2,000	2,000	13,950	-	15,950	28,109	28,606	29,113	29,630
TOTAL CAPITAL / RESERVES	4,000	2,229	4,000	13,950	-	17,950	30,109	30,606	31,113	31,630
TOTAL COSTS	93,420	93,420	96,681	13,950	-	110,631	124,649	127,048	129,488	131,980
Internal Recovery	(17,860)	(17,860)	(18,490)	(7,950)	-	(26,440)	(26,969)	(27,508)	(28,058)	(28,620)
NET COSTS	75,560	75,560	78,191	6,000	-	84,191	97,680	99,540	101,430	103,360
<u>FUNDING SOURCES (REVENUE)</u>										
Sale - Recyclables	(5,000)	(5,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Recovery Cost	(35,280)	(35,280)	(36,375)	(3,000)	-	(39,375)	(46,115)	(47,040)	(47,980)	(48,940)
Grants in Lieu of Taxes	(374)	(374)	(390)	-	-	(390)	(400)	(410)	(420)	(430)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(40,704)	(40,704)	(41,815)	(3,000)	-	(44,815)	(51,565)	(52,500)	(53,450)	(54,420)
REQUISITION	(34,856)	(34,856)	(36,376)	(3,000)	-	(39,376)	(46,115)	(47,040)	(47,980)	(48,940)
*Percentage increase over prior year Requisition			4.4%	8.6%		13.0%	17.1%	2.0%	2.0%	2.0%

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

Service No.	1.523	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Refuse Disposal							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$12,000	\$274,500	\$29,167	\$29,167	\$29,167	\$29,167	\$0	\$362,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$12,000	\$274,500	\$29,167	\$29,167	\$29,167	\$29,167	\$0	\$362,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$262,500	\$0	\$0	\$0	\$0	\$0	\$262,500
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$12,000	\$12,000	\$29,167	\$29,167	\$29,167	\$29,167	\$0	\$99,500
	\$12,000	\$274,500	\$29,167	\$29,167	\$29,167	\$29,167	\$0	\$362,000

5 YEAR CAPITAL PLAN

Service #:

1.523

Service Name:

Port Renfrew Refuse Disposal

[illegible]

Service: 1.523 Port Renfrew Refuse Disposal

Project Number	23-01	Capital Project Title	Covered recyclables storage	Capital Project Description	Required storage is needed in order to protect recyclables from the elements. It is also a contractual requirement under our agreement with Recycle BC.
Project Rationale					

Project Number	24-01	Capital Project Title	Site efficiency upgrades	Capital Project Description	Costs for site upgrades funded through the growing communities fund including: two refuse compactors and compactor containers, electrical upgrades and construction of operator shed. These upgrades will increase the volume of material receivable at site and reduce transportation costs of materials by up to 75%.
Project Rationale					

Port Renfrew Refuse Disposal
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	39,850	43,800	42,742	42,182	42,128	71,758
Equipment Replacement Fund	41,253	43,253	45,253	47,253	49,253	51,253
Total	81,103	87,053	87,996	89,435	91,381	123,011

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Capital Reserve Fund - Bylaw 2665

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them, and extension or renewal of existing capital works.

Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1021 101365	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		36,050	39,850	43,800	42,742	42,182	42,128
Transfer from Ops Budget		2,000	15,950	28,109	28,606	29,113	29,630
Transfer from Cap Fund							
Transfer to Cap Fund		-	(12,000)	(29,167)	(29,167)	(29,167)	-
Interest Income*		1,800					
Ending Balance \$		39,850	43,800	42,742	42,182	42,128	71,758

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Equipment Replacement Fund

The Equipment Replacement Fund established for the purpose of vehicle and equipment replacement. Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.
ERF Group: PTRENREF.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101448						
Beginning Balance		39,253	41,253	43,253	45,253	47,253	49,253
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Transfer from Cap Fund		-					
Planned Purchase		-					
Interest Income		-					
Ending Balance \$		41,253	43,253	45,253	47,253	49,253	51,253

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Comm - CREST (JDF)

EAC Review

OCTOBER 2023

Service: 1.924 JDF Emergency Comm. - CREST

Committee: Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.924 - Emergency Comm - CREST (JDF)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	132,057	132,057	135,044	-	-	135,044	137,740	140,490	143,300	146,170
Allocations	2,471	2,471	2,875	-	-	2,875	2,932	2,991	3,051	3,112
Other Operating Expenses	9,200	9,200	9,700	-	-	9,700	9,898	10,089	10,289	10,488
TOTAL OPERATING COSTS	143,728	143,728	147,619	-	-	147,619	150,570	153,570	156,640	159,770
*Percentage Increase over prior year			2.7%			2.7%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance C/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance C/fwd from 2022 to 2023	483	483	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(190)	(190)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Revenue-Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	243	243	(250)	-	-	(250)	(250)	(250)	(250)	(250)
REQUISITION	(143,971)	(143,971)	(147,369)	-	-	(147,369)	(150,320)	(153,320)	(156,390)	(159,520)
*Percentage increase over prior year Requisition			2.4%			2.4%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Water

EAC Review

OCTOBER 2023

Service: **2.650** **Port Renfrew Water**

Committee: Electoral Area

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992).

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$2,705,464.

COMMISSION:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

User Charge:

50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system.

Parcel Tax:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:

At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997).

2.650 - Port Renfrew Water	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	8,980	5,920	8,610	-	-	8,610	8,780	8,950	9,120	9,290
Allocations - Operations	80,530	92,000	84,960	-	-	84,960	86,659	88,392	90,160	91,963
Allocations - Other	9,831	9,831	9,497	-	-	9,497	9,684	9,878	10,076	10,277
Electricity	5,300	4,904	5,440	-	-	5,440	5,550	5,660	5,770	5,890
Supplies	3,410	3,017	9,290	-	-	9,290	9,470	9,650	9,840	10,030
Water Testing	2,289	2,601	3,226	-	-	3,226	3,288	3,353	3,418	3,484
Other Operating Expenses	3,269	7,955	3,157	-	-	3,157	3,238	3,340	16,430	3,520
TOTAL OPERATING COSTS	113,609	126,228	124,180	-	-	124,180	126,669	129,223	144,814	134,454
*Percentage Increase over prior year			9.3%			9.3%	2.0%	2.0%	12.1%	-7.2%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	6,000	4,000	5,000	10,000
Transfer to Capital Reserve Fund	15,000	2,430	15,000	-	-	15,000	21,100	13,520	17,730	21,615
MFA Debt Reserve Fund	-	-	-	-	-	-	9,167	2,000	2,000	-
Interest Payments	-	-	-	-	-	-	9,854	43,717	52,317	56,617
Principal Payments	-	-	-	-	-	-	-	23,223	28,290	33,357
TOTAL DEBT / RESERVES	20,000	7,430	20,000	-	-	20,000	46,121	86,460	105,337	121,589
TOTAL COSTS	133,609	133,658	144,180	-	-	144,180	172,790	215,683	250,151	256,043
						7.9%				
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(13,000)	-
User Charges	(66,247)	(66,456)	(70,830)	-	-	(70,830)	(85,000)	(106,253)	(116,881)	(126,233)
Other Revenue	(1,119)	(959)	(1,150)	-	-	(1,150)	(1,150)	(1,130)	(1,140)	(1,150)
TOTAL REVENUE	(67,366)	(67,415)	(71,980)	-	-	(71,980)	(86,150)	(107,383)	(131,021)	(127,383)
REQUISITION - PARCEL TAX	(66,243)	(66,243)	(72,200)	-	-	(72,200)	(86,640)	(108,300)	(119,130)	(128,660)
*Percentage increase over prior year										
User Fees			6.9%			6.9%	20.0%	25.0%	10.0%	8.0%
Requisition			9.0%			9.0%	20.0%	25.0%	10.0%	8.0%
Combined			8.0%			8.0%	20.0%	25.0%	10.0%	8.0%

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

Service No.	2.650	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Port Renfrew Water							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$10,000	\$20,000	\$260,000	\$10,000	\$10,000	\$0	\$300,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$275,000	\$1,915,000	\$200,000	\$200,000	\$0	\$2,590,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$2,890,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$916,667	\$200,000	\$200,000	\$0	\$1,316,667	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$275,000	\$1,233,333	\$0	\$0	\$0	\$1,508,333	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$20,000	\$25,000	\$10,000	\$10,000	\$0	\$65,000	
	\$10,000	\$295,000	\$2,175,000	\$210,000	\$210,000	\$0	\$2,890,000	

5 YEAR CAPITAL PLAN

Service #:

2.650

Port Renfrew Water

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	\$ 95,000	E	Res	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ 50,000
22-01	Replacement	Alternative Approval Process	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.	\$ 2,000,000	S	Grant	\$ -	\$ 100,000	\$ 1,233,333	\$ -	\$ -	\$ -	\$ 1,333,333
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.		S	Debt	\$ -	\$ -	\$ 666,667	\$ -	\$ -	\$ -	\$ 666,667
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.	\$ 400,000	S	Debt	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ 400,000
23-03	Replacement	Miscellaneous Repairs & Replacements	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof	\$ 250,000	E	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
24-01	Study	Water Master Plan Study	Master Planning study for the Port Renfrew service area (25% CWF)	\$ 175,000	S	Grant	\$ -	\$ 43,750	\$ -	\$ -	\$ -	\$ -	\$ 43,750
24-01	Study	Water Master Plan Study	Master Planning study for the Port Renfrew service area (75% GCF)		S	Grant	\$ -	\$ 131,250	\$ -	\$ -	\$ -	\$ -	\$ 131,250
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,935,000			\$ 10,000	\$ 295,000	\$ 2,175,000	\$ 210,000	\$ 210,000	\$ -	\$ 2,890,000

Service: 2.650 Port Renfrew Water

Project Number	20-01	Capital Project Title	Hydrant Replacement Program	Capital Project Description	Hydrants are reaching their end of life and require replacement.
Project Rationale	The hydrants in the water system are nearing their end of life. To maintain fire protection planned hydrant replacement is required.				

Project Number	22-01	Capital Project Title	Alternative Approval Process	Capital Project Description	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program
Project Rationale	A referendum is required to seek elector consent to borrow to fund the supply system replacement, AC pipe replacement, and SCADA replacements.				

Project Number	23-01	Capital Project Title	Supply System Replacement	Capital Project Description	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.
Project Rationale	The 2017 project to replace a section of the aging asbestos supply pipe from the water treatment plant to the distribution system was complete. Funds are required to replace the remaining approximately 1.4 km of pipe so that service is maintained.				

Project Number	23-02	Capital Project Title	AC Pipe Replacement Program	Capital Project Description	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.
Project Rationale	There have been frequent pipe breaks with the existing asbestos cement pipe, replacement is required to maintain the level of service. Funds are required to design and develop a replacement program and replace priority pipe, starting with pipe in the Beach Camp area and Queesto Drv and Tsonoqua Drv, approximately 1 km of pipe.				

Service: 2.650 Port Renfrew Water

Project Number	23-03	Capital Project Title	Miscellaneous Repairs & Replacements	Capital Project Description	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof
Project Rationale	The SCADA equipment is nearing its end of life and requires replacement before the equipment fails.The water treatment roof has had some minor repairs to address leaks, but requires replacement.				

Project Number	24-01	Capital Project Title	Water Master Plan Study	Capital Project Description	Master Planning study for the Port Renfrew service area (25% CWF)
Project Rationale	Master Planning study for the Port Renfrew service area - Existing, Future and Inclusion of Pacheedaht First Nation to be delivered in parallel with Sewer Master Plan Study. Based on recent application, anticipated 75% GCF and 25% CWF for grant funding.				

Port Renfrew Water
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	6,243	11,243	17,243	21,243	13,243	23,243
Capital Reserve Fund	22,603	17,603	13,703	17,223	24,953	46,568
Total	28,846	28,846	30,946	38,466	38,196	69,811

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105536	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,171	6,243	11,243	17,243	21,243	13,243
Transfer from Ops Budget	5,000	5,000	6,000	4,000	5,000	10,000
Expenditures	-	-	-	-	(13,000)	-
Planned Maintenance Activity					Tree clearing for high voltage hydro lines	
Interest Income*	72					
Ending Balance \$	6,243	11,243	17,243	21,243	13,243	23,243

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Capital Reserve Fund - Bylaw 2577

The Capital Reserve Fund established for general capital services and facilities in the Port Renfrew Water Supply to be used for capital expenditures for the utilities, and redemption of debentures issued for the utilities.

Reserve Cash Flow

Fund: Fund Centre:	1026 101370	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		58,573	22,603	17,603	13,703	17,223	24,953
Transfer from Ops Budget		2,430	15,000	21,100	13,520	17,730	21,615
Transfer from Cap Fund		-					
Transfer to Cap Fund		(40,000)	(20,000)	(25,000)	(10,000)	(10,000)	-
Interest Income*		1,600					
Ending Balance \$		22,603	17,603	13,703	17,223	24,953	46,568

Assumptions/Background:

-Transfer as much as operating budget will allow.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Wilderness Mountain Water

EAC Review

OCTOBER 2023

Service: 2.691 Wilderness Mountain Water Service

Committee: Electoral Area

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of \$130,000 or \$3.27/ \$1,000 of actual assessed value of land and improvements. To a maximum of \$329,424.

MAXIMUM CAPITAL DEBT:

Maximum Authorized:	\$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed:	\$281,000 (MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:

Water Consumption charge will be collected from each Single Family Equivalent connected to the water system

User Charge:

Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:

Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

2.691 - Wilderness Mountain Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	5,930	10,119	960	-	4,000	4,960	10,980	5,000	11,020	5,040
Allocations	10,434	10,434	10,547	-	-	10,547	10,757	10,973	11,191	11,416
Electricity	6,900	4,601	7,090	-	-	7,090	7,230	7,370	7,520	7,670
Supplies	25,050	28,089	25,930	-	-	25,930	26,450	26,980	27,520	28,070
Labour Charges	72,150	63,414	74,780	-	-	74,780	76,279	77,799	79,352	80,938
Insurance	1,440	1,440	1,450	-	-	1,450	1,520	1,590	1,670	1,750
Water Testing	9,180	7,166	9,500	-	-	9,500	9,693	9,888	10,085	10,284
Other Operating Expenses	2,030	2,926	2,090	-	-	2,090	2,130	2,170	2,210	2,250
TOTAL OPERATING COSTS	133,114	128,189	132,347	-	4,000	136,347	145,039	141,770	150,568	147,418
*Percentage Increase over prior year			-0.58%		3.0%	2.4%	6.4%	-2.3%	6.2%	-2.1%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	-	-	1,000	-	-	1,000	1,380	2,085	7,560	29,200
Transfer to Operating Reserve Fund	-	5,003	4,885	-	-	4,885	10,000	10,000	10,000	10,000
MFA Debt Reserve Fund	60	60	60	-	-	60	60	60	60	-
MFA Debt Principal	16,138	16,138	16,138	-	-	16,138	16,138	16,138	16,138	-
MFA Debt Interest	9,526	9,526	9,526	-	-	9,526	9,526	9,526	4,763	-
TOTAL DEBT / RESERVES	25,724	30,727	31,609	-	-	31,609	37,104	37,809	38,521	39,200
TOTAL COSTS	158,838	158,916	163,956	-	4,000	167,956	182,143	179,579	189,089	186,618
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(5,600)	(5,600)	-	-	(4,000)	(4,000)	(10,000)	(4,000)	(10,000)	(4,000)
User Charges	(73,467)	(73,467)	(78,613)	-	-	(78,613)	(82,540)	(84,189)	(85,869)	(87,588)
Sale - Water	(17,760)	(17,760)	(19,003)	-	-	(19,003)	(19,953)	(20,350)	(20,760)	(21,180)
Other Revenue	(111)	(189)	(110)	-	-	(110)	(110)	(110)	(110)	(50)
TOTAL REVENUE	(96,938)	(97,016)	(97,726)	-	(4,000)	(101,726)	(112,603)	(108,649)	(116,739)	(112,818)
REQUISITION - PARCEL TAX	(61,900)	(61,900)	(66,230)	-	-	(66,230)	(69,540)	(70,930)	(72,350)	(73,800)
*Percentage increase over prior year										
User Charge			7.0%			7.0%	5.0%	2.0%	2.0%	2.0%
Water Sale			7.0%			7.0%	5.0%	2.0%	2.0%	2.0%
Requisition			7.0%			7.0%	5.0%	2.0%	2.0%	2.0%
Combined			7.0%			7.0%	5.0%	2.0%	2.0%	2.0%

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

Service No. 2.691	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
Wilderness Mountain Water Service							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$225,000	\$400,000	\$0	\$0	\$0	\$625,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$225,000	\$400,000	\$0	\$0	\$0	\$625,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$220,000	\$400,000	\$0	\$0	\$0	\$620,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000

\$0	\$225,000	\$400,000	\$0	\$0	\$0	\$625,000
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Service Name	Wilderness Mountain Water Service
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[illegible]

Service: 2.691 Wilderness Mountain Water Service

Project Number	24-01	Capital Project Title	Wooden Intake Platform Replacement	Capital Project Description	The intake platform is in dangerous condition and needs to be replaced.
Project Rationale	Replace platform to maintain current level of service.				

Project Number	24-02	Capital Project Title	Raw Water Quality Sampling Study	Capital Project Description	Conduct a study for raw water quality sampling.
Project Rationale	Raw water seampling study to collect sufficient background data to inform options regarding raw water intake and water treatment improvements.				

Project Number	25-01	Capital Project Title	New Floating Intake	Capital Project Description	Installation of new floating intake.
Project Rationale	New adjustable floating intake, based on results of water quality sampling and further options assessment.				

Wilderness Mountain Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	842	1,727	1,727	7,727	7,727	13,727
Capital Reserve Fund	45,823	41,823	43,203	45,288	52,848	82,048
Total	46,665	43,550	44,930	53,015	60,575	95,775

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: Fund Centre:	1500 105540	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		6,277	842	1,727	1,727	7,727	7,727
Transfer from Ops Budget		-	4,885	10,000	10,000	10,000	10,000
Transfer to Ops for Core Budget		(600)					
Transfer to Ops Budget		(5,000)	(4,000)	(10,000)	(4,000)	(10,000)	(4,000)
Planned Maintenance Activity		PRV Maintenance And pump station walk way repair	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection	Distribution System Flushing, Valve Exercising	Reservoir Cleaning and Inspection	Distribution System Flushing, Valve Exercising
Interest Income*		165					
Ending Balance \$		842	1,727	1,727	7,727	7,727	13,727

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water - Capital Reserve Fund - Bylaw 3535

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or related debt servicing payments.

Surplus monies from the operation of the Wilderness Mountain Water Service may be paid from time to time into the Reserve Fund.

Reserve Cash Flow

Fund: Fund Centre:	1075 101994	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		43,553	45,823	41,823	43,203	45,288	52,848
Transfer from Ops Budget		-	1,000	1,380	2,085	7,560	29,200
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(5,000)	-	-	-	-
Interest Income*		2,270					
Ending Balance \$		45,823	41,823	43,203	45,288	52,848	82,048

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Port Renfrew Sewer

EAC Review

OCTOBER 2023

Service: 3.850 Port Renfrew Sewer

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of \$40,000 or \$18.28 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$884,597.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fuca EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

User Charge: 50% of operating cost to be imposed as an annual user fee to each connected property.

Parcel Tax: 50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charge: Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

3.850 - Port Renfrew Sewer

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grit Disposal	12,000	13,716	11,300	-	-	11,300	11,530	11,760	12,000	12,240
Electricity	7,110	6,200	7,300	-	-	7,300	7,450	7,600	7,750	7,910
Supplies	2,660	1,530	2,750	-	-	2,750	2,800	2,850	2,910	2,970
Allocations - Operations	59,198	57,509	62,431	-	-	62,431	63,680	64,953	66,252	67,577
Allocations - Other	17,446	13,178	18,107	-	-	18,107	18,470	18,837	19,211	19,589
Other Operating Expenses	10,607	24,866	12,140	-	-	12,140	12,390	12,640	12,890	13,150
TOTAL OPERATING COSTS	109,021	116,999	114,028	-	-	114,028	116,320	118,640	121,013	123,436
*Percentage Increase over prior year			4.6%			4.6%	2.0%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve	18,000	10,042	17,580	-	-	17,580	17,920	18,370	18,815	19,270
Transfer to Operating Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
MFA Debt Reserve Fund	-	-	-	-	-	-	-	-	-	-
MFA Debt Principal	-	-	-	-	-	-	-	-	-	-
MFA Debt Interest	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT / RESERVES	22,000	14,042	21,580	-	-	21,580	21,920	22,370	22,815	23,270
TOTAL COSTS	131,021	131,041	135,608	-	-	135,608	138,240	141,010	143,828	146,706
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
User Charges	(64,734)	(64,734)	(66,999)	-	-	(66,999)	(68,340)	(69,710)	(71,103)	(72,528)
Grants in Lieu of Taxes	(1,437)	(1,437)	(1,490)	-	-	(1,490)	(1,440)	(1,470)	(1,500)	(1,530)
Other Revenue	(100)	(120)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(66,271)	(66,291)	(68,589)	-	-	(68,589)	(69,880)	(71,280)	(72,703)	(74,158)
REQUISITION - PARCEL TAX	(64,750)	(64,750)	(67,019)	-	-	(67,019)	(68,360)	(69,730)	(71,125)	(72,548)
*Percentage increase over prior year										
User Fees						3.5%	2.0%	2.0%	2.0%	2.0%
Requisition						3.5%	2.0%	2.0%	2.0%	2.0%
Combined						3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	3.850	Carry						
	Port Renfrew Sewer	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$230,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$230,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$175,000	\$0	\$0	\$0	\$0	\$175,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000

\$40,000	\$215,000	\$15,000	\$0	\$0	\$0	\$230,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.850

Service Name: Port Renfrew Sewer

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-01	Replacement	Genset Upgrade	A new genset is required to provide standby power for the whole WWTP.	\$ 100,000	S	Cap	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
22-01	Replacement	Genset Upgrade			S	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
22-02	Renewal	Alternative Approval Process	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
24-01	Study	Sewer Master Plan Study	Master Planning study for the Port Renfrew service area - existing, future and inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study.	\$ 175,000	S	Grant	\$ -	\$ 43,750	\$ -	\$ -	\$ -	\$ -	\$ 43,750
24-01	Study	Sewer Master Plan Study			S	Grant	\$ -	\$ 131,250					\$ 131,250
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 290,000			\$ 40,000	\$ 215,000	\$ 15,000	\$ -	\$ -	\$ -	\$ 230,000

Service: 3.850 Port Renfrew Sewer

Project Number	22-01	Capital Project Title	Genset Upgrade	Capital Project Description	A new genset is required to provide standby power for the whole WWTP.
Project Rationale	The existing genset only provides standby power for the influent pumps. During a power outage the blowers do not operate and this is out of compliance with the regulations. A new genset is required to provide standby power for the whole WWTP.				

Project Number	22-02	Capital Project Title	Alternative Approval Process	Capital Project Description	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).
Project Rationale	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).				

Project Number	24-01	Capital Project Title	Sewer Master Plan Study	Capital Project Description	Master Planning study for the Port Renfrew service area - existing, future and inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study.
Project Rationale	Master Planning study for the Port Renfrew service area - Existing, Future and Inclusion of Pacheedaht First Nation to be delivered in parallel with Water Master Plan Study. 75% to be funded by GCF, 25% funded by CWF if grant application is successful.				

Port Renfrew Sewer
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	8,649	12,649	16,649	20,649	24,649	28,649
Capital Reserve Fund	26,519	44,099	47,019	65,389	84,204	103,474
Total	35,168	56,748	63,668	86,038	108,853	132,123

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: Fund Centre:	1500 105537	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		4,377	8,649	12,649	16,649	20,649	24,649
Transfer from Ops Budget		4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income*		272					
Ending Balance \$		8,649	12,649	16,649	20,649	24,649	28,649

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Capital Reserve Fund - Bylaw 2139

Surplus money from the operation of the sewer system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1044 101388	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		24,997	26,519	44,099	47,019	65,389	84,204
Transfer from Ops Budget		10,042	17,580	17,920	18,370	18,815	19,270
Transfer from Cap Fund		-					
Transfer to Cap Fund		(10,000)	-	(15,000)	-	-	-
Interest Income*		1,480					
Ending Balance \$		26,519	44,099	47,019	65,389	84,204	103,474

Assumptions/Background:

Transfer as much as operating budget will allow.

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

Electoral Areas Committee - October 23, 2023
2024 Preliminary Electoral Area Budget Review

Appendix B-1: Requisition Summary (SSI)

SALT SPRING ISLAND Electoral Area	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)		Change in Cost per Avg. Household	
					\$	%	\$	%
1.010 Legislative & General Government	417,200	63.20	390,080	59.09	27,120	6.95%	4.11	6.95%
1.10X Facilities Management	5,960	0.90	5,647	0.86	312	5.53%	0.05	5.53%
1.101 G.I.S.	4,573	0.69	4,419	0.67	155	3.50%	0.02	3.50%
1.112 Regional Grant in Aid	-	-	515	0.08	(515)	-100.00%	(0.08)	-100.00%
1.224 Community Health	18,343	2.78	21,440	3.25	(3,096)	-14.44%	(0.47)	-14.44%
1.280 Regional Parks	602,076	91.21	547,771	82.98	54,305	9.91%	8.23	9.91%
1.309 Climate Action and Adaptation	48,835	7.40	52,671	7.98	(3,837)	-7.28%	(0.58)	-7.28%
1.310 Land Banking & Housing	63,917	9.68	51,613	7.82	12,304	23.84%	1.86	23.84%
1.312 Regional Goose Management	7,472	1.13	7,289	1.10	183	2.51%	0.03	2.51%
1.324 Regional Planning Services	43,637	6.61	42,162	6.39	1,476	3.50%	0.22	3.50%
1.335 Geo-Spatial Referencing System	5,754	0.87	5,570	0.84	184	3.30%	0.03	3.30%
1.374 Regional Emergency Program Support	4,318	0.65	4,240	0.64	77	1.82%	0.01	1.82%
1.375 Hazardous Material Incident Response	10,904	1.65	10,271	1.56	634	6.17%	0.10	6.17%
1.911 911 Systems	6,576	1.00	4,907	0.74	1,668	34.00%	0.25	34.00%
1.921 Regional CREST Contribution	50,042	7.58	46,119	6.99	3,923	8.51%	0.59	8.51%
21.ALL Feasibility Study Reserve Fund - All	7,260	1.10	-	-	7,260	100.00%	1.10	100.00%
Total Regional	\$1,296,867	\$196.46	\$1,194,715	\$180.99	\$102,152	8.55%	\$15.47	8.55%
1.230 Traffic Safety Commission	2,619	0.40	2,619	0.40	-	0.00%	-	0.00%
1.311 Regional Housing Trust Fund	26,568	4.02	36,968	5.60	(10,400)	-28.13%	(1.58)	-28.13%
1.313 Animal Care Services	132,634	20.09	128,148	19.41	4,486	3.50%	0.68	3.50%
1.913 913 Fire Dispatch	58,949	8.93	56,142	8.50	2,808	5.00%	0.43	5.00%
Total Sub-Regional	\$220,770	\$33.44	\$223,876	\$33.92	(\$3,106)	-1.39%	(\$0.47)	-1.39%
1.103 Elections	28,103	4.26	28,103	4.26	-	0.00%	-	0.00%
1.104 U.B.C.M.	5,497	0.83	5,319	0.81	178	3.35%	0.03	3.35%
1.318 Building Inspection	248,949	37.71	216,476	32.79	32,473	15.00%	4.92	15.00%
1.320 Noise Control	18,653	2.83	18,023	2.73	630	3.50%	0.10	3.50%
1.322 Nuisances & Unsightly Premises	24,922	3.78	24,081	3.65	841	3.49%	0.13	3.49%
1.372 Electoral Area Emergency Program	73,160	11.08	68,375	10.36	4,786	7.00%	0.72	7.00%
Total Joint Electoral Area	\$399,284	\$60.49	\$360,376	\$54.59	\$38,908	10.80%	\$5.89	10.80%
1.111 Electoral Area Admin Exp - SSI	684,287	103.66	622,011	94.23	62,276	10.01%	9.43	10.01%
1.116 Grant-in-Aid - Salt Spring Island	48,752	7.39	21,558	3.27	27,194	126.14%	4.12	126.14%
1.124 SSI Economic Development Commission	73,699	11.16	95,958	14.54	(22,259)	-23.20%	(3.37)	-23.20%
1.141 Salt Spring Island Public Library	726,250	110.02	675,683	102.36	50,567	7.48%	7.66	7.48%
1.236 Salt Spring Island Fernwood Dock	21,380	3.64	15,888	2.71	5,492	34.57%	0.94	34.57%
1.238A Community Transit (SSI)	325,586	49.32	261,262	39.58	64,324	24.62%	9.74	24.62%
1.238B Community Transportation (SSI)	157,829	23.91	147,826	22.39	10,003	6.77%	1.52	6.77%
1.299 Salt Spring Island Arts	133,032	20.15	123,090	18.65	9,942	8.08%	1.51	8.08%
1.316 SSI Building Numbering	10,208	1.55	9,871	1.50	337	3.41%	0.05	3.41%
1.342 SSI Livestock Injury Compensation	105	0.02	105	0.02	-	0.00%	-	0.00%
1.371 SSI Emergency Program	130,170	19.72	126,745	19.20	3,425	2.70%	0.52	2.70%
1.378 SSI Search and Rescue	25,704	3.89	25,704	3.89	-	0.00%	-	0.00%
1.455 Salt Spring Island - Community Parks	592,659	89.78	584,647	88.57	8,012	1.37%	1.21	1.37%
1.458 Salt Spring Is. - Community Rec	111,442	16.88	77,640	11.76	33,802	43.54%	5.12	43.54%
1.459 Salt Spring Is.- Pool, Parks, Land, Art & Rec. P	1,922,858	291.29	1,614,486	244.58	308,372	19.10%	46.72	19.10%
1.535 Stormwater Quality Management - SSI	24,610	3.73	23,778	3.60	832	3.50%	0.13	3.50%
1.925 Emergency Comm - CREST - SSI	148,417	22.48	144,675	21.92	3,742	2.59%	0.57	2.59%
3.705 SSI Liquid Waste Disposal	412,586	70.32	376,975	64.25	35,611	9.45%	6.07	9.45%
21.E.A. Feasibility Study Reserve Fund - SSI	(10,000)	(1.51)	-	-	(10,000)	-100.00%	(1.51)	-100.00%
Total SSI Electoral Area	\$5,539,574	\$847.42	\$4,947,902	\$757.00	\$591,672	11.96%	\$90.41	11.94%
Total Capital Regional District	\$7,456,495	\$1,137.81	\$6,726,870	\$1,026.50	\$729,625	10.85%	\$111.31	10.84%
CRHD Capital Regional Hospital District	908,682	137.66	908,670	\$137.65	12	0.00%	0.00	0.00%
Total CRD and CRHD	\$8,365,176	\$1,275.47	\$7,635,539	\$1,164.16	\$729,637	9.56%	\$111.31	9.56%

Average residential assessment - 2023

\$1,095,911

\$1,095,911

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

	Change in Requisition \$	%	Change in Cost / Avg HH \$	%
REGIONAL				
Legislative & General Government	27,120	0.36%	4.11	0.35%
Regional Parks	54,305	0.71%	8.23	0.71%
Land Banking & Housing	12,304	0.16%	1.86	0.16%
Feasibility Study Reserve Fund - All	7,260	0.10%	1.10	0.09%
SUB-REGIONAL				
Regional Housing Trust Fund	(10,400)	-0.14%	(1.58)	-0.14%
JOINT EA				
Building Inspection	32,473	0.43%	4.92	0.42%
SSI EA				
Electoral Area Admin Exp - SSI	62,276	0.82%	9.43	0.81%
Grant-in-Aid - Salt Spring Island	27,194	0.36%	4.12	0.35%
SSI Economic Development Commission	(22,259)	-0.29%	(3.37)	-0.29%
Salt Spring Island Public Library	50,567	0.66%	7.66	0.66%
Community Transit (SSI)	64,324	0.84%	9.74	0.84%
Community Transportation (SSI)	10,003	0.13%	1.52	0.13%
Salt Spring Island Arts	9,942	0.13%	1.51	0.13%
Salt Spring Island - Community Parks	8,012	0.10%	1.21	0.10%
Salt Spring Is.- Community Rec	33,802	0.44%	5.12	0.44%
Salt Spring Is.- Pool, Parks, Land, Art & Rec. P	308,372	4.04%	46.72	4.01%
SSI Liquid Waste Disposal	35,611	0.47%	6.07	0.52%
Feasibility Study Reserve Fund - SSI	(10,000)	-0.13%	(1.51)	-0.13%
Capital Regional Hospital District	12	0.00%	0.00	0.00%
Other	28,720	0.38%	4.45	0.38%
TOTAL CRD & CRHD	729,637	9.56%	\$111.31	9.56%

SALT SPRING ISLAND		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.234	SSI Street Lighting	31,928	4.96	27,842	4.33	4,086	14.68%	0.63	14.68%
2.620	SSI Highland Water System	31,818	125.27	31,795	125.18	23	0.07%	0.09	0.07%
2.621	Highland / Fernwood Water - SSI	77,630	233.12	75,000	225.23	2,630	3.51%	7.90	3.51%
2.624	Beddis Water	85,940	627.30	80,318	586.26	5,622	7.00%	41.04	7.00%
2.626	Fulford Water	51,970	509.51	50,212	492.27	1,758	3.50%	17.24	3.50%
2.628	Cedar Lane Water (SSI)	17,820	481.62	16,200	437.84	1,620	10.00%	43.78	10.00%
2.660	Fernwood Water	14,658	185.54	14,658	185.54	-	0.00%	-	0.00%
3.755	Regional Source Control - Maliview Estates	6,486	8.59	6,359	8.42	127	2.00%	0.17	2.00%
3.810	Ganges Sewer	61,990	147.60	59,891	142.60	2,099	3.50%	5.00	3.50%
3.820	Maliview Estates Sewer System	5,070	53.94	4,900	52.13	170	3.47%	1.81	3.47%
Total Local/Specified/Defined Services		385,310		367,175		18,135			

Average residential assessment - 2023 \$1,095,911 \$1,095,911

Appendix B-2

Salt Spring Island - Operating Budget Highlights - Gross Expenditure (+/- 3.5% and +/- \$20,000)

SSI Services +/- 3.5% and +/- \$20,000	Gross Expenditure 2024	Gross Expenditure 2023	Changes \$	Changes %	Main Budget Driver
1.111 - SSI Admin	1,373,863	1,161,470	212,393	18.3%	<ul style="list-style-type: none"> Increased salaries & wages \$146k, inclusive of contract change and 1.0 FTE transfer from SSI Parks & Recreation partially funded by allocation recovery Annualization of LCC commission remuneration \$17K Increased transfers to reserves \$60k; Reduced one time 2023 capital asset purchase of (\$23k)
1.535 - SSI Stormwater Quality Management	36,034	57,276	(21,242)	-37.1%	<ul style="list-style-type: none"> Reduced One-time governance review in 2023, \$20k - funded by operating reserve fund (ORF)
Local Community Commission (LCC) Authority					
1.124 - SSI Economic Development Commission	74,349	96,581	(22,232)	-23.0%	<ul style="list-style-type: none"> Decreased website maintenance (\$15k), reduced contributions to SGITP (\$10k); partially offset by increased transfer to Operating Reserve Fund (ORF) \$5k
1.141 - Salt Spring Island Public Library	727,906	677,239	50,667	7.5%	<ul style="list-style-type: none"> Increased contribution to SSI Public Library
1.455 - SSI Community Parks	1,033,949	1,097,686	(63,737)	-5.8%	<ul style="list-style-type: none"> Decreased deficit carryover from previous year (\$44k), reduced salaries & wages due to transfer of staff to pool & park land budget (\$35k); partially offset by increased transfers to reserve \$13k
1.458 SSI Community Recreation	386,702	313,379	73,323	23.4%	<ul style="list-style-type: none"> Increased salaries & wages (IBC 16b-1.1, 0.6 FTE) \$54k, recreation programs \$33k, transfer to ORF \$5k; partially offset by reduced deficit carryover from previous year (\$23k)
1.459 - SSI Pool & Park Land	2,458,698	2,154,490	304,208	14.1%	<ul style="list-style-type: none"> Increased salaries & wages \$27k, internal allocations (OH, HR, SSI Admin engineering & admin support) \$97k, programs costs and contracted services \$63k, R&M, utilities & supplies \$51k, transfers to reserves \$40k, increased deficit carryover from previous year \$18k
3.705 - S.S.I. Liquid Waste Disposal	1,150,132	1,028,430	121,702	11.8%	<ul style="list-style-type: none"> Increased sludge hauling costs due to increased disposal costs \$105k partially funded by tipping fee user charge Increased operations labour charge \$15k Increased contributions to Abattoir 3rd party operator 5k; offset by reduced R&M 2023 one-time (\$9k)
Total Salt Spring Island Electoral Area	7,241,633	6,586,551	655,082	9.9%	
2.621 - Highland/Fernwood Water	572,602	546,435	26,167	4.8%	<ul style="list-style-type: none"> Increased Operations Labour charge \$17k and water testing \$6k
2.626 - Fulford Water	246,280	216,639	29,641	13.7%	<ul style="list-style-type: none"> One-time cyclical maintenance in 2024, \$20k - funded by operating reserve fund (ORF) Increased debt costs \$10k - \$504k long term MFA borrowing for various capital projects in 2024 - funded by requisition & user charge
3.810 - Ganges Sewer	1,264,781	1,187,404	77,377	6.5%	<ul style="list-style-type: none"> Increased sludge hauling costs \$23k Increased operations labour charge \$34k Increased screening, grit and waste disposal \$4k
3.820 - Malview Sewer	268,646	218,911	49,735	22.7%	<ul style="list-style-type: none"> One-time cyclical maintenance in 2024, \$40k - funded by operating reserve fund (ORF)
Total Local/Specified/Defined Area	2,352,309	2,169,389	182,920	8.4%	
Other (Services not meeting criteria above)	1,807,892	1,783,453	24,439	1.4%	
Total Salt Spring Island	11,401,834	10,539,393	862,441	8.2%	

Salt Spring Island - Operating Budget by Expenditure Type (in \$ millions)

Expenditure Type	Provisional Plan \$M 2024	Financial Plan \$M* 2023	Changes \$M	Changes %
Operations	9.82	9.07	0.75	8.3%
Capital Funding	-	0.02	(0.02)	-100.0%
Debt Servicing	0.70	0.71	(0.01)	-1.4%
Transfer to Reserves	0.88	0.74	0.15	19.9%
Total Salt Spring Island	11.40	10.54	0.86	8.2%

*Based on Amendment Financial Plan (Bylaw No. 4570)

Appendix B-3

Salt Spring Islands 2024 Major Capital Projects ≥ \$100,000

SERVICE AREA	\$('000)	FUNDING SOURCE
Recreation & Cultural Services		
1.455 SSI Community Parks		
Centennial Park Upgrades	200	Grant
1.459 SSI Park Land & Rec Programs		
Ball Field Development	150	Grant/Reserve
Park Maintenance Facility	518	Grant/Reserve
Water		
2.621 Highland & Fernwood Water (SSI)		
Backup Power	470	Debt
WTP SCADA Upgrades - WTP Communications and Control Upgrades	220	Debt
Highlands Middle Reservoir Repair	115	Debt
2.624 Beddis Water (SSI)		
WTP SCADA Upgrades - WTP Communications and Control Upgrades	220	Debt
2.626 Fulford Water (SSI)		
Fulford AC Water Main Renewal Program and Detailed Design	170	Debt
WTP SCADA Upgrades - WTP Communications and Control Upgrades	220	Debt
2.628 Cedar Lane Water (SSI)		
WTP Manganese treatment construction / chlorine exhaust	270	Debt
Sewer		
3.705 SSI Septage / Composting		
Burgoyne Septage Treatment Facility	120	Debt
3.810 Ganges Sewer Utility (SSI)		
Ganges WWTP Replacement of Electrical & Instrumentation	575	Debt/Grant
Ganges WWTP Performance Improvement Study	115	Grant/Reserve
Ganges WWTP Construction of Performance Improvements	3450	Debt/Grant

3.820 Maliview Sewer Utility (SSI)

Wastewater Treatment Plant Upgrade	2260	Debt/Grant
I&I program (MOE Requirement)	120	Debt

Other**1.238B Community Transportation (SSI)**

Construction Program for Pathway Network Merchant Mews (300 m)	230	Grant/Reserve
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Total Projects ≥ \$100K	9,423
Total Projects < \$100K	2,588
Total 2024 Capital Projects	12,010

Appendix B-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SSI 2024														
Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.111	SSI Admin. Expenditures	46,100					46,100			46,100				46,100
1.141	SSI Public Library			10,000			10,000					10,000		10,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				70,000		70,000					70,000		70,000
1.238A	Community Transit (SSI)				110,000		110,000	50,000			50,000	10,000		110,000
1.238B	Community Transportation (SSI)				485,000		485,000				210,000	275,000		485,000
1.318	Building Inspection	13,451	24,255				37,706			37,706				37,706
1.455	SSI Community Parks	60,000	150,000		360,000		570,000	40,000		60,000	320,000	150,000		570,000
1.458	SSI Community Recreation	40,000			10,000		50,000			5,000		45,000		50,000
1.459	SSI Park Land & Rec Programs	35,000	50,000	597,500	195,000		877,500			35,000	637,500	205,000		877,500
2.621	Highland & Fernwood Water (SSI)				1,028,500		1,028,500		913,000			115,500		1,028,500
2.622	Cedars of Tuam Water (SSI)				130,000		130,000		115,000			15,000		130,000
2.624	Beddis Water (SSI)				428,000		428,000		340,000			88,000		428,000
2.626	Fulford Water (SSI)	103,000			497,000		600,000	7,000	504,000			89,000		600,000
2.628	Cedar Lane Water (SSI)				468,000		468,000		448,000			20,000		468,000
3.705	SSI Septage / Composting			30,000	175,000		205,000	20,000	120,000			65,000		205,000
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		3,782,500		4,434,500		1,007,500		3,298,875	128,125		4,434,500
3.820	Maliview Sewer Utility (SSI)				2,460,000		2,460,000		371,000		1,989,000	100,000		2,460,000
TOTAL		872,551	301,255	637,500	10,199,000		12,010,306	117,000	3,818,500	183,806	6,505,375	1,385,625		12,010,306

Appendix B-5: SSI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SALT SPRING ISLANDS

1.111 SSI Administration

1.316 SSI Building Numbering

1.371 SSI Emergency Program

1.535 Stormwater Quality Management

1.925 SSI Emergency Comm-CREST

2.620 Highland Water

2.621 Highland/Fernwood Water

2.622 Cedars of Tuam Water

2.624 Beddis Water

2.626 Fulford Water

2.628 Cedar Lane Water

2.660 Fernwood Water

3.810 Ganges Sewer

3.820 Maliview Sewer

Appendix B-5: SSI Service Budgets

Local Community Commission

1.116 SSI Grants in Aid
1.124 SSI Economic Development
1.141 SSI Public Library
1.234 SSI Street Lighting
1.236 Fernwood Dock
1.238A Community Transit
1.238B Community Transportation
1.299 SSI Arts
1.342 Livestock Injury Compensation
1.378 SSI Search and Rescue
1.45X SSI Parks & Recreation
1.455 SSI Parks
1.458 SSI Recreation
1.459 SSI Pool & Parks Land
3.705 Septage/Composting

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

EAC Review

OCTOBER 2023

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
*Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	-	65,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	-	65,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(90)	-	-	(90)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,490)	-	-	(65,490)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,001	262,491	327,981	202,170	267,160
Transfer from Op Budget		65,380	65,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		6,520					
Ending Balance \$		197,001	262,491	327,981	202,170	267,160	332,650

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

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

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

EAC Review

OCTOBER 2023

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,555	-	-	12,555	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	707	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,233	13,263	-	-	13,263	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						2.4%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	695	(695)	-	-	(695)	-	-	-	-
Balance c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(62)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(159)	(785)	-	-	(785)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

EAC Review

OCTOBER 2023

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2023 to 2024			
Service:	1.318 Building Inspection	Total Expenditure	Comments
2023 Budget		2,026,725	
Change in Salaries:			
	Base salary change	37,152	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	9,542	
	Overtime and auxiliary wages	21,563	
	Total Change in Salaries	68,257	
Other Changes:			
	Contract for Services	75,000	2024 IBC 16f-2.1 Digitizing Records
	Standard Overhead Allocation	18,244	Increase in 2023 operating costs
	Human Resources Allocation	14,179	Increase in allocation from HR
	Building Occupancy Allocation	6,871	Increase primarily related to HQ building reserve contribution
	Legal Services	7,710	Realignment of budget based on previous actual expenses
	Telecommunications	3,820	Realignment of budget based on previous actual expenses
	Office Supplies	5,262	First aid supplies, safety equipment and printing
	Land Title Costs	2,456	Realignment of budget based on previous actual expenses
	Janitorial and Cleaning Services	1,790	Realignment of budget based on previous actual expenses
	Other (Travel, Licenses, Electricity)	11,659	
	Total Other Changes	146,991	
2024 Budget		2,241,973	
Summary of % Expense Increase			
	Increase in salaries	3.4%	
	2024 IBC Expenses	3.7%	
	2024 Allocations	1.9%	
	Legal Expenses	0.4%	
	Balance of increase	1.2%	
	% expense increase from 2023:	10.6%	
	% Requisition increase from 2023 (if applicable):	15.0%	Requisition funding is 25.2% of service revenue
Overall 2023 Budget Performance			
(expected variance to budget and surplus treatment)			
Revenues are projected at \$56,629 (2.8%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in Q1-2 2023. Operating expenditures are projected at \$89,603 (-4.4%) lower than budget primarily due to staff vacancies and lower equipment purchase expenses. The \$146,232 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of \$529,573 before this transfer.			

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	380,565	391,334	400,767	411,445
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,251,002	2,228,015	2,279,642	2,333,411
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.4%	-1.0%	2.3%	2.4%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,299,772	2,277,265	2,329,382	2,394,131
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.6%	-1.0%	2.3%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,267,072	2,243,915	2,295,362	2,359,431
<u>FUNDING SOURCES (REVENUE)</u>						10.7%	2.6%	-1.0%	2.3%	2.8%
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,990)	-	-	(1,990)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,823)	-	(75,000)	(1,644,823)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,090)	-	-	(565,090)	(649,850)	(701,840)	(757,990)	(795,891)
*Percentage increase over prior year						15.0%	15.0%	8.0%	8.0%	5.0%
Requisition						15.0%	15.0%	8.0%	8.0%	5.0%
Per Fees Revenue						4.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

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

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$25,000	\$30,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$47,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$45,000	\$55,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$175,000
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

5 YEAR CAPITAL PLAN

Service #:

1.318

Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

**Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	529,573	329,390	185,648	146,483	142,031	152,521
Equipment Replacement Fund	128,456	63,776	84,746	44,696	5,136	30,136
Total	658,029	393,166	270,394	191,179	147,167	182,657

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	529,573	329,390	185,648	146,483	142,031
Transfer from Ops Budget		-	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		38,018					
Ending Balance \$		529,573	329,390	185,648	146,483	142,031	152,521

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	128,456	63,776	84,746	44,696	5,136
Transfer from Ops Budget		20,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(115,300)	(85,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		-					
Ending Balance \$		128,456	63,776	84,746	44,696	5,136	30,136

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

EAC Review

CCTOBER 2023

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	6,000	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	40,837	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	900	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	(9,337)	(680)	-	-	(680)	(138)	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(9,505)	(1,030)	-	-	(1,030)	(488)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(42,341)	-	-	(42,341)	(43,825)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.5%	3.5%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	13,604	12,924	12,786	13,271	14,446
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Transfer to Ops Budget		(9,337)	(680)	(138)	-	-	-
Interest Income*		1,136					
Ending Balance \$		13,604	12,924	12,786	13,271	14,446	16,311

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

EAC Review

OCTOBER 2023

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	42,728	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	304	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	46,378	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	8,708	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	8,708	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,086	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	-	(519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(200)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(425)	(849)	-	-	(849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	-	(56,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.9%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund
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For unforeseen legal expenses

Reserve Cash Flow

Fund: 1500 Fund Centre: 105403	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	19,000	19,990	19,471	19,471	19,471	19,471
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	(519)	-	-	-	-
Interest Income*	990					
Ending Balance \$	19,990	19,471	19,471	19,471	19,471	19,471

<p><u>Assumptions/Background:</u></p> <p>*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.</p>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

EAC Review

OCTOBER 2023

Service: 1.372 Emergency Planning Coordination

Committee: Planning, Transportation & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	576,160	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	-	1,760	1,800	1,840	1,880	1,920
Supplies	2,110	2,210	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	16,040	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	669,563	685,757	-	-	685,757	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%			3.3%	2.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	3,336	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	7,500	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	10,836	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	-	690,757	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	-	181,227	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	-	(14,170)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(650)	-	-	(650)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,160)	-	-	(15,160)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,067)	-	-	(166,067)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

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

Service No.	1.372	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #: 1.372

Service Name:	Emergency Planning Coordination
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,000	E	ERF	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 5,000
23-01	Replacement	Vehicle Replacement	Vehicle replacement	\$ 70,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
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GRAND TOTAL				\$ 75,000			\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 70,000	\$ -	\$ 75,000

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	40,434	26,264	15,779	9,644	8,109	10,049
Equipment Replacement Fund	61,304	63,804	68,804	71,304	6,304	11,304
Total	101,738	90,068	84,583	80,948	14,413	21,353

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	40,434	26,264	15,779	9,644	8,109
Transfer from Ops Budget		-	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(14,170)	(10,485)	(6,135)	(1,535)	-
Interest Income*		3,000					
Ending Balance \$		40,434	26,264	15,779	9,644	8,109	10,049

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	61,304	63,804	68,804	71,304	6,304
Transfer from Op Budget		7,500	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		-					
Ending Balance \$		61,304	63,804	68,804	71,304	6,304	11,304

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin Expenditures (SSI)

EAC Review

OCTOBER 2023

Service: 1.111 SSI Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

Change in Budget 2023 to 2024
Service: 1.111 SSI Admin

Total Expenditure

Comments

2023 Budget

1,161,470

Change in Salaries:

Base salary and benefit change	15,082	Inclusive of estimated collective agreement changes
Step increase/paygrade change	9,761	
1.0 FTE Engineering Technician	121,254	1.0 FTE transferred in from SSI Parks
Other	164	

Total Change in Salaries	<u>146,262</u>	
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Other Changes:

Standard Overhead Allocation	14,133	Increase in 2023 expenses
HR Allocation	7,579	Increase in allocation from HR
SSI EA Management Allocation	55,285	New internal allocation related to LCC and Director sub components for admin support recovered by SSI Management sub component
Contract for Services	(70,000)	2023 IBC 15a-1 LCC election and orientation and governance costs
Commissioners' remuneration	17,467	Annualization of 2023 LCC commissioners' remuneration
Capital Asset Purchase	(23,000)	One-time 2023 lease improvement and equipment purchase
Reserve Transfers	59,882	\$10,000 increase to ORF transfers and \$49,882 to ERF transfers (\$20,000 one-time for LCC -IBC 12b-4.1 Meeting Management Improvement)
Other Costs	4,785	

Total Other Changes	<u>66,130</u>	
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2024 Budget

1,373,862

Summary of % Expense Change

2024 Base salary and step increases	2.1%	
1.0 FTE addition	10.4%	
Standard Overhead and HR Allocations	1.9%	
Internal allocation within SSI Admin	4.8%	Offsetting recovery allocation within SSI Admin budget
One-time 2023 LCC election costs	-6.0%	
Reserve transfers	5.2%	
Balance of change	-0.1%	
% expense increase from 2023:	18.3%	
 % Requisition increase from 2023 (if applicable):	 10.0%	 Requisition funding is 49.8% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one-time favourable variance of \$8,682 (0.7%) - \$300 LCC; \$446 Director; \$7,936 Management - mainly due to lower salaries and wages, staff training and travel expenses. This variance will be transferred to Equipment Replacement Funds, which have a collective expected year end balance of \$60,112 before these transfers.

1.111 - Admin Expenditures (SSI) Director, Management & LCC	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director Admin	84,776	84,330	83,459	(8,260)	-	75,199	76,640	78,150	79,660	81,210
Management Services	956,243	940,539	1,000,917	141,077	-	1,141,994	1,169,954	1,197,290	1,239,231	1,252,574
Local Community Commission (LCC)	96,333	96,033	44,890	50,780	-	95,670	97,632	99,726	171,833	104,014
TOTAL OPERATING COSTS	1,137,352	1,120,902	1,129,266	183,596	-	1,312,862	1,344,227	1,375,165	1,490,724	1,437,798
*Percentage Increase over prior year			-0.7%	16.1%	0.0%	15.4%	2.4%	2.3%	8.4%	-3.6%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	1,118	9,800	6,000	25,000	20,000	51,000	31,000	31,000	31,500	31,500
Transfer to Operating Reserve Fund	-	-	5,000	5,000	-	10,000	33,000	33,000	33,000	33,000
Capital Asset Purchase	23,000	27,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	24,118	36,800	11,000	30,000	20,000	61,000	64,000	64,000	64,500	64,500
TOTAL COSTS	1,161,470	1,157,702	1,140,266	213,596	20,000	1,373,862	1,408,227	1,439,165	1,555,224	1,502,298
*Percentage Increase over prior year			-1.8%	18.4%	1.7%	18.3%	2.5%	2.2%	8.1%	-3.4%
Labour Recovery	(256,910)	(253,142)	(282,044)	(128,117)	-	(410,161)	(419,366)	(429,213)	(439,099)	(449,355)
Internal Allocations	(212,590)	(212,590)	(218,400)	(55,285)	-	(273,685)	(278,712)	(284,926)	(290,833)	(297,144)
TOTAL RECOVERIES	(469,500)	(465,732)	(500,444)	(183,402)	-	(683,846)	(698,078)	(714,139)	(729,932)	(746,499)
COSTS LESS INTERNAL RECOVERIES	691,970	691,970	639,822	30,195	20,000	690,017	710,148	725,027	825,292	755,799
*Percentage Increase over prior year			-7.5%	4.4%	2.9%	-0.3%	2.9%	2.1%	13.8%	-8.4%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from 2022 to 2023	(64,245)	(64,245)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(85,000)	-
Grants in Lieu of Taxes	(384)	(384)	(390)	-	-	(390)	(400)	(410)	(420)	(430)
Provincial Grant (For LCC)	(5,000)	(5,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Other Income	(330)	(330)	(340)	-	-	(340)	(350)	(360)	(370)	(380)
TOTAL REVENUE	(69,959)	(69,959)	(5,730)	-	-	(5,730)	(5,750)	(5,770)	(90,790)	(5,810)
REQUISITION	(622,011)	(622,011)	(634,092)	(30,195)	(20,000)	(684,287)	(704,398)	(719,257)	(734,502)	(749,989)
*Percentage increase over prior year Requisition			1.9%	4.9%	3.2%	10.0%	2.9%	2.1%	2.1%	2.1%
FTE's	6.0	6.0	6.00	2.0		8.0	8.0	8.0	8.0	8.0

1.111 - Admin Expenditures (SSI) Management Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	752,094	749,348	776,878	133,795	-	910,673	932,496	954,828	977,676	1,001,056
Allocations	49,591	49,591	62,139	7,282	-	69,421	72,678	74,512	75,375	77,028
Vehicles & Travel	9,500	5,500	9,830	-	-	9,830	10,020	10,220	10,430	10,640
Legal Expenses	5,000	5,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Staff Training, Moving & Dues	15,000	12,500	16,030	-	-	16,030	16,010	16,210	16,410	16,620
Operating - Other	125,058	118,600	126,040	-	-	126,040	128,550	131,120	148,730	136,410
TOTAL OPERATING COSTS	956,243	940,539	1,000,917	141,077	-	1,141,994	1,169,954	1,197,290	1,239,231	1,252,574
*Percentage Increase over prior year			4.7%	14.8%	0.0%	19.4%	2.4%	2.3%	3.5%	1.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	-	7,936	-	25,000	-	25,000	25,000	25,000	25,500	25,500
Transfer to Operating Reserve Fund	-	-	-	5,000	-	5,000	10,000	10,000	10,000	10,000
Capital Asset Purchase	13,000	17,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	13,000	24,936	-	30,000	-	30,000	35,000	35,000	35,500	35,500
TOTAL COSTS	969,243	965,475	1,000,917	171,077	-	1,171,994	1,204,954	1,232,290	1,274,731	1,288,074
*Percentage Increase over prior year			3.3%	17.7%	0.0%	20.9%	2.8%	2.3%	3.4%	1.0%
Labour Recovery	(256,910)	(253,142)	(282,044)	(128,117)	-	(410,161)	(419,366)	(429,213)	(439,099)	(449,355)
Internal Allocations	(212,590)	(212,590)	(218,400)	(55,285)	-	(273,685)	(278,712)	(284,926)	(290,833)	(297,144)
TOTAL RECOVERIES	(469,500)	(465,732)	(500,444)	(183,402)	-	(683,846)	(698,078)	(714,139)	(729,932)	(746,499)
COSTS LESS INTERNAL RECOVERIES	499,743	499,743	500,473	(12,325)	-	488,148	506,876	518,151	544,799	541,575
*Percentage Increase over prior year			0.1%	-2.5%	0.0%	-2.3%	3.8%	2.2%	5.1%	-0.6%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(46,502)	(46,502)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(15,000)	-
Grants in Lieu of Taxes	(323)	(323)	(330)	-	-	(330)	(340)	(350)	(360)	(370)
TOTAL REVENUE	(46,825)	(46,825)	(330)	-	-	(330)	(340)	(350)	(15,360)	(370)
REQUISITION	(452,918)	(452,918)	(500,143)	12,325	-	(487,818)	(506,536)	(517,801)	(529,439)	(541,205)
*Percentage increase over prior year Requisition			10.4%	-2.7%		7.7%	3.8%	2.2%	2.2%	2.2%
FTE's	5.85	5.85	5.85	2.15		8.0	8.0	8.0	8.0	8.0

1.111 - Admin Expenditures (SSI)
Director Admin

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	60,134	60,134	62,030	(12,540)	-	49,490	50,480	51,490	52,520	53,570
SSI EA Management Allocation	-	-	-	6,700	-	6,700	6,800	6,950	7,070	7,210
Allocations	11,662	11,662	13,769	(2,420)	-	11,349	11,580	11,810	12,050	12,290
Travel & Training	2,000	1,500	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Building Rental	7,260	7,260	-	-	-	-	-	-	-	-
Operating - Other	3,720	3,774	5,590	-	-	5,590	5,670	5,750	5,830	5,910
TOTAL OPERATING COSTS	84,776	84,330	83,459	(8,260)	-	75,199	76,640	78,150	79,660	81,210
*Percentage Increase over prior year			-1.6%	-9.7%		-11.3%	1.9%	2.0%	1.9%	1.9%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	1,118	1,564	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,118	1,564	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	85,894	85,894	84,459	(8,260)	-	76,199	77,640	79,150	80,660	82,210
*Percentage Increase over prior year			-1.7%	-9.6%		-11.3%	1.9%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(1,974)	(1,974)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(61)	(61)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Other Income	(330)	(330)	(340)	-	-	(340)	(350)	(360)	(370)	(380)
TOTAL REVENUE	(2,365)	(2,365)	(400)	-	-	(400)	(410)	(420)	(430)	(440)
REQUISITION	(83,529)	(83,529)	(84,059)	8,260	-	(75,799)	(77,230)	(78,730)	(80,230)	(81,770)
*Percentage increase over prior year										
Requisition			0.6%	-9.9%		-9.3%	1.9%	1.9%	1.9%	1.9%
FTE's	0.15	0.15	0.15	-0.15		0.0	0.0	0.0	0.0	0.0

1.111 - Admin Expenditures (SSI) Local Community Commission	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Remunerations	23,333	23,333	40,800	-	-	40,800	41,620	42,450	43,300	44,170
SSI EA Management Allocation	-	-	-	48,585	-	48,585	49,602	50,746	51,873	53,054
Allocations	-	-	-	2,195	-	2,195	2,240	2,280	2,330	2,380
Election Costs	70,000	70,000	-	-	-	-	-	-	70,000	-
Other Operating	3,000	2,700	4,090	-	-	4,090	4,170	4,250	4,330	4,410
TOTAL OPERATING COSTS	96,333	96,033	44,890	50,780	-	95,670	97,632	99,726	171,833	104,014
*Percentage Increase over prior year			-53.4%	52.7%	0.0%	-0.7%	2.1%	2.1%	72.3%	-39.5%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	-	5,000	-	-	5,000	23,000	23,000	23,000	23,000
Transfer to Equipment Replacement Fund	-	300	5,000	-	20,000	25,000	5,000	5,000	5,000	5,000
Capital Asset Purchase	10,000	10,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	10,000	10,300	10,000	-	20,000	30,000	28,000	28,000	28,000	28,000
TOTAL COSTS	106,333	106,333	54,890	50,780	20,000	125,670	125,632	127,726	199,833	132,014
*Percentage Increase over prior year			-48.4%	47.8%	18.8%	18.2%	0.0%	1.7%	56.5%	-33.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2022 to 2023	(15,769)	(15,769)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	-	-	-	-	-	-	-	(70,000)	-
Provincial Grant for LCC	(5,000)	(5,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL REVENUE	(20,769)	(20,769)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	(75,000)	(5,000)
REQUISITION	(85,564)	(85,564)	(49,890)	(50,780)	(20,000)	(120,670)	(120,632)	(122,726)	(124,833)	(127,014)
*Percentage increase over prior year Requisition			-41.7%	59.3%	23.4%	41.0%	0.0%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service I	1.111	Carry	2024	2025	2026	2027	2028	TOTAL
	SSI Admin. Expenditures	Forward from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$46,100	\$4,900	\$15,900	\$10,900	\$6,100	\$83,900
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$65,000	\$0	\$0	\$0	\$65,000
	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$46,100	\$69,900	\$15,900	\$10,900	\$6,100	\$148,900

SSI Admin. Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement - SSI Admin	\$ 43,900	E	ERF	\$ -	\$ 6,100	\$ 4,900	\$ 14,250	\$ 10,900	\$ 6,100	\$ 42,250
24-01	Replacement	Computer	Computer Replacement - Director		E	ERF	\$ -	\$ -	\$ -	\$ 1,650	\$ -	\$ -	\$ 1,650
25-01	New	Vehicle	Electric vehicle	\$ 50,000	V	ERF	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
24-02	Replacement	Boardroom Electronic Equipment	Upgrade AV equipment in LCC Board Room	\$ 40,000	E	ERF	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
													\$ -
													\$ -
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													\$ -
													\$ -
			GRAND TOTAL	\$ 133,900				\$ 46,100	\$ 69,900	\$ 15,900	\$ 10,900	\$ 6,100	\$ 148,900

Service: 1.459 SSI Park Land & Rec Programs

Project Number 24-01 Capital Project Title Computer Capital Project Description Computer Replacement - SSI Admin
Project Rationale

Project Number 23-02 Capital Project Title Capital Project Description
Project Rationale

Project Number 25-01 Capital Project Title Vehicle Capital Project Description Electric vehicle
Project Rationale

Project Number 24-01 Capital Project Title Computer Capital Project Description Computer Replacement - SSI Admin
Project Rationale

Admin Expenditures (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund - Local Community Commission	-	5,000	28,000	51,000	4,000	27,000
Operating Reserve Fund - Management	-	5,000	15,000	25,000	20,000	30,000
Equipment Replacement Fund - Management	50,871	49,771	6,521	15,621	30,221	49,621
Equipment Replacement Fund - Director	9,241	10,241	9,591	10,591	11,591	12,591
Equipment Replacement Fund - Local Community Commission	-	5,000	10,000	15,000	20,000	25,000
Total	60,112	75,012	69,112	117,212	85,812	144,212

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Operating Reserve Fund - Local Community Commission

To be Created

Reserve Cash Flow

Fund: Fund Centre:	1500 TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	5,000	28,000	51,000	4,000
Transfer from Ops Budget		-	5,000	23,000	23,000	23,000	23,000
Transfer to Ops Budget		-	-	-	-	(70,000)	-
Interest Income		-					
Ending Balance \$		-	5,000	28,000	51,000	4,000	27,000

Assumptions/Background:
Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Operating Reserve Fund - Management Budget
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To be Created

Reserve Cash Flow

Fund: Fund Centre:	1500 TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	5,000	15,000	25,000	20,000
Transfer from Ops Budget		-	5,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		-	-	-	-	(15,000)	-
Interest Income		-					
Ending Balance \$		-	5,000	15,000	25,000	20,000	30,000

<u>Assumptions/Background:</u> Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Management

ERF Group: EASSIMGMT.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 102119	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		72,671	50,871	49,771	6,521	15,621	30,221
Transfer from Ops Budget		-	25,000	25,000	25,000	25,500	25,500
Planned Purchase		(21,800)	(26,100)	(68,250)	(15,900)	(10,900)	(6,100)
Interest Income		-					
Ending Balance \$		50,871	49,771	6,521	15,621	30,221	49,621

<u>Assumptions/Background:</u> Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Director

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101837	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,223	9,241	10,241	9,591	10,591	11,591
Transfer from Ops Budget		1,118	1,000	1,000	1,000	1,000	1,000
Planned Purchase		(4,100)	-	(1,650)	-	-	-
Interest Income		-					
Ending Balance \$		9,241	10,241	9,591	10,591	11,591	12,591

<u>Assumptions/Background:</u> Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - LCC

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	-	5,000	10,000	15,000	20,000
Transfer from Ops Budget		-	25,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(20,000)	-	-	-	-
Interest Income		-					
Ending Balance \$		-	5,000	10,000	15,000	20,000	25,000

Assumptions/Background:
Office equipment, computers, and vehicle replacement

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Building Numbering

EAC Review

OCTOBER 2023

Service: 1.316 SSI Building Numbering

Committee: Electoral Area

DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.316 - SSI Building Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	9,370	9,370	9,690	-	-	9,690	9,890	10,080	10,290	10,490
Allocations	479	479	493	-	-	493	503	513	524	534
Other Operating Expenses	20	50	20	-	-	20	35	40	40	40
TOTAL COSTS	9,869	9,899	10,203	-	-	10,203	10,428	10,633	10,854	11,064
*Percentage Increase over prior year			3.4%			3.4%	2.2%	2.0%	2.1%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(25)	25	-	-	25	-	-	-	-
Balance c/fwd from 2022 to 2023	22	22	-	-	-	-	-	-	-	-
Other Revenue	(20)	(25)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	2	(28)	5	-	-	5	(20)	(20)	(20)	(20)
REQUISITION	(9,871)	(9,871)	(10,208)	-	-	(10,208)	(10,408)	(10,613)	(10,834)	(11,044)
*Percentage increase over prior year Requisition			3.4%			3.4%	2.0%	2.0%	2.1%	1.9%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Emergency Program

EAC Review

OCTOBER 2023

Service: 1.371 SSI Emergency Program

Committee: Electoral Area

DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.

Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.

Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.

Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.

Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

1.371 - SSI Emergency Program

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	1,500	800	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Contract for Services	93,878	69,318	52,100	-	-	52,100	53,140	54,200	55,280	56,390
Neighbourhood Program	3,070	920	-	-	-	-	-	-	-	-
Emergency Social Services	300	-	-	-	-	-	-	-	-	-
Building Rent	14,000	12,250	14,000	-	-	14,000	14,000	14,000	14,000	14,000
Staff Training & Development	2,200	1,000	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Supplies	5,472	4,290	5,900	-	-	5,900	6,020	6,140	6,260	6,390
Allocations	6,505	6,505	7,146	-	-	7,146	7,289	7,435	7,584	7,735
Other Operating Expenses	16,002	28,361	51,535	-	-	51,535	52,610	53,710	54,820	55,940
TOTAL OPERATING COSTS	142,927	123,444	134,181	-	-	134,181	136,629	139,125	141,654	144,235
*Percentage Increase over prior year			-6.1%			-6.1%	1.8%	1.8%	1.8%	1.8%
<u>CAPITAL / RESERVES</u>										
Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	19,583	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	19,583	-	-	-	-	-	-	-	-
TOTAL COSTS	142,927	143,027	134,181	-	-	134,181	136,629	139,125	141,654	144,235
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(15,987)	(15,987)	(3,811)	-	-	(3,811)	(3,666)	(3,507)	(3,327)	(3,145)
Grants in Lieu of Taxes	(95)	(95)	(100)	-	-	(100)	(90)	(90)	(90)	(90)
Revenue - Other	(100)	(200)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(16,182)	(16,282)	(4,011)	-	-	(4,011)	(3,856)	(3,697)	(3,517)	(3,335)
REQUISITION	(126,745)	(126,745)	(130,170)	-	-	(130,170)	(132,773)	(135,428)	(138,137)	(140,900)
*Percentage increase over prior year Requisition			2.7%			2.7%	2.0%	2.0%	2.0%	2.0%

**SSI Emergency Program
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	33,385	33,385	33,385	33,385	33,385	33,385
Operating Reserve Fund	59,954	56,143	52,477	48,970	45,643	42,498
Equipment Replacement Fund	5,044	5,044	5,044	5,044	5,044	5,044
Total	98,382	94,571	90,905	87,398	84,071	80,926

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Capital Reserve Fund - Bylaw 3389

Reserve established for capital expenditures for or in respect of capital projects, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: Fund Centre:	1073 101949	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		43,760	33,385	33,385	33,385	33,385	33,385
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(12,317)	-	-	-	-	-
Interest Income*		1,943					
Ending Balance \$		33,385	33,385	33,385	33,385	33,385	33,385

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund: Fund Centre:	1500 105402	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		72,341	59,954	56,143	52,477	48,970	45,643
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(15,987)	(3,811)	(3,666)	(3,507)	(3,327)	(3,145)
Interest Income*		3,600					
Ending Balance \$		59,954	56,143	52,477	48,970	45,643	42,498

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Equipment Replacement Fund

ERF Group: SSIEMERG.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101437	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		12,044	5,044	5,044	5,044	5,044	5,044
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(7,000)					
Interest Income		-					
Ending Balance \$		5,044	5,044	5,044	5,044	5,044	5,044

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

Storm Water Quality Management (SSI)

EAC Review

OCTOBER 2023

Service: 1.535 SSI Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

Greater of \$34,365 or \$0.0078 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$54,094.

FUNDING:

Requisition

1.535 - Storm Water Quality Management (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services & Consulting	30,000	30,000	-	-	-	-	-	-	-	-
Allocations	13,105	3,961	10,864	-	-	10,864	11,031	11,229	11,419	11,620
Other Operating Expenses	14,171	14,247	15,170	-	10,000	25,170	15,170	15,170	15,170	15,170
TOTAL OPERATING COSTS	57,276	48,208	26,034	-	10,000	36,034	26,201	26,399	26,589	26,790
*Percentage Increase over prior year			-54.5%		17.5%	-37.1%	-27.3%	0.8%	0.7%	0.8%
<u>CAPITAL/RESERVE</u>										
Transfer to Operating Reserve Fund	-	9,068	-	-	-	-	-	-	-	-
TOTAL COSTS	57,276	57,276	26,034	-	10,000	36,034	26,201	26,399	26,589	26,790
*Percentage Increase over prior year			-54.5%		-82.5%	-37.1%	-27.3%	0.8%	0.7%	0.8%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(33,467)	(33,467)	(1,394)	-	(10,000)	(11,394)	(1,071)	(769)	(449)	(130)
Grants in Lieu of Taxes	(21)	(21)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	(33,498)	(33,498)	(1,424)	-	(10,000)	(11,424)	(1,101)	(799)	(479)	(160)
REQUISITION	(23,778)	(23,778)	(24,610)	-	-	(24,610)	(25,100)	(25,600)	(26,110)	(26,630)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SSI) - Operating Reserve Fund

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Cash Flow

Fund: Fund Centre:	1500 105529	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		77,945	48,078	36,684	35,613	34,844	34,395
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(33,467)	(11,394)	(1,071)	(769)	(449)	(130)
Interest Income*		3,600					
Ending Balance \$		48,078	36,684	35,613	34,844	34,395	34,265

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Comm - CREST (SSI)

EAC Review

OCTOBER 2023

Service: 1.925 SSI Emergency Comm. - CREST

Committee: Planning and Protective Services

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.925 - Emergency Comm - CREST (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	141,855	141,855	145,175	-	-	145,175	148,080	151,040	154,060	157,140
Allocations	2,868	2,868	2,902	-	-	2,902	2,961	3,020	3,080	3,142
Other Operating Expenses	400	400	500	-	-	500	500	500	500	500
TOTAL COSTS	145,123	145,123	148,577	-	-	148,577	151,541	154,560	157,640	160,782
*Percentage Increase over prior year			2.4%			2.4%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(292)	(292)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Revenue-Other	(106)	(106)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	(448)	(448)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
REQUISITION	(144,675)	(144,675)	(148,417)	-	-	(148,417)	(151,381)	(154,400)	(157,480)	(160,622)
*Percentage increase over prior year Requisition			2.6%			2.6%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Highland Water System (SSI)

EAC Review

OCTOBER 2023

Service: **2.620 Highland Water (SSI)**

Committee: **Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area.
Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of **\$120,000** or **\$5.50 / \$1,000** of actual assessed value of land and improvements. To a maximum of **\$1,178,268**.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	\$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	(\$250,000)
	SI Bylaw 3817 (2012, 3.4%)	(\$150,680)
Remaining:		<hr/> \$158,320

COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

2.620 - Highland Water System (SSI) - Debt Only

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	43	43	27	-	-	27	27	28	28	-
TOTAL OPERATING COSTS	43	43	27	-	-	27	27	28	28	-
*Percentage Increase over prior year						-37.2%	0.0%	3.7%	0.0%	NA
<u>DEBT</u>										
MFA Debt Principal	21,138	21,138	21,138	-	-	21,138	8,653	8,653	8,653	-
MFA Debt Interest	10,733	10,733	10,733	-	-	10,733	5,108	5,108	2,554	-
MFA Debt Reserve Fund	90	90	90	-	-	90	90	90	90	-
TOTAL DEBT	31,961	31,961	31,961	-	-	31,961	13,851	13,851	11,297	-
TOTAL COSTS	32,004	32,004	31,988	-	-	31,988	13,878	13,879	11,325	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	80	(80)	-	-	(80)	-	-	-	-
Balance c/fwd from 2022 to 2023	(119)	(119)	-	-	-	-	-	-	-	-
Other Income	(90)	(170)	(90)	-	-	(90)	(90)	(90)	(90)	-
TOTAL REVENUE	(209)	(209)	(170)	-	-	(170)	(90)	(90)	(90)	-
REQUISITION - PARCEL TAX	(31,795)	(31,795)	(31,818)	-	-	(31,818)	(13,788)	(13,789)	(11,235)	-
*Percentage increase over prior year Requisition						0.1%	-56.7%	0.0%	-18.5%	NA

CAPITAL REGIONAL DISTRICT

2024 Budget

Highland/Fernwood Water (SSI)

EAC Review

OCTOBER 2023

Service: 2.621 Highland & Fernwood Water (SSI)

Committee: Electoral Area

DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of \$350,000 or \$2.572 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$794,257.

COMMISSION:

Fernwood and Highland Water Service Commission - Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Parcel Tax: Annual, levied only on all properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 38 cubic metres or portion - \$0.64 / cubic metre
- Next 68 cubic metres or portion - \$2.00 / cubic metre
- Greater than 106 cubic metres - \$5.13 / cubic metre

Water Connection Charge: Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

2.621 - Highland/Fernwood Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contract	9,610	7,200	9,950	-	-	9,950	10,150	10,350	10,560	10,770
Waste Sludge Disposal	14,940	11,900	15,460	-	-	15,460	15,770	16,090	16,410	16,740
Repairs & Maintenance	29,120	30,800	9,440	-	20,000	29,440	9,630	9,820	10,010	10,210
Allocations	21,803	21,803	24,436	-	-	24,436	24,908	25,405	25,908	26,420
Water Testing	14,015	13,170	19,750	-	-	19,750	20,148	20,550	20,966	21,386
Electricity	21,420	21,600	22,000	-	-	22,000	22,440	22,890	23,350	23,820
Supplies	23,860	24,010	24,700	-	-	24,700	25,190	25,680	26,180	26,690
Labour Charges	195,460	201,500	212,906	-	-	212,906	217,174	221,530	225,972	230,505
Other Operating Expenses	18,906	16,040	19,370	-	-	19,370	19,820	20,290	20,780	21,290
TOTAL OPERATING COSTS	349,134	348,023	358,012	-	20,000	378,012	365,230	372,605	380,136	387,831
*Percentage Increase over prior year			2.5%		5.7%	8.3%	-3.4%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	75,000	67,611	76,076	-	-	76,076	65,665	53,095	54,355	18,080
Transfer to Operating Reserve Fund	88,000	88,000	65,000	-	-	65,000	29,000	27,000	27,670	10,000
MFA Debt Principal	26,841	26,841	26,841	-	-	26,841	49,971	97,980	166,143	233,659
MFA Debt Interest	7,350	7,350	17,393	-	-	17,393	67,893	169,320	311,556	426,151
MFA Debt Reserve Fund	110	110	9,280	-	-	9,280	19,100	37,650	26,650	26,650
TOTAL DEBT / RESERVES	197,301	189,912	194,590	-	-	194,590	231,629	385,045	586,374	714,540
TOTAL COSTS	546,435	537,935	552,602	-	20,000	572,602	596,859	757,650	966,510	1,102,371
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(20,000)	(20,000)	-	-	(20,000)	(20,000)	-	-	-	-
Sales - Water	(60,000)	(51,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
User Charges	(390,685)	(390,685)	(414,032)	-	-	(414,032)	(451,289)	(586,680)	(762,680)	(877,081)
Other Revenue	(750)	(1,250)	(940)	-	-	(940)	(950)	(960)	(820)	(830)
TOTAL REVENUE	(471,435)	(462,935)	(474,972)	-	(20,000)	(494,972)	(512,239)	(647,640)	(823,500)	(937,911)
REQUISITION - PARCEL TAX	(75,000)	(75,000)	(77,630)	-	-	(77,630)	(84,620)	(110,010)	(143,010)	(164,460)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			6.0%			6.0%	9.0%	30.0%	30.0%	15.0%
Requisition			3.5%			3.5%	9.0%	30.0%	30.0%	15.0%
Combined			4.9%			4.9%	8.0%	27.0%	27.6%	14.1%

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

Service No.	2.621	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Highland & Fernwood Water (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$240,000	\$913,000	\$1,895,000	\$3,750,000	\$2,665,000	\$2,665,000	\$11,888,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$50,000	\$115,500	\$86,500	\$0	\$45,000	\$0	\$247,000	
	\$290,000	\$1,028,500	\$1,981,500	\$3,750,000	\$2,750,000	\$2,665,000	\$12,175,000	

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.621

Service No

Highland & Fernwood Water (SSI)

[illegible]

Service:

2.621

Highland & Fernwood Water (SSI)

Project Number	19-05	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds to carry out the intake, DAF, back up power and upper reservoir projects.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the intake, back up power and upper reservoir projects.				

Project Number	21-01	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Public engagement for the intake, DAF, back up power and upper reservoir projects.
Project Rationale	Public engagement for the intake and upper reservoir projects.				

Project Number	22-01	Capital Project Title	Back up Power	Capital Project Description	Design and Construction of back up power system. Includes CRD project management.
Project Rationale	Design and construction of a backup power system needed in the event of a power failure to continue to provide water to the community.				

Project Number	21-03	Capital Project Title	Highland Upper Reservoir Replacement	Capital Project Description	Construction to replace existing leaking upper reservoir. Includes CRD project management.
Project Rationale	Upper reservoir is leaking and wasting water. Needs to be replaced.				

Service: 2.621 Highland & Fernwood Water (SSI)			
Project Number	21-04	Capital Project Title	Water main AC replacement strategy and preliminary design
Capital Project Description	Conduct water main replacement assessment and develop a phased replacement strategy (13 km).		
Project Rationale	The asbestos cement water main system needs to be replaced so this will assess the system and create a strategy to deal with it along with design drawings and specifications.		
Project Number	21-05	Capital Project Title	Water Main AC replacement detailed design
Capital Project Description	Water Main AC replacement detailed design. Includes CRD project management.		
Project Rationale			
Project Number	23-01	Capital Project Title	Phased program of AC Water main replacement
Capital Project Description	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m over 5 years). Includes construction services and CRD project management.		
Project Rationale	The asbestos cement water main system needs to be replaced. This project is for the engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/meter over 10 years).		
Project Number	24-01	Capital Project Title	Fernwood PS Hazard Assess and Demolition
Capital Project Description	Assessment of hazard and demolition. Includes CRD project management.		
Project Rationale	This project will assess the hazards and demolish the obsolete Fernwood Pump Station.		

Service:

2.621

Highland & Fernwood Water (SSI)

Project Number

25-01

Capital Project Title

Fence installation around storage reservoirs

Capital Project Description

Install fencing around all reservoirs and WTP. Includes CRD project management.

Project Rationale

This fence is required for community safety (child access etc.) and security of the asset (vandalism).

Project Number

23-07

Capital Project Title

WTP SCADA Upgrades - WTP Communications and Control Upgrades

Capital Project Description

To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.

Project Rationale

Various improvements identified in the AMP and by Operations including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards.

Project Number

24-02

Capital Project Title

Highlands Middle Reservoir Repair

Capital Project Description

Install new manway in Reservoir, replace temporary piping with permanent, possible power line relocation.

Project Rationale

Project Number

24-03

Capital Project Title

WTP driveway improvements

Capital Project Description

Gravel portion of driveway requires regular maintenance to provide safe access to buildings. Upgrade driveway to asphalt or concrete. Includes CRD project management.

Project Rationale

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	24-04	Capital Project Title	WTP Bring safety chain to specification.	Capital Project Description	Removable chain requires replacement with a code compliant removable portion of pipe railing. Retrofit with removable railing. Includes CRD project management.
Project Rationale					

Project Number	24-05	Capital Project Title	Fernwood Reservoir 1. Repair roof top railing and check for building code compliance and replace or repair	Capital Project Description	Code compliance/replacement and ladder enclosure and upper railing are rusting and require assessment. Includes CRD project management.
Project Rationale					

Project Number	24-06	Capital Project Title	Critical Spares; Chlorine pump and coagulant pump	Capital Project Description	Purchase spares. Includes CRD project management.
Project Rationale					

Project Number	24-07	Capital Project Title	Install support for lifting apparatus over DAF system.	Capital Project Description	Support for a lifting apparatus is required at ceiling level to lift the 80lb lid for the Saturator as well as for confined space entry apparatus.
Project Rationale					

Service:

2.621

Highland & Fernwood Water (SSI)

Project Number

24-08

Capital Project Title

WTP, replace Miltronics FLT Ultrasonic Probe

Capital Project Description

Miltronics unit not supported replace with Siemens. Includes CRD project management.

Project Rationale

Project Number

24-09

Capital Project Title

Addition of another tank is required for backwashing of two filters in sequence.

Capital Project Description

Rinse water tank currently allows only one filter backwash at a time due to its size. Includes CRD project management.

Project Rationale

Project Number

24-10

Capital Project Title

Replace or re-line Middle Reservoir - Design

Capital Project Description

Middle Reservoir is leaking and needs a new liner or to be replaced. Includes CRD project management.

Project Rationale

Project Number

24-11

Capital Project Title

Replace or re-line Middle Reservoir - Construction

Capital Project Description

Replace or re-line Middle Reservoir - Construction. Includes construction services and CRD project management.

Project Rationale

Service: 2.621 Highland & Fernwood Water (SSI)

Project Number	24-12	Capital Project Title	Replace Upper Reservoir Pumphouse - Design and Construction	Capital Project Description	Replace Upper Reservoir Pumphouse - Design. Includes construction and CRD project management.
Project Rationale					

Project Number	24-13	Capital Project Title	Install Strainer upstream of North End Road PRV	Capital Project Description	Install Strainer upstream of North End Road PRV. Includes CRD project management.
Project Rationale					

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Highland/Fernwood Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	99,760	144,760	173,760	200,760	228,430	238,430
Capital Reserve Fund	88,751	49,327	28,492	81,587	90,942	109,022
Total	188,511	194,087	202,252	282,347	319,372	347,452

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105205	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		30,566	99,760	144,760	173,760	200,760	228,430
Transfer from Ops Budget		88,000	65,000	29,000	27,000	27,670	10,000
Expenditures		(20,000)	(20,000)	-	-	-	-
Planned Maintenance Activity		Filter media replacement	Reservoir cleaning & inspection				
Interest Income*		1,194					
Ending Balance \$		99,760	144,760	173,760	200,760	228,430	238,430

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Capital Reserve Fund - Bylaw 3991

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1088 102156	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		41,340	88,751	49,327	28,492	81,587	90,942
Transfer from Ops Budget		67,611	76,076	65,665	53,095	54,355	18,080
Transfer from Cap Fund		-					
Transfer to Cap Fund		(25,000)	(115,500)	(86,500)	-	(45,000)	-
Interest Income*		4,800					
Ending Balance \$		88,751	49,327	28,492	81,587	90,942	109,022

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Cedars of Tuam Water (SSI)

EAC Review

OCTOBER 2023

Service: 2.622 Cedars of Tuam Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area.
Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of \$25,425 or \$6.75 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$114,177.

COMMISSION:

Cedars of Tuam Water Service Commission established by bylaw No 3693 (April 14th, 2010).

FUNDING:

User Charge

- Annual Fixed Fee per per single family dwelling unit or equivalent plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
 - First 38 cubic metres or portion - \$7.00 / cubic metre
 - Greater than 38 cubic metres - \$18.00 / cubic metre

Water Connection Charge

- Actual cost for the connection.

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

2.622 - Cedars of Tuam Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	10,570	10,400	580	-	-	580	580	580	580	580
Allocations	3,268	3,268	5,253	-	-	5,253	5,338	5,441	5,545	5,650
Water Testing	2,142	1,960	2,610	-	-	2,610	2,664	2,719	2,775	2,831
Electricity	900	1,020	920	-	-	920	940	960	980	1,000
Supplies	750	830	770	-	-	770	780	790	800	810
Labour Charges	22,110	18,450	24,049	-	-	24,049	24,530	25,023	25,525	26,037
Other Operating Expenses	1,460	1,790	1,800	-	-	1,800	1,830	1,860	1,890	1,920
TOTAL OPERATING COSTS	41,200	37,718	35,982	-	-	35,982	36,662	37,373	38,095	38,828
*Percentage Increase over prior year			-12.7%			-12.7%	1.9%	1.9%	1.9%	1.9%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	6,000	9,978	6,500	-	-	6,500	6,000	6,000	6,000	6,000
Transfer to Operating Reserve Fund	3,500	4,600	3,500	-	-	3,500	3,500	3,000	3,000	3,000
MFA Debt Reserve Fund	920	-	1,150	-	-	1,150	8,050	4,650	4,350	-
MFA Debt Principal	-	-	-	-	-	-	2,913	23,308	35,088	46,109
MFA Debt Interest	1,058	-	1,265	-	-	1,265	13,714	44,674	64,346	78,375
TOTAL DEBT / RESERVES	11,478	14,578	12,415	-	-	12,415	34,177	81,632	112,784	133,484
TOTAL COSTS	52,678	52,296	48,397	-	-	48,397	70,839	119,005	150,879	172,312
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	-	-	-	-	-	-
Sales - Water	(9,628)	(9,246)	(9,246)	-	-	(9,246)	(9,246)	(9,246)	(9,246)	(9,246)
User Charges	(33,000)	(33,000)	(39,061)	-	-	(39,061)	(61,503)	(109,669)	(141,543)	(162,976)
Other Revenue	(50)	(50)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(52,678)	(52,296)	(48,397)	-	-	(48,397)	(70,839)	(119,005)	(150,879)	(172,312)
REQUISITION - PARCEL TAX	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year										
Sales			-4.0%			-4.0%	0.0%	0.0%	0.0%	0.0%
User Charge			18.4%			18.4%	57.5%	78.3%	29.1%	15.1%
Other			80.0%			80.0%	0.0%	0.0%	0.0%	0.0%
Combined			13.3%			13.4%	46.5%	68.1%	26.8%	14.2%

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

Service No.	2.622	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Cedars of Tuam Water (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$130,000	\$810,000	\$465,000	\$460,000	\$0	\$0	\$1,865,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$130,000	\$810,000	\$465,000	\$460,000	\$0	\$1,865,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$115,000	\$805,000	\$465,000	\$435,000	\$0	\$0	\$1,820,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$15,000	\$5,000	\$0	\$5,000	\$0	\$0	\$25,000

\$0	\$130,000	\$810,000	\$465,000	\$460,000	\$0	\$1,865,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.622

Service Name

Cedars of Tuam Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
18-01	Decommission	Abandon unused wells	Decommission wells.	\$ 5,000	S	Res	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
21-03	New	Design and construct new well and dist. system	Detailed designs, IHA application, construction documents. Includes constuction, construction administration and CRD PM.	\$ 835,000	S	Debt	\$ -	\$ 90,000	\$ 745,000	\$ -	\$ -	\$ -	\$ 835,000
22-02	New	Power generation equipment	Back up power construction (only required if new well does not go ahead).	\$ 35,000	S	Debt	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
23-01	New	Electrical Service Replacement	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhaust system. (only required if new well does not go ahead).	\$ 50,000	S	Debt	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 50,000
26-01	New	Analysis and Design of AC pipe replacement	Analysis and Design of AC pipe replacement.	\$ 30,000	S	Debt	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-02	New	New pipeline construction	New pipeline construction to replace AC pipe.	\$ 870,000	S	Debt	\$ -	\$ -	\$ -	\$ 435,000	\$ 435,000	\$ -	\$ 870,000
27-01	Study	Update Asset Management Plan	Revise McElhanney Condition Assessment to SAMP.	\$ 25,000	S	Grant	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	\$ 10,000	S	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-03	New	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	\$ 5,000	S	Res	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,865,000			\$ -	\$ 130,000	\$ 810,000	\$ 465,000	\$ 460,000	\$ -	\$ 1,865,000

Service:	2.622	Cedars of Tuam Water (SSI)
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Project Number	18-01	Capital Project Title	Abandon unused wells	Capital Project Description	Decommission wells.
Project Rationale	Abandon unused wells to prevent groundwater contamination.				

Project Number	21-03	Capital Project Title	Design and construct new well and dist. system	Capital Project Description	Detailed designs, IHA application, construction documents. Includes constuction, construction administration and CRD PM.
Project Rationale	Detailed design and construction for new well - \$90K in 2024. Construction - \$650K in 2025. Construction Administration - \$65K in 2025. CRD PM - \$30K in 2025.				

Project Number	22-02	Capital Project Title	Power generation equipment	Capital Project Description	Back up power construction (only required if new well does not go ahead).
Project Rationale	Design of back up power. Project contingent on the the new well project not proceeding. Construction \$30K. CRD PM - \$5K.				

Project Number	23-01	Capital Project Title	Electrical Service Replacement	Capital Project Description	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhaust system. (only required if new well does not go ahead).
Project Rationale	Operations has developed a SOW to replace the failing electrical service, replace baseboard heater with heat tracing, replace fuse switch, Square D Load Centre, wooden electrical mast, well pump cables, replace lighting with LED, install CR rated receptacles, install exhasust system. (only required if new well does not go ahead).				

Service:	2.622	Cedars of Tuam Water (SSI)
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Project Number	26-01	Capital Project Title	Analysis and Design of AC pipe replacement	Capital Project Description	Analysis and Design of AC pipe replacement.
Project Rationale	New pipeline construction to replace AC pipe. Analysis and investigation - \$20K. CRD PM - \$10K.				

Project Number	26-02	Capital Project Title	New pipeline construction	Capital Project Description	New pipeline construction to replace AC pipe.
Project Rationale	Construction - \$830K. Construction services \$20K.. CRD PM - \$20K				

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Project Number	24-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects
Project Rationale					

Project Number	24-03	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds
Project Rationale					

Cedars of Tuam Water (SSI)
Reserve Summary Schedule
2024 - 2028 Finacial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	1,617	5,117	8,617	11,617	14,617	17,617
Capital Reserve Fund	13,615	5,115	6,115	12,115	13,115	19,115
Total	15,232	10,232	14,732	23,732	27,732	36,732

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105532	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,867	1,617	5,117	8,617	11,617	14,617
Transfer from Op Budget		3,500	3,500	3,500	3,000	3,000	3,000
Transfer to Op Budget		(10,000)	-	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection					
Interest Income*		250					
Ending Balance \$		1,617	5,117	8,617	11,617	14,617	17,617

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Capital Reserve Fund - Bylaw 3948

Monies in the reserve fund will be used to provide for capital works, including the planning, study, design, construction of water facilities, conveyance, treatment, storage, distribution of water, land purchases, machinery or equipment necessary for the extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1057 101843	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,395	13,615	5,115	6,115	12,115	13,115
Transfer from Ops Budget		6,000	6,500	6,000	6,000	6,000	6,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(15,000)	(5,000)	-	(5,000)	-
Interest Income*		220					
Ending Balance \$		13,615	5,115	6,115	12,115	13,115	19,115

Assumptions/Background:

Transfer as much as operating budget will allow.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Beddis Water

EAC Review

OCTOBER 2023

Service: **2.624 Beddis Water (SSI)**

Committee: **Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area.
Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of \$133,000 or \$2.71 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$440,091.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011	\$95,909		
AUTHORIZED: LA Bylaw No. 3193 (November 24, 2004)		\$325,500	
BORROWED: SI Bylaw No. 3291		(\$325,500)	1.80%
Remaining:		\$0	
AUTHORIZED: LA Bylaw No. 3825 (July 11, 2012)		\$400,000	
BORROWED: SI Bylaw No. 3882 (Jan 9, 2013) Matures 2023		(\$300,000)	3.15%
BORROWED: SI Bylaw No. 3910 (July 2013) Matures 2023		(\$70,000)	3.85%
Remaining:		\$30,000	

COMMISSION:

Beddis Water Service Commission established by Bylaw No. 3693 (April 14th, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

User Charge:	Fixed user charge + variable consumption charge to all metered properties.
Parcel Tax:	Annual, only on properties capable of being connected to the system, starting 2006.
User Charge:	<ul style="list-style-type: none">- Annual Fixed Fee per per single family dwelling unit or equivalent.- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:<ul style="list-style-type: none">• First 38 cubic metres or portion - \$3.10 / cubic metre• Next 68 cubic metres or portion - \$6.30 / cubic metre• Greater than 106 cubic metres - \$8.50 / cubic metre
Water Connection Charge:	The connection charge for a service shall be the actual cost for the connection.

RESERVE FUND:

Fund 1069, established by Bylaw # 3274 (April 27, 2005)

2.624 - Beddis Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Contracts	23,080	-	-	-	-	-	-	-	-	-
Grit & Waste Sludge Disposal	12,760	10,700	12,210	-	-	12,210	12,460	12,710	12,960	13,220
Repairs & Maintenance	19,940	28,000	6,150	-	-	6,150	6,270	6,390	6,520	6,650
Allocations	12,520	12,520	15,147	-	-	15,147	15,436	15,750	16,067	16,391
Water Testing	10,241	8,920	11,750	-	-	11,750	11,984	12,228	12,474	12,723
Electricity	12,000	10,900	11,200	-	-	11,200	11,420	11,650	11,880	12,120
Supplies	11,080	16,200	11,470	-	-	11,470	11,700	11,930	12,160	12,400
Labour Charges	77,940	95,000	106,640	-	-	106,640	108,778	110,962	113,188	115,460
Other Operating Expenses	11,480	9,120	12,310	-	-	12,310	12,590	12,880	13,180	13,500
TOTAL OPERATING COSTS	191,041	191,360	186,877	-	-	186,877	190,638	194,500	198,429	202,464
*Percentage Increase over prior year			-2.2%			-2.2%	2.0%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	7,830	7,830	11,910	-	-	11,910	10,000	9,000	9,000	9,000
Transfer to Capital Reserve Fund	60,000	56,528	88,000	-	-	88,000	115,390	121,000	127,600	13,437
MFA Debt Reserve Fund	70	70	3,400	-	-	3,400	15,820	3,050	31,200	27,800
MFA Debt Principal	30,817	30,817	-	-	-	-	8,614	48,693	56,420	135,463
MFA Debt Interest	7,420	7,420	3,740	-	-	3,740	31,967	86,265	129,641	260,146
TOTAL DEBT / RESERVES	106,137	102,665	107,050	-	-	107,050	181,791	268,008	353,861	445,846
TOTAL COSTS	297,178	294,025	293,927	-	-	293,927	372,429	462,508	552,290	648,310
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(14,000)	(14,000)	-	-	-	-	-	-	-	-
Sales - Water	(72,000)	(65,000)	(68,000)	-	-	(68,000)	(72,000)	(72,000)	(72,000)	(72,000)
User Charges	(130,690)	(130,690)	(139,837)	-	-	(139,837)	(185,979)	(241,768)	(297,370)	(356,840)
Other Revenue	(170)	(4,017)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(216,860)	(213,707)	(207,987)	-	-	(207,987)	(258,129)	(313,918)	(369,520)	(428,990)
REQUISITION - PARCEL TAX	(80,318)	(80,318)	(85,940)	-	-	(85,940)	(114,300)	(148,590)	(182,770)	(219,320)
*Percentage increase over prior year										
Sales			-5.6%			-5.6%	5.9%	0.0%	0.0%	0.0%
User Fee			7.0%			7.0%	33.0%	30.0%	23.0%	20.0%
Requisition			7.0%			7.0%	33.0%	30.0%	23.0%	20.0%
Combined			3.8%			3.8%	26.7%	24.2%	19.4%	17.4%

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

Service No.	2.624 Beddis Water (SSI)	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$340,000	\$1,582,000	\$305,000	\$3,120,000	\$2,780,000	\$8,127,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,000	\$88,000	\$92,000	\$138,000	\$10,000	\$0	\$328,000	
	\$10,000	\$428,000	\$1,674,000	\$443,000	\$3,170,000	\$2,780,000	\$8,495,000	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.624

Service Name:

Beddis Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-01	New	Back up power generation equipment - design	Back up power design and construction. Includes construction services and CRD project management.	\$ 480,000	S	Debt	\$ -	\$ -	\$ -	\$ 140,000	\$ 340,000	\$ -	\$ 480,000
21-03	Study	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	\$ 10,000	S	Res	\$ 10,000.00	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
21-04	New	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir. Includes CRD project management.	\$ 86,000	S	Res	\$ -	\$ 53,000	\$ -	\$ -	\$ -	\$ -	\$ 53,000
23-01	Decommission	AC Pipe Removal	Remove approximately 50m of abandoned AC water pipe. Includes CRD project management.	\$ 22,000	S	Debt	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
24-01	New	Changes to DAF control panel	Motor overload resets to be external to the controller. Provide support for ultrasonic probe.	\$ 55,000	S	Debt	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-01	New	Changes to DAF control panel	CRD Project Management		S	Res	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
24-05	New	Ventilation for WTP and Pump Building	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months. Relocate vent from chlorine room directly outside. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-06	Replacement	Replacement of flocculator mixer motors at WTP.	Replacement of flocculator mixer motors at WTP. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-07	Decommission	WTP Demolish old chlorine/pump building	WTP Demolish old chlorine/pump building - demolition, hazard assessment and CRD project management.	\$ 30,000	S	Debt	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
24-08	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and ad.	\$ 220,000	S	Debt	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
25-01	Decommission	Decommission of Sky Valley Upper Reservoir	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.	\$ 62,000	S	Debt	\$ -	\$ -	\$ 62,000	\$ -	\$ -	\$ -	\$ 62,000
25-02	New	Booster pump and second reservoir at Sky Valley lower reservoir	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management.	\$ 1,320,000	S	Debt	\$ -	\$ -	\$ 1,320,000	\$ -	\$ -	\$ -	\$ 1,320,000
25-03	New	WTP Electrical Upgrades from 2020 AMP	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management.	\$ 335,000	S	Debt	\$ -	\$ -	\$ 200,000	\$ 135,000	\$ -	\$ -	\$ 335,000
25-06	Study	AC Water main Assessment and Replacement Strategy	Develop a strategy and phased program for AC pipeline replacement and first stage design. Includes CRD project management.	\$ 92,000	S	Res	\$ -	\$ -	\$ 92,000	\$ -	\$ -	\$ -	\$ 92,000
25-04	Replacement	AC Water Main Replacement Detailed Design	Detailed Design for replacement of ~5.2 km of AC pipe. Includes CRD project management.	\$ 138,000	S	Res	\$ -	\$ -	\$ -	\$ 138,000	\$ -	\$ -	\$ 138,000
25-05	Replacement	AC Water Main Replacement Construction	Replace ~ 5.2 km of AC Pipe at \$1/km. Includes construction services and CRD project management.	\$ 5,560,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 2,780,000	\$ 2,780,000	\$ 5,560,000
27-01	Study	Update Asset Management Plan	Revise McElhannay Condition Assessment to SAMP.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 8,528,000			\$ 10,000	\$ 428,000	\$ 1,674,000	\$ 443,000	\$ 3,170,000	\$ 2,780,000	\$ 8,495,000

Service:	2.624	Beddis Water (SSI)
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Project Number	20-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects
Project Rationale	Need to obtain approval from the area electors for future projects.				

Project Number	21-03	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds
Project Rationale	As per Commission request (Dec. 15/2015), capital construction projects greater than \$50,000 are to be funded thru debt, in which case a referendum may be required.				

Project Number	21-01	Capital Project Title	Back up power generation equipment - design	Capital Project Description	Back up power design and construction. Includes construction services and CRD project management.
Project Rationale	In order to maintain potable water service in the event of an extended power outage, back up power is required.				

Project Number	21-04	Capital Project Title	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	Capital Project Description	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservoir. Includes CRD project management.
Project Rationale	Need to replace an existing reservoir with a new one and this will require a booster pump to operate it. This project os for the preliminary design.				

Project Number	23-01	Capital Project Title	AC Pipe Removal	Capital Project Description	Remove approximately 50m of abandoned AC water pipe. Includes CRD project management.
Project Rationale	This is for a short section of surficial abandoned asbestos pipe which needs to be removed and disposed of before it deteriorates further and enters the environment.				

Service:	2.624	Beddis Water (SSI)
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Project Number	24-01	Capital Project Title	Changes to DAF control panel	Capital Project Description	Motor overload resets to be external to the controller. Provide support for ultra-sonic probe.
Project Rationale	Various changes, modifications and upgrades required for the control panel for the DAF unit.				

Project Number	25-03	Capital Project Title	WTP Electrical Upgrades from 2020 AMP	Capital Project Description	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management.
Project Rationale	Similar to all water distribution systems on SSI, the Beddis system was constructed using asbestos cement pipe which is at the end of its useful life span and requires replacement. Failures cause water leaks and this will occur on a more frequent basis in the future. This project is for the construction phase of the project.				

Project Number	24-07	Capital Project Title	WTP Demolish old chlorine/pump building	Capital Project Description	WTP Demolish old chlorine/pump building - demolition, hazard assessment and CRD project management.
Project Rationale					

Project Number	24-08	Capital Project Title	WTP SCADA Upgrades - WTP Communications and Control Upgrades	Capital Project Description	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O
Project Rationale					

Project Number	25-01	Capital Project Title	Decommission of Sky Valley Upper Reservoir	Capital Project Description	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.
Project Rationale					

Service:	2.624	Beddis Water (SSI)
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Project Number	25-02	Capital Project Title	Booster pump and second reservoir at Sky Valley lower reservoir	Capital Project Description	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management.
Project Rationale					

Project Number	25-03	Capital Project Title	WTP Electrical Upgrades from 2020 AMP	Capital Project Description	Various electrical upgrades from the 2020 AMP - design. Includes construction, construction services and CRD project management.
Project Rationale					

Project Number	25-01	Capital Project Title	Decommission of Sky Valley Upper Reservoir	Capital Project Description	Decommission and removal of Sky Valley Upper Reservoir - demolition, hazard assessment and CRD project management.
Project Rationale	The Sky Valley Upper Reservoir is no longer in use and needs to be decommissioned and disposed of. It will be replaced by a second reservoir at the Lower location.				

Project Number	25-02	Capital Project Title	Booster pump and second reservoir at Sky Valley lower reservoir	Capital Project Description	Booster pump and second reservoir at Sky Valley lower reservoir - Construction, construction services and CRD project management.
Project Rationale	When the Sky Valley Upper Reservoir is decommissioned it will be replaced by a booster pump and second reservoir at the lower Sky Valley location.				

Project Number	25-05	Capital Project Title	AC Water Main Replacement Construction	Capital Project Description	Replace ~ 5.2 km of AC Pipe at \$1k/m. Includes construction services and CRD project management.
Project Rationale					

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Revise McElhanney Condition Assessment to SAMP.
Project Rationale					

Beddis Water Reserves
Summary Schedule
2024 -2028 Financial Plan

Reserve/Fund Summary						
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	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	11,600	23,510	33,510	42,510	51,510	60,510
Capital Reserve Fund	17,736	17,736	41,126	24,126	141,726	155,163
Total	29,336	41,246	74,636	66,636	193,236	215,673

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Operating Reserve Fund

Reserve fund used for unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105206	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		17,170	11,600	23,510	33,510	42,510	51,510
Transfer from Ops Budget		7,830	11,910	10,000	9,000	9,000	9,000
Expenditures		(14,000)	-	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection					
Interest Income*		600					
Ending Balance \$		11,600	23,510	33,510	42,510	51,510	60,510

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1069 101894	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		4,198	17,736	17,736	41,126	24,126	141,726
Transfer from Ops Budget		56,528	88,000	115,390	121,000	127,600	13,437
Transfer from Cap Fund		-					
Transfer to Cap Fund		(43,000)	(88,000)	(92,000)	(138,000)	(10,000)	-
Interest Income *(Expense)		10					
Ending Balance \$		17,736	17,736	41,126	24,126	141,726	155,163

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Fulford Water (SSI)

EAC Review

OCTOBER 2023

Service: 2.626 Fulford Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island.
Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of \$156,000 or \$5.46 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$548,235.

MAXIMUM CAPITAL DEBT:

COMMISSION:

Fulford Water Service commission - Bylaw No 3693 (April 14, 2010).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

User Charge: Fixed user charge for residential properties.

Parcel Tax: Annual, levied only on properties capable of being connected to the system, starting 2006.

Connection Charge: The connection charge for a service shall be the actual cost for the connection.

Consumption Charge: Single Family Residential: No Consumption Charge
Other: \$3.27 per cubic metre
Minimum charge for non-residential properties is equal to residential fixed user charge per SFE.

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

2.626 - Fulford Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Contract	27,340	4,500	5,950	-	-	5,950	6,070	6,190	6,310	6,440
Grit & Waste Sludge Disposal	7,890	3,500	8,170	-	-	8,170	8,330	8,500	8,670	8,840
Repairs & Maintenance	8,410	4,700	8,710	-	20,000	28,710	8,890	9,070	9,250	9,440
Allocations	9,609	9,609	10,688	-	-	10,688	10,881	11,095	11,311	11,531
Water Testing	6,018	4,282	6,930	-	-	6,930	7,071	7,212	7,355	7,499
Electricity	10,890	8,800	9,100	-	-	9,100	9,280	9,470	9,660	9,850
Supplies	8,030	10,500	9,310	-	-	9,310	9,490	9,670	9,850	10,040
Labour Charges	61,710	91,590	89,947	-	-	89,947	91,750	93,592	95,468	97,384
Other Operating Expenses	10,670	8,170	10,950	-	-	10,950	11,220	11,500	11,780	12,070
TOTAL OPERATING COSTS	150,567	145,651	159,755	-	20,000	179,755	162,982	166,299	169,654	173,094
*Percentage Increase over prior year			6.1%		13.3%	19.4%	-9.3%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
Transfer to Capital Reserve Fund	42,600	52,916	32,459	-	-	32,459	38,000	24,660	35,450	36,200
MFA Debt ReserveFund	40	40	5,090	-	-	5,090	12,700	14,700	11,300	11,250
MFA Debt Principal	9,669	9,669	9,669	-	-	9,669	22,438	54,486	91,601	110,432
MFA Debt Interest	5,763	5,763	11,307	-	-	11,307	41,538	98,083	154,965	200,035
TOTAL DEBT / RESERVES	66,072	76,388	66,525	-	-	66,525	122,676	199,929	301,316	365,917
TOTAL COSTS	216,639	222,039	226,280	-	20,000	246,280	285,658	366,228	470,970	539,011
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	(20,000)	(20,000)	-	-	-	-
Sales - Water	(16,400)	(22,000)	(19,000)	-	-	(19,000)	(16,400)	(16,400)	(16,400)	(16,400)
User Charges	(149,357)	(149,357)	(154,600)	-	-	(154,600)	(200,978)	(261,268)	(339,650)	(390,601)
Other Revenue	(670)	(470)	(710)	-	-	(710)	(720)	(730)	(740)	(700)
TOTAL REVENUE	(166,427)	(171,827)	(174,310)	-	(20,000)	(194,310)	(218,098)	(278,398)	(356,790)	(407,701)
REQUISITION - PARCEL TAX	(50,212)	(50,212)	(51,970)	-	-	(51,970)	(67,560)	(87,830)	(114,180)	(131,310)
*Percentage increase over prior year										
Sales			15.9%			15.9%	-13.7%	0.0%	0.0%	0.0%
User Fee			3.5%			3.5%	30.0%	30.0%	30.0%	15.0%
Requisition			3.5%			3.5%	30.0%	30.0%	30.0%	15.0%
Combined			4.4%			4.4%	26.3%	28.3%	28.7%	14.5%

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

Service No.	2.626	Carry						
	Fulford Water (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$7,000	\$103,000	\$0	\$0	\$0	\$0	\$103,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$497,000	\$1,265,000	\$1,465,000	\$1,175,000	\$1,125,000	\$5,527,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$7,000	\$600,000	\$1,265,000	\$1,465,000	\$1,175,000	\$1,125,000	\$5,630,000

SOURCE OF FUNDS

Capital Funds on Hand	\$7,000	\$7,000	\$0	\$0	\$0	\$0	\$7,000
Debenture Debt (New Debt Only)	\$0	\$504,000	\$1,265,000	\$1,465,000	\$1,125,000	\$1,125,000	\$5,484,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$89,000	\$0	\$0	\$10,000	\$0	\$99,000
	\$7,000	\$600,000	\$1,265,000	\$1,465,000	\$1,175,000	\$1,125,000	\$5,630,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.626

Service Nam Fulford Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-02	Study	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.	\$ 10,000	S	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload. Includes CRD project management.	\$ 66,000	E	Debt	\$ -	\$ 66,000	\$ -	\$ -	\$ -	\$ -	\$ 66,000
22-04	New	Fulford AC Water Main Renewal Program and Detailed Design	Develop a renewal program, cost estimate and detailed design. Includes CRD project management.	\$ 170,000	S	Debt		\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
25-01	New	Water main replacement program - construction.	Water main replacement and construction - phased program. Based on \$1000/m and includes water meters and service connections. Includes construction services and CRD project management.	\$ 4,500,000	S	Debt	\$ -	\$ -	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 4,500,000
23-02	New	Back up power design and construction.	Back up power generation equipment - design. Includes construction, construction services and CRD project management.	\$ 480,000	S	Debt	\$ -	\$ -	\$ 140,000	\$ 340,000	\$ -	\$ -	\$ 480,000
24-02	New	Ventilation for WTP	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-03	Replacement	Replacement of flocculator mixer motors at WTP.	Replacement of flocculator mixer motors at WTP. Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
24-04	New	Install In-Line Strainers upstream of PRVs	Install In-Line Strainers upstream of PRVs. Includes CRD project management.	\$ 14,000	S	Res	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
24-05	Replacement	Replace Air Valves in raw water line on Sunnyside	Replace Air Valves in raw water line on Sunnyside. Includes construction services and CRD project management.	\$ 11,000	S	Res	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ 11,000
24-06	New	Sunnyside PRS Install Guard Rail	Install a guard rail along the concrete edge of the Sunnyside PRS. Includes CRD project management.	\$ 4,000	S	Res	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
27-01	Study	Update Asset Management Plan	Update Management Plan	\$ 50,000	S	Grant	\$ -		\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000
27-01	Study	Update Asset Management Plan	CRD Project Management		S	Res	\$ -		\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000
24-07	New	WTP SCADA Upgrades - WTP Communications and Control Upgrades	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.	\$ 220,000	S	Debt	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line	\$ 28,000	E	Cap	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line		E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.	\$ 21,000	E	Cap	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.		E	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
													\$ -
			GRAND TOTAL	\$ 5,642,000			\$ 7,000	\$ 600,000	\$ 1,265,000	\$ 1,465,000	\$ 1,175,000	\$ 1,125,000	\$ 5,630,000

Service:	2.626	Fulford Water (SSI)
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Project Number	21-02	Capital Project Title	Public Engagement for Future Projects	Capital Project Description	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works that will require borrowing to fund.				

Project Number	21-03	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Undertake a referendum or AAP to borrow funds to carry out the replacement of the asbestos cement water main lines.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction.				

Project Number	24-01	Capital Project Title	Electrical service improvement at Fulford WTP	Capital Project Description	Replacement of panel board directory and address issues with regard to resetting motor overload. Includes CRD project management.
Project Rationale	Replacement of aging equipment.				

Project Number	22-04	Capital Project Title	Fulford AC Water Main Renewal Program and Detailed Design	Capital Project Description	Develop a renewal program, cost estimate and detailed design. Includes CRD project management.
Project Rationale					

Service:	2.626	Fulford Water (SSI)
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Project Number	25-01	Capital Project Title	Water main replacement program - construction.	Capital Project Description	Water main replacement and construction - phased program. Based on \$1000/m and includes water meters and service connections. Includes construction services and CRD project management.
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	23-02	Capital Project Title	Back up power design and construction.	Capital Project Description	Back up power generation equipment - design. Includes construction, construction services and CRD project management.
Project Rationale	Back up power is required to ensure continuity of potable water service in the event of a prolonged power outage. This project is for the detailed design.				

Project Number	24-02	Capital Project Title	Ventilation for WTP	Capital Project Description	A mechanical exhaust system is required to extract blue green cyanotoxins produced by blue green algae in the summer months. Includes CRD project management.
Project Rationale					

Project Number	24-03	Capital Project Title	Replacement of flocculator mixer motors at WTP.	Capital Project Description	Replacement of flocculator mixer motors at WTP. Includes CRD project management.
Project Rationale	Meter required to measure water quality. Extra funding is required in 2024.				

Service:	2.626	Fulford Water (SSI)
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Project Number	24-04	Capital Project Title	Install In-Line Strainers upstream of PRVs	Capital Project Description	Install In-Line Strainers upstream of PRVs. Includes CRD project management.
Project Rationale	Replacement of aging equipment. Extra funding is required in 2024.				

Project Number	24-05	Capital Project Title	Replace Air Valves in raw water line on Sunnyside	Capital Project Description	Replace Air Valves in raw water line on Sunnyside. Includes construction services and CRD project management.
Project Rationale					

Project Number	24-05	Capital Project Title	Replace Air Valves in raw water line on Sunnyside	Capital Project Description	Replace Air Valves in raw water line on Sunnyside. Includes construction services and CRD project management.
Project Rationale					

Project Number	24-06	Capital Project Title	Sunnyside PRS Install Guard Rail	Capital Project Description	Install a guard rail along the concrete edge of the Sunnyside PRS. Includes CRD project management.
Project Rationale					

Service:	2.626	Fulford Water (SSI)
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Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Update Management Plan
Project Rationale					

Project Number	24-07	Capital Project Title	WTP SCADA Upgrades - WTP Communications and Control Upgrades	Capital Project Description	To upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Includes CRD project management.
Project Rationale					

Project Number	22-02	Capital Project Title	Installation of turbidity meter on influent line	Capital Project Description	Installation of turbidity meter on influent line
Project Rationale	Meter required to measure water quality. Extra funding is required in 2024.				

Project Number	23-01	Capital Project Title	Replacement of impellers of pumps at Sunnyside Pump station	Capital Project Description	Replacement of impellers in pumps at Sunnyside Pump station to match WTP processing capacity.
Project Rationale	Replacement of aging equipment. Extra funding is required in 2024.				

Fulford Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	12,756	756	8,756	16,756	24,756	32,756
Capital Reserve Fund	59,550	3,009	41,009	65,669	91,119	127,319
Total	72,306	3,765	49,765	82,425	115,875	160,075

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105207	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,404	12,756	756	8,756	16,756	24,756
Transfer from Ops Budget	8,000	8,000	8,000	8,000	8,000	8,000
Expenditures	-	(20,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income*	352					
Ending Balance \$	12,756	756	8,756	16,756	24,756	32,756

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Capital Reserve Fund

Bylaw 3275

Reserve Cash Flow

Fund: Fund Centre:	1070 101897	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		29,584	59,550	3,009	41,009	65,669	91,119
Transfer from Ops Budget		52,916	32,459	38,000	24,660	35,450	36,200
Transfer from Cap Fund		-					
Transfer to Cap Fund		(23,500)	(89,000)	-	-	(10,000)	-
Interest Income*		550					
Ending Balance \$		59,550	3,009	41,009	65,669	91,119	127,319

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Cedar Lane Water (SSI)

EAC Review

OCTOBER 2023

Service: 2.628 Cedar Lane Water (SSI)

Committee: Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of \$54,000 or \$4.76/ \$1,000 of actual assessed value of land and improvements to a maximum of \$153,241.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3425 (Oct 10, 2007)	\$168,000
Borrowed:	SI Bylaw 3514 (Feb 13, 2008)	(\$60,000)
	SI Bylaw 3634 (Aug 12, 2009)	(\$108,000)
Remaining:		<u>\$0</u>

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

Parcel Tax: Annual charge only on properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 30 cubic metres or portion - \$2.50 / cubic metre
- Next 30 cubic metres or portion - \$9.00 / cubic metre
- Greater than 61 cubic metres - \$25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).
Cedar Lane Water Service Operating Reserve Fund, Bylaw #4144 (Dec 14, 2016).

2.628 - Cedar Lane Water (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Contract	9,430	500	2,150	-	-	2,150	2,190	2,230	2,270	2,320
Repairs & Maintenance	1,650	7,990	1,710	-	5,000	6,710	1,750	21,790	1,830	1,870
Allocations	3,999	3,999	5,825	-	-	5,825	5,925	6,041	6,158	6,277
Water Testing	3,162	2,660	3,360	-	-	3,360	3,424	3,491	3,559	3,628
Electricity	4,810	4,580	4,810	-	-	4,810	4,910	5,010	5,110	5,210
Supplies	1,610	1,380	1,660	-	-	1,660	1,690	1,720	1,750	1,780
Labour Charges	26,250	40,580	35,565	-	-	35,565	36,278	37,007	37,750	38,508
Other Operating Expenses	3,350	3,010	3,070	-	-	3,070	3,130	3,190	3,250	3,320
TOTAL OPERATING COSTS	54,261	64,699	58,150	-	5,000	63,150	59,297	80,479	61,677	62,913
*Percentage Increase over prior year			7.2%			16.4%	-6.1%	35.7%	-23.4%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	15,000	11,955	10,930	-	-	10,930	9,935	14,325	25,320	13,300
Transfer to Operating Reserve Fund	4,130	4,130	4,000	-	-	4,000	4,000	8,000	8,000	4,000
MFA Debt Reserve Fund	930	30	4,510	-	-	4,510	2,740	950	6,750	6,450
MFA Debt Principal	5,394	5,394	5,394	-	-	5,394	11,350	18,291	20,698	37,799
MFA Debt Interest	3,465	2,430	7,358	-	-	7,358	22,658	32,515	42,835	71,538
TOTAL DEBT / RESERVES	28,919	23,939	32,192	-	-	32,192	50,683	74,081	103,603	133,087
TOTAL COSTS	83,180	88,638	90,342	-	5,000	95,342	109,980	154,560	165,280	196,000
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfers from Operations Reserve Fund	-	(5,588)	-	-	(5,000)	(5,000)	-	(20,000)	-	-
Sales - Water	(11,500)	(11,350)	(11,500)	-	-	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
User Charges	(55,300)	(55,300)	(60,832)	-	-	(60,832)	(76,040)	(95,050)	(118,810)	(142,570)
Other Revenue	(180)	(200)	(190)	-	-	(190)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(66,980)	(72,438)	(72,522)	-	(5,000)	(77,522)	(87,700)	(126,710)	(130,470)	(154,230)
REQUISITION - PARCEL TAX	(16,200)	(16,200)	(17,820)	-	-	(17,820)	(22,280)	(27,850)	(34,810)	(41,770)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Charge			10.0%			10.0%	25.0%	25.0%	25.0%	20.0%
Requisition			10.0%			10.0%	25.0%	25.0%	25.0%	20.0%
Combined			8.6%			8.6%	21.8%	22.4%	22.9%	18.6%

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

Service No.	2.628	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Cedar Lane Water (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$448,000	\$274,000	\$95,000	\$675,000	\$645,000	\$2,137,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$20,000	\$0	\$10,000	\$5,000	\$0	\$35,000	

\$0	\$468,000	\$274,000	\$105,000	\$680,000	\$645,000	\$2,172,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #

2.628

Service #

Cedar Lane Water (SSI)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
18-01	Renewal	Abandon unused wells	Decommission wells	\$ 10,000	S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
21-01	New	Power generation equipment design and construction	Design of back up power generation for WWTP and Pump stations.	\$ 310,000	S	Debt	\$ -	\$ 60,000		\$ -	\$ -	\$ -	\$ 60,000
21-01	New	Power generation equipment design and construction	Construction of back up power generation for WWTP and Pump stations. Includes construction, construction services and CRD project management.		S	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
23-01	New	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location. Includes CRD project management.	\$ 35,000	S	Debt	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
21-03	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.	\$ 55,000	S	Debt	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
21-03	New	Detailed Hydrogeological Assessment	CRD project management		S	Res	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
21-06	New	WTP Manganese treatment construction / chlorine exhaust	Construct and install manganese removal system and exhaust in chlorine room. Includes construction management and CRD project management.	\$ 270,000	S	Debt	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ 270,000
24-02	New	WTP provide spare pressure pump and sub-drive unit	WTP provide spare pressure pump and sub-drive unit. Includes CRD project management.	\$ 33,000	S	Debt	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ 33,000
24-03	New	Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well	Demolition of existing, design and construction of new well house structure. Includes hazard assessment and CRD project management.	\$ 39,000	S	Debt	\$ -	\$ -	\$ -	\$ 39,000	\$ -	\$ -	\$ 39,000
24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 15,000	S	Res	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
27-01	Study	Update Asset Management Plan	Update Asset Management Plan.	\$ 35,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
27-01	Study	Update Asset Management Plan	CRD project management		S	Res	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
25-01	New	Water main AC replacement strategy and preliminary design	Conduct water main replacement assessment and develop a phased replacement strategy (1200m). Includes CRD project management.	\$ 24,000	S	Debt	\$ -	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ 24,000
25-02	New	Water Main AC replacement detailed design	Water Main AC replacement detailed design. Includes CRD project management.	\$ 56,000	S	Debt	\$ -	\$ -	\$ -	\$ 56,000	\$ -	\$ -	\$ 56,000
26-01	New	Phased program of AC Water main replacement	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m). Includes construction services and CRD project management.	\$ 1,290,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 645,000	\$ 645,000	\$ 1,290,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,172,000			\$ -	\$ 468,000	\$ 274,000	\$ 105,000	\$ 680,000	\$ 645,000	\$ 2,172,000

Service:

2.628

Cedar Lane Water (SSI)

Project Number	18-01	Capital Project Title	Abandon unused wells	Capital Project Description	Decommission wells
Project Rationale	The original system drilled five wells, and two (well #1 and #5) are in production and operate separately. Wells that are no longer in use must be closed to avoid potential future aquifer contamination. Abandoning a well must be in accordance with Groundwater Protection Regulations				

Project Number	21-01	Capital Project Title	Power generation equipment design and construction	Capital Project Description	Design of back up power generation for WWTP and Pump stations.
Project Rationale	Design and construction of back up power generation for WWTP and Pump stations to maintain potable water service during power outages.				

Project Number	23-01	Capital Project Title	Investigation for new groundwater sources	Capital Project Description	Conduct study and site investigation to identify groundwater sources and new well location. Includes CRD project management.
Project Rationale	Conduct study and site investigation to identify groundwater sources and new well location as the current wells are depleting. In the SAMP of April 2020 by McElhanney Consulting Services Ltd. It was noted that a new well will be required in the next 1 to 5 years at a cost of \$60K.				

Project Number	21-03	Capital Project Title	Detailed Hydrogeological Assessment	Capital Project Description	Conduct a detailed hydrogeological assessment of the Cedar Lane water system.
Project Rationale	Detailed study of groundwater source, state of the aquifer, ground water balance and potential risks and concerns are required to support a sustainable groundwater supply for the residents of the Cedar Lane Water Service Area. Note that approval for a CWF grant was obtained on August 10th, 2020.				

Service:

2.628

Cedar Lane Water (SSI)

Project Number

21-06

Capital Project Title

WTP Manganese treatment construction / chlorine exhaust

Capital Project Description

Construct and install manganese removal system and exhaust in chlorine room. Includes construction management and CRD project management.

Project Rationale

Health Canada has changed manganese limits. Maximum acceptable concentration (MAC) for total manganese in drinking water is 0.12 mg/L (120 µg/L). Cedar Lane water testing results can exceed this threshold value and sometimes double. There is some urgency to get this done as it is a potential health issue. SSI Engineering intends to get the design done (by third party consultant) in the last half of 2022.

Project Number

24-02

Capital Project Title

WTP provide spare pressure pump and sub-drive unit

Capital Project Description

WTP provide spare pressure pump and sub-drive unit. Includes CRD project management.

Project Rationale

Project Number

24-03

Capital Project Title

Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well

Capital Project Description

Demolition of existing, design and construction of new well house structure. Includes hazard assessment and CRD project management.

Project Rationale

Project Number

24-04

Capital Project Title

Referendum or Alternative Approval Process - Funding for Future Projects

Capital Project Description

Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.

Project Rationale

Service: 2.628 Cedar Lane Water (SSI)

Project Number	27-01	Capital Project Title	Update Asset Management Plan	Capital Project Description	Update Asset Management Plan.
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Project Rationale

Project Number	25-01	Capital Project Title	Water main AC replacement strategy and preliminary design	Capital Project Description	Conduct water main replacement assessment and develop a phased replacement strategy (1200m). Includes CRD project management.
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Project Rationale Analysis and design to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.

Project Number	25-02	Capital Project Title	Water Main AC replacement detailed design	Capital Project Description	Water Main AC replacement detailed design. Includes CRD project management.
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Project Rationale

Project Number	26-01	Capital Project Title	Phased program of AC Water main replacement	Capital Project Description	Engineering and construction of replacement/renewal of failing water main for high priority areas (\$1000/m). Includes construction services and CRD project management.
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Project Rationale Construction to replace the asbestos cement piping distribution system. All such piping systems need to be replaced on SSI.

Cedar Lane Water (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	9,803	8,803	12,803	803	8,803	12,803
Capital Reserve Fund	27,990	18,920	28,855	33,180	53,500	66,800
Total	37,793	27,723	41,658	33,983	62,303	79,603

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance.

Reserve Cash Flow

Fund: Fund Centre:	1500 105208	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		5,331	9,803	8,803	12,803	803	8,803
Transfer from Ops Budget		4,130	4,000	4,000	8,000	8,000	4,000
Expenditures		-	(5,000)	-	(20,000)	-	-
Planned Maintenance Activity			Building/Facility Maintenance/Security		Reservoir cleaning & inspection		
Interest Income*		342					
Ending Balance \$		9,803	8,803	12,803	803	8,803	12,803

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Capital Reserve Fund

Bylaw 3582

Reserve Cash Flow

Fund: Fund Centre:	1076 102020	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		17,143	27,990	18,920	28,855	33,180	53,500
Transfer from Ops Budget		11,955	10,930	9,935	14,325	25,320	13,300
Transfer from Cap Fund		-					
Transfer to Cap Fund		(2,000)	(20,000)	-	(10,000)	(5,000)	-
Interest Income*		892					
Ending Balance \$		27,990	18,920	28,855	33,180	53,500	66,800

Assumptions/Background:

Transfer as much as operating budget will allow.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Fernwood Water (SSI)

EAC Review

OCTOBER 2023

Service: **2.660 Fernwood Water (SSI)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of \$56,000 or \$5.07 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$479,270.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	\$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	\$ (100,000)
	SI Bylaw 3677 (Feb 2010)	\$ (50,000)
	SI Bylaw 3817 (May 2012)	\$ (45,000)
REMAINING:		<hr/> \$0

COMMISSION:

Fernwood and Highland Water Service Commission- Bylaw 4371 (Dec. 09, 2020)

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

RESERVE FUND BYLAW:

Bylaw No. 1832.

2.660 - Fernwood Water (SSI) - Debt Only

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	26	26	13	-	-	13	13	14	14	-
TOTAL OPERATING COSTS	26	26	13	-	-	13	13	14	14	-
*Percentage Increase over prior year						-50.0%	0.0%	7.7%	0.0%	-100.0%
<u>DEBT</u>										
MFA Debt Principal	10,262	10,262	10,262	-	-	10,262	5,268	2,584	2,584	-
MFA Debt Interest	4,416	4,416	4,416	-	-	4,416	1,846	1,526	763	-
MFA Debt Reserve Fund	40	40	40	-	-	40	40	40	40	-
TOTAL DEBT	14,718	14,718	14,718	-	-	14,718	7,154	4,150	3,387	-
TOTAL COSTS	14,744	14,744	14,731	-	-	14,731	7,167	4,164	3,401	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	33	(33)	-	-	(33)	-	-	-	-
Balance c/fwd from 2022 to 2023	(46)	(46)	-	-	-	-	-	-	-	-
Other Revenue	(40)	(73)	(40)	-	-	(40)	(40)	(40)	(40)	-
TOTAL REVENUE	(86)	(86)	(73)	-	-	(73)	(40)	(40)	(40)	-
REQUISITION - PARCEL TAX	(14,658)	(14,658)	(14,658)	-	-	(14,658)	(7,127)	(4,124)	(3,361)	-
*Percentage increase over prior year Requisition						0.0%	-51.4%	-42.1%	-18.5%	-100.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Ganges Sewer (SSI)

EAC Review

OCTOBER 2023

Service: **3.810 Ganges Sewer Utility (SSI)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island.
(Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991.

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of \$270,000 or \$7.46 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$3,126,217.

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	\$3,900,000
Borrowed:	\$3,900,000
Remaining	\$0

COMMISSION:

Ganges Sewer Local Services Commission - Bylaw No. 3693 (April 14, 2010)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

User Charge: Based on water consumption billed annually to properties connected to the system.

Parcel Tax: Annual charge based only on properties capable of being connected to system.

Connection Charge: Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

Change in Budget 2023 to 2024

Service: 3.810 Ganges Sewer

Total Expenditure

Comments

2023 Budget

1,187,404

Other Changes:

Standard OH Allocations	5,024	Increase in 2023 operating costs
Sludge Hauling Contracts	23,020	Increase in sludge hauling costs
Screenings, Grit & Waste Sludge Disposal	4,490	Increase in sludge disposal costs
IWS Labour Allocation	32,850	Increase in IWS operations labour charge costs
MFA Debt Servicing Costs	11,333	\$1,007,500 new borrowings planned in 2024
Transfer to ORF	(7,000)	\$7,000 reduction in transfer to ORF
Other	7,660	
Total Other Changes	77,377	

2024 Budget

1,264,781

Summary of % Expense Increase

IWS Labour Allocation	2.8%
Sludge Hauling Contracts	1.9%
MFA Debt Servicing Costs	1.0%
Balance of increase	0.9%
% expense increase from 2023:	6.5%

% Requisition increase from 2023 (if applicable):

3.5%

Requisition funding is 4.9% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time unfavorable variance of \$20,492(1.7%) mainly due to repairs and maintenance for emergency response, waste sludge disposal and hauling costs. This variance will be covered by Operating Reserve Fund, which has an expected year end balance of \$141,833 before this transfer.

3.810 - Ganges Sewer (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	30,980	54,000	54,000	-	-	54,000	55,080	56,180	57,300	58,450
Screenings, Grit & Waste Sludge Disposal	128,490	134,150	132,980	-	-	132,980	135,640	138,350	141,110	143,930
Repairs & Maintenance	94,750	32,150	15,300	-	80,000	95,300	45,610	15,920	41,240	16,580
Allocations	49,469	49,469	56,902	-	-	56,902	58,023	59,189	60,372	61,572
Electricity	63,710	54,700	59,700	-	-	59,700	60,890	62,100	63,350	64,620
Water	3,260	3,300	3,370	-	-	3,370	3,440	3,510	3,580	3,650
Supplies	16,710	14,411	17,290	-	-	17,290	17,640	18,000	18,360	18,730
Labour Charges	398,496	375,912	432,833	-	-	432,833	441,510	450,369	459,403	468,620
Other Operating Expenses	33,301	41,566	39,560	-	-	39,560	34,930	35,840	36,770	37,730
TOTAL OPERATING COSTS	819,166	759,658	811,935	-	80,000	891,935	852,763	839,458	881,485	873,882
*Percentage Increase over prior year			-0.9%		9.8%	8.9%	-4.4%	-1.6%	5.0%	-0.9%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	42,000	21,508	35,000	-	-	35,000	40,000	25,000	30,000	30,000
Transfer to Capital Reserve Fund	29,725	29,725	30,000	-	-	30,000	32,670	29,415	50,090	62,200
Transfer to Equipment Replacement Fund	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
MFA Principal Payment	128,013	128,013	128,013	-	-	128,013	153,537	203,377	218,035	218,035
MFA Interest Payment	117,800	117,800	128,883	-	-	128,883	183,278	252,943	271,603	271,603
MFA Debt Reserve Fund	700	700	950	-	-	950	20,623	6,736	950	950
TOTAL DEBT / RESERVES	368,238	347,746	372,846	-	-	372,846	480,108	567,471	620,678	632,788
TOTAL COSTS	1,187,404	1,107,404	1,184,781	-	80,000	1,264,781	1,332,871	1,406,929	1,502,163	1,506,670
*Percentage Increase over prior year			-0.2%		6.7%	6.5%	5.4%	5.6%	6.8%	0.3%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(80,000)	-	-	-	(80,000)	(80,000)	(30,000)	-	(25,000)	-
User Charges	(1,045,452)	(1,045,452)	(1,120,290)	-	-	(1,120,290)	(1,232,321)	(1,330,909)	(1,397,453)	(1,425,400)
Other Revenue	(2,061)	(2,061)	(2,501)	-	-	(2,501)	(2,360)	(2,370)	(2,380)	(2,390)
TOTAL REVENUE	(1,127,513)	(1,047,513)	(1,122,791)	-	(80,000)	(1,202,791)	(1,264,681)	(1,333,279)	(1,424,833)	(1,427,790)
REQUISITION - PARCEL TAX	(59,891)	(59,891)	(61,990)	-	-	(61,990)	(68,190)	(73,650)	(77,330)	(78,880)
*Percentage increase over prior year										
User Fee			7.2%			7.2%	10.0%	8.0%	5.0%	2.0%
Requisition			3.5%			3.5%	10.0%	8.0%	5.0%	2.0%
Combined			7.0%			7.0%	10.0%	8.0%	5.0%	2.0%

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

Service No.	3.810	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Ganges Sewer Utility (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$575,000	\$0	\$0	\$0	\$0	\$0	\$575,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$115,000	\$3,782,500	\$3,589,119	\$2,314,385	\$0	\$0	\$0	\$9,686,004
Vehicles	\$77,000	\$77,000	\$0	\$0	\$0	\$0	\$0	\$77,000

\$192,000	\$4,434,500	\$3,589,119	\$2,314,385	\$0	\$0	\$10,338,004
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$1,007,500	\$1,967,279	\$578,596	\$0	\$0	\$0	\$3,553,375
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$127,000	\$3,298,875	\$1,351,840	\$1,735,789	\$0	\$0	\$0	\$6,386,504
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$65,000	\$128,125	\$270,000	\$0	\$0	\$0	\$0	\$398,125

\$192,000	\$4,434,500	\$3,589,119	\$2,314,385	\$0	\$0	\$10,338,004
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement.	\$ 50,000	S	Grant	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
21-01	New	Strategic Asset Management Plan			S	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below for GCF grant line item)	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP	\$ 1,060,000	S	Res	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below for GCF grant line item)	CRD project management		S	Res	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage. (Refer to 24-06 below for GCF grant line item)	Construction of chemical storage, lab, crew room facilities		S	Debt	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ 800,000
22-01	Replacement	Electorate Assent for Borrowing	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities	\$ 30,000	S	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
22-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works required for borrowing to fund.	\$ 20,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below for GCF grant line item)	Construction of aeration system improvements including blowers, diffusers and piping systems.	\$ 730,000	S	Debt	\$ -	\$ -	\$ 630,000	\$ -	\$ -	\$ -	\$ 630,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below for GCF grant line item)	Construction administration services		S	Debt	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000
22-03	New	Aeration system improvement construction (Refer to 24-06 below for GCF grant line item)	CRD Project Management		S	Debt	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
23-01	Replacement	Replace Generator Trailer	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer	\$ 77,000	V	Grant	\$ 77,000	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ 77,000
23-03	New	Key components and spares replacement schedule	Provisional allowance for the supply and installation of key components and critical spares.	\$ 55,000	S	Grant	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
23-03	New	Key components and spares replacement schedule	CRD Project Management		S	Res	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
24-01	New	Electrical upgrades	Installation of additional lighting and HMI upgrade	\$ 28,000	S	Grant	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
24-01	New	Electrical upgrades	CRD Project Management		S	Res	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000
24-02	Replacement	Replace sludge thickener membranes	Replacement of failing sludge thickening membrane. (Requires Early Approval)	\$ 27,000	S	Res	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
24-02	Replacement	Replace sludge thickener membranes	CRD project management		S	Res	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000
24-03	Replacement	Ganges WWTP Replacement of Electrical & Instrumentation	Ganges WWTP Replacement of Electrical & Instrumentation including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc.Design, Construction and CRD Project Management. (GCFC)	\$ 575,000	E	Grant	\$ -	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ 430,000
24-03	Replacement	Ganges WWTP Replacement of Electrical & Instrumentation	25% of total cost obligation for GCF Grant		E	Debt	\$ -	\$ 145,000	\$ -	\$ -	\$ -	\$ -	\$ 145,000
24-04	Study	Ganges Service Area System Modelling	Ganges Service Area System Modelling. Modeling and CRD Project Mangement. (GCFC)	\$ 57,500	S	Grant	\$ -	\$ 43,125	\$ -	\$ -	\$ -	\$ -	\$ 43,125
24-04	Study	Ganges Service Area System Modelling	25% of total cost obligation for GCF Grant		S	Res	\$ -	\$ 14,375	\$ -	\$ -	\$ -	\$ -	\$ 14,375
24-05	Study	Ganges WWTP Performance Improvement Study	Ganges WWTP Performance Improvement Study. Study and CRD Project Management. (GCFC)	\$ 115,000	S	Grant	\$ -	\$ 86,250	\$ -	\$ -	\$ -	\$ -	\$ 86,250
24-05	Study	Ganges WWTP Performance Improvement Study	25% of total cost obligation for GCF Grant		S	Res	\$ -	\$ 28,750	\$ -	\$ -	\$ -	\$ -	\$ 28,750
24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above (see yellow highlight))	Construction of performance improvements (from study 24-05 incl. chemical storage and aeration system improvements) Construction and CRD Project Management. (GCFC)	\$ 3,450,000	S	Grant	\$ -	\$ 2,587,500	\$ -	\$ -	\$ -	\$ -	\$ 2,587,500
24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above (see yellow highlight))	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ 862,500	\$ -	\$ -	\$ -	\$ -	\$ 862,500
25-01	New	New Sewer Sea Breeze Inne	Extend sewer to Seabreeze Inne ~ 320m. Design, Construction and CRD Project Management. (GCFC)	\$ 597,769	S	Grant	\$ -	\$ -	\$ 448,327	\$ -	\$ -	\$ -	\$ 448,327
25-01	New	New Sewer Sea Breeze Inne	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 149,442	\$ -	\$ -	\$ -	\$ 149,442
25-02	Replacement	Ganges Replace 100% Surcharged Sewer Pipelines	Ganges Replace 100% Surcharged Lines ~430m. Design, Construction and CRD Project Management. (GCFC)	\$ 927,186	S	Grant	\$ -	\$ -	\$ 695,390	\$ -	\$ -	\$ -	\$ 695,390
25-02	Replacement	Ganges Replace 100% Surcharged Sewer Pipelines	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 231,796	\$ -	\$ -	\$ -	\$ 231,796
25-03	New	New Sewer SSI New Fire Hall	Extend sewer to new SSI Firehall ~ 120m. Design, Construction and CRD Project Management. (GCFC)	\$ 224,164	S	Grant	\$ -	\$ -	\$ 168,123	\$ -	\$ -	\$ -	\$ 168,123
25-03	New	New Sewer SSI New Fire Hall	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 56,041	\$ -	\$ -	\$ -	\$ 56,041
26-01	Replacement	Ganges Replace 75% Surcharged Sewer Pipelines	Ganges Replace 75% Surcharged Lines ~ 220m. Design, Construction and CRD Project Management. (GCFC)	\$ 474,375	S	Grant	\$ -	\$ -	\$ 355,781	\$ -	\$ -	\$ -	\$ 355,781
26-01	Replacement	Ganges Replace 75% Surcharged Sewer Pipelines	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 118,594	\$ -	\$ -	\$ -	\$ 118,594
26-02	New	New Sewer Kings Lane	Extend sewer to Kings Lane ~ 400m. Design, Construction and CRD Project Management. (GCFC)	\$ 747,212	S	Grant	\$ -	\$ -	\$ 560,409	\$ -	\$ -	\$ -	\$ 560,409
26-02	New	New Sewer Kings Lane	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 186,803	\$ -	\$ -	\$ -	\$ 186,803
26-03	New	New Sewer Norton Road	Extend sewer to Norton Road ~ 585m. Design, Construction and CRD Project Management. (GCFC)	\$ 1,092,798	S	Grant	\$ -	\$ -	\$ 819,599	\$ -	\$ -	\$ -	\$ 819,599
26-03	New	New Sewer Norton Road	25% of total cost obligation for GCF Grant		S	Debt	\$ -	\$ -	\$ 273,199	\$ -	\$ -	\$ -	\$ 273,199
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Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	21-01	Capital Project Title	Strategic Asset Management Plan	Capital Project Description	Identify condition of assets, develop prioritized list of infrastructure replacement.
Project Rationale	Identify condition of assets, develop prioritized list of infrastructure replacement.				

Project Number	21-04	Capital Project Title	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below for GCF grant line item)	Capital Project Description	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP
Project Rationale	Detailed designs of expanded facilities are required for the lab, crew area, blower room and storage at the Ganges WWTP.				

Project Number	22-01	Capital Project Title	Electorate Assent for Borrowing	Capital Project Description	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities
Project Rationale	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities				

Project Number	22-02	Capital Project Title	Public Engagement	Capital Project Description	Inform and engage public within service area on upcoming works required for borrowing to fund.
Project Rationale	Inform and engage public within service area on upcoming works required for borrowing to fund.				

Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	22-03	Capital Project Title	Aeration system improvement construction (Refer to 24-06 below for GCF grant line item)	Capital Project Description	Construction of aeration system improvements including blowers, diffusers and piping systems.
Project Rationale	Required to maintain and improve the process performance of the WWTP.				

Project Number	23-01	Capital Project Title	Replace Generator Trailer	Capital Project Description	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer
Project Rationale	Equipment replacement. Replace IWS Operations Trailer F00845 1999 Ubilt Generator Trailer. Existing unit has reached the end of its service life.				

Project Number	23-03	Capital Project Title	Key components and spares replacement schedule	Capital Project Description	Provisional allowance for the supply and installation of key components and critical spares.
Project Rationale	Provisional allowance for the supply and installation of key components and critical spares.				

Project Number	24-01	Capital Project Title	Electrical upgrades	Capital Project Description	Installation of additional lighting and HMI upgrade.
Project Rationale	Installation of additional lighting and HMI upgrade.				

Service:	3.810	Ganges Sewer Utility (SSI)
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Project Number	24-02	Capital Project Title	Replace sludge thickener membranes	Capital Project Description	Replacement of failing sludge thickening membrane. (Requires Early Approval)
Project Rationale	Sludge thickening membranes are failing and required replacement in order to avoid increases to operating costs.				

Project Number	24-03	Capital Project Title	Ganges WWTP Replacement of Electrical & Instrumentation	Capital Project Description	Ganges WWTP Replacement of Electrical & Instrumentation including upgrade RTU programming software to Workbench. Replace the RTU and PLC controller due to age and criticality to current CRD I/O standards. At end of life for SCADAPAC 357e Series PLCs and add equipment feedback wiring to monitor valve position, motor speed etc. Design, Construction and CRD Project Management (GCFC)
Project Rationale					

Project Number	24-04	Capital Project Title	Ganges Service Area System Modelling	Capital Project Description	Ganges Service Area System Modelling Modeling and CRD Project Mngement (GCFC)
Project Rationale					

Project Number	24-05	Capital Project Title	Ganges WWTP Performance Improvement Study	Capital Project Description	Ganges WWTP Performance Improvement Study. Study and CRD Project Management (GCFC)
Project Rationale					

Service:	3.810	Ganges Sewer Utility (SSI)
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Project Number	24-06	Capital Project Title	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above (see yellow highlight))	Capital Project Description	Construction of performance improvements (from study 24-05 incl. chemical storage and aeration system improvements) Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	25-01	Capital Project Title	New Sewer Sea Breeze Inne	Capital Project Description	Extend sewer to Seabreeze Inne ~ 320m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	25-02	Capital Project Title	Ganges Replace 100% Surcharged Sewer Pipelines	Capital Project Description	Ganges Replace 100% Surcharged Lines ~430m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	25-03	Capital Project Title	New Sewer SSI New Fire Hall	Capital Project Description	Extend sewer to new SSI Firehall ~ 120m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Service: 3.810 Ganges Sewer Utility (SSI)

Project Number	26-01	Capital Project Title	Ganges Replace 75% Surcharged Sewer Pipelines	Capital Project Description	Ganges Replace 75% Surcharged Lines ~ 220m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	26-02	Capital Project Title	New Sewer Kings Lane	Capital Project Description	Extend sewer to Kings Lane ~ 400m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Project Number	26-03	Capital Project Title	New Sewer Norton Road	Capital Project Description	Extend sewer to Norton Road ~ 585m. Design, Construction and CRD Project Management. (GCFC)
Project Rationale					

Ganges Sewer (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	121,341	76,341	86,341	111,341	116,341	146,341
Equipment Replacement Fund	150,200	200,200	250,200	300,200	350,200	400,200
Capital Reserve Funds	688,152	640,027	452,697	532,112	632,202	744,402
Total	959,693	916,568	789,238	943,653	1,098,743	1,290,943

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105210	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		96,008	121,341	76,341	86,341	111,341	116,341
Transfer from Ops Budget		21,508	35,000	40,000	25,000	30,000	30,000
Expenditures		-	(80,000)	(30,000)	-	(25,000)	-
Planned Maintenance Activity			Sanitary sewer flushing & inspections	WWTP tank draining, cleaning & inspection		Outfall Inspection	
Interest Income*		3,825					
Ending Balance \$		121,341	76,341	86,341	111,341	116,341	146,341

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #1 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101836						
Beginning Balance		524,422	565,957	467,832	230,502	259,917	310,007
Transfer from Ops Budget		29,725	30,000	32,670	29,415	50,090	62,200
Transfer from Cap Fund		-					
Transfer to Cap Fund		(15,000)	(128,125)	(270,000)	-	-	-
Transfer to ERF		-	-	-	-	-	-
Interest Income*		26,810					
Ending Balance \$		565,957	467,832	230,502	259,917	310,007	372,207

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #2 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101900						
Beginning Balance		68,618	122,194	172,194	222,194	272,194	322,194
Transfer from Ops Budget		50,000	50,000	50,000	50,000	50,000	50,000
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		3,576					
Ending Balance \$		122,194	172,194	222,194	272,194	322,194	372,194

Assumptions/Background:

For use only to fund costs resulting from expansion of service - Bylaw 3262

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

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Equipment Replacement Fund

GANGESSWR.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	101458						
Beginning Balance		100,200	150,200	200,200	250,200	300,200	350,200
Transfer from Ops Budget		50,000	50,000	50,000	50,000	50,000	50,000
Transfer from CRF 101836		-	-	-	-	-	-
Interest Income		-					
Ending Balance \$		150,200	200,200	250,200	300,200	350,200	400,200

Assumptions/Background:

Membrane replacement at \$500K every 10 years, anticipated next replacement in 2030.

CAPITAL REGIONAL DISTRICT

2024 Budget

Maliview Sewer Utility (SSI)

EAC Review

OCTOBER 2023

Service: 3.820 Maliview Sewer Utility (SSI)

Committee: Electoral Area

DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of \$20,000 or \$2.50 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$175,295.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982) <i>Retired in 2019</i>
	Bylaw No. 3364 (Aug 2006)	(24,000) <i>Retired in 2021</i>
	Expired	(518)
REMAINING:		<u><u>\$0</u></u>

COMMISSION:

Maliview Sewer Local Service Commission - Bylaw 4371 (Dec 09, 2020)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge: Annual Fixed Fee per water service connection

Parcel Tax: Annual, levied only on properties capable of being connected to the system.

Consumption Charge: \$1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System

Connection Charge: Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

3.820 - Maliview Estates Sewer System	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	24,160	19,000	25,010	-	-	25,010	25,510	26,020	26,540	27,070
Screenings, Grit & Waste Sludge Disposal	37,820	32,000	39,140	-	-	39,140	39,920	40,720	41,530	42,360
Repairs & Maintenance	3,950	20,990	4,090	-	40,000	44,090	4,160	4,230	14,300	4,380
Allocations	21,716	21,716	24,097	-	-	24,097	24,556	25,048	25,547	26,052
Electricity	3,360	3,100	3,450	-	-	3,450	3,520	3,590	3,660	3,730
Water	1,420	1,420	1,470	-	-	1,470	1,500	1,530	1,560	1,590
Supplies	1,180	1,180	1,200	-	-	1,200	1,220	1,240	1,260	1,280
Labour Charges	47,980	57,730	52,222	-	-	52,222	53,270	54,341	55,432	56,546
Other Operating Expenses	9,500	9,040	9,140	-	-	9,140	9,360	9,580	9,810	10,050
TOTAL OPERATING COSTS	151,086	166,176	159,819	-	40,000	199,819	163,016	166,299	179,639	173,058
*Percentage Increase over prior year			5.8%		26.5%	32.3%	-18.4%	2.0%	8.0%	-3.7%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	39,650	40,035	39,540	-	-	39,540	35,890	32,130	34,150	35,715
Transfer to Operating Reserve Fund	13,000	13,000	13,000	-	-	13,000	13,000	13,000	13,000	13,000
Debt Reserve Fund	3,410	-	3,710	-	-	3,710	2,300	2,300	-	-
MFA Principal Payment	-	-	-	-	-	-	9,399	15,226	21,053	21,053
MFA Interest Payment	11,765	-	12,577	-	-	12,577	19,242	29,132	36,549	36,549
TOTAL DEBT / RESERVES	67,825	53,035	68,827	-	-	68,827	79,831	91,788	104,752	106,317
TOTAL COSTS	218,911	219,211	228,646	-	40,000	268,646	242,847	258,087	284,391	279,375
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	(40,000)	(40,000)	-	-	(10,000)	-
Sales - Sewer Use	(25,000)	(25,000)	(25,000)	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
User Charges	(188,861)	(188,861)	(198,306)	-	-	(198,306)	(212,192)	(227,052)	(242,950)	(247,810)
Other Revenue	(150)	(450)	(270)	-	-	(270)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(214,011)	(214,311)	(223,576)	-	(40,000)	(263,576)	(237,422)	(252,282)	(278,180)	(273,040)
REQUISITION - PARCEL TAX	(4,900)	(4,900)	(5,070)	-	-	(5,070)	(5,425)	(5,805)	(6,211)	(6,335)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			5.0%			5.0%	7.0%	7.0%	7.0%	2.0%
Requisition			3.5%			3.5%	7.0%	7.0%	7.0%	2.0%
Combined			4.4%			4.4%	6.2%	6.3%	6.3%	1.8%

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

Service No.	3.820	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Maliview Sewer Utility (SSI)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$2,110,000	\$2,460,000	\$265,000	\$285,000	\$0	\$0	\$0	\$3,010,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,110,000	\$2,460,000	\$265,000	\$285,000	\$0	\$0	\$0	\$3,010,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$301,000	\$371,000	\$230,000	\$230,000	\$0	\$0	\$0	\$831,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$1,809,000	\$1,989,000	\$0	\$45,000	\$0	\$0	\$0	\$2,034,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$100,000	\$35,000	\$10,000	\$0	\$0	\$0	\$145,000
	\$2,110,000	\$2,460,000	\$265,000	\$285,000	\$0	\$0	\$0	\$3,010,000

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.820

Service Name: Malliview Sewer Utility (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-03	Replacement	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements	\$ 2,260,000	S	Grant	\$ 1,809,000	\$ 1,989,000	\$ -	\$ -	\$ -	\$ -	\$ 1,989,000
21-03	Replacement	Wastewater Treatment Plant Upgrade	Malliview Resident's 10% Share. Includes CRD project management.		S	Debt	\$ 201,000	\$ 271,000	\$ -	\$ -	\$ -	\$ -	\$ 271,000
21-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works that will require borrowing to fund.	\$ 50,000	S	Res	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
21-01	Replacement	Referendum for Borrowing	Referendum or Alternative Approval Process - Funding for Future Projects	\$ 35,000	S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
23-02	Study	I&I program (MOE Requirement)	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.	\$ 120,000	S	Debt	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-02	Study	I&I program (MOE Requirement)	CRD Project Management		S	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
22-02	Renewal	Collection system repairs and/or renewal	Replacement/repair of collection pipe and manholes. Includes CRD project management.	\$ 460,000	S	Debt	\$ -	\$ -	\$ 230,000	\$ 230,000	\$ -	\$ -	\$ 460,000
23-01	New	SAMP Development	Develop an asset management plan for the facility.	\$ 55,000	S	Grant	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
23-01	New		CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
24-01	New	Public Education Program Sewers	Public Education Program Sewers	\$ 15,000	S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
24-02	New	Provisional allowance for the supply and installation of key components and critical spares.	Provisional allowance for the supply and installation of key components and critical spares.	\$ 40,000	S	Res	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 40,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 3,035,000			\$ 2,110,000	\$ 2,460,000	\$ 265,000	\$ 285,000	\$ -	\$ -	\$ 3,010,000

Service: 3.820 Maliview Sewer Utility (SSI)

Project Number	21-03	Capital Project Title	Wastewater Treatment Plant Upgrade	Capital Project Description	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements
Project Rationale	Current RBC system can not consistently meet regulatory requirement and have been warned by both federal and provincial regulators in 2019 regarding effluent noncompliance.				

Project Number	21-02	Capital Project Title	Public Engagement	Capital Project Description	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Project Rationale					

Project Number	21-01	Capital Project Title	Referendum for Borrowing	Capital Project Description	Referendum or Alternative Approval Process - Funding for Future Projects
Project Rationale					

Project Number	23-02	Capital Project Title	I&I program (MOE Requirement)	Capital Project Description	Clean, CCTV, smoke test & report, review and develop defects list and repair requirements.
Project Rationale	The MoE has stipulated that there shall be an I & I Program. The first stage is investigative and will include cleaning, CCTV inspection and smoke testing to locate the leaks and develop a strategy for their repair. The second stage will be the physical repair and renewal of the wastewater piping and manholes.				

Service: 3.820 Maliview Sewer Utility (SSI)

Project Number	22-02	Capital Project Title	Collection system repairs and/or renewal	Capital Project Description	Replacement/repair of collection pipe and manholes. Includes CRD project management.
Project Rationale	The current collection systems are aged and failing need to be replaced.This is the initial phase.				

Project Number	23-01	Capital Project Title	SAMP Development	Capital Project Description	Develop an asset management plan for the facility.
Project Rationale	This service has no up-to-date asset management plan				

Project Number	24-01	Capital Project Title	Public Education Program Sewers	Capital Project Description	Public Education Program Sewers
Project Rationale					

Project Number	24-02	Capital Project Title	Provisional allowance for the supply and installation of key components and critical spares.	Capital Project Description	Provisional allowance for the supply and installation of key components and critical spares.
Project Rationale					

Maliview Estates Sewer System
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	45,861	18,861	31,861	44,861	47,861	60,861
Capital Reserve Fund	123,182	62,722	63,612	85,742	119,892	155,607
Total	169,043	81,583	95,473	130,603	167,753	216,468

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105211	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	31,043	45,861	18,861	31,861	44,861	47,861
Transfer from Ops Budget	13,000	13,000	13,000	13,000	13,000	13,000
Expenditures	-	(40,000)	-	-	(10,000)	-
Planned Maintenance Activity		Sanitary sewer system flushing and inspections			Outfall Inspection	
Interest Income*	1,818					
Ending Balance \$	45,861	18,861	31,861	44,861	47,861	60,861

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Capital Reserve Fund - Bylaw 1499

Surplus money from the operation of the sewerage system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1041 Fund Centre: 101385	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	79,029	123,182	62,722	63,612	85,742	119,892
Transfer from Ops Budget	40,035	39,540	35,890	32,130	34,150	35,715
Transfer from Cap Fund	-					
Transfer to Cap Fund	-	(100,000)	(35,000)	(10,000)	-	-
Interest Income*	4,118					
Ending Balance \$	123,182	62,722	63,612	85,742	119,892	155,607

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Grants in Aid

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.116 SSI Grants in Aid

Committee: Electoral Area

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$152,452 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of \$346,536.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.116 - SSI Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	53,484	53,000	45,000	-	-	45,000	48,000	48,000	48,000	48,000
Allocations	7,288	7,288	4,799	-	-	4,799	4,904	5,011	5,119	5,228
TOTAL OPERATING COSTS	60,772	60,288	49,799	-	-	49,799	52,904	53,011	53,119	53,228
*Percentage Increase over prior year			-18.1%			-18.1%	6.2%	0.2%	0.2%	0.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	787	(787)	-	-	(787)	-	-	-	-
Balance c/fwd from 2022 to 2023	(33,964)	(33,964)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(37)	(37)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Other Revenue	(5,213)	(5,516)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(39,214)	(38,730)	(1,047)	-	-	(1,047)	(260)	(260)	(260)	(260)
REQUISITION	(21,558)	(21,558)	(48,752)	-	-	(48,752)	(52,644)	(52,751)	(52,859)	(52,968)
*Percentage increase over prior year Requisition			126.1%			126.1%	8.0%	0.2%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Economic Sustainability

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.124 SSI Economic Development

Committee: Electoral Area

DEFINITION:

Community Economic Sustainability Commission Establishing Bylaw No. 3727 (amendment 4482), with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated

COMMISSION:

Salt Spring Island Community Economic Sustainability Commission

FUNDING:

Requisition

1.124 - SSI Economic Sustainability

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Website Maintenance	15,000	100	100	-	-	100	100	100	100	100
Project Costs	40,000	25,000	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Third Party Payments	20,000	20,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Allocations	12,181	12,181	13,239	-	-	13,239	13,486	13,784	14,065	14,347
Operating - Other	9,400	2,665	6,010	-	-	6,010	6,130	6,250	6,370	6,500
TOTAL OPERATING COSTS	96,581	59,946	69,349	-	-	69,349	69,716	70,134	70,535	70,947
*Percentage Increase over prior year			-28.2%			-28.2%	0.5%	0.6%	0.6%	0.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	36,635	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	96,581	96,581	74,349	-	-	74,349	74,716	75,134	75,535	75,947
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(73)	(73)	(80)	-	-	(80)	(60)	(60)	(60)	(60)
Other Income	(550)	(550)	(570)	-	-	(570)	(580)	(590)	(600)	(610)
TOTAL REVENUE	(623)	(623)	(650)	-	-	(650)	(640)	(650)	(660)	(670)
REQUISITION	(95,958)	(95,958)	(73,699)	-	-	(73,699)	(74,076)	(74,484)	(74,875)	(75,277)
*Percentage increase over prior year Requisition			-23.2%			-23.2%	0.5%	0.6%	0.5%	0.5%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 Fund Centre: 105534	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	25,197	26,517	31,517	36,517	41,517	46,517
Transfer from Ops Budget	-	5,000	5,000	5,000	5,000	5,000
Interest Income*	1,320					
Ending Balance \$	26,517	31,517	36,517	41,517	46,517	51,517

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Public Library

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.141 SSI Public Library

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of \$600,000 or \$0.186 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$1,289,114.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	\$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		<u>\$ -</u>

FUNDING:

Requisition

Change in Budget 2023 to 2024
Service: 1.141 SSI Public Library

	Total Expenditure	Comments
2023 Budget	677,239	
Other Changes:		
Annual contribution to SSI Public Library Association	46,590	Increase in requested contribution to SSI Public Library Association
Other Costs	4,077	Increase in other costs such as insurance, maintenance, and interest etc.
Total Other Changes	50,667	
2024 Budget	727,906	
Summary of % Expense Change		
2024 contribution to SSI Public Library Association	6.9%	
Balance of change	0.6%	
% expense increase from 2023:	7.5%	
% Requisition increase from 2023 (if applicable):	7.5%	Requisition funding is 99.8% of service revenue

Overall 2023 Budget Performance (expected variance to budget and surplus treatment)		
There is an estimated one-time favourable variance of \$780 (0.1%) mainly due to lower repairs and maintenance expenses. This variance will be moved to Capital Reserve, which has an expected year end balance of \$73,100 before this transfer.		

1.141 - SSI Public Library

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to Library	465,850	465,850	512,440	-	-	512,440	563,680	574,950	586,450	598,180
Allocations	24,644	24,644	25,419	-	-	25,419	25,927	26,446	26,975	27,514
Insurance	8,150	8,150	8,250	-	-	8,250	8,660	9,090	9,540	10,020
Other Operating Expenses	6,693	8,413	9,815	-	-	9,815	9,890	9,970	10,050	10,130
Contingency	2,500	-	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL OPERATING COSTS	507,837	507,057	558,424	-	-	558,424	610,657	622,956	635,515	648,344
*Percentage Increase over prior year			10.0%			10.0%	9.4%	2.0%	2.0%	2.0%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	23,255	24,035	23,255	-	-	23,255	26,570	29,920	170,090	173,545
MFA Debt Reserve Fund	540	540	620	-	-	620	620	620	30	30
MFA Principal Payment	112,357	112,357	112,357	-	-	112,357	112,357	112,357	4,994	4,994
MFA Interest Payment	33,250	33,250	33,250	-	-	33,250	33,250	33,250	3,850	3,850
TOTAL DEBT / RESERVE	169,402	170,182	169,482	-	-	169,482	172,797	176,147	178,964	182,419
TOTAL COSTS	677,239	677,239	727,906	-	-	727,906	783,454	799,103	814,479	830,763
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(492)	(492)	(512)	-	-	(512)	(520)	(530)	(540)	(550)
MFA Debt reserve fund earnings	(540)	(540)	(620)	-	-	(620)	(620)	(620)	(30)	(30)
Other Income	(524)	(524)	(524)	-	-	(524)	(540)	(550)	(560)	(570)
TOTAL REVENUE	(1,556)	(1,556)	(1,656)	-	-	(1,656)	(1,680)	(1,700)	(1,130)	(1,150)
REQUISITION	(675,683)	(675,683)	(726,250)	-	-	(726,250)	(781,774)	(797,403)	(813,349)	(829,613)
*Percentage increase over prior year Requisition			7.5%			7.5%	7.6%	2.0%	2.0%	2.0%

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

Service No.	1.141	Carry						
	SSI Public Library	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000
	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000

5 YEAR CAPITAL PLAN

Service #: 1.141

Service Name: SSI Public Library

[illegible]

Service: 1.141 SSI Public Library

Project Number	23-01	Capital Project Title	Emergency Repairs	Capital Project Description	Unforseen Emergency Repairs
Project Rationale					

Project Number	28-01	Capital Project Title	Roof Repairs	Capital Project Description	Repair Roof
Project Rationale					

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
 -Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
 -Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1084 102136	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		56,881	73,100	86,355	112,925	142,845	312,935
Transfer from Ops Budget		23,255	23,255	26,570	29,920	170,090	173,545
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(10,000)	(10,000)	-	-	-	(15,000)
Interest Income*		2,964					
Ending Balance \$		73,100	86,355	112,925	142,845	312,935	471,480

Assumptions/Backgrounds:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Street Lighting

EAC Review

OCTOBER 2023

Service: 1.234 SSI Street Lighting

Committee: Electoral Area

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of \$24,370 or \$0.0075 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$50,917.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electricity	25,650	25,550	26,400	-	-	26,400	27,000	27,500	28,000	28,500
Allocations	1,310	1,310	1,348	2,000	-	3,348	3,415	3,492	3,571	3,649
Contribution projects	-	-	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Other Operating Expenses	-	220	100	-	-	100	100	100	100	100
TOTAL COSTS	26,960	27,080	27,848	4,000	-	31,848	32,515	33,092	33,671	34,249
*Percentage Increase over prior year			3.3%	14.8%		18.1%	2.1%	1.8%	1.7%	1.7%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(120)	120	-	-	120	-	-	-	-
Balance c/fwd from 2022 to 2023	922	922	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	882	762	80	-	-	80	(40)	(40)	(40)	(40)
REQUISITION	(27,842)	(27,842)	(27,928)	(4,000)	-	(31,928)	(32,475)	(33,052)	(33,631)	(34,209)
*Percentage increase over prior year Requisition			0.3%	14.4%		14.7%	1.7%	1.8%	1.8%	1.7%

CAPITAL REGIONAL DISTRICT

2024 Budget

Fernwood Dock (SSI)

EAC Review

OCTOBER 2023

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately \$280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Parks and Recreation Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$162,800 or \$0.05 / \$1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of \$346,536.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).
Salt Spring Island Parks and Recreation Commission (Bylaw #4293 No.1, 2019)

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	6,190	6,190	6,410	-	-	6,410	6,530	6,670	6,800	6,940
Insurance	3,256	3,256	3,350	-	-	3,350	3,520	3,700	3,880	4,070
Supplies	790	-	820	-	-	820	840	860	880	900
Allocations	3,562	3,562	3,670	-	-	3,670	3,743	3,817	3,894	3,972
Other Operating Expenses	2,257	1,745	2,297	-	-	2,297	2,441	2,575	2,708	2,841
TOTAL OPERATING COSTS	16,055	14,753	16,547	-	-	16,547	17,074	17,622	18,162	18,723
*Percentage Increase over prior year			3.1%			3.1%	3.2%	3.2%	3.1%	3.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	1,302	-	5,000	-	5,000	10,000	16,000	18,000	20,000
TOTAL CAPITAL / RESERVE	-	1,302	-	5,000	-	5,000	10,000	16,000	18,000	20,000
TOTAL COSTS	16,055	16,055	16,547	5,000	-	21,547	27,074	33,622	36,162	38,723
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(37)	(37)	(37)	-	-	(37)	(40)	(40)	(40)	(40)
TOTAL REVENUE	(167)	(167)	(167)	-	-	(167)	(170)	(170)	(170)	(170)
REQUISITION - PARCEL TAX	(15,888)	(15,888)	(16,380)	(5,000)	-	(21,380)	(26,904)	(33,452)	(35,992)	(38,553)
*Percentage increase over prior year Requisition			3.1%	31.5%		34.6%	25.8%	24.3%	7.6%	7.1%

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

Service No. 1.236	Carry						
SSI Small Craft Harbour (Fernwood Dock)	Forward	2024	2025	2026	2027	2028	TOTAL
	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$70,000	\$55,000	\$60,000	\$10,000	\$10,000	\$205,000

\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
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Service Name: SSI Small Craft Harbour (Fernwood Dock)

[illegible]

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)

Project Number	23-01	Capital Project Title	Annual Preventative Maintenance and Repairs	Capital Project Description	Paint and replace rotten deck boards, float rail and antislip gangway.
Project Rationale	Annual preventative maintenance and repiars to extend useful life.				

Project Number	24-02	Capital Project Title	Anticipated work from 2023 inspection	Capital Project Description	Replace and repair damaged sections
Project Rationale	Lifecycle replacement				

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund - Bylaw 3808

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1080 102111	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		215,513	172,511	107,511	62,511	18,511	26,511
Transfer from Ops Budget		-	5,000	10,000	16,000	18,000	20,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(53,000)	(70,000)	(55,000)	(60,000)	(10,000)	(10,000)
Interest Income*		9,998					
Ending Balance \$		172,511	107,511	62,511	18,511	26,511	36,511

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transit (SSI)

Local Community Commission (LCC) Review

OCTOBER 2023

Service: **1.238 SSI Community Transit & Transportation**
 1.238A Community Transit (SSI)

Commission: SSI Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$245,000 or \$0.076 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$526,735.

COMMISSION:

Salt Spring Island Transportation Commission

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

1.238A - Community Transit (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Gross Municipal Obligation	537,754	538,149	564,200	-	-	564,200	581,487	593,117	604,979	617,079
Allocations	24,650	24,650	30,084	-	-	30,084	30,699	31,315	31,953	32,592
Other Operating Expenses	2,480	2,627	2,580	-	-	2,580	2,640	2,700	2,760	2,830
TOTAL OPERATING COSTS	564,884	565,426	596,864	-	-	596,864	614,826	627,132	639,692	652,501
*Percentage Increase over prior year			5.7%			5.7%	3.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	35,000	35,000	10,000	-	-	10,000	35,000	40,000	40,000	40,000
Transfer to Operating Reserve Fund	-	1,397	-	-	-	-	-	8,520	9,460	10,425
TOTAL CAPITAL / RESERVES	35,000	36,397	10,000	-	-	10,000	35,000	48,520	49,460	50,425
TOTAL COSTS	599,884	601,823	606,864	-	-	606,864	649,826	675,652	689,152	702,926
*Percentage Increase over prior year			1.2%			1.2%	7.1%	4.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(120,000)	(120,000)	(70,000)	-	-	(70,000)	-	-	-	-
Transit Pass Revenue	(195,482)	(190,413)	(210,608)	-	-	(210,608)	(221,178)	(225,602)	(230,114)	(234,716)
Safe Restart Funding Allocation	(22,476)	(28,804)	-	-	-	-	-	-	-	-
Other Income	(520)	(1,200)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Grants in Lieu of Taxes	(144)	(144)	(150)	-	-	(150)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(338,622)	(340,561)	(281,278)	-	-	(281,278)	(221,858)	(226,282)	(230,794)	(235,396)
REQUISITION	(261,262)	(261,262)	(325,586)	-	-	(325,586)	(427,968)	(449,370)	(458,358)	(467,530)
*Percentage increase over prior year Requisition			24.6%			24.6%	31.4%	5.0%	2.0%	2.0%

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

Service No.	1.238A	Carry						
	Community Transit (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000

SOURCE OF FUNDS

Capital Funds on Hand	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$260,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
	\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.238A

Service Name: Community Transit (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
23-01	New	Bus Shelters	Bus Shelter program. Location TBA. Construction.	\$ 300,000	S	Grant	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
23-01		Bus Shelters	Bus Shelter program. Location TBA. Site and foundation design. (CWF Grant)		S	Grant	\$ -	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
23-01		Bus Shelters	Bus Shelter program. Location TBA. CRD Project Management.		S	Res	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
23-02	New	O & M Facility Plan	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 350,000			\$ 50,000	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 350,000

Service: 1.238A Community Transit (SSI)

Project Number	23-01	Capital Project Title	Bus Shelters	Capital Project Description	Bus Shelter program. Location TBA. Construction.
Project Rationale	Continuation of the Art Inspired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.				

Project Number	23-01	Capital Project Title	Bus Shelters	Capital Project Description	Bus Shelter program. Location TBA. Construction.
Project Rationale	Continuation of the Art Inspired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.				

Project Number	23-02	Capital Project Title	O & M Facility Plan	Capital Project Description	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.
Project Rationale	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.				

Community Transit (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	77,996	7,996	7,996	16,516	25,976	36,401
Capital Reserve Fund	8,925	18,925	43,925	73,925	103,925	133,925
Total	86,921	26,921	51,921	90,441	129,901	170,326

Reserve Schedule

Reserve Fund: 1.238 SSI Transit - Operating Reserve Fund - Bylaw 4146

Reserve Cash Flow

Fund: Fund Centre:	1500 105409	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		192,796	77,996	7,996	7,996	16,516	25,976
Transfer from Ops Budget		-	-	-	8,520	9,460	10,425
Transfer to Ops Budget		(120,000)	(70,000)	-	-	-	-
Interest Income*		5,200					
Ending Balance \$		77,996	7,996	7,996	16,516	25,976	36,401

Assumptions/Background:

To fund service expansions & bus leasing costs

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

Reserve Schedule

Reserve Fund: SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1091 102201	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		23,915	8,925	18,925	43,925	73,925	103,925
Transfer from Ops Budget		35,000	10,000	35,000	40,000	40,000	40,000
Planned Purchase		(50,000)	-	(10,000)	(10,000)	(10,000)	(10,000)
Interest Income*		10					
Ending Balance \$		8,925	18,925	43,925	73,925	103,925	133,925

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilities, land acquisition as well as machinery or equipment necessary for capital works and related debt servicing.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transportation (SSI)

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.238 SSI Community Transit & Transportation
1.238B Community Transportation (SSI)

Commission: SSI Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$146,250 or \$0.044 / \$1,000 of actual assesses value of land and improvements. To a maximum of \$304,952.

COMMISSION:

Salt Spring Island Transportation Commission

FUNDING:

Requisition

1.238B - Community Transportation (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	-	-	-	-	-	-	-	-	-	-
Pathway Maintenance	-	1,448	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	57,301	57,301	21,809	-	-	21,809	22,201	22,677	23,125	23,597
Labour Cost	22,030	31,730	23,130	-	-	23,130	23,612	24,102	24,602	25,118
Other Operating Expenses	1,662	1,521	1,550	-	-	1,550	1,560	1,570	1,580	1,590
TOTAL OPERATING COSTS	80,993	92,000	48,489	-	-	48,489	49,373	50,349	51,307	52,305
*Percentage Increase over prior year			-40.1%			-40.1%	1.8%	2.0%	1.9%	1.9%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	68,000	56,253	100,000	-	-	100,000	100,000	100,000	100,000	100,000
Transfer to Operating Reserve Fund	-	-	9,770	-	-	9,770	4,730	2,000	2,000	2,000
MFA Debt Reserve Fund	-	-	-	-	-	-	3,200	1,350	3,150	4,100
Principal Payment	-	-	-	-	-	-	-	9,368	13,321	22,542
Interest Payment	-	-	-	-	-	-	3,920	17,334	30,013	47,775
TOTAL DEBT / RESERVES	68,000	56,253	109,770	-	-	109,770	111,850	130,052	148,484	176,417
TOTAL COSTS	148,993	148,253	158,259	-	-	158,259	161,223	180,401	199,791	228,722
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Income	(1,040)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(127)	(127)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	(1,167)	(427)	(430)	-	-	(430)	(430)	(430)	(430)	(430)
REQUISITION	(147,826)	(147,826)	(157,829)	-	-	(157,829)	(160,793)	(179,971)	(199,361)	(228,292)
*Percentage increase over prior year Requisition						6.8%	1.9%	11.9%	10.8%	14.5%

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

Service No.	1.238B	Carry						
	Community Transportation (SSI)	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$320,000	\$135,000	\$315,000	\$410,000	\$1,180,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$210,000	\$840,000	\$320,000	\$700,000	\$1,015,000	\$3,085,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$275,000	\$95,000	\$60,000	\$85,000	\$145,000	\$660,000
	\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.2388

Service Name:

Community Transportation (55)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)	\$ 230,000	S	Grant	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	CRD Project Management		S	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.	\$ 95,000	S	Grant	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	CRD Project Management		S	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
22-06	New	Lower Ganges Road - Barrier removal or relocation.	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.	\$ 14,000	S	Res	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
22-08	New	Lower Ganges Road - Concrete Barrier removal or relocation.	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.	\$ 69,000	S	Res	\$ -	\$ 69,000	\$ -	\$ -	\$ -	\$ -	\$ 69,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.	\$ 1,075,000	S	Res	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ 10,000	\$ 700,000	\$ -	\$ 710,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 305,000	\$ -	\$ 305,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.	\$ 485,000	S	Res	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ 10,000	\$ 310,000	\$ -	\$ -	\$ 320,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ -	\$ 135,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management	\$ 190,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ 105,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (30%) Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 60,000	\$ 65,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.	\$ 1,180,000	S	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ 10,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 760,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ 320,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Detailed design and obtain permits and regulatory approvals - Whims Road from Malview to North End Road, and CRD Project Management.	\$ 255,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (30%) Includes construction administration and CRD project management.		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 85,000	\$ 90,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.	\$ 465,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,000	\$ 310,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ 130,000
22-09	New	Pathway Standards and Maintenance Development	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.	\$ 22,000	S	Res	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
23-05	New	Pathway Maintenance Equipment	Purchase of equipment for snow removal and pathway repairs and maintenance.	\$ 45,000	S	Res	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.	\$ 270,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 90,000	\$ 130,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Construction of pedestrian facilities along McPhillips Avenue. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road	\$ 485,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management. (70% BCAT)		S	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management. (30%)		S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ 135,000
24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 4,915,000			\$ -	\$ 485,000	\$ 1,255,000	\$ 515,000	\$ 1,100,000	\$ 1,570,000	\$ 4,925,000

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-04	Capital Project Title	Construction Program for Pathway Network Merchant Mews (300 m)	Capital Project Description	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)
Project Rationale	This is a pathway to benefit users from a safety and access perspective from the Merchant Mews commercial area connecting it to pathways that lead to Ganges.				

Project Number	22-06	Capital Project Title	Lower Ganges Road - Barrier removal or relocation.	Capital Project Description	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated.				

Project Number	22-08	Capital Project Title	Lower Ganges Road - Concrete Barrier removal or relocation.	Capital Project Description	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated from Booth Canal Road north along Lower Ganges Road				

Project Number	22-12	Capital Project Title	Design and Construction of Pathway - Rainbow Road (350 m)	Capital Project Description	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.
Project Rationale	This project is part of the Active Transportation network. Design and construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-14	Capital Project Title	Design and Construction of Pathway - Swanson Road (600 m)	Capital Project Description	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.
Project Rationale	This project is part of the Active transportation. Design and construction of pathway network sections that have been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.				

Project Number	23-01	Capital Project Title	Design and Construction of Pathway - Park Drive (200 m)	Capital Project Description	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management
Project Rationale	This project is part of the Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management.				

Project Number	23-03	Capital Project Title	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Capital Project Description	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.
Project Rationale	This project is part of the Active Transportation network. Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.				

Project Number	24-01	Capital Project Title	Strategic Asset Management Plan & Accessibility Assessment	Capital Project Description	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.
Project Rationale	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	25-01	Capital Project Title	Design and Construction of Pathway - Sunset Road (500 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.
Project Rationale	Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.				

Project Number	22-09	Capital Project Title	Pathway Standards and Maintenance Development	Capital Project Description	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.
Project Rationale	Develop a set of standards and specifications for pathway design, construction and maintenance.				

Project Number	23-05	Capital Project Title	Pathway Maintenance Equipment	Capital Project Description	Purchase of equipment for snow removal and pathway repairs and maintenance.
Project Rationale	Purchase of equipment for snow removal and pathway repairs and maintenance.				

Project Number	24-02	Capital Project Title	Design and Construction of Pathway - Whims Road (300 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.
Project Rationale					

Service:	1.238B	Community Transportation (SSI)
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Project Number	24-03	Capital Project Title	McPhillips Avenue Pedestrian Facilities	Capital Project Description	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.
Project Rationale					

Project Number	28-01	Capital Project Title	Design and Construction of Pathway - Drake Road (650 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road
Project Rationale					

Project Number	24-04	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale					

Community Transportation (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	20,251	30,021	34,751	36,751	38,751	40,751
Pathways CRF	286,689	111,689	116,689	156,689	171,689	126,689
Sidewalks CRF-Closed	-	-	-	-	-	-
North Ganges Transportation Plan-Closed	-	-	-	-	-	-
Total	306,940	141,710	151,440	193,440	210,440	167,440

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund: Fund Centre:	1500 105539	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		19,068	20,251	30,021	34,751	36,751	38,751
Transfer from Ops Budget		-	9,770	4,730	2,000	2,000	2,000
Planned Purchase		-	-	-	-	-	-
Interest Income*		1,183					
Ending Balance \$		20,251	30,021	34,751	36,751	38,751	40,751

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1086 102142	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		391,522	286,689	111,689	116,689	156,689	171,689
Transfer from Ops Budget		56,253	100,000	100,000	100,000	100,000	100,000
Transfer from Capital Fund		-					
Planned Purchase		(175,000)	(275,000)	(95,000)	(60,000)	(85,000)	(145,000)
Interest Income*		13,914					
Ending Balance \$		286,689	111,689	116,689	156,689	171,689	126,689

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servicing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Arts

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.299 SSI Arts

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$93,050 or \$0.031 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$214,852.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Art Centre Society	83,993	83,993	86,933	-	-	86,933	88,669	90,440	92,246	94,094
Gulf Islands Community Arts Council	35,997	35,997	37,257	-	-	37,257	38,001	38,760	39,534	40,326
Allocations	2,404	2,404	2,452	-	-	2,452	2,501	2,551	2,602	2,654
Other Operating Expenses	210	500	500	-	5,690	6,190	500	500	500	500
TOTAL COSTS	122,604	122,894	127,142	-	5,690	132,832	129,671	132,251	134,882	137,574
*Percentage Increase over prior year			3.7%		4.6%	8.3%	-2.4%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(290)	290	-	-	290	-	-	-	-
Balance c/fwd from 2022 to 2023	576	576	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	486	196	200	-	-	200	(90)	(90)	(90)	(90)
REQUISITION	(123,090)	(123,090)	(127,342)	-	(5,690)	(133,032)	(129,581)	(132,161)	(134,792)	(137,484)
*Percentage increase over prior year Requisition			3.5%		4.6%	8.1%	-2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Livestock Injury Compensation

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.342 SSI Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Salt Spring Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Salt Spring Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.342 - SSI Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	3,053	(3,053)	-	-	(3,053)	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	-	(53)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,053)	(53)	(3,053)	-	-	(3,053)	-	-	-	-
REQUISITION	(105)	(105)	(105)	-	-	(105)	(3,161)	(3,164)	(3,168)	(3,171)
*Percentage increase over prior year Requisition						0.0%	2910.5%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Search and Rescue

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.378 SSI Search and Rescue

Committee: Electoral Area

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$15,000 or \$0.0053 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$36,733.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to SSI SAR Society	23,403	23,400	23,500	-	-	23,500	24,187	24,151	24,115	24,079
Allocations	1,639	1,639	1,252	-	-	1,252	1,277	1,303	1,329	1,355
Other Expenses	-	692	330	-	-	330	340	350	360	370
TOTAL COSTS	25,042	25,731	25,082	-	-	25,082	25,804	25,804	25,804	25,804
*Percentage Increase over prior year			0.2%			0.2%	2.9%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(722)	722	-	-	722	-	-	-	-
Balance c/fwd from 2022 to 2023	762	762	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(82)	(49)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
			-			-				
TOTAL REVENUE	662	(27)	622	-	-	622	(100)	(100)	(100)	(100)
REQUISITION	(25,704)	(25,704)	(25,704)	-	-	(25,704)	(25,704)	(25,704)	(25,704)	(25,704)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Pool, Park Land, Community Recreation and Parks

Local Community Commission (LCC) Review

OCTOBER 2023

1.455 / 1.458 / 1.459

**Salt Spring Island Parks & Rec -
All Service Areas**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL
Swimming Pool	947,815	992,882
Park Land	1,065,130	1,119,703
Community Recreation	285,642	335,523
Community Parks	1,006,929	1,007,391
TOTAL OPERATING COSTS	3,305,516	3,455,499

*Percentage Increase

CAPITAL / RESERVE

Swimming Pool	47,500	51,500
Park Land	52,124	52,124
Community Recreation	-	-
Community Parks	15,000	15,000
DEBT CHARGES	90	-
TOTAL CAPITAL / RESERVES / DEBT	114,714	118,624

TOTAL COSTS **3,420,230** **3,574,123**

Internal Recoveries (476,328) (476,328)

OPERATING LESS RECOVERIES **2,943,902** **3,097,795**

FUNDING SOURCES (REVENUE)

Swimming Pool	(265,081)	(314,058)
Park Land	(147,654)	(202,227)
Community Recreation	(208,002)	(257,883)
Community Parks	(46,392)	(46,854)
TOTAL REVENUE	(667,129)	(821,022)

REQUISITION **(2,276,773)** **(2,276,773)**

*Percentage increase over prior year requisition

AUTHORIZED POSITIONS:
Salaried

2023
BOARD
BUDGET

ESTIMATED
ACTUAL

BUDGET REQUEST

2024

CORE
BUDGET

ONGOING

ONE-TIME

TOTAL

1,006,191	57,504	-	1,063,695
1,102,402	92,408	-	1,194,810
311,370	65,332	-	376,702
1,025,586	(51,309)	-	974,277
3,445,549	163,935	-	3,609,484

4.2% 5.0% 9.2%

95,000	-	-	95,000
45,000	-	-	45,000
5,000	-	-	5,000
28,000	-	-	28,000
-	-	-	-
173,000	-	-	173,000

3,618,549 **163,935** **-** **3,782,484**

(492,990) - (492,990)

3,125,559 **163,935** **-** **3,289,494**

(290,330)	-	36,877	(253,453)
(143,590)	(13,500)	23,316	(133,774)
(236,330)	(38,930)	5,000	(270,260)
(36,720)	-	31,672	(5,048)
(706,970)	(52,430)	96,865	(662,535)

(2,418,589) **(111,505)** **(96,865)** **(2,626,959)**

6.2% 4.9% 4.3% 15.4%

12.325	-0.40	11.925
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FUTURE PROJECTIONS

2025 2026 2027 2028

1,101,462	1,114,222	1,138,029	1,162,362
1,264,369	1,304,556	1,332,515	1,356,416
385,107	393,413	401,712	410,323
996,720	1,018,657	1,040,454	1,063,180
3,747,658	3,830,848	3,912,710	3,992,281

3.8% 2.2% 2.1% 2.0%

145,000	150,000	150,000	150,000
242,500	225,500	220,500	217,500
9,350	8,900	8,650	8,230
25,500	25,500	25,500	25,500
33,375	107,666	107,666	107,666
455,725	517,566	512,316	508,896

4,203,383 **4,348,414** **4,425,026** **4,501,177**

(502,850) (512,900) (523,160) (533,630)

3,700,533 **3,835,514** **3,901,866** **3,967,547**

(311,130)	(302,050)	(308,090)	(314,250)
(154,110)	(157,200)	(160,340)	(163,550)
(280,770)	(286,370)	(292,090)	(297,920)
(37,460)	(38,220)	(38,990)	(39,770)
(783,470)	(783,840)	(799,510)	(815,490)

(2,917,063) **(3,051,674)** **(3,102,356)** **(3,152,057)**

11.0% 4.6% 1.7% 1.6%

12.425	12.425	12.425	12.425
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1.45X SSI Pool, Park Land, Community Recreation and Community Parks
Reserves Summary
2024 - 2028 Financial Plan

Reserve/Fund Summary						
Reserve/Fund Summary	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund - SSI Pool & Park Land	1,389	11,389	41,389	71,389	101,389	131,389
Capital Reserve Fund - SSI Pool	85,521	105,521	145,521	210,521	300,521	390,521
Capital Reserve Fund - SSI Park Land	227,028	87,028	114,528	199,528	284,528	369,528
Capital Reserve Fund - Park Land Acquisition	615,818	615,818	615,818	615,818	615,818	615,818
Equipment Replacement Fund - SSI Pool	9,601	24,601	44,601	54,601	64,601	74,601
Subtotal	939,358	844,358	961,858	1,151,858	1,366,858	1,581,858
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	150,693	30,693	29,693	28,693	27,693	26,693
Equipment Replacement Fund	6,212	6,212	6,212	6,212	6,212	6,212
Subtotal	157,378	42,378	50,728	58,628	66,278	73,508
1.455 SSI Community Parks						
Operating Reserve Fund	5,000	12,500	17,500	22,500	27,500	32,500
Capital Reserve Fund - Community Parks	20,019	5,019	10,019	3,019	23,019	43,019
Capital Reserve Fund - Community Park Facilities	3,189	3,189	28,189	58,189	86,189	111,189
Equipment Replacement Fund	81,534	37,034	23,534	25,034	26,534	28,034
Subtotal	109,742	57,742	79,242	108,742	163,242	214,742
Ending Balance \$	1,206,478	944,478	1,091,828	1,319,228	1,596,378	1,870,108

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Parks

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.455 SSI Community Parks

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks. Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$498,297 or \$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$1,039,608.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

1.455 - Salt Spring Island Recreation - Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	487,519	509,128	508,746	(56,309)	-	452,437	463,005	473,816	484,876	496,179
Maintenance, Security & Insurance	35,690	21,695	39,170	-	-	39,170	40,150	41,170	42,210	43,270
Internal Allocations	124,672	116,757	131,200	-	-	131,200	134,915	137,831	140,218	143,111
Utilities & Operating - Supplies	39,489	36,323	39,470	-	-	39,470	40,230	41,000	41,780	42,560
Contract for Services	36,295	51,309	10,140	5,000	-	15,140	15,450	15,760	16,070	16,390
Travel - Vehicles	24,090	23,500	24,940	-	-	24,940	25,440	25,950	26,460	26,980
Parks Maintenance Labour	195,610	202,450	202,450	-	-	202,450	206,510	210,620	214,850	219,150
Bylaw Labour	63,564	46,229	69,470	-	-	69,470	71,020	72,510	73,990	75,540
TOTAL OPERATING COSTS	1,006,929	1,007,391	1,025,586	(51,309)	-	974,277	996,720	1,018,657	1,040,454	1,063,180
*Percentage Increase		0.0%	1.9%	-5.1%		-3.2%	2.3%	2.2%	2.1%	2.2%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,500	-	-	5,500	5,500	5,500	5,500	5,500
Transfer to Capital Reserve Fund	5,000	5,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Operating Reserve Fund	5,000	5,000	7,500	-	-	7,500	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	15,000	15,000	28,000	-	-	28,000	25,500	25,500	25,500	25,500
DEBT CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL COST	1,021,929	1,022,391	1,053,586	(51,309)	-	1,002,277	1,022,220	1,044,157	1,065,954	1,088,680
*Percentage Increase		0.0%	3.1%	-5.0%		-1.9%	2.0%	2.1%	2.1%	2.1%
Internal Time Recovery	(390,890)	(390,890)	(404,570)	-	-	(404,570)	(412,660)	(420,910)	(429,330)	(437,920)
TOTAL COSTS NET OF RECOVERIES	631,039	631,501	649,016	(51,309)	-	597,707	609,560	623,247	636,624	650,760
*Percentage Increase		0.1%	2.8%	-8.1%		-5.3%	2.0%	2.2%	2.1%	2.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(31,672)	-	-	31,672	31,672	-	-	-	-
Deficit c/fwd from 2022 to 2023	75,757	75,757	-	-	-	-	-	-	-	-
Rental Income	(111,100)	(87,500)	(25,280)	-	-	(25,280)	(25,790)	(26,310)	(26,840)	(27,370)
Grants in Lieu of Taxes	(339)	(339)	(350)	-	-	(350)	(360)	(370)	(380)	(390)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Other Grant	-	-	-	-	-	-	-	-	-	-
Revenue-Other	(10,710)	(3,100)	(11,090)	-	-	(11,090)	(11,310)	(11,540)	(11,770)	(12,010)
TOTAL REVENUE	(46,392)	(46,854)	(36,720)	-	31,672	(5,048)	(37,460)	(38,220)	(38,990)	(39,770)
REQUISITION	(584,647)	(584,647)	(612,296)	51,309	(31,672)	(592,659)	(572,100)	(585,027)	(597,634)	(610,990)
*Percentage increase over prior year requisition			4.7%	-8.8%	5.4%	1.4%	-3.5%	2.3%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	5.1		5.1	(1.0)		4.1	4.1	4.1	4.1	4.1
User Funding	17.6%					4.2%	4.2%	4.2%	4.2%	4.2%

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

Service No.	1.455	Carry						
	SSI Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$60,000	\$60,000	\$30,000	\$45,000	\$15,000	\$15,000	\$165,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$300,000	\$70,000	\$10,000	\$10,000	\$10,000	\$400,000
Vehicles	\$0	\$90,000	\$0	\$0	\$0	\$0	\$90,000
	\$335,000	\$450,000	\$100,000	\$55,000	\$25,000	\$25,000	\$655,000

SOURCE OF FUNDS

Capital Funds on Hand	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$30,000	\$60,000	\$30,000	\$15,000	\$15,000	\$15,000	\$135,000
Grants (Federal, Provincial)	\$230,000	\$320,000	\$20,000	\$0	\$0	\$0	\$340,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$35,000	\$30,000	\$50,000	\$40,000	\$10,000	\$10,000	\$140,000
	\$335,000	\$450,000	\$100,000	\$55,000	\$25,000	\$25,000	\$655,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

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Service #:

1.455

Service Name:

SSI Community Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
25-01	Renewal	Cushion Lake Beach Access Upgrades	Upgrades and improvements required for existing beach accesses on MOTI right of ways.	\$ 30,000	\$	Res	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
25-01	Renewal				\$	Grant	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
24-02	Replacement	Maintenance Equipment replacement	Replace maintenance equipment (Floor scrubber, Lighting, Flat deck trailer, push mower, weed eater, chainsaws)	\$ 105,000	E	ERF	\$ 30,000	\$ 30,000	\$ 30,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 105,000
25-02	Renewal	Grace Point Boardwalk Upgrades	Preventative maintenance to existing Grace Point boardwalk based on 2020 structural assessment	\$ 15,000	\$	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
20-08	New	Centennial Park Upgrades	Upgrades or replacement of park features and amenities	\$ 1,000,000	\$	Grant	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
21-01	New	Linear Park Development	Trial and parking upgrades or development	\$ 200,000	\$	Res	\$ 5,000	\$ -	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 55,000
21-01	New		CWF/Grant funding required for trail development		\$	Grant	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
21-05	Replacement	ERF Park Maintenance Vehicle Replacement	Replace maintenance 2012 Silverado truck with EV	\$ 90,000	V	ERF	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
21-05	Replacement		CWF to upgrade vehicle replacement to EV		V	Grant	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-01	New	New Maintenance Machinery	New mower, gator, tractor, skid steer	\$ 90,000	E	Res	\$ 30,000	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ 60,000
23-03	Renewal	Playground Upgrades	Drummon Park Playground Replacement	\$ 90,000	\$	Cap	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-03	Renewal	Playground Upgrades	CWF/Grant funding required for playground upgrades		\$	Grant	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,980,000	0	0	\$ 335,000	\$ 450,000	\$ 100,000	\$ 55,000	\$ 25,000	\$ 25,000	\$ 655,000

Service:

1.455

SSI Community Parks

Project Number

25-01

Capital Project Title

Cushion Lake Beach Access Upgrades

Capital Project Description

Upgrades and improvements required for existing beach accesses on MOTI right of ways.

Project Rationale Upgrades required for existing beach accesses

Project Number

24-02

Capital Project Title

Maintenance Equipment replacement

Capital Project Description

Replace maintenance equipment (Floor scrubber, Lighting, Flat deck trailer, push mower, weed eater, chainsaws)

Project Rationale Replacement of equipment that has reached its end of life.

Project Number

25-02

Capital Project Title

Grace Point Boardwalk Upgrades

Capital Project Description

Preventative maintenance to existing Grace Point boardwalk based on 2020 structural assessment

Project Rationale

Project Number

24-01

Capital Project Title

Ganges Harbour Walk (Detailed Design & Construction Documents)

Capital Project Description

Detailed design & construction for the Ganges Harbour Walk are required to secure a Statutory Right of Way needed for future construction

Project Rationale Detailed designs to secure Statutory Right of Way

Project Number	20-08	Capital Project Title	Centennial Park Upgrades	Capital Project Description	Upgrades or replacement of park features and amenities
Project Rationale	Upgrades based on the 2016 Centennial Park Master Plan				

Project Number	21-01	Capital Project Title	Linear Park Development	Capital Project Description	Trail and parking upgrades or development
Project Rationale	Upgrade existing trail network, develop new trails, improve or expand parking				

Project Number	23-01	Capital Project Title	New Maintenance Machinery	Capital Project Description	New mower, gator, tractor, skid steer
Project Rationale					

Project Number	23-02	Capital Project Title	New Maintenance Truck	Capital Project Description	New truck to replace lease vehicle
Project Rationale	Additional vehicle required for park maintenance (replace lease vehicle)				

Project Number	23-03	Capital Project Title	Playground Upgrades	Capital Project Description	Drummon Park Playground Replacement
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
1.455 SSI Community Parks						
Operating Reserve Fund	5,000	12,500	17,500	22,500	27,500	32,500
Capital Reserve Fund - Community Parks	20,019	5,019	10,019	3,019	23,019	43,019
Capital Reserve Fund - Community Park Facilities	3,189	3,189	28,189	58,189	86,189	111,189
Equipment Replacement Fund	81,534	37,034	23,534	25,034	26,534	28,034
Ending Balance \$	109,742	57,742	79,242	108,742	163,242	214,742

<u>Assumptions/Background:</u>

Reserve Schedule

1.455 - Community Parks - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.
--

Reserve Cash Flow

Fund: 1500 Fund Centre: 105548	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	5,000	12,500	17,500	22,500	27,500
Transfer from Ops Budget	5,000	7,500	5,000	5,000	5,000	5,000
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance \$	5,000	12,500	17,500	22,500	27,500	32,500

<u>Assumptions/Background:</u>

Reserve Schedule

1.455 - Community Parks - Capital Reserve Fund

Bylaw 3085

Reserve Cash Flow

Fund: 1064 Fund Centre: 101792	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	63,699	20,019	5,019	10,019	3,019	23,019
Transfer from Ops Budget	20,000	15,000	30,000	33,000	30,000	30,000
Expenditures (Based on Capital Plan)	(67,000)	(30,000)	(25,000)	(40,000)	(10,000)	(10,000)
Interest Income*	3,320					
Ending Balance \$	20,019	5,019	10,019	3,019	23,019	43,019

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

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

Reserve Schedule

1.455 - Community Park Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 102030	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,189	3,189	3,189	28,189	58,189	86,189
Transfer from Ops Budget	20,000	-	50,000	30,000	28,000	25,000
Expenditures (Based on Capital Plan)	(20,000)	-	(25,000)	-	-	-
Interest Income*	-					
Ending Balance \$	3,189	3,189	28,189	58,189	86,189	111,189

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

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

Reserve Schedule

1.455 SSI Parks - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101444	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	71,534	81,534	37,034	23,534	25,034	26,534
Transfer from Ops Budget	10,000	15,500	16,500	16,500	16,500	16,500
Expenditures (Based on Capital Plan)	-	(60,000)	(30,000)	(15,000)	(15,000)	(15,000)
Interest Income	-					
Ending Balance \$	81,534	37,034	23,534	25,034	26,534	28,034

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Recreation

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.458 SSI Community Recreation

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$262,436 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$547,527.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Change in Budget 2023 to 2024
Service: 1.458 SSI Recreation

Total Expenditure

Comments

2023 Budget **285,642**

Change in Salaries:

0.6 FTE: Rec program assistant	53,832	2024 IBC 16b-1.1 SSI Parks Recreation SIMS Staffing
0.175 FTE: Rec coordinator	15,081	0.175 FTE transferred in from Parkland budget (1.459)
Wages and benefits - Daycamp (on-going)	(15,000)	Summer day camp supervisor under regular salaries in 2024
Other	(2,214)	Reduction in aux wages
Total Change in Salaries	51,699	

Other Changes:

Rec Centre Programs costs	33,585	Increase in service level (recreation programs)
Staff training & develop	1,240	increase in staff training costs
Standard OH Allocation	1,042	Increase in 2023 expenses
HR Allocation	1,829	Increase in allocation from HR
Reserve Transfer	5,000	\$5,000 increase to ORF transfer
Other	1,665	
Total Other Changes	44,361	

2024 Budget **381,702**

Summary of % Expense Change

2024 IBC Costs	18.8%
Rec centre & day camps	11.8%
OH & HR allocations	1.0%
Reserve transfer	1.8%
Balance of change	0.3%
% expense increase from 2023:	33.6%

% Requisition increase from 2023 (if applicable): 43.5% Requisition funding is 28.8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at \$44,881 (15.7%) higher than budget mainly due to higher tennis court and day camp program fees, grants and donations. Operating costs are projected at \$49,881 (17.5%) higher than budget mainly due to higher auxiliary wages and benefits and recreation program expenses. Therefore, there is an estimated one-time unfavourable variance of \$5,000 (1.8%). This variance will be carried over to 2024 budget.

**1.458 - Salt Spring Island - Community
Recreation Programs**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL	BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	149,068	167,728	161,935	38,832	-	200,767	205,297	209,930	214,666	219,509
Recreation Programs	83,920	120,835	91,005	26,500	-	117,505	119,860	122,260	124,710	127,200
Program Supplies	8,540	12,251	8,470	-	-	8,470	8,640	8,810	8,980	9,160
Internal Allocations	37,974	28,230	41,585	-	-	41,585	42,750	43,673	44,436	45,354
Travel and Insurance	2,230	1,930	2,370	-	-	2,370	2,430	2,490	2,550	2,610
Other Operating	3,910	4,549	6,005	-	-	6,005	6,130	6,250	6,370	6,490
TOTAL OPERATING COSTS	285,642	335,523	311,370	65,332	-	376,702	385,107	393,413	401,712	410,323

*Percentage Increase

CAPITAL / RESERVES

Transfer to Operating Reserve Fund	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
TOTAL CAPITAL / RESERVES	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
TOTAL COSTS	285,642	335,523	316,370	65,332	-	381,702	394,457	402,313	410,362	418,553

FUNDING SOURCES (REVENUE)

Estimated Balance c/fwd from 2023 to 2024	-	(5,000)	-	-	5,000	5,000	-	-	-	-
Deficit c/fwd from 2022 to 2023	27,737	27,737	-	-	-	-	-	-	-	-
Revenue - Fees	(225,699)	(257,705)	(226,290)	(38,930)	-	(265,220)	(270,530)	(275,930)	(281,440)	(287,060)
Grants in Lieu of Taxes	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Federal Grant	(10,000)	(10,096)	(10,000)	-	-	(10,000)	(10,200)	(10,400)	(10,610)	(10,820)
Provincial Grant	-	(7,779)	-	-	-	-	-	-	-	-
Revenue - Other	-	(5,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(208,002)	(257,883)	(236,330)	(38,930)	5,000	(270,260)	(280,770)	(286,370)	(292,090)	(297,920)

REQUISITION

(77,640)	(77,640)	(80,040)	(26,402)	(5,000)	(111,442)	(113,687)	(115,943)	(118,272)	(120,633)
*Percentage increase over prior year requisition		3.1%	34.0%	6.44%	43.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:									
Salaried	0.70	0.70	0.775		1.475	1.475	1.475	1.475	1.475
User Funding %	79.0%		71.5%		69.5%	68.6%	68.6%	68.6%	68.6%

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

Service No.	1.458	Carry						
	SSI Community Recreation	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000	\$80,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$210,000	\$2,500	\$2,500	\$2,500	\$2,500	\$220,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$250,000	\$12,500	\$12,500	\$12,500	\$12,500	\$300,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Grants (Federal, Provincial)	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$145,000	\$7,500	\$7,500	\$7,500	\$7,500	\$175,000
	\$5,000	\$250,000	\$12,500	\$12,500	\$12,500	\$12,500	\$300,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.458

Service Name: SSI Community Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Office and Computer Equipment	Upgrade and replace office and computer equipment	\$ 35,000	E	ERF	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
22-01	Study	Skate Board Park Condition Assessment	Assess Kanaka skate board park	\$ 5,000	S	Res	\$ 5,000	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
22-02	Renewal	Bike Park Annual Repairs and Upgrades	Upgrades and repiars to Lions Bike Park	\$ 17,500	S	Res	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
23-06	New	Recreation Program Equipment	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors	\$ 40,000	E	Res	\$ -	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 35,000
24-04	Study	Accessability Assessments	Accessability assessments for Rainbow Recreation Centre, SIMS, Portlock, Master Plan	\$ 20,000	E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-01	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	Detailed design & construction for the Ganges Harbour Walk are required to secure a Statuory Right of Way needed for future construction	\$ 360,000	S	Res	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
24-01	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	Detailed design & construction for the Ganges Harbour Walk are required to secure a Statuory Right of Way needed for future construction		S	Grant		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 477,500			\$ 5,000	\$ 250,000	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$ 300,000

Service:

1.458

SSI Community Recreation

Project Number

25-01

Capital Project Title

Rainbow Recreation Tennis Court Designs

Capital Project Description

Designs to relocate four tennis courts to Rainbow Recreation Centre

Project Rationale Relocate tennis courts as per 2022 Master Plan

Project Number

22-01

Capital Project Title

Skate Board Park Condition Assessment

Capital Project Description

Assess Kanaka skate board park

Project Rationale Asset management

Project Number

22-02

Capital Project Title

Bike Park Annual Repairs and Upgrades

Capital Project Description

Upgrades and repairs to Lions Bike Park

Project Rationale annual preventative maintenance

Project Number

23-06

Capital Project Title

Recreation Program Equipment

Capital Project Description

Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors

Project Rationale New Program Development

Project Number	22-02	Capital Project Title	Bike Park Annual Repairs and Upgrades	Capital Project Description	Upgrades and repiars to Lions Bike Park
Project Rationale					

Project Number	23-06	Capital Project Title	Recreation Program Equipment	Capital Project Description	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors
Project Rationale					

Project Number	24-01	Capital Project Title	Office and Computer Equipment	Capital Project Description	Upgrade and replace office and computer equipment
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	150,693	30,693	29,693	28,693	27,693	26,693
Equipment Replacement Fund	6,212	6,212	6,212	6,212	6,212	6,212
Ending Balance \$	157,378	42,378	50,728	58,628	66,278	73,508

<u>Assumptions/Background:</u>

Reserve Schedule

1.458 - Community Recreation - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105549	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	451	473	5,473	14,823	23,723	32,373
Transfer from Ops Budget	-	5,000	9,350	8,900	8,650	8,230
Expenditures	-	-	-	-	-	-
Interest Income*	22					
Ending Balance \$	473	5,473	14,823	23,723	32,373	40,603

Assumptions/Background:

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

Reserve Schedule

1.458 - Community Recreation Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101786	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	153,561	150,693	30,693	29,693	28,693	27,693
Transfer from Ops Budget	-	25,000	6,500	6,500	6,500	6,500
Expenditures (Based on Capital Plan)	(10,000)	(145,000)	(7,500)	(7,500)	(7,500)	(7,500)
Interest Income*	7,132					
Ending Balance \$	150,693	30,693	29,693	28,693	27,693	26,693

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

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

Reserve Schedule

1.458 SSI Recreation - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101445	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,212	6,212	6,212	6,212	6,212	6,212
Transfer from Ops Budget	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (Based on Capital Plan)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income	-	-	-	-	-	-
Ending Balance \$	6,212	6,212	6,212	6,212	6,212	6,212

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Pool & Park Land

Local Community Commission (LLC) Review

OCTOBER 2023

Service: 1.459 SSI Pool & Park Land

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004). Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$1,896,612 or \$0.6325 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$4,383,681.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2023 to 2024 Service:
1.459 SSI Pool & Parkland (combined)

Total Expenditure

Comments

2023 Budget

2,112,569

Change in Salaries:

SSI Pool

80,912

Please refer to Pool Bridge page for details

SSI Park Land

(54,431)

Please refer to Parkland Bridge page for details

Total Change in Salaries

26,481

Other Changes:

SSI Pool

82,378

Please refer to Pool Bridge page for details

SSI Park Land

176,987

Please refer to Parkland Bridge page for details

Total Other Changes

259,365

2024 Budget

2,398,505

Summary of % Expense Change

Pool - Regular salaries increase

3.8%

Pool - Programs and supplies costs

0.9%

Pool - Transfer to reserves

2.2%

Park Land - Transfer to reserves

-0.3%

Park Land - Utilities/Rent/Contracts/Education/Supplies

3.8%

Park Land - SSI EA Admin allocations (Admin & Engineering support)

3.5%

Balance of change

-0.4%

% expense increase from 2023:

13.5%

% Requisition increase from 2023 (if applicable):

19.1%

Requisition funding is 81.1% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Pool: expenses are projected to be \$45,067 (4.8%) over the budget mainly due to higher salaries & wages, contract for services and program development charges. Revenue is projected to \$12,190 (1.2%) over the budget mainly due to higher pool fees revenue. These result in projected one-time unfavorable variance of \$36,877 (3.7%) which will be carried over to 2024 budget. Park land: expenses are projected to be \$54,573 (4.9%) over the budget mainly due to higher repairs & maintenance costs, contract for services, rents and parks maintenance labour charges. Revenue is projected to \$31,257 (2.8%) over the budget mainly due to higher lease income. These result in projected one-time unfavorable variance of \$23,316 (2.1%) which will be carried over to 2024 budget. Combined: There is a one-time unfavorable variance of \$60,193 (2.8%) which will be carried over to 2024 budget.

1.459 - Salt Spring Island - Pool & Park Land	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Pool	947,815	992,882	1,006,191	57,504	-	1,063,695	1,101,462	1,114,222	1,138,029	1,162,362
Park Land	1,065,130	1,119,703	1,102,402	92,408	-	1,194,810	1,264,369	1,304,556	1,332,515	1,356,416
TOTAL OPERATING COSTS	2,012,945	2,112,585	2,108,593	149,912	-	2,258,505	2,365,831	2,418,778	2,470,544	2,518,778
*Percentage Increase			4.8%	7.4%		12.2%	4.8%	2.2%	2.1%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Pool CRF	7,500	7,500	40,000	-	-	40,000	85,000	90,000	90,000	90,000
Transfer to Pool ERF	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Pool ORF	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
Transfer to Park, Land & Recreation CRF	42,124	42,124	25,000	-	-	25,000	206,500	189,500	184,500	181,500
Transfer to Park, Land & Recreation ERF	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Park, Land & Recreation ORF	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	99,624	103,624	140,000	-	-	140,000	387,500	375,500	370,500	367,500
DEBT CHARGES	90	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL COSTS	2,112,659	2,216,209	2,248,593	149,912	-	2,398,505	2,786,706	2,901,944	2,948,710	2,993,944
*Percentage Increase			6.4%	7.1%		13.5%	16.2%	4.1%	1.6%	1.5%
Internal Recoveries	(85,438)	(85,438)	(88,420)	-	-	(88,420)	(90,190)	(91,990)	(93,830)	(95,710)
OPERATING LESS RECOVERIES	2,027,221	2,130,771	2,160,173	149,912	-	2,310,085	2,696,516	2,809,954	2,854,880	2,898,234
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(60,193)	-	-	60,193	60,193	-	-	-	-
Deficit Carry Forward 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(22,160)	(22,160)	-	-	-	-	(15,000)	-	-	-
Pool Fees	(279,810)	(290,000)	(282,800)	-	-	(282,800)	(288,450)	(294,220)	(300,100)	(306,100)
Lease and Rental Income	(139,360)	(159,652)	(142,930)	(13,500)	-	(156,430)	(153,440)	(156,520)	(159,650)	(162,850)
Payments in Lieu	(1,146)	(1,146)	(1,190)	-	-	(1,190)	(1,210)	(1,230)	(1,250)	(1,270)
Revenue - Other	(12,090)	(24,965)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(412,735)	(516,285)	(433,920)	(13,500)	60,193	(387,227)	(465,240)	(459,250)	(468,430)	(477,800)
REQUISITION	(1,614,486)	(1,614,486)	(1,726,253)	(136,412)	(60,193)	(1,922,858)	(2,231,276)	(2,350,704)	(2,386,450)	(2,420,434)
*Percentage increase over prior year requisition			6.9%	8.4%	3.7%	19.1%	16.0%	5.4%	1.5%	1.4%
AUTHORIZED POSITIONS:										
Salaried	6.525		6.525	-0.175		6.350	6.850	6.850	6.850	6.850
User Funding %	13.2%					11.8%	10.4%	10.1%	10.2%	10.2%

Change in Budget 2023 to 2024**Service: 1.459 SSI Pool****Total Expenditure****Comments****2023 Budget****995,315****Change in Salaries:**

Base salary change	4,387	Inclusive of estimated collective agreement changes
0.29 FTE: Rec Program Coordinator	29,544	0.29 FTE transferred in from Park land budget (1.459)
0.5 FTE: Facility Maintenance Worker	40,504	0.5 FTE transferred in from Parks budget (1.455)
Step increase/paygrade change	5,137	
Other	1,340	
Total Change in Salaries	80,912	

Other Changes:

Contract for services	3,400	Ongoing fire safety inspection
Supplies	15,712	Office, first aid, operating, chemical, janitorial, etc.
Reserve transfers	47,500	Transfer Increase to CRF \$32,500, ERF \$10,000, and ORF \$5,000
Pool repair & maintenance	7,940	Increase in pool R & M expenses
Standard overhead allocations	3,468	Increase in 2023 operating costs
Other	4,358	
Total Other Changes	82,378	

2024 Budget**1,158,695****Summary of % Expense Change**

0.79 FTE transfer in	7.0%
Base salaries and paygrade/step increase	1.0%
Supplies and pool R&M	2.4%
Transfer to reserves	4.8%
Fire safety inspection	0.3%
Balance of change	0.9%
% expense increase from 2023:	16.4%

% Requisition increase from 2023 (if applicable):

24.6%

Requisition funding is 75.3% of service revenue

1.459 - Salt Spring Island Recreation - Swimming Pool	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	577,490	618,231	617,898	40,504	-	658,402	673,054	692,559	707,960	723,695
Contract for Services	4,230	4,500	4,500	3,400	-	7,900	8,060	8,220	8,380	8,550
Utilities	138,190	128,000	137,050	-	-	137,050	139,790	142,590	145,440	148,350
Supplies - Chemicals	53,000	50,046	54,860	-	-	54,860	55,960	57,080	58,220	59,380
Programs and Other Operating	65,040	81,320	82,710	-	-	82,710	84,370	86,030	87,740	89,490
Maintenance & Insurance	43,740	44,660	38,080	13,600	-	51,680	67,710	53,770	54,840	55,940
Internal Allocations	23,265	23,265	26,733	-	-	26,733	27,268	27,813	28,369	28,937
Parks Maintenance Labour	42,860	42,860	44,360	-	-	44,360	45,250	46,160	47,080	48,020
TOTAL OPERATING COSTS	947,815	992,882	1,006,191	57,504	-	1,063,695	1,101,462	1,114,222	1,138,029	1,162,362
*Percentage Increase			6.2%	6.1%		12.2%	3.6%	1.2%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	7,500	7,500	40,000	-	-	40,000	85,000	90,000	90,000	90,000
Transfer to Equipment Replacement Fund	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Operating Reserve Fund	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
DEBT CHARGES	90	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL CAPITAL / RESERVES / DEBT	47,590	51,500	95,000	-	-	95,000	178,375	257,666	257,666	257,666
TOTAL COSTS	995,405	1,044,382	1,101,191	57,504	-	1,158,695	1,279,837	1,371,888	1,395,695	1,420,028
*Percentage Increase			10.6%	5.8%		16.4%	10.5%	7.2%	1.7%	1.7%
Internal Recoveries	(21,270)	(21,270)	(22,010)	-	-	(22,010)	(22,450)	(22,900)	(23,360)	(23,830)
OPERATING LESS RECOVERIES	974,135	1,023,112	1,079,181	57,504	-	1,136,685	1,257,387	1,348,988	1,372,335	1,396,198
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(36,877)	-	-	36,877	36,877	-	-	-	-
Deficit c/fwd from 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(20,000)	(20,000)	-	-	-	-	(15,000)	-	-	-
Revenue - Fees	(279,810)	(290,000)	(282,800)	-	-	(282,800)	(288,450)	(294,220)	(300,100)	(306,100)
Grants in Lieu of Taxes	(512)	(512)	(530)	-	-	(530)	(540)	(550)	(560)	(570)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(6,590)	(8,500)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(265,081)	(314,058)	(290,330)	-	36,877	(253,453)	(311,130)	(302,050)	(308,090)	(314,250)
REQUISITION	(709,054)	(709,054)	(788,851)	(57,504)	(36,877)	(883,232)	(946,257)	(1,046,938)	(1,064,245)	(1,081,948)
*Percentage increase over prior year requisition			11.3%	8.1%	5.2%	24.6%	7.1%	10.6%	1.7%	1.7%
AUTHORIZED POSITIONS:										
Salaried	3.31		3.31	0.79		4.10	4.10	4.10	4.10	4.10
User Funding %	28.1%					24.4%	22.5%	21.4%	21.5%	21.6%

Change in Budget 2023 to 2024
Service: 1.459 SSI Park Land

Total Expenditure

Comments

2023 Budget

1,117,254

Change in Salaries:

Base salary change	3,606	Inclusive of estimated collective agreement changes
0.29 FTE: Rec Program Coordinator	(29,544)	0.29 FTE transferred to Pool budget (1.459)
0.175 FTE: Program Assistant	(15,081)	0.175 FTE transferred to Rec budget (1.458)
0.5 FTE: Senior maintenance worker	65,106	0.5 FTE transferred in from Parks budget (1.455)
1.0 FTE: Technician	(98,873)	1.0 FTE transferred to SSI Admin budget (1.111)
Auxiliary wages and benefit	18,000	Ongoing aux support for SSI Community Centre
Other	2,355	
Total Change in Salaries	(54,431)	

Other Changes:

Standard overhead allocation	9,590	Increase in 2023 expenses
HR allocation	10,777	Increase in allocation from HR
SSI Admin engineering allocation	56,141	New allocation from SSI Admin budget (1.111) reflecting the transfer of 1.0 FTE Technician
Rent - SSI Community Centre	17,470	Ongoing SIMS rent increase-Community Centre
Utilities	35,050	Ongoing increase in Community Centre fuel-propane costs \$30,000 and others \$5,050 Fire
Contract Services - SSI Community Centre	17,120	safety inspection & repairs
Allocation from SSI EA Admin	17,690	Increase in allocation from SSI EA Admin support
Information and education	6,000	Trail guides
Supplies	5,546	Operating, janitorial and office supplies
Parks Maintenance Labour allocation	3,230	Increase in parks maintenance allocation from Parks budget (1.455)
Transfers to reserves	(7,124)	Transfer to CRF (\$17,1241) decrease, ORF \$5,000 increase, and ERF \$5,000 increase
Other	5,497	
Total Other Changes	176,987	

2024 Budget

1,239,810

Summary of % Expense Change

(0.965) FTE reduction	-7.0%
Aux staff wages	1.6%
Reserve transfers	-0.6%
SSI EA Admin Allocations (Admin & Engineering support) Utilities/Rent/Contracts/Education/Supplies	6.6%
OH & HR allocations	7.3%
Balance of change	1.8%
% expense increase from 2023:	1.3%
	11.0%

% Requisition increase from 2023 (if applicable):

14.8%

Requisition funding is 86.87% of service revenue

1.459 - Salt Spring Island - Park Land

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	431,029	375,160	395,331	(18,733)	-	376,598	426,846	436,809	447,002	456,161
Allocation to SSI Admin	146,230	146,230	163,920	-	-	163,920	166,920	170,630	174,130	177,940
Maintenance, Disposal & Security	43,140	37,841	45,100	-	-	45,100	46,000	46,914	47,867	48,407
Utilities	90,060	113,619	97,110	28,000	-	125,110	127,630	130,193	132,794	133,484
Contract for Services, Rent & Legal	76,350	111,168	89,770	27,000	-	116,770	119,100	133,048	135,684	136,524
Program Development	-	86	1,000	-	-	1,000	1,020	1,040	1,060	1,080
Advertsing, Promotion & Planning	9,540	2,509	14,220	-	-	14,220	14,510	14,796	15,083	15,363
Internal Allocations	102,394	101,361	123,221	56,141	-	179,362	185,333	189,694	192,904	197,116
Travel & Training	4,620	7,300	5,520	-	-	5,520	5,630	5,740	5,850	5,970
Licences, Fees & Insurance	40,793	53,297	39,970	-	-	39,970	41,610	43,323	45,126	46,966
Supplies & Other	26,274	31,350	31,820	-	-	31,820	32,450	33,099	33,765	34,125
Parks Maintenance Labour	92,190	137,761	95,420	-	-	95,420	97,320	99,270	101,250	103,280
Bylaw Labour	2,510	2,021	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	1,065,130	1,119,703	1,102,402	92,408	-	1,194,810	1,264,369	1,304,556	1,332,515	1,356,416
*Percentage Increase			3.5%	8.7%		12.2%	5.8%	3.2%	2.1%	1.8%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund - Parkland	42,124	42,124	25,000	-	-	25,000	206,500	189,500	184,500	181,500
Transfer to Equipment Replacement Fund	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Operating Reserve Fund - Parkland	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	52,124	52,124	45,000	-	-	45,000	242,500	225,500	220,500	217,500
TOTAL COSTS	1,117,254	1,171,827	1,147,402	92,408	-	1,239,810	1,506,869	1,530,056	1,553,015	1,573,916
*Percentage Increase			2.7%	8.3%		11.0%	21.5%	1.5%	1.5%	1.3%
Internal Recoveries	(64,168)	(64,168)	(66,410)	-	-	(66,410)	(67,740)	(69,090)	(70,470)	(71,880)
OPERATING LESS RECOVERIES	1,053,086	1,107,659	1,080,992	92,408	-	1,173,400	1,439,129	1,460,966	1,482,545	1,502,036
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(23,316)	-	-	23,316	23,316	-	-	-	-
Transfer from Operating Reserve	(2,160)	(2,160)	-	-	-	-	-	-	-	-
Lease Income	(12,250)	(12,250)	(12,680)	-	-	(12,680)	(12,930)	(13,190)	(13,450)	(13,720)
Rental Income	(127,110)	(147,402)	(130,250)	(13,500)	-	(143,750)	(140,510)	(143,330)	(146,200)	(149,130)
Grants in Lieu of Taxes	(634)	(634)	(660)	-	-	(660)	(670)	(680)	(690)	(700)
Revenue - Other	(5,500)	(16,465)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(147,654)	(202,227)	(143,590)	(13,500)	23,316	(133,774)	(154,110)	(157,200)	(160,340)	(163,550)
REQUISITION	(905,432)	(905,432)	(937,402)	(78,908)	(23,316)	(1,039,626)	(1,285,019)	(1,303,766)	(1,322,205)	(1,338,486)
*Percentage increase over prior year requisition			3.5%	8.7%	2.6%	14.8%	23.6%	1.5%	1.4%	1.2%
AUTHORIZED POSITIONS:										
Salaried	3.215		3.215	(0.965)		2.250	2.750	2.750	2.750	2.750
User Funding %	11.4%					11.6%	9.3%	9.4%	9.4%	9.5%

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

Service No.	1.459	Carry						
	SSI Park Land & Rec Programs	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$597,500	\$1,547,500	\$25,000	\$0	\$0	\$2,170,000
Equipment	\$0	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$195,000
Land	\$15,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Engineered Structures	\$50,000	\$150,000	\$45,000	\$0	\$0	\$0	\$195,000
Vehicles	\$30,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
	\$95,000	\$832,500	\$1,682,500	\$115,000	\$90,000	\$90,000	\$2,810,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
Equipment Replacement Fund	\$0	\$35,000	\$30,000	\$40,000	\$40,000	\$40,000	\$185,000
Grants (Federal, Provincial)	\$0	\$637,500	\$0	\$0	\$0	\$0	\$637,500
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$95,000	\$160,000	\$152,500	\$75,000	\$50,000	\$50,000	\$487,500
	\$95,000	\$832,500	\$1,682,500	\$115,000	\$90,000	\$90,000	\$2,810,000

5 YEAR CAPITAL PLAN

Service #:

1.459

Service Name:

SSI Park Land & Rec Programs

[illegible]

Service: 1.459 SSI Park Land & Rec Programs

Project Number	24-01	Capital Project Title	Alternative Approval Process	Capital Project Description	An alternative approval process to fund repairs to pool structural and other capital
Project Rationale	Capital improvements to pool building				

Project Number	19-15	Capital Project Title	Pool equipment replacements	Capital Project Description	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Project Rationale					

Project Number	25-01	Capital Project Title	Pool Building Structural Repairs	Capital Project Description	Repairs to pool structural and other capital
Project Rationale					

Project Number	24-03	Capital Project Title	Pool expansion (Design Phase)	Capital Project Description	Designs and costing for leisure pool expansion
Project Rationale					

Project Number	20-14	Capital Project Title	Park Maintenance Facility	Capital Project Description	Fesability study, design and construction of a new park maintenance facility.
Project Rationale					

Project Number	25-02	Capital Project Title	Firehall Repurpose	Capital Project Description	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	23-02	Capital Project Title	New EV Maintenance Truck	Capital Project Description	Partial funding to purchase new EV vehicle. Comm parks CRF has additional funding
Project Rationale					

Project Number	25-03	Capital Project Title	Life Rings	Capital Project Description	Replace four life rings at waterfront access points
Project Rationale					

Project Number	23-06	Capital Project Title	SIMS Upgrades	Capital Project Description	Capital improvements to the Salt Spring Island Multi Space (SIMS)
Project Rationale					

Project Number	25-01	Capital Project Title	Pool Building Structural Repairs	Capital Project Description	Repairs to pool structural and other capital
Project Rationale					

Project Number	25-02	Capital Project Title	Firehall Repurpose	Capital Project Description	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	23-06	Capital Project Title	SIMS Upgrades	Capital Project Description	Capital improvements to the Salt Spring Island Multi Space (SIMS)
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund	1,389	11,389	41,389	71,389	101,389	131,389
Capital Reserve Fund - SSI Pool	85,521	105,521	145,521	210,521	300,521	390,521
Capital Reserve Fund - SSI Park Land	227,028	87,028	114,528	199,528	284,528	369,528
Park Land Acquisition	615,818	615,818	615,818	615,818	615,818	615,818
Equipment Replacement Fund - SSI Pool	9,601	24,601	44,601	54,601	64,601	74,601
Ending Balance \$	939,358	844,358	961,858	1,151,858	1,366,858	1,581,858

Assumptions/Background:

Reserve Schedule

1.459 - Pool & Park Land - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105550	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	18,581	1,389	11,389	41,389	71,389	101,389
Transfer from Ops Budget	4,000	10,000	30,000	30,000	30,000	30,000
Expenditures	(22,160)	-	-	-	-	-
Interest Income*	968					
Ending Balance \$	1,389	11,389	41,389	71,389	101,389	131,389

Assumptions/Background:

2023 - \$22,160 One-time transfer to Pool and Park Land to support core budget

2025 - \$15,000 HVAC duct cleaning - cyclical expense every 5-years

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

Reserve Schedule

1.459 - Salt Spring Island Pool - Capital Reserve Fund

Bylaw 3686

Reserve Cash Flow

Fund: 1078 Fund Centre: 102045	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	73,457	85,521	105,521	145,521	210,521	300,521
Transfer from Ops Budget	7,500	40,000	85,000	90,000	90,000	90,000
Transfer from Cap Fund	-					
Expenditures (Based on Capital Plan)	-	(20,000)	(45,000)	(25,000)	-	-
Interest Income*	4,564					
Ending Balance \$	85,521	105,521	145,521	210,521	300,521	390,521

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

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

Reserve Schedule

1.459 - Park Land - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101603	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	228,848	227,028	87,028	114,528	199,528	284,528
Transfer from Ops Budget	7,124	-	135,000	135,000	135,000	135,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(20,000)	(140,000)	(107,500)	(50,000)	(50,000)	(50,000)
Interest Income*	11,056					
Ending Balance \$	227,028	87,028	114,528	199,528	284,528	369,528

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

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

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund: 1035 Fund Centre: 101379	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	585,418	615,818	615,818	615,818	615,818	615,818
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Interest Income*	30,400					
Ending Balance \$	615,818	615,818	615,818	615,818	615,818	615,818

Assumptions/Background:

Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.

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

Reserve Schedule

1.459 SSI Pool - Equipment Replacement Fund

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101412	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	27,101	9,601	24,601	44,601	54,601	64,601
Transfer from Ops Budget	40,000	50,000	50,000	50,000	50,000	50,000
Expenditures (Based on Capital Plan)	(57,500)	(35,000)	(30,000)	(40,000)	(40,000)	(40,000)
Interest Income*	-					
Ending Balance \$	9,601	24,601	44,601	54,601	64,601	74,601

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Septage/Composting

Local Community Commission (LCC) Review

OCTOBER 2023

Service: **3.705 SSI Liquid Waste Disposal**

Committee: Electoral Area

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of \$126,650 or \$0.10 / \$1,000 on actual assessments for land and improvements. To a maximum of \$693,072.

COMMISSION:

Salt Spring Island Local Community Commission (SSI LCC)

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	\$0.455 per imperial gallon (Bylaw No. 4470, November 2021)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

Change in Budget 2023 to 2024**Service: 3.705 SSI Septage/Composting****Total Expenditure****Comments****2023 Budget****1,028,430****Other Changes:**

Standard OH Allocation	3,270	Increased expenses in 2023
Sludge Hauling Contract	104,625	Estimated \$0.075/IGAL increase (17.6% over 2023 rate) in sludge disposal costs at 1,395,000 IGAL volume
Repairs & Maintenance	(9,000)	2023 One time cyclical maintenance
IWS Labour Allocation	14,180	Increase in IWS operations labour charge out costs
Contribution to composting facility operations	5,000	Ongoing contribution to third party to assist with possible deficit for abbatoir
Reserve Transfers	2,000	Transfer to CRF \$6,000 increase and ORF \$(4,000) decrease
Other Expenses	1,627	
Total Other Changes	121,702	

2024 Budget**1,150,132****Summary of % Expense**

Increased sludge disposal costs	10.2%
IWS Labour Allocation	1.4%
Increased reserve transfers	0.2%
Balance of increase	0.1%
% expense increase from 2023:	11.8%

% Requisition increase from 2023 (if applicable):	9.4%	<i>Requisition funding is 35.9% of service revenue</i>
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Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Revenue is projected at \$5,250 (0.8%) higher than budget due to higher than expected revenue from tipping fees. Operating expenses are projected at \$1,088 (0.1%) lower than budget mainly due to lower maintenance and labour charges. The \$6,338 favourable variance will be transferred to the Capital Reserve Fund, which has an expected year end balance of \$125,334 before this transfer.

3.705 - SSI Septage/Composting

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contract	592,875	602,000	697,500	-	-	697,500	711,450	725,680	740,190	754,990
Grit & Waste Sludge Disposal	3,600	2,700	3,730	-	-	3,730	3,800	3,880	3,960	4,040
Repairs & Maintenance	16,880	9,040	8,160	-	-	8,160	17,320	23,660	8,820	8,990
Allocations	41,973	41,973	45,325	-	-	45,325	46,231	47,156	48,098	49,059
Electricity	6,500	7,940	6,680	-	-	6,680	6,810	6,950	7,090	7,230
Supplies	7,910	15,700	8,190	-	-	8,190	8,350	8,520	8,690	8,860
Labour Charges	167,596	156,776	182,494	-	-	182,494	186,163	189,912	193,734	197,634
Contribution Composting Facility Operation	5,000	5,000	5,000	5,000	-	10,000	9,000	12,000	8,000	1,000
Other Operating Expenses	15,053	15,170	15,490	-	-	15,490	15,840	16,200	16,560	16,950
TOTAL OPERATING COSTS	857,387	856,299	972,569	5,000	-	977,569	1,004,964	1,033,958	1,035,142	1,048,753
*Percentage Increase over prior year			13.4%	0.6%		14.0%	2.8%	2.9%	0.1%	1.3%
<u>DEBT / RESERVES</u>										
MFA Debt Reserve	470	470	1,820	-	-	1,820	23,420	1,445	620	620
MFA Debt Principal	107,308	107,308	107,308	-	-	107,308	76,389	99,257	101,347	101,347
MFA Debt Interest	53,265	53,265	51,435	-	-	51,435	63,595	133,852	136,513	136,513
Transfer to Operating Reserve Fund	10,000	10,000	6,000	-	-	6,000	15,000	10,000	15,000	15,000
Transfer to Capital Reserve Fund	-	6,338	6,000	-	-	6,000	15,075	19,685	25,390	38,050
TOTAL DEBT / RESERVES	171,043	177,381	172,563	-	-	172,563	193,479	264,239	278,870	291,530
TOTAL COSTS	1,028,430	1,033,680	1,145,132	5,000	-	1,150,132	1,198,443	1,298,197	1,314,012	1,340,283
*Percentage Increase over prior year			11.3%	0.5%		11.8%	4.2%	8.3%	1.2%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(9,000)	-	-	-	-	-	(9,000)	(15,000)	-	-
Sale - Septage Sludge	(427,500)	(432,250)	(490,500)	-	-	(490,500)	(500,310)	(510,320)	(520,530)	(530,940)
Sale - Sewage Sludge	(213,750)	(223,250)	(245,250)	-	-	(245,250)	(250,160)	(255,160)	(260,260)	(265,470)
Grants in Lieu of Taxes	(535)	(535)	(796)	-	-	(796)	(810)	(830)	(850)	(870)
Recoveries	-	-	-	-	-	-	-	-	-	-
Other Revenue	(670)	(670)	(1,000)	-	-	(1,000)	(820)	(820)	(820)	(820)
TOTAL REVENUE	(651,455)	(656,705)	(737,546)	-	-	(737,546)	(761,100)	(782,130)	(782,460)	(798,100)
REQUISITION - PARCEL TAX	(376,975)	(376,975)	(407,586)	(5,000)	-	(412,586)	(437,343)	(516,067)	(531,552)	(542,183)
*Percentage increase over prior year Requisition			8.1%	1.2%		9.4%	6.0%	18.0%	3.0%	2.0%

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

Service No.	3.705	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Septage / Composting							

EXPENDITURE

Buildings	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$20,000	\$175,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,587,500
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$205,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,617,500

SOURCE OF FUNDS

Capital Funds on Hand	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Debenture Debt (New Debt Only)	\$0	\$120,000	\$2,280,000	\$82,500	\$0	\$0	\$0	\$2,482,500
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$65,000	\$0	\$10,000	\$0	\$0	\$0	\$75,000
	\$20,000	\$205,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,617,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.705

Service Name: SSI Septage / Composting

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
21-01	Study		CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
23-01	New	Grit Chamber	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management.	\$ 20,000	S	Cap	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-01	New	Storage Building Upgrades	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.	\$ 30,000	B	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
25-01	New	Burgoyne Septage Treatment Facility	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management.	\$ 2,482,500	S	Debt	\$ -	\$ 120,000	\$ 2,280,000	\$ 82,500	\$ -	\$ -	\$ 2,482,500
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,617,500			\$ 20,000	\$ 205,000	\$ 2,280,000	\$ 132,500	\$ -	\$ -	\$ 2,617,500

Service:	3.705	SSI Septage / Composting
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Project Number	21-01	Capital Project Title	Strategic Asset management plan	Capital Project Description	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.
Project Rationale	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects. Will be done after the new facilities are constructed.				

Project Number	23-01	Capital Project Title	Grit Chamber	Capital Project Description	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management.
Project Rationale	Installation of a grit chamber as suggested by Operations to substantially reduce maintenance costs.				

Project Number	24-01	Capital Project Title	Storage Building Upgrades	Capital Project Description	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.
Project Rationale					

Service:	3.705	SSI Septage / Composting
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Project Number	24-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale					

Project Number	25-01	Capital Project Title	Burgoyne Septage Treatment Facility	Capital Project Description	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management.
Project Rationale					

SSI Septage/Composting
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	31,706	37,706	43,706	38,706	53,706	68,706
Capital Reserve Fund	125,334	66,334	81,409	91,094	116,484	154,534
Total	157,040	104,040	125,115	129,800	170,190	223,240

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for the purposes of unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105209	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		20,630	31,706	37,706	43,706	38,706	53,706
Transfer from Ops Budget		10,000	6,000	15,000	10,000	15,000	15,000
Expenditures		-	-	(9,000)	(15,000)	-	-
Planned Maintenance Activity				Power Line Maintenance	Power Line Maintenance		
Interest Income*		1,076					
Ending Balance \$		31,706	37,706	43,706	38,706	53,706	68,706

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund - Bylaw 2274

Reserve fund used for the purposes of capital expenditures including planning, engineering and legal costs for providing, accessing, altering or expanding liquid waste disposal and co-composting facilities related directly or indirectly to the Saltspring Island Liquid Waste Disposal Facilities.

Reserve Cash Flow

Fund: Fund Centre:	1087 102146	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		153,382	125,334	66,334	81,409	91,094	116,484
Transfer from Ops Budget		-	6,000	15,075	19,685	25,390	38,050
Transfer from Cap Fund		-					
Transfer to Cap Fund		(35,000)	(65,000)	-	(10,000)	-	-
Interest Income*		6,952					
Ending Balance \$		125,334	66,334	81,409	91,094	116,484	154,534

Assumptions/Background:

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

Electoral Areas Committee - October 23, 2023
2024 Preliminary Electoral Area Budget Review

Appendix C-1: Requisition Summary (SGI)

SOUTHERN GULF ISLANDS Electoral Area		2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) \$ %		Change in Cost per Avg. Household \$ %	
1.101	Legislative & General Government	317,611	46.25	296,965	43.25	20,646	6.95%	3.01	6.95%
1.10X	Facilities Management	4,537	0.66	4,299	0.63	238	5.53%	0.03	5.53%
1.101	G.I.S.	3,482	0.51	3,364	0.49	118	3.50%	0.02	3.50%
1.112	Regional Grant in Aid	-	-	392	0.06	(392)	-100.00%	(0.06)	-100.00%
1.224	Community Health	13,965	2.03	16,322	2.38	(2,357)	-14.44%	(0.34)	-14.44%
1.280	Regional Parks	458,356	66.75	417,014	60.73	41,342	9.91%	6.02	9.91%
1.309	Climate Action and Adaptation	30,600	4.46	33,004	4.81	(2,404)	-7.28%	(0.35)	-7.28%
1.310	Land Banking & Housing	48,659	7.09	39,293	5.72	9,367	23.84%	1.36	23.84%
1.312	Regional Goose Management	4,682	0.68	4,567	0.67	115	2.51%	0.02	2.51%
1.324	Regional Planning Services	33,221	4.84	32,097	4.67	1,123	3.50%	0.16	3.50%
1.335	Geo-Spatial Referencing System	4,380	0.64	4,241	0.62	140	3.30%	0.02	3.30%
1.374	Regional Emergency Program Support	2,705	0.39	2,657	0.39	48	1.82%	0.01	1.82%
1.375	Hazardous Material Incident Response	6,833	1.00	6,436	0.94	397	6.17%	0.06	6.17%
1.911	911 Systems	2,995	0.44	2,235	0.33	760	34.00%	0.11	34.00%
1.921	Regional CREST Contribution	22,796	3.32	21,009	3.06	1,787	8.51%	0.26	8.51%
21.ALL	Feasibility Study Reserve Fund - All	5,527	0.80	-	-	5,527	100.00%	0.80	100.00%
Total Regional		\$960,348	\$139.86	\$883,894	\$128.72	\$76,454	8.65%	\$11.13	8.65%
1.230	Traffic Safety Commission	1,994	0.29	1,994	0.29	-	0.00%	-	0.00%
1.297	Arts Grants	26,900	3.92	25,993	3.79	907	3.49%	0.13	3.49%
1.311	Regional Housing Trust Fund	16,597	2.42	23,094	3.36	(6,497)	-28.13%	(0.95)	-28.13%
1.313	Animal Care Services	100,973	14.70	97,558	14.21	3,415	3.50%	0.50	3.50%
1.913	913 Fire Dispatch	59,122	8.61	56,307	8.20	2,816	5.00%	0.41	5.00%
Total Sub-Regional		\$205,586	\$29.94	\$204,945	\$29.85	\$641	0.31%	\$0.09	0.31%
1.103	Elections	21,395	3.12	21,395	3.12	-	0.00%	-	0.00%
1.104	U.B.C.M.	4,185	0.61	4,049	0.59	135	3.35%	0.02	3.35%
1.318	Building Inspection	189,522	27.60	164,801	24.00	24,721	15.00%	3.60	15.00%
1.320	Noise Control	14,201	2.07	13,721	2.00	480	3.50%	0.07	3.50%
1.322	Nuisances & Unsightly Premises	18,973	2.76	18,332	2.67	640	3.49%	0.09	3.49%
1.372	Electoral Area Emergency Program	55,696	8.11	52,053	7.58	3,643	7.00%	0.53	7.00%
Total Joint Electoral Area		\$303,972	\$44.27	\$274,351	\$39.95	\$29,620	10.80%	\$4.31	10.80%
1.110	Electoral Area Admin Exp - SGI	414,160	60.32	400,086	58.27	14,074	3.52%	2.05	3.52%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.07	105,004	15.29	5,350	5.10%	0.78	5.10%
1.125	SGI Economic Development Commission	126,726	18.46	121,426	17.68	5,300	4.36%	0.77	4.36%
1.138	Southern Gulf Islands Regional Library	244,200	35.56	235,946	34.36	8,254	3.50%	1.20	3.50%
1.235	SGI Small Craft Harbour Facilities	320,370	52.29	309,533	50.52	10,837	3.50%	1.77	3.50%
1.314	SGI House Numbering	9,948	1.45	9,612	1.40	336	3.50%	0.05	3.50%
1.341	SGI Livestock Injury Compensation	71	0.01	71	0.01	-	0.00%	-	0.00%
1.373	SGI Emergency Program	247,378	36.03	247,378	36.03	-	0.00%	-	0.00%
1.533	Stormwater Quality Management - SGI	41,000	5.97	39,808	5.80	1,192	2.99%	0.17	2.99%
1.923	Emergency Comm - CREST - SGI	183,822	26.77	179,709	26.17	4,113	2.29%	0.60	2.29%
Total SGI Electoral Area		\$1,698,029	\$252.92	\$1,648,573	\$245.53	\$49,456	3.00%	\$7.39	3.01%
Total Capital Regional District		\$3,167,935	\$466.99	\$3,011,764	\$444.05	\$156,171	5.19%	\$22.93	5.16%
CRHD	Capital Regional Hospital District	691,772	100.74	691,763	100.74	9	0.00%	0.00	0.00%
Total CRD and CRHD		\$3,859,707	\$567.73	\$3,703,526	\$544.79	\$156,180	4.22%	\$22.94	4.21%

Average residential assessment - 2023

\$802,046

\$802,046

Major Impacts (Changes in \$/Avg HH >+/- \$1.00)

	Change in Requisition		Change in Cost / Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	20,646	0.56%	3.01	0.55%
Regional Parks	41,342	1.12%	6.02	1.11%
Land Banking & Housing	9,367	0.25%	1.36	0.25%
JOINT EA				
Building Inspection	24,721	0.67%	3.60	0.66%
SSI EA				
Electoral Area Admin Exp - SGI	14,074	0.38%	2.05	0.38%
Southern Gulf Islands Regional Library	8,254	0.22%	1.20	0.22%
SGI Small Craft Harbour Facilities	10,837	0.29%	1.77	0.32%
Capital Regional Hospital District	9	0.00%	0.00	0.00%
Other	26,930	0.73%	3.92	0.72%
TOTAL CRD & CRHD	156,180	4.22%	\$22.94	4.21%

SOUTHERN GULF ISLANDS		2024		2023		Difference		Change in Cost per Avg.	
Local/Specified/Defined Services		Cost per Avg. Residential Assessment		Cost per Avg. Residential Assessment		Increase/(Decrease)		Household	
						\$ %		\$ %	
1.137	Galiano Island Community Use Building	67,054	44.07	64,770	42.57	2,284	3.53%	1.50	3.53%
1.170	Gossip Island Electric Power Supply	62,926	1,123.68	63,455	1,133.13	(529)	-0.83%	(9.45)	-0.83%
1.227	Saturna Island Medical Clinic	23,841	36.97	23,171	35.93	670	2.89%	1.04	2.89%
1.228	Galiano Health Service	144,548	95.00	139,686	91.81	4,862	3.48%	3.20	3.48%
1.229	Pender Islands Health Care Centre	240,938	96.59	232,862	93.35	8,076	3.47%	3.24	3.47%
1.352	South Galiano Fire Protection	632,093	707.32	602,372	674.97	29,722	4.93%	32.35	4.79%
1.356	Pender Fire Protection	1,232,816	496.79	1,171,790	472.20	61,026	5.21%	24.59	5.21%
1.359	North Galiano Fire Protection	242,206	616.00	231,790	589.85	10,416	4.49%	26.14	4.43%
1.363	Saturna Island Fire	265,240	409.42	256,273	395.58	8,967	3.50%	13.84	3.50%
1.465	Saturna Island Comm. Parks	26,579	41.03	25,680	39.64	899	3.50%	1.39	3.50%
1.468	Saturna Island - Community Rec.	14,150	21.84	13,676	21.11	474	3.47%	0.73	3.47%
1.475	Mayne Is. Com. Parks & Rec	96,269	56.44	93,012	54.53	3,257	3.50%	1.91	3.50%
1.478	Mayne Is. Community Rec.	36,812	21.58	35,740	20.95	1,072	3.00%	0.63	3.00%
1.485	North & South Pender Com. Parks	173,210	69.50	167,354	67.15	5,856	3.50%	2.35	3.50%
1.488	North & South Pender Com. Rec	69,590	27.92	67,240	26.98	2,350	3.49%	0.94	3.49%
1.495	Galiano Parks	111,689	84.88	107,562	81.74	4,127	3.84%	3.14	3.84%
1.498	Galiano Community Recreation	39,660	30.14	38,317	29.12	1,343	3.50%	1.02	3.50%
2.630	Magic Lakes Estate Water System	580,000	484.95	580,000	484.95	-	0.00%	-	0.00%
2.640	Saturna Island Water System (Lyall Harbour)	138,350	799.71	133,030	768.96	5,320	4.00%	30.75	4.00%
2.642	Skana Water (Mayne)	26,580	364.11	25,680	351.78	900	3.50%	12.33	3.50%
2.665	Sticks Allison Water (Galiano)	5,280	138.95	5,100	134.21	180	3.53%	4.74	3.53%
2.667	Surfside Park Estates (Mayne)	24,620	234.48	23,790	226.57	830	3.49%	7.90	3.49%
3.755	Regional Source Control	4,588	6.46	4,498	6.33	90	2.00%	0.13	2.00%
3.830	Magic Lake Estates Sewer System	606,518	855.46	586,010	826.53	20,508	3.50%	28.93	3.50%
3.830D	Magic Lake Estates Sewer Debt	229,535	400.58	234,106	408.56	(4,571)	-1.95%	(7.98)	-1.95%
Total Local/Specified/Defined Services		5,095,092		\$4,926,964		\$168,129			

Average residential assessment - 2023 \$802,046 \$802,046

Appendix C-2

Southern Gulf Islands - Operating Budget Highlights - Gross Expenditure (+/- 3.5% and +/- \$20,000)

SGI Services +/- 3.5% and +/- \$20,000	Gross Expenditure 2024	Gross Expenditure 2023	Changes \$	Changes %	Main Budget Driver
1.125 - SGI Economic Development	129,627	157,768	(28,141)	-17.8%	• One-time contracted service in 2023 for \$31.6k - funded by surplus carryover
1.373 SGI Emergency Program	275,218	250,121	25,097	10.0%	• \$25k new Resiliency Grant Program - funded by operating reserve fund (ORF)
Total Southern Gulf Islands Electoral Area	404,845	407,889	(3,044)	-0.7%	
1.352 - South Galiano Fire Protection	606,587	584,473	22,114	3.8%	• Increased transfers to reserves to support capital programs \$12k
3.380 Magic Lake Estate Sewer	913,885	868,799	45,086	5.2%	• Ongoing increase in R&M and screening disposal \$15k • Sludge hauling costs \$14k • Increased operations wages by \$25k - partially offset by reduction in transfers to reserves (\$9k)
Total Local/Specified/Defined Area	1,520,472	1,453,272	67,200	4.6%	
Other (Services not meeting criteria above)	6,363,511	6,241,290	122,221	2.0%	
Total Southern Gulf Islands	8,288,828	8,102,451	186,377	2.3%	

Southern Gulf Islands - Operating Budget by Expenditure Type (in \$ millions)

Expenditure Type	Provisional Plan \$M 2024	Financial Plan \$M* 2023	Changes \$M	Changes %
Operations	6.42	6.23	0.19	3.0%
Capital Funding	0.01	0.01	0.00	1.9%
Debt Servicing	1.11	1.11	0.00	0.0%
Transfer to Reserves	0.75	0.75	(0.00)	-0.3%
Total Southern Gulf Islands	8.29	8.10	0.19	2.3%

*Based on Amendment Financial Plan (Bylaw No. 4570)

Appendix C-3
Southern Gulf Islands 2024 Major Capital Projects ≥ \$100,000

SERVICE AREA	\$('000)	FUNDING SOURCE
Protective Services		
1.352 South Galiano Fire Protection		
Replace Engine 1, F00858	400	Reserve
Water		
2.640 Lyall Harbour Boot Cove Water		
Dam Improvement and Regulatory Requirements	620	Capital on Hand/Grant
Sewer		
3.830 Magic Lake Sewer Utility (Pender)		
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	4000	Capital on Hand/Grant
Other		
1.235 SGI Small Craft Harbour Facilities		
Piers Island Additional Float	157	Capital on Hand
Horton Bay	165	Capital on Hand/Reserve/Other
ANNUAL PROVISIONAL: Dock Improvements	150	Reserve
Total Projects ≥ \$100K	5,492	
Total Projects < \$100K	656	
Total 2024 Capital Projects	6,148	

Appendix C-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SGI 2024														
Service # Service Name		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.110	SGI Admin. Expenditures	6,600					6,600			6,600				6,600
1.137	Galiano Island Community Use Building			12,000			12,000					12,000		12,000
1.235	SGI Small Craft Harbour Facilities				482,000		482,000	247,000				215,000	20,000	482,000
1.318	Building Inspection	10,218	18,425				28,643			28,643				28,643
1.352	South Galiano Fire	10,000	400,000				410,000			410,000				410,000
1.356	Pender Island Fire	28,000					28,000			28,000				28,000
1.373	SGI Emergency Program	25,000					25,000					25,000		25,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks			2,000			2,000					2,000		2,000
1.485	Pender Island Community Parks				75,000		75,000					75,000		75,000
1.495	Galiano Community Parks	1,000			11,000		12,000			1,000		11,000		12,000
2.630	Magic Lake Estates Water (Pender)	15,000			145,000		160,000	15,000				145,000		160,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			695,000		761,000	268,000	88,000		390,000	15,000		761,000
2.642	Skana Water (Mayne)	10,000			50,000		60,000	30,000				30,000		60,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)				15,000		15,000					15,000		15,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			4,000,000		4,060,000	1,500,000			2,500,000	60,000		4,060,000
TOTAL		231,818	418,425	14,000	5,484,000		6,148,243	2,060,000	88,000	474,243	2,890,000	616,000	20,000	6,148,243

Appendix C-5: SGI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 EA Fire Services - JDF & SGI

1.372 EA Emergency Coordination

SOUTHERN GULF ISLANDS

1.110 SGI Administration

1.117 SGI Grants in Aid

1.125 Economic Development

1.137 Galiano Island Community Use Building

1.138 Southern Gulf Islands Public Library

1.170 Gossip Island Electric Power Supply

1.227 Saturna Health Service

1.228 Galiano Health Service

1.229 Pender Health Service

1.235 Small Craft Harbour Facilities

1.314 SGI House Numbering

1.341 Livestock Injury Compensation

1.352 South Galiano Island Fire

1.356 Pender Island Fire

Appendix C-5: SGI Service Budgets

1.359 North Galiano Island Fire

1.363 Saturna Island Fire

1.373 SGI Emergency Program

1.465 Saturna Island Community Parks

1.468 Saturna Island Community Recreation

1.475 Mayne Island Community Parks

1.476 Mayne Island Community Parks Donations

1.478 Mayne Island Community Recreation

1.485 Pender Island Community Parks

1.488 Pender Island Community Recreation

1.495 Galiano Island Community Parks

1.498 Galiano Island Community Recreation

1.533 Stormwater Quality

1.923 Emergency Communications – CREST

2.630 Magic Lake Estates Water (Pender Island)

2.640 Lyall Harbour/Boot Cove Water (Saturna Island)

2.642 Skana Water (Mayne Island)

2.665 Sticks Allison Water (Galiano Island)

2.667 Surfside Water (Mayne Island)

3.830 Magic Lake Estates Sewer System (Pender Island)

CAPITAL REGIONAL DISTRICT

2024 Budget

Elections

EAC Review

OCTOBER 2023

Service: 1.103 Elections

Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electoral Area Elections	-	429	-	-	-	-	-	177,620	500	-
Islands Trust	-	-	-	-	-	-	-	81,870	-	-
Allocations and Insurance	380	496	90	-	-	90	90	13,771	90	90
TOTAL OPERATING COSTS	380	925	90	-	-	90	90	273,261	590	90
*Percentage Increase over prior year										
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	65,380	64,915	65,490	-	-	65,490	65,490	-	65,490	65,490
TOTAL COSTS	65,760	65,840	65,580	-	-	65,580	65,580	273,261	66,080	65,580
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(125,811)	(500)	-
Recovery from Islands Trust	-	-	-	-	-	-	-	(81,870)	-	-
Other Income	(270)	(350)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(270)	(350)	(90)	-	-	(90)	(90)	(207,771)	(590)	(90)
REQUISITION	(65,490)	(65,490)	(65,490)	-	-	(65,490)	(65,490)	(65,490)	(65,490)	(65,490)
*Percentage increase over prior year Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund: Fund Centre:	1500 105515	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		125,101	197,001	262,491	327,981	202,170	267,160
Transfer from Op Budget		65,380	65,490	65,490	-	65,490	65,490
Transfer to Op Budget		-	-	-	(125,811)	(500)	-
Interest Income*		6,520					
Ending Balance \$		197,001	262,491	327,981	202,170	267,160	332,650

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections every 4 years

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

CAPITAL REGIONAL DISTRICT

2024 Budget

UBCM

EAC Review

OCTOBER 2023

Service: 1.104 Union of B.C. Municipalities

Committee: Electoral Area

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Membership Fee	12,251	11,526	12,555	-	-	12,555	12,810	13,070	13,330	13,600
Allocations & Other Expenses	707	707	708	-	-	708	721	734	748	761
TOTAL COSTS	12,958	12,233	13,263	-	-	13,263	13,531	13,804	14,078	14,361
*Percentage Increase over prior year						2.4%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	695	(695)	-	-	(695)	-	-	-	-
Balance c/fwd from 2022 to 2023	(792)	(792)	-	-	-	-	-	-	-	-
Other Revenue	(92)	(62)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(884)	(159)	(785)	-	-	(785)	(90)	(90)	(90)	(90)
REQUISITION	(12,074)	(12,074)	(12,478)	-	-	(12,478)	(13,441)	(13,714)	(13,988)	(14,271)
*Percentage increase over prior year Requisition						3.3%	7.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Building Inspection

EAC Review

OCTOBER 2023

Service: 1.318 Building Inspection

Committee: Electoral Area

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of their value of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2023 to 2024		
Service:	1.318 Building Inspection	
	Total Expenditure	Comments
2023 Budget		
	2,026,725	
Change in Salaries:		
Base salary change	37,152	Inclusive of estimated collective agreement changes
Step increase/paygrade change	9,542	
Overtime and auxiliary wages	21,563	
Total Change in Salaries	68,257	
Other Changes:		
Contract for Services	75,000	2024 IBC 16f-2.1 Digitizing Records
Standard Overhead Allocation	18,244	Increase in 2023 operating costs
Human Resources Allocation	14,179	Increase in allocation from HR
Building Occupancy Allocation	6,871	Increase primarily related to HQ building reserve contribution
Legal Services	7,710	Realignment of budget based on previous actual expenses
Telecommunications	3,820	Realignment of budget based on previous actual expenses
Office Supplies	5,262	First aid supplies, safety equipment and printing
Land Title Costs	2,456	Realignment of budget based on previous actual expenses
Janitorial and Cleaning Services	1,790	Realignment of budget based on previous actual expenses
Other (Travel, Licenses, Electricity)	11,659	
Total Other Changes	146,991	
	2,241,973	
2024 Budget		
Summary of % Expense Increase		
Increase in salaries	3.4%	
2024 IBC Expenses	3.7%	
2024 Allocations	1.9%	
Legal Expenses	0.4%	
Balance of increase	1.2%	
% expense increase from 2023:	10.6%	
% Requisition increase from 2023 (if applicable):	15.0%	Requisition funding is 25.2% of service revenue
Overall 2023 Budget Performance		
(expected variance to budget and surplus treatment)		
Revenues are projected at \$56,629 (2.8%) higher than budget primarily due to higher permit fee revenues driven by increased construction activity in Q1-2 2023. Operating expenditures are projected at \$89,603 (-4.4%) lower than budget primarily due to staff vacancies and lower equipment purchase expenses. The \$146,232 favourable variance will be transferred to the Operating Reserve Fund, which has an expected year end balance of \$529,573 before this transfer.		

1.318 - Building Inspection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	1,388,876	1,286,456	1,457,133	-	-	1,457,133	1,491,427	1,526,521	1,562,425	1,599,136
Telecommunications	37,710	40,210	41,530	-	-	41,530	42,360	43,210	44,070	44,950
Legal Expenses	10,920	18,000	18,630	-	-	18,630	19,000	19,380	19,770	20,170
Building Rent	35,480	35,480	36,720	-	-	36,720	37,460	38,210	38,980	39,760
Supplies	18,800	23,250	24,062	-	-	24,062	24,550	25,040	25,550	26,060
Allocations	324,529	330,529	367,722	-	-	367,722	380,565	391,334	400,767	411,445
Other Operating Expenses	167,110	159,897	177,056	-	75,000	252,056	255,640	184,320	188,080	191,890
TOTAL OPERATING COSTS	1,983,425	1,893,822	2,122,853	-	75,000	2,197,853	2,251,002	2,228,015	2,279,642	2,333,411
*Percentage Increase over prior year			7.0%		3.8%	10.8%	2.4%	-1.0%	2.3%	2.4%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	20,000	20,000	20,820	-	-	20,820	25,470	25,950	26,440	25,000
Transfer to Operating Reserve Fund	-	146,232	-	-	-	-	-	-	-	10,490
TOTAL CAPITAL / RESERVES	20,000	166,232	20,820	-	-	20,820	25,470	25,950	26,440	35,490
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	25,230
TOTAL COSTS	2,026,725	2,083,354	2,166,973	-	75,000	2,241,973	2,299,772	2,277,265	2,329,382	2,394,131
*Percentage Increase over prior year			6.9%		3.7%	10.6%	2.6%	-1.0%	2.3%	2.8%
Internal Recoveries	(30,980)	(30,980)	(32,060)	-	-	(32,060)	(32,700)	(33,350)	(34,020)	(34,700)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,995,745	2,052,374	2,134,913	-	75,000	2,209,913	2,267,072	2,243,915	2,295,362	2,359,431
<u>FUNDING SOURCES (REVENUE)</u>						10.7%	2.6%	-1.0%	2.3%	2.8%
Transfer from Operating Reserve Fund	(121,144)	(121,144)	(125,183)	-	(75,000)	(200,183)	(143,742)	(39,165)	(4,452)	-
Permit Fees Revenue	(1,340,000)	(1,401,522)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,570)	(1,485,710)	(1,515,430)
Contract Revenue	(38,640)	(33,747)	(39,990)	-	-	(39,990)	(40,790)	(41,610)	(42,440)	(43,300)
Grants in Lieu of Taxes	(1,921)	(1,921)	(1,990)	-	-	(1,990)	(2,030)	(2,070)	(2,110)	(2,150)
Revenue - Other	(2,660)	(2,660)	(2,660)	-	-	(2,660)	(2,660)	(2,660)	(2,660)	(2,660)
TOTAL REVENUE	(1,504,365)	(1,560,994)	(1,569,823)	-	(75,000)	(1,644,823)	(1,617,222)	(1,542,075)	(1,537,372)	(1,563,540)
REQUISITION	(491,380)	(491,380)	(565,090)	-	-	(565,090)	(649,850)	(701,840)	(757,990)	(795,891)
*Percentage increase over prior year						15.0%	15.0%	8.0%	8.0%	5.0%
Requisition						4.5%	2.0%	2.0%	2.0%	2.0%
Per Fees Revenue										
AUTHORIZED POSITIONS										
Salaried FTE	11.2		11.2			11.2	11.2	11.2	11.2	11.2

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

Service No.	1.318 Building Inspection	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$25,000	\$30,500	\$4,500	\$6,000	\$6,000	\$6,000	\$0	\$47,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$45,000	\$55,000	\$0	\$60,000	\$60,000	\$60,000	\$0	\$175,000
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$70,000	\$85,500	\$4,500	\$66,000	\$66,000	\$66,000	\$0	\$222,000

5 YEAR CAPITAL PLAN

Service #:

1.318

Building Inspection

[illegible]

Service: 1.318 Building Inspection

Project Number	18-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	Capital Project Title	Computer Replacement	Capital Project Description	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	21-01	Capital Project Title	Furniture Replacement	Capital Project Description	Salt Spring Island furniture replacement
Project Rationale	Replace desks, chairs, shelving, cabinetry and other furniture that has become worn and requires replacement.				

Building Inspection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	529,573	329,390	185,648	146,483	142,031	152,521
Equipment Replacement Fund	128,456	63,776	84,746	44,696	5,136	30,136
Total	658,029	393,166	270,394	191,179	147,167	182,657

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund: Fund Centre:	1500 105544	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		612,699	529,573	329,390	185,648	146,483	142,031
Transfer from Ops Budget		-	-	-	-	-	10,490
Transfer to Ops Budget		(121,144)	(200,183)	(143,742)	(39,165)	(4,452)	-
Interest Income*		38,018					
Ending Balance \$		529,573	329,390	185,648	146,483	142,031	152,521

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101425	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		223,756	128,456	63,776	84,746	44,696	5,136
Transfer from Ops Budget		20,000	20,820	25,470	25,950	26,440	25,000
Planned Purchase		(115,300)	(85,500)	(4,500)	(66,000)	(66,000)	-
Interest Income		-					
Ending Balance \$		128,456	63,776	84,746	44,696	5,136	30,136

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Noise Control

EAC Review

CCTOBER 2023

Service: 1.320 Noise Control

Committee: Electoral Area

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	7,110	6,000	7,360	-	-	7,360	7,510	7,660	7,810	7,970
Allocations	2,678	2,678	2,761	-	-	2,761	2,813	2,865	2,918	2,971
Internal Time Charges	31,390	40,837	33,000	-	-	33,000	33,740	34,450	35,150	35,890
Other Operating Expenses	50	900	250	-	-	250	250	250	250	250
TOTAL OPERATING COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,225	46,128	47,081
*Percentage Increase over prior year			5.2%			5.2%	2.2%	2.1%	2.0%	2.1%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	485	1,175	1,865
TOTAL COSTS	41,228	50,415	43,371	-	-	43,371	44,313	45,710	47,303	48,946
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	(9,337)	(680)	-	-	(680)	(138)	-	-	-
Grants in Lieu of Taxes	(168)	(168)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Revenue - Other	(150)	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(318)	(9,505)	(1,030)	-	-	(1,030)	(488)	(350)	(350)	(350)
REQUISITION	(40,910)	(40,910)	(42,341)	-	-	(42,341)	(43,825)	(45,360)	(46,953)	(48,596)
*Percentage increase over prior year Requisition			3.5%			3.5%	3.5%	3.5%	3.5%	3.5%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund: Fund Centre:	1500 105406	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		21,805	13,604	12,924	12,786	13,271	14,446
Transfer from Ops Budget		-	-	-	485	1,175	1,865
Transfer to Ops Budget		(9,337)	(680)	(138)	-	-	-
Interest Income*		1,136					
Ending Balance \$		13,604	12,924	12,786	13,271	14,446	16,311

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Nuisance & Unsightly Premises

EAC Review

OCTOBER 2023

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Legal	2,190	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	3,346	3,346	3,449	-	-	3,449	3,514	3,580	3,648	3,716
Internal Time Charges	49,130	42,728	51,650	-	-	51,650	52,810	53,920	55,010	56,170
Other Operating Expenses	320	304	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	54,986	46,378	57,419	-	-	57,419	58,644	59,820	60,978	62,206
*Percentage Increase over prior year			4.4%			4.4%	2.1%	2.0%	1.9%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	8,708	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	8,708	-	-	-	-	-	-	-	-
TOTAL COSTS	54,986	55,086	57,419	-	-	57,419	58,644	59,820	60,978	62,206
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	(519)	-	-	(519)	-	-	-	-
Grants in Lieu of Taxes	(225)	(225)	(230)	-	-	(230)	(250)	(260)	(270)	(280)
Other Revenue	(100)	(200)	(100)	-	-	(100)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(325)	(425)	(849)	-	-	(849)	(450)	(460)	(470)	(480)
REQUISITION	(54,661)	(54,661)	(56,570)	-	-	(56,570)	(58,194)	(59,360)	(60,508)	(61,726)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.9%	2.0%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund
--

For unforeseen legal expenses

Reserve Cash Flow

Fund: 1500 Fund Centre: 105403	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	19,000	19,990	19,471	19,471	19,471	19,471
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	(519)	-	-	-	-
Interest Income*	990					
Ending Balance \$	19,990	19,471	19,471	19,471	19,471	19,471

<p><u>Assumptions/Background:</u></p> <p>*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.</p>

CAPITAL REGIONAL DISTRICT

2024 Budget

Electoral Area Fire Services

EAC Review

OCTOBER 2023

Service: **1.369 Electoral Area Fire Services**

Committee: Electoral Area

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of \$0.246 per \$1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Fire Services Compliance and Coordination	77,840	72,680	-	-	-	-	-	-	-	-
Wages & Salaries	-	-	-	194,602	-	194,602	199,269	204,046	208,933	213,935
Contract for Service	126,500	126,500	27,430	-	-	27,430	27,980	28,540	29,110	29,690
Staff Training & Development	5,370	2,851	5,560	-	-	5,560	5,670	5,780	5,900	6,020
Software Licenses	2,000	200	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Allocations	90,126	90,126	90,712	-	-	90,712	92,527	94,375	96,266	98,190
Contingency	2,000	-	-	-	-	-	-	-	-	-
Operating - Other	2,130	1,951	2,190	-	10,000	12,190	2,220	2,250	2,280	2,310
TOTAL OPERATING COSTS	305,966	294,308	127,962	194,602	10,000	332,564	329,776	337,141	344,679	352,375
*Percentage Increase over prior year			-58.2%	63.6%	3.3%	8.7%	-0.8%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Equipment Purchases	2,500	-	2,500	-	-	2,500	2,500	2,500	2,289	1,918
Transfer to Operating Reserve Fund	-	14,158	-	-	-	-	-	6,970	6,575	6,320
TOTAL CAPITAL / RESERVE	2,500	14,158	2,500	-	-	2,500	2,500	9,470	8,864	8,238
TOTAL COSTS	308,466	308,466	130,462	194,602	10,000	335,064	332,276	346,611	353,543	360,613
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(161,033)	(161,033)	-	(118,704)	(10,000)	(128,704)	(43,416)	-	-	-
Interest Income	(120)	(120)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(161,153)	(161,153)	(120)	(118,704)	(10,000)	(128,824)	(43,536)	(120)	(120)	(120)
REQUISITION	(147,313)	(147,313)	(130,342)	(75,898)	-	(206,240)	(288,740)	(346,491)	(353,423)	(360,493)
*Percentage increase over prior year Requisition			-11.5%	51.5%		40.0%	40.0%	20.0%	2.0%	2.0%
Salaried Positions FTE's			0.0	1.5		1.5	1.5	1.5	1.5	1.5

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund: 1500 Fund Centre: 105404	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	323,799	185,924	57,220	13,804	20,774	27,349
Transfer from Ops Budget	14,158	-	-	6,970	6,575	6,320
Transfer to Ops Budget	(161,033)	(128,704)	(43,416)	-	-	-
Planned Expenditures	-	-	-	-	-	-
Interest Income*	9,000					
Ending Balance \$	185,924	57,220	13,804	20,774	27,349	33,669

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Electoral Area Emergency Planning Coordination

EAC Review

OCTOBER 2023

Service: 1.372 Emergency Planning Coordination

Committee: Planning, Transportation & Protective Services

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electoral Area Emergency Planning Coordination	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	578,160	576,160	591,902	-	-	591,902	606,031	620,493	635,283	650,420
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,920	1,920	1,990	-	-	1,990	2,030	2,070	2,110	2,150
Telecommunications	7,160	7,160	7,410	-	-	7,410	7,560	7,710	7,860	8,020
Staff Training & Development	1,700	2,500	1,760	-	-	1,760	1,800	1,840	1,880	1,920
Supplies	2,110	2,210	2,180	-	-	2,180	2,220	2,260	2,300	2,340
Allocations	63,573	63,573	70,935	-	-	70,935	73,644	75,383	76,451	78,082
Other Operating Expenses	9,276	16,040	9,580	-	-	9,580	9,770	9,960	10,150	10,340
TOTAL OPERATING COSTS	663,899	669,563	685,757	-	-	685,757	703,055	719,716	736,034	753,272
*Percentage Increase over prior year			3.3%			3.3%	2.5%	2.4%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	3,336	-	-	-	-	-	-	-	1,940
Transfer to Equipment Replacement Fund	7,500	7,500	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	7,500	10,836	5,000	-	-	5,000	5,000	5,000	5,000	6,940
TOTAL COSTS	671,399	680,399	690,757	-	-	690,757	708,055	724,716	741,034	760,212
Internal Recoveries	(492,300)	(492,300)	(509,530)	-	-	(509,530)	(519,720)	(530,110)	(540,708)	(551,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	179,099	188,099	181,227	-	-	181,227	188,335	194,606	200,326	208,692
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(22,939)	(22,939)	(14,170)	-	-	(14,170)	(10,485)	(6,135)	(1,535)	-
Grants in Lieu of Taxes	(626)	(626)	(650)	-	-	(650)	(660)	(670)	(680)	(690)
Revenue - Other	(330)	(9,330)	(340)	-	-	(340)	(330)	(330)	(330)	(330)
TOTAL REVENUE	(23,895)	(32,895)	(15,160)	-	-	(15,160)	(11,475)	(7,135)	(2,545)	(1,020)
REQUISITION	(155,204)	(155,204)	(166,067)	-	-	(166,067)	(176,860)	(187,471)	(197,781)	(207,672)
*Percentage increase over prior year Requisition			7.0%			7.0%	6.5%	6.0%	5.5%	5.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0	4.0	4.0			4.0	4.0	4.0	4.0	4.0

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

Service No.	1.372	Carry	2024	2025	2026	2027	2028	TOTAL
	Emergency Planning Coordination	Forward						
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,500	\$0	\$2,500	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$70,000	\$0	\$70,000
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,500	\$0	\$2,500	\$70,000	\$0	\$75,000

5 YEAR CAPITAL PLAN

Service #: 1.372

Service Name:	Emergency Planning Coordination
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 5,000	E	ERF	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -	\$ -	\$ 5,000
23-01	Replacement	Vehicle Replacement	Vehicle replacement	\$ 70,000	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ 70,000
													\$ -
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													\$ -
			GRAND TOTAL	\$ 75,000			\$ -	\$ 2,500	\$ -	\$ 2,500	\$ 70,000	\$ -	\$ 75,000

Service: 1.372 Emergency Planning Coordination

Project Number	20-01	Capital Project Title	Computer Equipment Replacement	Capital Project Description	Computer Equipment Replacement
Project Rationale					

Project Number	23-01	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement
Project Rationale					

Electoral Area Emergency Planning Coordination
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	40,434	26,264	15,779	9,644	8,109	10,049
Equipment Replacement Fund	61,304	63,804	68,804	71,304	6,304	11,304
Total	101,738	90,068	84,583	80,948	14,413	21,353

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund: Fund Centre:	1500 105545	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		60,373	40,434	26,264	15,779	9,644	8,109
Transfer from Ops Budget		-	-	-	-	-	1,940
Transfer to Ops Budget		(22,939)	(14,170)	(10,485)	(6,135)	(1,535)	-
Interest Income*		3,000					
Ending Balance \$		40,434	26,264	15,779	9,644	8,109	10,049

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101985	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		53,804	61,304	63,804	68,804	71,304	6,304
Transfer from Op Budget		7,500	5,000	5,000	5,000	5,000	5,000
Planned Purchase		-	(2,500)	-	(2,500)	(70,000)	-
Interest Income		-					
Ending Balance \$		61,304	63,804	68,804	71,304	6,304	11,304

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Admin Expenditures (SGI)

EAC Review

OCTOBER 2023

Service: 1.110 SGI Admin. Expenditures

Committee: Electoral Area

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.110 - Admin Expenditures (SGI) Director & Management	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Director Admin	120,207	117,561	120,729	-	-	120,729	123,116	125,543	128,021	130,558
Management Services	358,394	328,123	333,834	-	20,000	353,834	342,463	350,867	359,162	367,803
TOTAL OPERATING COSTS	478,601	445,684	454,563	-	20,000	474,563	465,579	476,410	487,183	498,361
*Percentage Increase over prior year			-5.0%		4.2%	-0.8%	-1.9%	2.3%	2.3%	2.3%
<u>CAPITAL / RESERVES</u>										
Transfer to Operating Reserve Fund	-	27,327	-	-	-	-	-	-	-	1,227
TOTAL CAPITAL / RESERVES	1,100	28,427	1,100	-	-	1,100	1,100	1,100	1,100	2,327
TOTAL COSTS	479,701	474,111	455,663	-	20,000	475,663	466,679	477,510	488,283	500,688
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(61,113)	(41,113)	(22,419)	-	(20,000)	(42,419)	(15,629)	(9,440)	(4,178)	(1,714)
Cost Recovery	(14,063)	(12,263)	(14,284)	-	-	(14,284)	(14,510)	(14,740)	(14,975)	(15,214)
Grants in Lieu of Taxes	(4,149)	(19,149)	(4,300)	-	-	(4,300)	(4,380)	(4,470)	(4,560)	(4,650)
Other Revenue	(290)	(1,500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
TOTAL REVENUE	(79,615)	(74,025)	(41,503)	-	(20,000)	(61,503)	(35,019)	(29,150)	(24,213)	(22,078)
REQUISITION	(400,086)	(400,086)	(414,160)	-	-	(414,160)	(431,660)	(448,360)	(464,070)	(478,610)
*Percentage increase over prior year Requisition			3.5%			3.5%	4.2%	3.9%	3.5%	3.1%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

1.110 - Admin Expenditures (SGI)
Director Admin

OPERATING COSTS

Director's Remuneration
Contract for Services
Travel
Allocations
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVES

Transfer to Operating Reserve Fund
Transfer to Equipment Replacement Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

FUNDING SOURCES (REVENUE)

Estimated Balance c/fwd from 2023 to 2024
Balance c/fwd from 2022 to 2023
Transfer from Operating Reserve Fund
Cost Recovery
Grants in Lieu of Taxes
Interest Income

TOTAL REVENUE

REQUISITION

*Percentage increase over prior year
Requisition

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Director's Remuneration	51,134	51,134	52,920	-	-	52,920	53,980	55,060	56,160	57,280
Contract for Services	21,180	21,180	21,920	-	-	21,920	22,360	22,810	23,270	23,740
Travel	6,180	3,500	4,400	-	-	4,400	4,490	4,580	4,670	4,760
Allocations	14,257	14,257	14,675	-	-	14,675	14,966	15,263	15,566	15,874
Other Operating Expenses	27,456	27,490	26,814	-	-	26,814	27,320	27,830	28,355	28,904
TOTAL OPERATING COSTS	120,207	117,561	120,729	-	-	120,729	123,116	125,543	128,021	130,558
*Percentage Increase over prior year			0.4%			0.4%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	3,856	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,100	1,100	1,100	-	-	1,100	1,100	1,100	1,100	1,100
TOTAL CAPITAL / RESERVES	1,100	4,956	1,100	-	-	1,100	1,100	1,100	1,100	1,100
TOTAL COSTS	121,307	122,517	121,829	-	-	121,829	124,216	126,643	129,121	131,658
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(5,275)	(5,275)	(1,715)	-	-	(1,715)	(1,716)	(1,713)	(1,706)	(1,714)
Cost Recovery	(11,363)	(11,363)	(11,584)	-	-	(11,584)	(11,810)	(12,040)	(12,275)	(12,514)
Grants in Lieu of Taxes	(1,062)	(1,062)	(1,100)	-	-	(1,100)	(1,120)	(1,140)	(1,160)	(1,180)
Interest Income	(290)	(1,500)	(500)	-	-	(500)	(500)	(500)	(500)	(500)
TOTAL REVENUE	(17,990)	(19,200)	(14,899)	-	-	(14,899)	(15,146)	(15,393)	(15,641)	(15,908)
REQUISITION	(103,317)	(103,317)	(106,930)	-	-	(106,930)	(109,070)	(111,250)	(113,480)	(115,750)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

**1.110 - Admin Expenditures (SGI)
Management Services**

OPERATING COSTS

Salaries & Wages
Contract for Services
Program Development
Travel
Memberships & Professional Dues
Allocations
Referendum Costs to establish new SGI Service-Connectivity
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Operating Reserve Fund
Transfer to Equipment Replacement Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

FUNDING SOURCES (REVENUE)

Transfer from Operating Reserve Fund
Sub-lease Recovery
Grants in Lieu of Taxes

TOTAL REVENUE

REQUISITION

*Percentage increase over prior year
Requisition

AUTHORIZED POSITIONS
Salaried FTE

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Salaries & Wages	171,387	164,866	173,734	-	-	173,734	177,901	182,165	186,529	190,994
Contract for Services	71,480	71,480	71,980	-	-	71,980	73,420	74,890	76,390	77,920
Program Development	-	540	-	-	-	-	-	-	-	-
Travel	4,500	3,500	4,660	-	-	4,660	4,750	4,850	4,950	5,050
Memberships & Professional Dues	850	900	880	-	-	880	900	920	940	960
Allocations	41,957	41,957	45,620	-	-	45,620	47,782	49,572	51,113	52,859
Referendum Costs to establish new SGI Service-Connectivity	20,000	-	-	-	20,000	20,000	-	-	-	-
Other Operating Expenses	48,220	44,880	36,960	-	-	36,960	37,710	38,470	39,240	40,020
TOTAL OPERATING COSTS	358,394	328,123	333,834	-	20,000	353,834	342,463	350,867	359,162	367,803
*Percentage Increase over prior year			-6.9%		5.6%	-1.3%	-3.2%	2.5%	2.4%	2.4%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	23,471	-	-	-	-	-	-	-	1,227
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	23,471	-	-	-	-	-	-	-	1,227
TOTAL COSTS	358,394	351,594	333,834	-	20,000	353,834	342,463	350,867	359,162	369,030
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(55,838)	(35,838)	(20,704)	-	(20,000)	(40,704)	(13,913)	(7,727)	(2,472)	-
Sub-lease Recovery	(2,700)	(900)	(2,700)	-	-	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Grants in Lieu of Taxes	(3,087)	(18,087)	(3,200)	-	-	(3,200)	(3,260)	(3,330)	(3,400)	(3,470)
TOTAL REVENUE	(61,625)	(54,825)	(26,604)	-	(20,000)	(46,604)	(19,873)	(13,757)	(8,572)	(6,170)
REQUISITION	(296,769)	(296,769)	(307,230)	-	-	(307,230)	(322,590)	(337,110)	(350,590)	(362,860)
*Percentage increase over prior year Requisition			3.5%			3.5%	5.0%	4.5%	4.0%	3.5%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

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

Service No.	1.110	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	S&I Admin. Expenditures							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,600	\$0	\$2,800	\$0	\$5,000	\$14,400
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Service Name:	SGI Admin. Expenditures
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Computer & laptop	Phone & Computer Replacements for Director and Manager	\$ 14,400	E	ERF	\$ -	\$ 6,600	\$ -	\$ 2,800	\$ -	\$ 5,000	\$ 14,400
													\$ -
													\$ -
													\$ -
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													\$ -
			GRAND TOTAL	\$ 14,400				\$ 6,600	\$ -	\$ 2,800	\$ -	\$ 5,000	\$ 14,400

Service: 1.110 SGI Admin. Expenditures

Project Number	24-01	Capital Project Title	Computer & laptop	Capital Project Description	Phone & Computer Replacements for Director and Manager
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Project Rationale Phone and computer replacements for director and manager.

Admin Expenditures (SGI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	84,521	42,102	26,473	17,033	12,855	12,368
Equipment Replacement Fund	12,887	7,387	8,487	6,787	7,887	3,987
Total	97,407	49,488	34,959	23,819	20,741	16,354

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund: Fund Centre:	1500 105546	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		114,807	84,521	42,102	26,473	17,033	12,855
Transfer from Ops Budget		27,327	-	-	-	-	1,227
Transfer to Ops Budget-Core Budget		(53,113)	(22,419)	(15,629)	(9,440)	(4,178)	(1,714)
Transfer to Ops Budget		(8,000)	(20,000)				
Interest Income*		3,500					
Ending Balance \$		84,521	42,102	26,473	17,033	12,855	12,368

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Equipment Replacement Fund
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ERF Group: SGIADMIN.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101838	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		15,787	12,887	7,387	8,487	6,787	7,887
Transfer from Ops Budget		1,100	1,100	1,100	1,100	1,100	1,100
Planned Purchase		(4,000)	(6,600)	-	(2,800)	-	(5,000)
Interest Income		-					
Ending Balance \$		12,887	7,387	8,487	6,787	7,887	3,987

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Grants in Aid

EAC Review

OCTOBER 2023

Service: 1.117 SGI Grants in Aid

Committee: Electoral Area

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

Greater of \$129,912 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of \$268,244.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.117 - SGI Grants in Aid	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	100,000	100,000	105,000	-	-	105,000	105,000	105,000	105,000	105,000
Allocations	5,424	5,424	5,311	-	-	5,311	5,417	5,526	5,636	5,749
Other Expenses	800	1,230	800	-	-	800	800	800	800	800
TOTAL COSTS	106,224	106,654	111,111	-	-	111,111	111,217	111,326	111,436	111,549
*Percentage Increase over prior year			4.6%			4.6%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(500)	500	-	-	500	-	-	-	-
Balance c/fwd from 2022 to 2023	37	37	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,117)	(1,117)	(1,117)	-	-	(1,117)	(1,117)	(1,117)	(1,117)	(1,117)
Other Revenue	(140)	(70)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
TOTAL REVENUE	(1,220)	(1,650)	(757)	-	-	(757)	(1,257)	(1,257)	(1,257)	(1,257)
REQUISITION	(105,004)	(105,004)	(110,354)	-	-	(110,354)	(109,960)	(110,069)	(110,179)	(110,292)
*Percentage increase over prior year Requisition			5.1%			5.1%	-0.4%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI Economic Development

EAC Review

OCTOBER 2023

Service: 1.125 SGI Economic Development

Committee: Electoral Area

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

1.125 - SGI Economic Development	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	101,046	101,046	78,290	-	-	78,290	79,860	81,460	83,090	84,750
Program Development	36,324	36,324	30,460	-	-	30,460	30,670	30,880	31,100	31,320
Internal Allocations	6,158	6,158	6,307	-	-	6,307	6,434	6,562	6,693	6,827
Building Rent	8,990	8,990	9,140	-	-	9,140	9,300	9,420	9,530	9,530
Contribution Projects	-	-	-	-	-	-	-	-	-	-
Operating - Other	5,250	4,669	5,430	-	-	5,430	5,530	5,630	5,740	5,850
TOTAL OPERATING COSTS	157,768	157,187	129,627	-	-	129,627	131,794	133,952	136,153	138,277
*Percentage Increase over prior year			-17.8%			-17.8%	1.7%	1.6%	1.6%	1.6%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	157,768	157,187	129,627	-	-	129,627	131,794	133,952	136,153	138,277
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	1,381	(1,381)	-	-	(1,381)	-	-	-	-
Balance c/fwd from 2022 to 2023	(34,970)	(34,970)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,272)	(1,272)	(1,320)	-	-	(1,320)	(1,350)	(1,380)	(1,410)	(1,440)
Interest Income	(100)	(900)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(36,342)	(35,761)	(2,901)	-	-	(2,901)	(1,550)	(1,580)	(1,610)	(1,640)
REQUISITION	(121,426)	(121,426)	(126,726)	-	-	(126,726)	(130,244)	(132,372)	(134,543)	(136,637)
*Percentage increase over prior year Requisition			4.4%			4.4%	2.8%	1.6%	1.6%	1.6%

Reserve Schedule

Reserve Fund: 1.125 SGI Economic Development - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund: Fund Centre:	1500 105547	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		8,164	8,590	8,590	8,590	8,590	8,590
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income*		426					
Ending Balance \$		8,590	8,590	8,590	8,590	8,590	8,590

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Island Community Use Building

EAC Review

OCTOBER 2023

Service: **1.137 Galiano Island Community Use Building**

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of \$100,100 or \$0.165 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$195,649.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	\$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		<u> \$ 130,000</u>

FUNDING:

Requisition

OPERATING COSTS

1.137 - Galiano Island Community Use Building	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	20,459	20,459	21,132	-	-	21,132	21,555	21,986	22,426	22,875
Insurance	1,320	1,320	1,320	-	-	1,320	1,380	1,450	1,520	1,590
Building Maintenance	5,150	5,050	5,330	-	-	5,330	5,440	5,550	5,660	5,780
Utilities	3,910	4,886	4,020	-	-	4,020	4,100	4,180	4,260	4,350
Contingency	1,550	-	1,600	-	-	1,600	1,630	1,660	1,690	1,720
Other Operating Expenses	5,198	3,603	5,370	-	-	5,370	5,470	5,570	5,670	5,770
TOTAL OPERATING COSTS	37,587	35,318	38,772	-	-	38,772	39,575	40,396	41,226	42,085
*Percentage Increase over prior year			3.2%			3.2%	2.1%	2.1%	2.1%	2.1%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	3,000	5,219	1,075	-	-	1,075	1,605	2,150	2,720	3,290
MFA Debt Reserve Fund	60	60	90	-	-	90	90	90	90	90
MFA Principal Payment	15,482	15,482	15,482	-	-	15,482	15,482	15,482	15,482	15,482
MFA Interest Payment	11,935	11,935	11,935	-	-	11,935	11,935	11,935	11,935	11,935
TOTAL DEBT / RESERVE	30,477	32,696	28,582	-	-	28,582	29,112	29,657	30,227	30,797
TOTAL COSTS	68,064	68,014	67,354	-	-	67,354	68,687	70,053	71,453	72,882
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd 2022 to 2023	(3,042)	(3,042)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(42)	(42)	(50)	-	-	(50)	(53)	(50)	(50)	(50)
Other Income	(150)	(100)	(160)	-	-	(160)	(150)	(150)	(150)	(150)
MFA Debt Resv FundEarnings	(60)	(60)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	(3,294)	(3,244)	(300)	-	-	(300)	(293)	(290)	(290)	(290)
REQUISITION	(64,770)	(64,770)	(67,054)	-	-	(67,054)	(68,394)	(69,763)	(71,163)	(72,592)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No. 1.137	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
Galiano Island Community Use Building							

EXPENDITURE

Buildings	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	New	Emergency Repairs	Unforeseen Emergency Repairs	\$ 12,000	B	Res	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
													\$ -
													\$ -
													\$ -
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													\$ -
			GRAND TOTAL	\$ 12,000			\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000

Service: 1.137 Galiano Island Community Use Building

Project Number	24-01	Capital Project Title	Emergency Repairs	Capital Project Description	Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Community Use Building - Capital Reserve Fund - Bylaw 3939

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1083 102135	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		83,107	80,437	69,512	70,512	72,112	74,332
Transfer from Ops Budget		3,000	1,075	1,000	1,600	2,220	2,840
Transfer from Cap Fund		-					
Transfer to Cap Fund		(10,000)	(12,000)	-	-	-	-
Interest Income*		4,330					
Ending Balance \$		80,437	69,512	70,512	72,112	74,332	77,172

Assumptions/Background:

New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Regional Library

EAC Review

OCTOBER 2023

Service: **1.138 SGI Regional Library**

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of \$165,391 or \$0.07 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$368,835.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008).

FUNDING:

Requisition

1.138 - SGI Regional Library	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to Library	233,160	233,160	241,320	-	-	241,320	246,150	251,070	256,090	261,210
Allocations	4,656	4,656	4,794	-	-	4,794	4,889	4,987	5,087	5,189
Insurance	140	140	160	-	-	160	170	180	190	200
Other Operating Expenses	1,725	925	1,725	-	-	1,725	1,760	1,800	1,840	1,880
TOTAL COSTS	239,681	238,881	247,999	-	-	247,999	252,969	258,037	263,207	268,479
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	1,170	(1,170)	-	-	(1,170)	-	-	-	-
Balance c/fwd from 2022 to 2023	(1,258)	(1,258)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,447)	(2,447)	(2,529)	-	-	(2,529)	(2,579)	(2,647)	(2,707)	(2,769)
Other Income	(30)	(400)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(3,735)	(2,935)	(3,799)	-	-	(3,799)	(2,679)	(2,747)	(2,807)	(2,869)
REQUISITION	(235,946)	(235,946)	(244,200)	-	-	(244,200)	(250,290)	(255,290)	(260,400)	(265,610)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Gossip Island Electric Power Supply

EAC Review

OCTOBER 2023

Service: **1.170 Gossip Island Electric Power Supply**

Committee: Electoral Area

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow \$770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

Greater of **\$85,310** or **\$3.76 / \$1,000** of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	\$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		<u>\$ 55,000</u>

FUNDING:

Parcel tax

1.170 - Gossip Island Electric Power Supply

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	111	111	96	-	-	96	98	100	102	-
Other Operating Expenses	220	303	216	-	-	216	218	220	222	-
TOTAL OPERATING COSTS	331	414	312	-	-	312	316	320	324	-
*Percentage Increase over prior year			-5.7%			-5.7%	1.3%	1.3%	1.3%	
<u>DEBT</u>										
MFA Debt Reserve Fund	150	150	200	-	-	200	200	200	200	-
MFA Principal Payment	38,382	38,382	38,382	-	-	38,382	38,382	38,382	38,382	-
MFA Interest Payment	24,239	24,239	24,239	-	-	24,239	24,239	24,239	24,239	-
TOTAL DEBT	62,771	62,771	62,821	-	-	62,821	62,821	62,821	62,821	-
TOTAL COSTS	63,102	63,185	63,133	-	-	63,133	63,137	63,141	63,145	-
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(83)	83	-	-	83	-	-	-	-
Deficit c/fwd from 2022 to 2023	593	593	-	-	-	-	-	-	-	-
Interest Income	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	-
MFA Debt Reserve Fund Earnings	(150)	(150)	(200)	-	-	(200)	(200)	(200)	(200)	-
TOTAL REVENUE	353	270	(207)	-	-	(290)	(290)	(290)	(290)	-
REQUISITION - PARCEL TAX	(63,455)	(63,455)	(62,926)	-	-	(62,926)	(62,847)	(62,851)	(62,855)	-
*Percentage increase over prior year Requisition			-0.8%			-0.8%	-0.1%	0.0%	0.0%	

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Health Service

EAC Review

OCTOBER 2023

Service: 1.227 Saturna Health Service

Committee: Electoral Area

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Bylaw No. 4231 Saturna Health Service Establishment Bylaw adopted in 2018

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

Greater of \$40,000 or \$0.17 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$70,268.

FUNDING:

Requisition

1.227 - Saturna Health Service	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Saturna Island Meduical Clinic	24,656	24,656	25,520	-	-	25,520	26,030	26,550	27,080	27,620
Other Operating Expenses	671	671	507	-	-	507	517	527	538	548
TOTAL COSTS	25,327	25,327	26,027	-	-	26,027	26,547	27,077	27,618	28,168
*Percentage Increase over prior year			2.8%			2.8%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	66	(66)	-	-	(66)	-	-	-	-
Balance c/fwd from 2022 to 2023	(110)	(110)	-	-	-	-	-	-	-	-
Interest Income	-	(66)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,046)	(2,046)	(2,120)	-	-	(2,120)	(2,160)	(2,200)	(2,240)	(2,280)
TOTAL REVENUE	(2,156)	(2,156)	(2,186)	-	-	(2,186)	(2,160)	(2,200)	(2,240)	(2,280)
REQUISITION	(23,171)	(23,171)	(23,841)	-	-	(23,841)	(24,387)	(24,877)	(25,378)	(25,888)
*Percentage increase over prior year Requisition			2.9%			2.9%	2.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Health Service

EAC Review

OCTOBER 2023

Service: **1.228** **Galiano Health Service**

Committee: Electoral Area

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw adopted in 2014

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

Greater of \$86,550 or \$0.19 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$225,293.

FUNDING:

Requisition

1.228 - Galiano Health Service

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Galiano Health Society	137,120	137,120	141,920	-	-	141,920	144,760	147,660	150,610	153,620
Operating - Other	2,766	2,734	2,848	-	-	2,848	2,904	2,961	3,019	3,078
TOTAL OPERATING COSTS	139,886	139,854	144,768	-	-	144,768	147,664	150,621	153,629	156,698
*Percentage Increase over prior year			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	32	(32)	-	-	(32)	-	-	-	-
Balance c/fwd from 2022 to 2023	(89)	(89)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(91)	(91)	(168)	-	-	(168)	(174)	(181)	(179)	(180)
Other Revenue	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(200.00)	(168)	(220)	-	-	(220)	(194)	(201)	(199)	(200)
REQUISITION	(139,686)	(139,686)	(144,548)	-	-	(144,548)	(147,470)	(150,420)	(153,430)	(156,498)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Health Care Service

EAC Review

OCTOBER 2023

Service: 1.229 Pender Islands Health Care Service

Committee: Electoral Area

DEFINITION:

Service established for the purpose of contributing to the costs of administration and operation of the Pender Islands Health Care Centre.
Bylaw No. 4441 Pender Island Health Care Centre Contribution Services Establishment Bylaw adopted in 2021

PARTICIPATION:

Pender Island

MAXIMUM LEVY:

Greater of \$235,000 or \$0.1803 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$367,813.

FUNDING:

Requisition

1.229 - Pender Island Health Care Service

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment to Pender Health Society	229,000	229,000	237,020	-	-	237,020	241,760	246,600	251,530	256,560
Operating - Other	5,420	5,690	5,788	-	-	5,788	5,882	5,978	6,075	6,175
TOTAL OPERATING COSTS	234,420	234,690	242,808	-	-	242,808	247,642	252,578	257,605	262,735
*Percentage Increase over prior year			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(260)	260	-	-	260	-	-	-	-
Balance c/fwd from 2022 to 2023	501	501	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,059)	(2,059)	(2,130)	-	-	(2,130)	(2,170)	(2,210)	(2,250)	(2,300)
Other Revenue	-	(10)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,558.00)	(1,828)	(1,870)	-	-	(1,870)	(2,170)	(2,210)	(2,250)	(2,300)
REQUISITION	(232,862)	(232,862)	(240,938)	-	-	(240,938)	(245,472)	(250,368)	(255,355)	(260,435)
*Percentage increase over prior year Requisition			3.5%			3.5%	1.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI Small Craft Harbour Facilities

EAC Review

OCTOBER 2023

Service: **1.235** **SGI Small Craft Harbour Facilities**

Committee: Electoral Area

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGI Small Craft Harbour Facilities service funds and operates 12 small craft harbour facilities in the Southern Gulf Islands. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-time funding of \$1.6 million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of \$112,878 or \$0.10 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$536,488.

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw No. 2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

1.235 - SGI Small Craft Harbour Facilities	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
<u>Management Expenditures:</u>										
Contract for Services	10,680	8,000	11,050	-	-	11,050	11,270	11,500	11,730	11,960
Supplies, Advertising	1,140	400	1,180	-	-	1,180	1,200	1,220	1,240	1,260
Travel and Training	7,790	2,500	8,060	-	-	8,060	8,220	8,380	8,540	8,710
Allocations	38,904	45,054	39,355	-	-	39,355	40,144	40,945	41,769	42,605
Insurance	11,950	11,950	12,360	-	-	12,360	12,980	13,630	14,310	15,020
Other Operating Expenses	1,590	2,620	1,620	-	-	1,620	1,640	1,660	1,680	1,700
TOTAL MANAGEMENT EXPENDITURES	72,054	70,524	73,625	-	-	73,625	75,454	77,335	79,269	81,255
*Percentage Increase over prior year			2.2%			2.2%	2.5%	2.5%	2.5%	2.5%
<u>Dock Expenditures:</u>										
Repairs and Maintenance	65,280	44,320	71,700	-	-	71,700	68,380	69,700	71,050	72,420
Wharfinger Compensation and Travel	63,140	58,090	65,230	-	-	65,230	62,960	64,230	65,510	66,790
Insurance	32,060	32,060	31,080	-	-	31,080	32,640	34,320	36,000	37,800
Electricity	2,960	1,860	3,050	-	-	3,050	2,850	2,900	2,950	3,000
Supplies	5,080	2,700	5,120	-	-	5,120	5,040	5,160	5,280	5,400
Operating - Other	4,380	4,310	4,870	-	-	4,870	4,630	4,750	4,870	4,990
TOTAL DOCK EXPENDITURES	172,900	143,340	181,050	-	-	181,050	176,500	181,060	185,660	190,400
*Percentage Increase over prior year			4.7%			4.7%	-2.5%	2.6%	2.5%	2.6%
TOTAL OPERATING COSTS	244,954	213,864	254,675	-	-	254,675	251,954	258,395	264,929	271,655
*Percentage Increase over prior year			4.0%			4.0%	-1.1%	2.6%	2.5%	2.5%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	129,300	132,240	136,772	-	-	136,772	140,273	143,292	146,388	149,512
MFA Debt Reserve Fund	140	140	180	-	-	180	180	180	180	180
MFA Interest	43,079	43,079	43,079	-	-	43,079	43,079	43,079	43,079	43,079
MFA Principal	44,414	44,414	44,414	-	-	44,414	44,414	44,414	44,414	44,414
TOTAL DEBT / RESERVE	216,933	219,873	224,445	-	-	224,445	227,946	230,965	234,061	237,185
TOTAL COSTS	461,887	433,737	479,120	-	-	479,120	479,900	489,360	498,990	508,840
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue- Fees	(145,050)	(116,900)	(151,150)	-	-	(151,150)	(145,380)	(148,150)	(150,960)	(153,860)
Grants in Lieu of Taxes	(6,954)	(6,954)	(7,200)	-	-	(7,200)	(7,340)	(7,490)	(7,640)	(7,790)
Other Income	(350)	(350)	(400)	-	-	(400)	(400)	(400)	(400)	(400)
TOTAL REVENUE	(152,354)	(124,204)	(158,750)	-	-	(158,750)	(153,120)	(156,040)	(159,000)	(162,050)
REQUISITION - PARCEL TAX	(309,533)	(309,533)	(320,370)	-	-	(320,370)	(326,780)	(333,320)	(339,990)	(346,790)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No. 1.235	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
SGI Small Craft Harbour Facilities							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000

SOURCE OF FUNDS

Capital Funds on Hand	\$426,000	\$247,000	\$179,000	\$0	\$0	\$0	\$426,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Reserve Fund	\$0	\$215,000	\$125,000	\$50,000	\$50,000	\$50,000	\$490,000
	\$426,000	\$482,000	\$304,000	\$50,000	\$50,000	\$50,000	\$936,000

Service #:	1.235
Service Name:	SGL Small Craft Harbour Facilities

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	\$ 185,000	S	Cap	\$ 179,000	\$ -	\$ 179,000	\$ -	\$ -	\$ -	\$ 179,000
19-03	Renewal	Horton Bay	Rehabilitation of the Horton Bay dock after including coordination with WCMRC.	\$ 165,000	S	Cap	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
19-03	Renewal	Horton Bay	Additional Funding for Rehabilitation		S	Res	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
19-03	Renewal	Horton Bay	WCMRC Contribution to float improvements.		S	Other	\$ -	\$ 20,000				\$ -	\$ 20,000
21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	An annual provisional fund is required to address unplanned dock safety issues.	\$ 350,000	S	Res	\$ -	\$ 150,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 350,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.	\$ 175,000	S	Res	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
17-01	New	Piers Island Additional Float	Installation of additional float at the Piers Island dock.	\$ 524,700	S	Cap	\$ 157,000	\$ 157,000	\$ -	\$ -	\$ -	\$ -	\$ 157,000
23-01	Renewal	Miners Bay Wharfhead Deck Resurfacing	Project to replace failing decking at Miners Bay which has been flagged as a safety hazard	\$ 90,000	S	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,489,700			\$ 426,000	\$ 482,000	\$ 304,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 936,000

Service:

1.235

SGI Small Craft Harbour Facilities

Project Number	19-02	Capital Project Title	Retreat Cove	Capital Project Description	Upgrades to the Retreat Cove Dock Facility to maintain level of service.
Project Rationale	This project includes works to maintain the current level of service as recommended in the Moffatt & Nichol Summary Report for Southern Gulf Islands Harbour Commission (SGIHC) Facilities December 11, 2015 and Stantec's 2018 top-side inspection. Recommended works include repairs to the approach piles, and repairs to the floats.				

Project Number	19-03	Capital Project Title	Horton Bay	Capital Project Description	Rehabilitation of the Horton Bay dock after including coordination with WCMRC.
Project Rationale	This project is for decommissioning of the Horton Bay facility after construction of the Anson Road dock. Funds are required to carry out the required archeological investigation and retain a contractor to remove the infrastructure.				

Project Number	21-03	Capital Project Title	ANNUAL PROVISIONAL: Dock Improvements	Capital Project Description	An annual provisional fund is required to address unplanned dock safety issues.
Project Rationale	This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works. In 2020 it was noted that float B had rotting frame indicating requirement to replace the float.				

Project Number	22-02	Capital Project Title	Swartz Bay Improvements & Dock Replacement	Capital Project Description	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.
Project Rationale					

Project Number	17-01	Capital Project Title	Piers Island Additional Float	Capital Project Description	Installation of additional float at the Piers Island dock.
Project Rationale	Decking has been flagged as a hazard and needs replacement. CRD looking into Community works funding. Funding may also be utilized to remove gas lines that are no longer in use.				

Project Number	23-01	Capital Project Title	Miners Bay Wharfhead Deck Resurfacing	Capital Project Description	Project to replace failing decking at Miners Bay which has been flagged as a safety
Project Rationale	This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.				

Reserve Schedule (Revised)

Reserve Fund: 1.235 SGI Harbour Facilities - Capital Reserve Fund - Bylaw 2719

Surplus money from the operation of small craft harbour facilities services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1054 101467	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		189,768	111,703	33,475	48,748	142,040	238,428
Transfer from Ops Budget		129,300	136,772	140,273	143,292	146,388	149,512
Transfer from Cap Fund		5,634					
Transfer to Cap Fund		(225,000)	(215,000)	(125,000)	(50,000)	(50,000)	(50,000)
Interest Income*		12,000					
Ending Balance \$		111,703	33,475	48,748	142,040	238,428	337,940

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SGI House Numbering

EAC Review

OCTOBER 2023

Service: 1.314 SGI Building Numbering

Committee: Electoral Area

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.314 - SGI House Numbering	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Building Inspection	9,220	9,220	9,540	-	-	9,540	9,730	9,920	10,120	10,320
Allocations	474	474	488	-	-	488	498	508	518	528
Other Operating Expenses	70	81	70	-	-	70	70	70	70	70
TOTAL COSTS	9,764	9,775	10,098	-	-	10,098	10,298	10,498	10,708	10,918
*Percentage Increase over prior year			3.4%			3.4%	2.0%	1.9%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	4	(4)	-	-	(4)	-	-	-	-
Balance c/fwd from 2022 to 2023	(42)	(42)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(100)	(100)	(121)	-	-	(121)	(120)	(120)	(120)	(120)
Interest Income	(10)	(25)	(25)	-	-	(25)	(25)	(25)	(25)	(25)
TOTAL REVENUE	(152)	(163)	(150)	-	-	(150)	(145)	(145)	(145)	(145)
REQUISITION	(9,612)	(9,612)	(9,948)	-	-	(9,948)	(10,153)	(10,353)	(10,563)	(10,773)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Livestock Injury Compensation

EAC Review

OCTOBER 2023

Service: 1.341 SGI Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Southern Gulf Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.341 - SGI Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	3,053	(3,053)	-	-	(3,053)	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	(34)	(87)	(34)	-	-	(34)	(34)	(34)	(34)	(34)
TOTAL REVENUE	(3,087)	(87)	(3,087)	-	-	(3,087)	(34)	(34)	(34)	(34)
REQUISITION	(71)	(71)	(71)	-	-	(71)	(3,127)	(3,130)	(3,134)	(3,137)
*Percentage increase over prior year Requisition						0.0%	4304.2%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

South Galiano Fire Protection

EAC Review

OCTOBER 2023

Service: 1.352 South Galiano Fire

Committee: Electoral Area

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of \$470,000 or \$1.157 / \$1,000 of actual assessments. To a maximum of \$859,969.

FUNDING:

Requisition

1.352 - South Galiano Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honorarium and Call Out Pay	194,970	194,970	200,820	-	-	200,820	204,840	208,940	213,120	217,380
Travel - Vehicles	30,260	30,260	31,240	-	-	31,240	31,830	32,430	33,040	33,670
Insurance	16,290	16,290	15,700	-	-	15,700	16,080	16,480	16,890	17,300
Staff Development	30,050	30,050	31,100	-	-	31,100	31,720	32,350	33,000	33,660
Maintenance	23,630	23,630	24,460	-	-	24,460	24,950	25,440	25,950	26,470
Internal Allocations	16,949	16,949	17,460	-	-	17,460	17,810	18,166	18,529	18,900
Operating Supplies and Other	36,640	36,640	37,880	-	-	37,880	38,610	39,360	40,120	40,890
TOTAL OPERATING COSTS	348,789	348,789	358,660	-	-	358,660	365,840	373,166	380,649	388,270
*Percentage Increase over prior year			2.8%			2.8%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	5,980	5,980	6,190	-	-	6,190	6,310	6,440	6,570	6,700
Transfer to Capital Reserve Fund	4,257	4,257	13,500	-	-	13,500	90,000	30,000	25,000	25,000
Transfer to Equipment Replacement Fund	84,000	84,000	86,790	-	-	86,790	26,210	103,134	110,761	113,460
TOTAL CAPITAL / RESERVE	94,237	94,237	106,480	-	-	106,480	122,520	139,574	142,331	145,160
<u>MFA DEBT</u>										
MFA Debt Reserve Fund	420	420	420	-	-	420	420	420	420	420
Principal Payment	64,945	64,945	64,945	-	-	64,945	64,945	64,945	64,945	64,945
Interest Payment	76,082	76,082	76,082	-	-	76,082	76,082	76,082	76,082	76,082
TOTAL MFA DEBT	141,447	141,447	141,447	-	-	141,447	141,447	141,447	141,447	141,447
TOTAL COSTS	584,473	584,473	606,587	-	-	606,587	629,807	654,187	664,427	674,877
*Percentage Increase over prior year			3.8%			3.8%	3.8%	3.9%	1.6%	1.6%
<u>FUNDING SOURCES (REVENUE)</u>										
Parcel Tax	(141,027)	(141,027)	(141,027)	-	-	(141,027)	(141,027)	(141,027)	(141,027)	(141,027)
Other Income	(1,120)	(1,120)	(1,120)	-	-	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)
TOTAL REVENUE	(142,147)	(142,147)	(142,147)	-	-	(142,147)	(142,147)	(142,147)	(142,147)	(142,147)
REQUISITION	(442,326)	(442,326)	(464,440)	-	-	(464,440)	(487,660)	(512,040)	(522,280)	(532,730)
*Percentage increase over prior year										
Requisition			5.00%			5.0%	5.0%	5.0%	2.0%	2.0%
Parcel Tax			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Combined			3.8%			3.8%	3.8%	3.9%	1.6%	1.6%

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

Service No.	1.352	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	South Galiano Fire							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$10,200	\$10,800	\$9,700	\$10,000	\$50,700	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$400,000	\$85,000	\$85,000	\$0	\$0	\$570,000	

\$0	\$410,000	\$95,200	\$95,800	\$9,700	\$10,000	\$620,700	
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$410,000	\$10,200	\$95,800	\$9,700	\$10,000	\$535,700	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$85,000	\$0	\$0	\$0	\$85,000	

\$0	\$410,000	\$95,200	\$95,800	\$9,700	\$10,000	\$620,700	
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5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.352

Service Name	South Gallano Fire
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
23-01	Replacement	Turn out Gear	Turn out gear	\$ 30,700	E	ERF	\$ -	\$ 5,000	\$ 5,200	\$ 10,800	\$ 4,700	\$ 5,000	\$ 30,700
23-02	Replacement	Replace firehose	To replace existing firehose	\$ 20,000	E	ERF	\$ -	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	\$ 5,000	\$ 20,000
23-03	New	Medic 1 Acquisition	Medical Response Truck (new acquisition)	\$ 85,000	V	Res	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000
24-01	Replacement	Replace Engine 1, F00858	Replace Engine 1, F00858	\$ 650,000	V	ERF	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
26-03	Replacement	Command Unit	Replacement of Command Unit (2004 GMC)	\$ 85,000	V	ERF	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 85,000
													\$ -
													\$ -
													\$ -
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			GRAND TOTAL	\$ 870,700			\$ -	\$ 410,000	\$ 95,200	\$ 95,800	\$ 9,700	\$ 10,000	\$ 620,700

Service: 1.352 South Galiano Fire

Project Number	23-01	Capital Project Title	Turn out Gear	Capital Project Description	Turn out gear
Project Rationale					

Project Number	23-02	Capital Project Title	Replace firehose	Capital Project Description	To replace existing firehose
Project Rationale					

Project Number	23-03	Capital Project Title	Medic 1 Acquisition	Capital Project Description	Medical Response Truck (new acquisition)
Project Rationale					

Service: 1.352 South Galiano Fire

Project Number	24-01	Capital Project Title	Replace Engine 1, F00858	Capital Project Description	Replace Engine 1, F00858
Project Rationale					

Project Number	26-03	Capital Project Title	Command Unit	Capital Project Description	Replacement of Command Unit (2004 GMC)
Project Rationale					

South Galiano Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Equipment Replacement Fund	369,739	46,529	62,539	69,873	170,934	274,394
Capital Reserve Fund	4,257	17,757	22,757	52,757	77,757	102,757
Total	373,996	64,286	85,296	122,630	248,691	377,151

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Equipment Replacement Fund

ERF Group: SGALFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101431	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		485,739	369,739	46,529	62,539	69,873	170,934
Transfer from Ops Budget		84,000	86,790	26,210	103,134	110,761	113,460
Planned Purchase		(200,000)	(410,000)	(10,200)	(95,800)	(9,700)	(10,000)
Interest Income		-					
Ending Balance \$		369,739	46,529	62,539	69,873	170,934	274,394

Assumptions/Background:

Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Capital Reserve Fund (to be created)

TO BE CREATED

Reserve Cash Flow

Fund: Fund Centre:	TBD TBD	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		-	4,257	17,757	22,757	52,757	77,757
Transfer from Ops Budget		4,257	13,500	90,000	30,000	25,000	25,000
Transfer from ERF		-	-	-	-	-	-
Planned Purchase		-	-	(85,000)	-	-	-
Interest Income		-					
Ending Balance \$		4,257	17,757	22,757	52,757	77,757	102,757

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Fire Protection

EAC Review

OCTOBER 2023

Service: **1.356 Pender Island Fire**

Protection & Emergency Response Service

Committee: Electoral Area

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands. Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to \$1.87. Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to \$0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of \$918,000 or \$0.998 / \$1,000" to a maximum of \$2,023,829.

FUNDING:

Requisition

1.356 - Pender Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel - Vehicles	12,810	12,810	13,260	-	-	13,260	13,530	13,800	14,080	14,360
Insurance	9,690	9,690	9,577	-	-	9,577	10,050	10,540	11,060	11,610
Payment - Fire Protection Society	880,381	880,381	911,190	-	-	911,190	929,410	948,000	966,960	986,300
Internal Allocations	44,856	44,856	48,211	-	-	48,211	49,176	50,159	51,162	52,186
Operating - Other	16,490	16,490	17,160	-	-	17,160	17,450	17,740	18,030	18,340
TOTAL OPERATING COSTS	964,227	964,227	999,398	-	-	999,398	1,019,616	1,040,239	1,061,292	1,082,796
*Percentage Increase over prior year			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	84,082	84,082	87,020	-	-	87,020	88,760	90,540	92,350	94,200
Transfer to Capital Reserve Fund	84,082	84,082	87,020	-	-	87,020	88,760	90,540	92,350	94,200
TOTAL CAPITAL / RESERVE	168,164	168,164	174,040	-	-	174,040	177,520	181,080	184,700	188,400
Debt Costs	111,596	111,596	111,596	-	-	111,596	111,596	94,931	-	-
TOTAL COSTS	1,243,987	1,243,987	1,285,034	-	-	1,285,034	1,308,732	1,316,250	1,245,992	1,271,196
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve Fund	(111,596)	(111,596)	(111,596)	-	-	(111,596)	(111,596)	(94,931)	-	-
Grants in Lieu of Taxes	(10,009)	(10,009)	(10,360)	-	-	(10,360)	(10,570)	(10,780)	(11,000)	(11,220)
Other Income	(1,540)	(1,540)	(1,590)	-	-	(1,590)	(1,630)	(1,670)	(1,710)	(1,750)
TOTAL REVENUE	(123,145)	(123,145)	(123,546)	-	-	(123,546)	(123,796)	(107,381)	(12,710)	(12,970)
REQUISITION	(1,120,842)	(1,120,842)	(1,161,488)	-	-	(1,161,488)	(1,184,936)	(1,208,869)	(1,233,282)	(1,258,226)
*Percentage increase over prior year Requisition			3.6%			3.6%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.356	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Pender Island Fire							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$28,000	\$105,000	\$18,000	\$23,000	\$0	\$174,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$28,000	\$105,000	\$18,000	\$23,000	\$0	\$174,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$28,000	\$105,000	\$18,000	\$23,000	\$0	\$174,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$28,000	\$105,000	\$18,000	\$23,000	\$0	\$174,000
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
20-01	Replacement	Gas Detectors -replace-ERF13	Replacement of ancillary equipment	\$ 7,000	E	ERF	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000
20-15	Renewal	Computer iPad and phones-ERF11	Replacement of iPads and Phones	\$ 5,000	E	ERF	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
21-02	Replacement	Fire hoses-ERF12	Firefighting equipment replacement	\$ 25,000	E	ERF	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 10,000
21-03	Replacement	Turnout gear-ERF1	Firefighting equipment replacement	\$ 36,000	E	ERF	\$ -	\$ 5,000	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ 21,000
21-04	Replacement	SCBA cylinder replacement-ERF15	Replacement of SCBA cylinders	\$ 20,000	E	ERF	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 20,000
23-01	Replacement	Replace rescue equipment-ERF9	Firefighting equipment replacement	\$ 14,000	E	ERF	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
25-01	Replacement	Replace R38 Unit 804-ERF6	Replace R38 Unit 804	\$ 100,000	E	ERF	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
													\$ -
													\$ -
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													\$ -
													\$ -
			GRAND TOTAL	\$ 207,000				\$ 28,000	\$ 105,000	\$ 18,000	\$ 23,000	\$ -	\$ 174,000

Service: 1.356 Pender Island Fire

Project Number	20-01	Capital Project Title	Gas Detectors -replace-ERF13	Capital Project Description	Replacement of ancillary equipment
Project Rationale					

Project Number	20-15	Capital Project Title	Computer iPad and phones-ERF11	Capital Project Description	Replacement of iPads and Phones
Project Rationale					

Project Number	21-02	Capital Project Title	Fire hoses-ERF12	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Project Number	21-03	Capital Project Title	Turnout gear-ERF1	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Service: 1.356 Pender Island Fire

Project Number	21-04	Capital Project Title	SCBA cylinder replacement-ERF15	Capital Project Description	Replacement of SCBA cylinders
Project Rationale					

Project Number	23-01	Capital Project Title	Replace rescue equipment-ERF9	Capital Project Description	Firefighting equipment replacement
Project Rationale					

Project Number	25-01	Capital Project Title	Replace R38 Unit 804-ERF6	Capital Project Description	Replace R38 Unit 804
Project Rationale					

Pender Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	100,053	87,073	75,833	91,373	108,723	202,923
Equipment Replacement Fund	318,249	365,673	337,837	390,446	534,796	628,996
Total	418,302	452,746	413,670	481,819	643,519	831,919

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Capital Reserve Fund

Bylaw 3313

Reserve Cash Flow

Fund: Fund Centre:	1013 101357	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		247,471	100,053	87,073	75,833	91,373	108,723
Transfer from Ops Budget		84,082	87,020	88,760	90,540	92,350	94,200
Transfer to Cap Fund		(15,000)	-	-	-	-	-
Transfer to ERF		(225,000)	(100,000)	(100,000)	(75,000)	(75,000)	-
Interest Income*		8,500					
Ending Balance \$		100,053	87,073	75,833	91,373	108,723	202,923

Assumptions/Background:

Maintain fund at level required under long term capital plan considered sufficient. Level to resume life cycle funding after ERF replenished

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

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Equipment Replacement Fund

For replacement of firefighting equipment and vehicles
ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101433	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		476,763	318,249	365,673	337,837	390,446	534,796
Expenditures (Based on Capital Plan)		(356,000)	(28,000)	(105,000)	(18,000)	(23,000)	-
Transfer from Ops Budget		84,082	87,020	88,760	90,540	92,350	94,200
Transfer from Capital Reserve Fund		225,000	100,000	100,000	75,000	75,000	-
Transfer to OPEX to pay ST Loan		(111,596)	(111,596)	(111,596)	(94,931)	-	-
Proceeds from Equipment Disposal		-					
Interest Income		-					
Ending Balance \$		318,249	365,673	337,837	390,446	534,796	628,996

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 Budget

North Galiano Fire Protection

EAC Review

OCTOBER 2023

Service: 1.359 North Galiano Fire

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to \$1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of \$267,000 or \$1.60 / \$1,000 of actual assessment. To a maximum of \$544,371.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		<u>\$100,000</u>

FUNDING:

Requisition and parcel tax.

1.359 - North Galiano Fire Protection

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Honoraria	84,820	84,820	87,370	-	-	87,370	89,110	90,890	92,700	94,550
Travel - Vehicles	18,830	17,680	19,490	-	-	19,490	19,880	20,280	20,690	21,100
Insurance	6,500	6,500	6,587	-	-	6,587	6,810	7,050	7,290	7,550
Maintenance	4,510	4,510	4,670	-	-	4,670	4,760	4,850	4,940	5,040
Staff Training & Development	12,810	12,810	13,260	-	-	13,260	13,530	13,800	14,080	14,360
Internal Allocations	8,022	8,022	8,988	-	-	8,988	9,168	9,351	9,538	9,729
Operating - Supplies	27,150	22,990	14,610	-	-	14,610	14,910	15,210	15,510	15,820
Operating - Other	17,000	17,000	17,530	-	-	17,530	17,860	18,190	18,520	18,860
TOTAL OPERATING COSTS	179,642	174,332	172,505	-	-	172,505	176,028	179,621	183,268	187,009
*Percentage Increase over prior year			-4.0%			-4.0%	2.0%	2.0%	2.0%	2.0%
<u>DEBT / CAPITAL / RESERVES</u>										
Capital Equipment Purchases	5,000	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	3,000	3,000	2,000	-	-	2,000	100	717	1,360	1,999
Transfer to Equipment Replacement Fund	5,000	5,000	12,805	-	-	12,805	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	120	120	120	-	-	120	120	120	120	120
MFA Debt Principal	28,467	28,467	28,467	-	-	28,467	28,467	28,467	28,467	28,467
MFA Debt Interest	20,405	20,405	20,405	-	-	20,405	20,405	20,405	20,405	20,405
TOTAL DEBT / RESERVES	61,992	56,992	68,797	-	-	68,797	59,092	59,709	60,352	60,991
TOTAL COSTS	241,634	231,324	241,302	-	-	241,302	235,120	239,330	243,620	248,000
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	10,310	(10,310)	-	-	(10,310)	-	-	-	-
Balance c/fwd from 2022 to 2023	(17,616)	(17,616)	-	-	-	-	-	-	-	-
Parcel Tax	(24,440)	(24,440)	(24,440)	-	-	(24,440)	(24,440)	(24,440)	(24,440)	(24,440)
Grants in lieu of Taxes	(494)	(494)	(510)	-	-	(510)	(520)	(530)	(540)	(550)
Other Income	(380)	(380)	(380)	-	-	(380)	(380)	(380)	(380)	(380)
TOTAL REVENUE	(42,930)	(32,620)	(35,640)	-	-	(35,640)	(25,340)	(25,350)	(25,360)	(25,370)
REQUISITION	(198,704)	(198,704)	(205,662)	-	-	(205,662)	(209,780)	(213,980)	(218,260)	(222,630)
*Percentage increase over prior year										
Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.359	Carry Forward	2024	2025	2026	2027	2028	TOTAL
	North Galiano Fire	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
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				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
25-01	Replacement	SCBA Replacement	NGVFD SCBA Replacement	\$ 150,000	E	ERF	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
													\$ -
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			GRAND TOTAL	\$ 150,000			\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000

Service:	1.359	North Galiano Fire
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Project Number	25-01	Capital Project Title	SCBA Replacement	Capital Project Description	NGVFD SCBA Replacement
Project Rationale					

North Galiano Fire Protection
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	86,818	88,818	88,918	89,635	90,995	92,994
Equipment Replacement Fund	192,185	204,990	59,990	64,990	69,990	74,990
Total	279,003	293,808	148,908	154,625	160,985	167,984

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Capital Reserve Fund - Bylaw 3944

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1085 102137	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		79,666	86,818	88,818	88,918	89,635	90,995
Transfer from Ops Budget		3,000	2,000	100	717	1,360	1,999
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		4,152					
Ending Balance \$		86,818	88,818	88,918	89,635	90,995	92,994

Assumptions/Background:

Gradual increase in fund as per long term plan

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

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Equipment Replacement Fund

ERF Group: NGALFIRE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101435	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		187,185	192,185	204,990	59,990	64,990	69,990
Transfer from Ops Budget		5,000	12,805	5,000	5,000	5,000	5,000
Planned Purchase		-	-	(150,000)	-	-	-
Interest Income		-					
Ending Balance \$		192,185	204,990	59,990	64,990	69,990	74,990

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Fire Protection

EAC Review

OCTOBER 2023

Service: **1.363 Saturna Fire Protection**

Committee: Electoral Area

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).
Amendment Bylaw No.4534 was adopted on Feb 8th, 2023 to enable the service to provide medical patient transportation as part of its response service.

MAXIMUM LEVY:

Greater of \$73,500 or \$0.85 / \$1,000 of actual assessment. To a maximum of \$351,846.

FUNDING:

Requisition

1.363 - Saturna Fire Protection	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payment - Fire Protection Society	263,000	263,000	272,210	-	-	272,210	277,650	283,200	288,860	294,640
Operating - Other	4,792	4,792	6,453	-	-	6,453	6,613	6,782	6,954	7,127
TOTAL COSTS	267,792	267,792	278,663	-	-	278,663	284,263	289,982	295,814	301,767
*Percentage Increase over prior year			4.1%			4.1%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	180	(180)	-	-	(180)	-	-	-	-
Balance c/fwd from 2022 to 2023	37	37	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(11,536)	(11,536)	(13,223)	-	-	(13,223)	(13,603)	(13,880)	(14,160)	(14,440)
Interest Income	(20)	(200)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(11,519)	(11,519)	(13,423)	-	-	(13,423)	(13,623)	(13,900)	(14,180)	(14,460)
REQUISITION	(256,273)	(256,273)	(265,240)	-	-	(265,240)	(270,640)	(276,082)	(281,634)	(287,307)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Emergency Program (SGI)

EAC Review

OCTOBER 2023

Service: **1.373 SGI Emergency Program**

Committee: Electoral Area

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.

Establishment Bylaw No. 2656 (November, 1998).

Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) advises the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

1.373 - Emergency Program (SGI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Travel Expense	8,965	7,165	7,475	-	-	7,475	7,640	7,780	7,920	8,060
Contract for Services	65,890	64,594	63,021	-	-	63,021	64,280	65,570	66,880	68,220
Staff Training & Development	6,260	6,260	6,845	-	-	6,845	6,970	7,100	7,230	7,370
Grant Programs	28,400	27,800	29,394	-	25,000	54,394	54,980	55,580	31,190	31,810
Payments to 3rd Parties	2,730	2,200	2,210	-	-	2,210	2,250	2,290	2,330	2,370
Supplies	20,430	16,580	19,026	-	-	19,026	19,400	19,790	20,180	20,580
Allocations	11,812	11,812	11,899	-	-	11,899	12,137	12,379	12,627	12,879
Property Taxes	790	790	-	-	-	-	-	-	-	-
Other Operating Expenses	92,694	91,292	89,848	-	-	89,848	91,710	93,600	95,530	97,520
TOTAL OPERATING COSTS	237,971	228,493	229,718	-	25,000	254,718	259,367	264,089	243,887	248,809
*Percentage Increase over prior year			-3.5%		10.5%	7.0%	1.8%	1.8%	-7.6%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Transfer to Operating Reserve Fund	7,150	17,328	15,500	-	-	15,500	10,801	6,039	1,201	-
TOTAL CAPITAL / RESERVES	12,150	22,328	20,500	-	-	20,500	15,901	11,239	6,501	5,410
TOTAL COSTS	250,121	250,821	250,218	-	25,000	275,218	275,268	275,328	250,388	254,219
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	-	(3,771)
Grants in Lieu of Taxes	(2,643)	(2,643)	(2,740)	-	-	(2,740)	(2,790)	(2,850)	(2,910)	(2,970)
Revenue - Other	(100)	(800)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(2,743)	(3,443)	(2,840)	-	(25,000)	(27,840)	(27,890)	(27,950)	(3,010)	(6,841)
REQUISITION	(247,378)	(247,378)	(247,378)	-	-	(247,378)	(247,378)	(247,378)	(247,378)	(247,378)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.373	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SGI Emergency Program							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000

\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
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5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.373

Service Name: SGI Emergency Program

[illegible]

Service:

1.373

SGI Emergency Program

Project Number

24-01

Capital Project Title

Island Emergency Equiptment

Capital Project Description

Island-based emergency eqiptment

Project Rationale

Emergency Program (SGI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary						
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	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	233,083	213,083	218,183	223,383	228,683	234,093
Operating Reserve Fund	258,381	248,881	234,682	215,721	216,922	213,151
Total	491,465	461,965	452,866	439,105	445,606	447,245

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Capital Reserve Fund - Bylaw 2965

Surplus money from the operation of fire protection services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1063 Fund Centre: 101723	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	278,083	233,083	213,083	218,183	223,383	228,683
Transfer from Ops Budget	5,000	5,000	5,100	5,200	5,300	5,410
Transfer from Capital Fund	-					
Planned Expenditures	(60,000)	(25,000)	-	-	-	-
Interest Income*	10,000					
Ending Balance \$	233,083	213,083	218,183	223,383	228,683	234,093

Assumptions/Backgrounds:

Require sufficient funding to meet long range capital plan

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

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Operating Reserve Fund

Reserve Cash Flow

Fund: 1500 Fund Centre: 105401	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	239,231	258,381	248,881	234,682	215,721	216,922
Transfer from Ops Budget	7,150	15,500	10,801	6,039	1,201	-
Transfer to Ops Budget	-	(25,000)	(25,000)	(25,000)	-	(3,771)
Interest Income*	12,000					
Ending Balance \$	258,381	248,881	234,682	215,721	216,922	213,151

Assumptions/Backgrounds:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Island Comm. Parks

EAC Review

OCTOBER 2023

Service: **1.465 Saturna Island Community Parks**

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$62,027**.

(Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.465 - Saturna Island Comm. Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	1,910	1,910	1,980	-	-	1,980	2,020	2,060	2,100	2,140
Supplies	220	220	220	-	-	220	220	220	220	220
Repairs & Maintenance	12,550	12,550	12,990	-	-	12,990	13,250	13,510	13,780	14,050
Allocations	945	945	1,112	-	-	1,112	1,134	1,157	1,180	1,204
Contingency	3,090	3,090	3,100	-	-	3,100	3,100	3,100	3,100	3,100
Other Operating Expenses	3,530	3,530	3,640	-	-	3,640	3,730	3,820	3,910	4,000
TOTAL OPERATING COSTS	22,245	22,245	23,042	-	-	23,042	23,454	23,867	24,290	24,714
*Percentage Increase over prior year			3.6%			3.6%	1.8%	1.8%	1.8%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	5,000	5,000	5,157	-	-	5,157	5,307	5,466	5,626	5,796
TOTAL CAPITAL / RESERVE	5,000	5,000	5,157	-	-	5,157	5,307	5,466	5,626	5,796
TOTAL COSTS	27,245	27,245	28,199	-	-	28,199	28,761	29,333	29,916	30,510
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,515)	(1,515)	(1,570)	-	-	(1,570)	(1,600)	(1,630)	(1,660)	(1,690)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(1,565)	(1,565)	(1,620)	-	-	(1,620)	(1,650)	(1,680)	(1,710)	(1,740)
REQUISITION	(25,680)	(25,680)	(26,579)	-	-	(26,579)	(27,111)	(27,653)	(28,206)	(28,770)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.465	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saturna Island Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$12,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$12,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$12,000

\$0	\$6,000	\$6,000	\$0	\$0	\$0	\$0	\$12,000
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5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.465

Service Name:

Saturna Island Community Parks

[illegible]

Service: 1.465 Saturna Island Community Parks

Project Number	21-01	Capital Project Title	Park upgrades	Capital Project Description	Improvements to Saturna's 70 acre "Money Watershed and New Park"
Project Rationale	Development of trails and related infrastructure for the John Money and "NewPark" 70 acre land newly acquired and to be managed by Saturna Isnad Parks and Recreation.				

Project Number	21-02	Capital Project Title	Park upgrades	Capital Project Description	Replacement of Thomson Park Outhouse + Archeological Assessment
Project Rationale					

Project Number	21-03	Capital Project Title	Park upgrades	Capital Project Description	Salmon Enhancing Facility and Community Garden (Lyall Creek Park)
Project Rationale					

Saturna Island Comm. Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	39,259	38,416	37,723	43,189	48,815	54,611
Land Reserve Fund	3,508	3,508	3,508	3,508	3,508	3,508
Total	42,767	41,924	41,231	46,697	52,323	58,119

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Capital Reserve Fund - Bylaw 2627

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1036 101380	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		80,459	39,259	38,416	37,723	43,189	48,815
Transfer from Ops Budget		5,000	5,157	5,307	5,466	5,626	5,796
Transfer from CAP Fund		-					
Transfer to Cap Fund		(50,000)	(6,000)	(6,000)	-	-	-
Interest Income*		3,800					
Ending Balance \$		39,259	38,416	37,723	43,189	48,815	54,611

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Land Reserve Fund - Bylaw 2398

- Saturna Island Park Land Acquisition Reserve Fund was established in 1996 under bylaw 2398.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund: Fund Centre:	1018 101361	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		3,335	3,508	3,508	3,508	3,508	3,508
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income*		174					
Ending Balance \$		3,508	3,508	3,508	3,508	3,508	3,508

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Saturna Island Comm. Recreation

EAC Review

OCTOBER 2023

Service: 1.468 Saturna Island Community Recreation

Committee: Saturna Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$17,237 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$32,667.
(Bylaw 4154 - Sept 13, 2017)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.468 - Saturna Island Comm. Recreation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	13,348	10,000	13,519	-	-	13,519	9,342	9,523	9,703	9,893
Special Events	2,350	2,350	2,430	-	-	2,430	2,480	2,530	2,580	2,630
Allocations	1,058	1,058	949	-	-	949	968	987	1,007	1,027
Other Operating Expenses	2,220	1,300	2,280	-	-	2,280	2,330	2,380	2,430	2,480
TOTAL OPERATING COSTS	18,976	14,708	19,178	-	-	19,178	15,120	15,420	15,720	16,030
*Percentage Increase over prior year			1.1%			1.1%	-21.2%	2.0%	1.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	4,348	(4,348)	-	-	(4,348)	-	-	-	-
Balance c/fwd from 2022 to 2023	(4,638)	(4,638)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(642)	(642)	(660)	-	-	(660)	(670)	(680)	(690)	(700)
Revenue - Other	(20)	(100)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	(5,300)	(1,032)	(5,028)	-	-	(5,028)	(690)	(700)	(710)	(720)
REQUISITION	(13,676)	(13,676)	(14,150)	-	-	(14,150)	(14,430)	(14,720)	(15,010)	(15,310)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Parks

EAC Review

OCTOBER 2023

Service: 1.475 Mayne Island Community Parks

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$186,884.

(Bylaw 4089 - Amends 1602 - March 2016)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.475 - Mayne Island Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Supplies	2,850	2,850	2,950	-	-	2,950	3,000	3,060	3,120	3,180
Repairs, Maintenance, & Improvements	48,720	48,720	50,420	-	-	50,420	51,430	52,460	53,510	54,580
Allocations	5,852	5,852	6,079	-	-	6,079	6,197	6,317	6,448	6,581
First Nations Cultural Monitor Contingency	5,150	5,150	5,290	-	-	5,290	5,193	5,593	6,002	6,399
Other Operating Expenses	15,603	15,603	16,000	-	-	16,000	16,390	16,790	17,200	17,640
TOTAL OPERATING COSTS	78,175	78,175	80,739	-	-	80,739	82,210	84,220	86,280	88,380
*Percentage Increase over prior year			3.3%			3.3%	1.8%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	17,700	17,700	18,500	-	-	18,500	19,000	19,000	19,000	19,000
TOTAL COSTS	95,875	95,875	99,239	-	-	99,239	101,210	103,220	105,280	107,380
<u>FUNDING SOURCES (REVENUE)</u>										
Rentals	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(73)	(73)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Revenue - Other	(2,790)	(2,790)	(2,890)	-	-	(2,890)	(2,940)	(2,990)	(3,050)	(3,110)
TOTAL REVENUE	(2,863)	(2,863)	(2,970)	-	-	(2,970)	(3,020)	(3,070)	(3,130)	(3,190)
REQUISITION	(93,012)	(93,012)	(96,269)	-	-	(96,269)	(98,190)	(100,150)	(102,150)	(104,190)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.475	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Mayne Island Community Parks							

EXPENDITURE

Buildings	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$4,000	\$0	\$0	\$0	\$4,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$2,000	\$20,000	\$4,000	\$0	\$0	\$26,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$2,000	\$20,000	\$4,000	\$0	\$0	\$0	\$26,000

\$0	\$2,000	\$20,000	\$4,000	\$0	\$0	\$26,000
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5 YEAR CAPITAL PLAN

Service #:

1.475

Mayne Island Community Parks

[illegible]

Service:

1.475

Mayne Island Community Parks

Project Number

25-01

Capital Project Title

Dinner Bay well pumps

Capital Project Description

Replace two well pumps

Project Rationale

The existing pump house is old and needs to be rebuilt to ensure adequate insulation and protection of the pumps for the well.

Project Number

25-02

Capital Project Title

Kippen Road staircase

Capital Project Description

Replace heavy wooden staircase with lighter metal staircase

Project Rationale

The existing pumps are getting old and should be replaced when the pump house is rebuilt as part of the sustainable service delivery plan.

Project Number

24-02

Capital Project Title

Miners Bay parking wall

Capital Project Description

Instal a retaining wall in front of the street parking

Project Rationale

Project Number

26-01

Capital Project Title

Adachi Pavilion kitchen

Capital Project Description

Replace fridges and stove

Project Rationale

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks & Rec - Capital Reserve Fund - Bylaw 2866

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1061 101611	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		119,388	95,190	111,690	110,690	125,690	144,690
Transfer from Ops Budget		17,700	18,500	19,000	19,000	19,000	19,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(47,000)	(2,000)	(20,000)	(4,000)	-	-
Interest Income*		5,102					
Ending Balance \$		95,190	111,690	110,690	125,690	144,690	163,690

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Parks Donations

EAC Review

OCTOBER 2023

1.476 - Mayne Island Community Parks Donations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Japanese Garden	26,463	10,415	24,298	-	-	24,298	8,110	8,270	8,430	8,600
Dinner Bay	420	420	430	-	-	430	440	450	460	470
Putting Green	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	26,883	10,835	24,728	-	-	24,728	8,550	8,720	8,890	9,070
*Percentage Increase over prior year			-8.0%			-8.0%	-65.4%	2.0%	1.9%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	16,348	(16,348)	-	-	(16,348)	-	-	-	-
Balance c/fwd from 2022 to 2023	(18,783)	(18,783)	-	-	-	-	-	-	-	-
Donations & Fees	(7,980)	(7,980)	(8,260)	-	-	(8,260)	(8,430)	(8,600)	(8,770)	(8,950)
Other Income	(120)	(420)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	(26,883)	(10,835)	(24,728)	-	-	(24,728)	(8,550)	(8,720)	(8,890)	(9,070)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Mayne Island Community Rec.

EAC Review

OCTOBER 2023

Service: 1.478 Mayne Island Community Recreation

Committee: Mayne Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$46,532 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$98,426.
(Bylaw 4153 - Sept 13, 2017)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.478 - Mayne Island Community Rec.	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	41,587	30,000	34,844	-	-	34,844	25,511	26,027	26,551	27,085
Special Events	5,820	800	6,020	-	-	6,020	6,140	6,260	6,390	6,520
Allocations	2,434	2,434	2,647	-	-	2,647	2,699	2,753	2,809	2,865
Other Operating Expenses	3,090	10,228	3,200	-	-	3,200	3,260	3,320	3,380	3,440
TOTAL OPERATING COSTS	52,931	43,462	46,711	-	-	46,711	37,610	38,360	39,130	39,910
*Percentage Increase over prior year			-11.8%			-11.8%	-19.5%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	9,839	(9,839)	-	-	(9,839)	-	-	-	-
Balance c/fwd from 2022 to 2023	(17,133)	(17,133)	-	-	-	-	-	-	-	-
Revenue - Other	(28)	(28)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(30)	(400)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	(17,191)	(7,722)	(9,899)	-	-	(9,899)	(60)	(60)	(60)	(60)
REQUISITION	(35,740)	(35,740)	(36,812)	-	-	(36,812)	(37,550)	(38,300)	(39,070)	(39,850)
*Percentage increase over prior year Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Community Parks

EAC Review

OCTOBER 2023

Service: **1.485 Pender Island Community Parks**

Committee: Pender Islands Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$306,900**.
(Bylaw 4091 - Amends 1601 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.485 - Pender Island Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	42,595	42,595	44,090	-	-	44,090	44,970	45,870	46,790	47,730
Supplies	17,341	17,341	17,960	-	-	17,960	18,320	18,690	19,070	19,450
Repairs, Maintenance, & Improvements	42,672	42,672	44,170	-	-	44,170	45,050	45,950	46,870	47,810
Allocations	12,428	12,428	13,523	-	-	13,523	13,794	14,066	14,352	14,641
Contingency	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	25,033	25,033	25,840	-	-	25,840	26,400	26,960	27,530	28,100
TOTAL OPERATING COSTS	140,069	140,069	145,583	-	-	145,583	148,534	151,536	154,612	157,731
*Percentage Increase over prior year			3.9%			3.9%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	29,282	29,282	29,697	-	-	29,697	30,246	30,814	31,378	31,979
TOTAL CAPITAL / RESERVE	29,282	29,282	29,697	-	-	29,697	30,246	30,814	31,378	31,979
TOTAL COSTS	169,351	169,351	175,280	-	-	175,280	178,780	182,350	185,990	189,710
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(1,487)	(1,487)	(1,540)	-	-	(1,540)	(1,570)	(1,600)	(1,630)	(1,660)
Revenue - Other	(510)	(510)	(530)	-	-	(530)	(540)	(550)	(560)	(570)
TOTAL REVENUE	(1,997)	(1,997)	(2,070)	-	-	(2,070)	(2,110)	(2,150)	(2,190)	(2,230)
REQUISITION	(167,354)	(167,354)	(173,210)	-	-	(173,210)	(176,670)	(180,200)	(183,800)	(187,480)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.485	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Pender Island Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$75,000	\$85,000	\$80,000	\$50,000	\$0	\$290,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$75,000	\$85,000	\$80,000	\$50,000	\$0	\$290,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$75,000	\$85,000	\$80,000	\$50,000	\$0	\$290,000

\$0	\$75,000	\$85,000	\$80,000	\$50,000	\$0	\$290,000
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5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.485

Service No:

Pender Island Community Parks

[illegible]

Service:

1.485

Pender Island Community Parks

Project Number

22-01

Capital Project Title

Shingle Bay Improvements

Capital Project Description

Shingle Bay Improvements

Project Rationale

Repair or replace the outhouse (P1.1); D&E and approvals (P1.2); Resurface Shingle Bay for improved drainage and restore creek, native plantings (P1.3); Install playground equipment and picnic benches (P1.4); Install adult exercise equipment (P1.5).

Project Number

22-03

Capital Project Title

Thieves Bay Improvements

Capital Project Description

Improve outhouses, picnic table shelter and walking trails, memorial garden; renew toilet facility

Project Rationale

Renew toilet facility (P2.1); D&E and permitting for the shelter (P2.2); Picnic Table Shelter (P2.3); developing a walking trail (P2.4); Native Species Replanting (P2.5).

Project Number

22-04

Capital Project Title

Dog Park

Capital Project Description

clearing, leveling, fencing, and dog waste station.

Project Rationale

Clearing, leveling, fencing, and dog waste station; installing parking on ketch rd; developing parking beside dog park; building a shelter at the dog park.

Project Number

22-05

Capital Project Title

Trail Development

Capital Project Description

Trails Development (various)

Project Rationale

Trail Design & Engineering; Driftwood - Library Trail; Medicine Beach Trail; GITS - Davies / Einer Hill Trail

Service: 1.485 Pender Island Community Parks

Project Number	24-01	Capital Project Title	School Facility Upgrades	Capital Project Description	School - Roller Rink/ Pickle Ball Court. Soccer field resurfacing.
Project Rationale	Resurface and repair structures ; Resurface and install irrigation for soccer field, part of a much larger budget project;				

Project Number	24-02	Capital Project Title	Disc Park Improvements	Capital Project Description	Improve visibility of tee boxes
Project Rationale	Improve Tee boxes				

Pender Island Community Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	284,099	238,796	184,042	134,856	116,234	148,213
Land Reserve Fund	39,705	39,705	39,705	39,705	39,705	39,705
Total	323,804	278,501	223,747	174,561	155,939	187,918

Reserve Schedule

Reserve Fund: 1.485 PenderParks - Capital Reserve Fund - Bylaw 2236

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities

Reserve Cash Flow

Fund: Fund Centre:	1038 101382	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		422,827	284,099	238,796	184,042	134,856	116,234
Transfer from Ops Budget		29,282	29,697	30,246	30,814	31,378	31,979
Transfer from Cap Fund		-					
Transfer to Cap Fund		(179,810)	(75,000)	(85,000)	(80,000)	(50,000)	-
Interest Income*		11,800					
Ending Balance \$		284,099	238,796	184,042	134,856	116,234	148,213

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.485 Pender Parks - Land Reserve Fund - Bylaw 2399

- Land Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2399.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund: Fund Centre:	1019 101362	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		37,738	39,705	39,705	39,705	39,705	39,705
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income*		1,967					
Ending Balance \$		39,705	39,705	39,705	39,705	39,705	39,705

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Pender Island Community Rec

EAC Review

OCTOBER 2023

Service: 1.488 Pender Island Community Rec

Committee: Pender Islands Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$71,560 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$161,634.
(Bylaw 4155 - Sept 13, 2017)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.488 - Pender Island Community Rec	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	67,796	67,796	66,761	-	-	66,761	68,090	69,447	70,833	72,247
Allocations	3,455	3,455	3,569	-	-	3,569	3,640	3,713	3,787	3,863
Other Operating Expenses	120	120	120	-	-	120	120	120	120	120
			-	-	-	-				
TOTAL OPERATING COSTS	71,371	71,371	70,450	-	-	70,450	71,850	73,280	74,740	76,230
*Percentage Increase over prior year			-1.3%			-1.3%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,288)	(3,288)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(593)	(593)	(610)	-	-	(610)	(620)	(630)	(640)	(650)
Revenue - Other	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	(4,131)	(4,131)	(860)	-	-	(860)	(870)	(880)	(890)	(900)
REQUISITION	(67,240)	(67,240)	(69,590)	-	-	(69,590)	(70,980)	(72,400)	(73,850)	(75,330)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Island Community Parks

EAC Review

OCTOBER 2023

Service: **1.495 Galiano Community Parks**

Committee: Galiano Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).

A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

\$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of **\$162,524**.

(Bylaw 4090 - Amends 1601 - March 2016)

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.495 - Galiano Island Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs, Maintenance, & Improvements	87,220	87,220	90,280	-	-	90,280	92,080	93,930	95,810	97,720
Allocations	4,241	4,241	5,849	-	-	5,849	5,966	6,085	6,207	6,331
Contingency	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	5,510	5,510	5,680	-	-	5,680	5,860	6,050	6,250	6,450
Active Pass Property-Total Expenditure	20,000	20,000	20,690	-	-	20,690	21,100	21,530	21,970	22,410
TOTAL OPERATING COSTS	116,971	116,971	122,499	-	-	122,499	125,006	127,595	130,237	132,911
*Percentage Increase over prior year			4.7%			4.7%	2.0%	2.1%	2.1%	2.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	5,000	5,000	8,000	-	-	8,000	9,000	10,000	11,000	12,000
Transfer to Equipment Replacement Fund	5,710	5,710	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVE	10,710	10,710	10,000	-	-	10,000	11,000	12,000	13,000	14,000
TOTAL COSTS	127,681	127,681	132,499	-	-	132,499	136,006	139,595	143,237	146,911
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(69)	(69)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Active Pass Property-Donation Revenue Stream	(20,000)	(20,000)	(20,690)	-	-	(20,690)	(21,100)	(21,530)	(21,970)	(22,410)
TOTAL REVENUE	(20,119)	(20,119)	(20,810)	-	-	(20,810)	(21,220)	(21,650)	(22,090)	(22,530)
REQUISITION	(107,562)	(107,562)	(111,689)	-	-	(111,689)	(114,786)	(117,945)	(121,147)	(124,381)
*Percentage increase over prior year Requisition			3.8%			3.8%	2.8%	2.8%	2.7%	2.7%

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

Service No.	1.495	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Galiano Community Parks							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$2,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$11,000	\$4,000	\$4,900	\$32,000	\$0	\$51,900
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$12,000	\$5,000	\$4,900	\$32,000	\$0	\$53,900
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,000	\$1,000	\$0	\$0	\$0	\$2,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$11,000	\$4,000	\$4,900	\$32,000	\$0	\$51,900

\$0	\$12,000	\$5,000	\$4,900	\$32,000	\$0	\$53,900
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Service: 1.495 Galiano Community Parks

Project Number	18-02	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Wesley Road Shore Access
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Project Rationale New shore Access requested by public

Project Number	19-03	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Asset Management-Inventory Study/Replacement Program
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Project Rationale Timely replacement of worn assets.

Project Number	20-01	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Matthews Stairs to Beach-Engineering and feasibility study
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Project Rationale Stairs down to beach may be the eventual solution to providing safe public access to this popular locale.

Project Number	21-01	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	New Trail at Millard Learning Centre
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Project Rationale was agreed to with Galiano Conservancy as part of territory restructuring.

Service: 1.495 Galiano Community Parks

Project Number	22-01	Capital Project Title	Galiano Island Park Upgrades	Capital Project Description	Study to construct Viewpoint at Graham
Project Rationale	Requested by Public at consultation forum.				

Project Number	25-01	Capital Project Title	Install Gulf Toilet at Gulfside	Capital Project Description	Replace Porta Potti with Vault toilet at popular beach access
Project Rationale	Heavily visited beach access on East coast of the island serviced by aging porta-potti bathroom facility. Needs to be replaced with vault toilet.				

Project Number	23-01	Capital Project Title	GIPRC Equipment and Tools Purchase	Capital Project Description	Equipment and Tools Purchase
Project Rationale					

Galiano Island Community Parks
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	14,583	11,583	16,583	21,683	683	12,683
Capital Reserve Fund-Active Pass	239,147	218,457	197,357	175,827	153,857	131,447
Equipment Replacement Fund	710	1,710	2,710	4,710	6,710	8,710
Total	254,440	231,750	216,650	202,220	161,250	152,840

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Bylaw 2851

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund: Fund Centre:	1058 101604	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		42,983	14,583	11,583	16,583	21,683	683
Transfer from Ops Budget		5,000	8,000	9,000	10,000	11,000	12,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(35,000)	(11,000)	(4,000)	(4,900)	(32,000)	-
Interest Income*		1,600					
Ending Balance \$		14,583	11,583	16,583	21,683	683	12,683

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Active Pass Drive Property

Active Pass Drive
Betty Kennedy Trust

Reserve Cash Flow

Fund: Fund Centre:	1058 102263	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		246,649	239,147	218,457	197,357	175,827	153,857
Donations		-	-	-	-	-	-
Transfer from Cap Fund		-					
Transfer to OPEX		(20,000)	(20,690)	(21,100)	(21,530)	(21,970)	(22,410)
Interest Income*		12,498					
Ending Balance \$		239,147	218,457	197,357	175,827	153,857	131,447

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Equipment Replacement Fund

GALIANOPRK.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Fund Centre:	102267						
Beginning Balance		-	710	1,710	2,710	4,710	6,710
Transfer from Ops Budget		5,710	2,000	2,000	2,000	2,000	2,000
Planned Expenditure		(5,000)	(1,000)	(1,000)	-	-	-
Interest Income*		-					
Ending Balance \$		710	1,710	2,710	4,710	6,710	8,710

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Galiano Community Recreation

EAC Review

OCTOBER 2023

Service: 1.498 Galiano Community Recreation

Committee: Galiano Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).

A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of \$41,624 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$85,596.
(Bylaw 4152 - Sept 13, 2017)

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.498 - Galiano Community Recreation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Recreation Programs	35,758	35,758	37,051	-	-	37,051	37,793	38,554	39,334	40,123
Allocations	1,907	1,907	1,919	-	-	1,919	1,957	1,996	2,036	2,077
Other Operating Expenses	710	710	720	-	-	720	730	740	750	760
TOTAL OPERATING COSTS	38,375	38,375	39,690	-	-	39,690	40,480	41,290	42,120	42,960
*Percentage Increase over prior year			3.4%			3.4%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(31)	(31)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(27)	(27)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(58)	(58)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
REQUISITION	(38,317)	(38,317)	(39,660)	-	-	(39,660)	(40,450)	(41,260)	(42,090)	(42,930)
*Percentage increase over prior year Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Storm Water Quality Management (SGI)

EAC Review

OCTOBER 2023

Service: 1.533 SGI Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.533 - Storm Water Quality Management (SGI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services & Consulting	6,076	14,076	5,132	-	-	5,132	5,235	5,340	5,446	5,555
Allocations	34,095	23,959	36,241	-	-	36,241	36,965	37,705	38,460	39,229
Other Operating Expenses	50	150	107	-	-	107	110	110	110	110
TOTAL OPERATING COSTS	40,221	38,185	41,480	-	-	41,480	42,310	43,155	44,016	44,894
*Percentage Increase over prior year			3.1%			3.1%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL/RESERVE</u>										
Transfer to Operating Reserve Fund	-	2,136	-	-	-	-	-	-	-	-
TOTAL COSTS	40,221	40,321	41,480	-	-	41,480	42,310	43,155	44,016	44,894
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(413)	(413)	(430)	-	-	(430)	(440)	(450)	(460)	(470)
Other Revenue	-	(100)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	(413)	(513)	(480)	-	-	(480)	(490)	(500)	(510)	(520)
REQUISITION	(39,808)	(39,808)	(41,000)	-	-	(41,000)	(41,820)	(42,655)	(43,506)	(44,374)
*Percentage increase over prior year Requisition			3.0%			3.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SGI) - Operating Reserve Fund

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105530	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	20,797	21,881	21,881	21,881	21,881	21,881
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income*	1,084					
Ending Balance \$	21,881	21,881	21,881	21,881	21,881	21,881

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SGL Emergency Comm. - CREST

EAC Review

OCTOBER 2023

Service: 1.923 SGI Emergency Comm. - CREST

Committee: Planning and Protective Services

923 SGI EMERGENCY COMMUNICATIONS CREST

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.923 - SGI Emergency Comm. - CREST	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Payments to CREST	177,954	177,954	181,414	-	-	181,414	185,040	188,740	192,510	196,360
Allocations	3,614	3,614	3,648	-	-	3,648	3,721	3,795	3,871	3,948
Other Operating Expenses	820	820	820	-	-	820	820	820	820	820
TOTAL COSTS	182,388	182,388	185,882	-	-	185,882	189,581	193,355	197,201	201,128
*Percentage Increase over prior year			1.9%			1.9%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	(682)	(682)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,897)	(1,897)	(1,960)	-	-	(1,960)	(2,000)	(2,040)	(2,080)	(2,120)
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(2,679)	(2,679)	(2,060)	-	-	(2,060)	(2,100)	(2,140)	(2,180)	(2,220)
REQUISITION	(179,709)	(179,709)	(183,822)	-	-	(183,822)	(187,481)	(191,215)	(195,021)	(198,908)
*Percentage increase over prior year Requisition			2.3%			2.3%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Magic Lake Water

EAC Review

OCTOBER 2023

Service: **2.630 Magic Lake Estates Water**

Committee: Electoral Area

DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System.
Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of \$160,000 or \$3.50 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$3,080,195.

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge:

Annual charge per single family equivalency unit connected to the system.

The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- Greater than 50 cubic metres - \$0.50 / cubic metre
- Greater than 80 cubic metres - \$1.00 / cubic metre

Parcel Tax:

LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee:

\$0 during normal working hours; \$25 outside of normal working hours

Connection Charges:

Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498

Magic Lake Estates - Water System Operating Reserve Fund. Bylaw No. 4144

2.630 - Magic Lake Water	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	32,470	40,700	23,610	2,100	-	25,710	24,070	64,560	25,050	25,550
Allocations	54,398	54,398	57,263	-	-	57,263	58,409	59,583	60,773	61,988
Water Testing	19,941	19,900	20,643	1,000	-	21,643	22,075	22,516	22,967	23,426
Electricity	51,100	47,300	52,480	-	-	52,480	53,530	54,600	55,690	56,800
Supplies	57,180	51,220	58,800	-	-	58,800	59,980	61,180	62,410	63,660
Labour Charges	428,920	411,600	466,700	-	-	466,700	476,038	485,563	495,275	505,181
Other Operating Expenses	65,303	65,436	54,610	3,600	-	58,210	55,290	56,620	57,990	59,420
TOTAL OPERATING COSTS	709,312	690,554	734,106	6,700	-	740,806	749,392	804,622	780,155	796,025
*Percentage Increase over prior year			3.5%	0.9%		4.4%	1.2%	7.4%	-3.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	10,000	10,000	10,000	-	-	10,000	10,000	20,000	30,000	40,000
Transfer to Capital Reserve Fund	82,415	95,873	54,105	-	-	54,105	57,515	85,560	83,450	130,700
MFA Debt Reserve Fund	570	570	740	-	-	740	740	740	740	740
MFA Debt Principal	133,582	133,582	133,582	-	-	133,582	133,582	94,771	81,349	51,315
MFA Debt Interest	64,439	64,439	64,438	-	-	64,438	59,811	53,346	51,508	16,752
TOTAL DEBT / RESERVES	291,006	304,464	262,865	-	-	262,865	261,648	254,417	247,047	239,507
TOTAL COSTS	1,000,318	995,018	996,971	6,700	-	1,003,671	1,011,040	1,059,039	1,027,202	1,035,532
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	-	-	-	(40,000)	-	-
Sales - Water	(22,000)	(16,000)	(22,000)	-	-	(22,000)	(22,000)	(22,000)	(22,000)	(22,000)
User Charges	(377,411)	(377,411)	(383,831)	(6,700)	-	(390,531)	(398,340)	(406,309)	(414,442)	(422,732)
Lease Revenue	(8,100)	(8,100)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
Other Revenue	(2,807)	(3,507)	(3,040)	-	-	(3,040)	(2,600)	(2,630)	(2,660)	(2,700)
TOTAL REVENUE	(420,318)	(415,018)	(416,971)	(6,700)	-	(423,671)	(431,040)	(479,039)	(447,202)	(455,532)
REQUISITION - PARCEL TAX	(580,000)	(580,000)	(580,000)	-	-	(580,000)	(580,000)	(580,000)	(580,000)	(580,000)
*Percentage increase over prior year										
Sales - Water			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fees			1.7%	1.8%		3.5%	2.0%	2.0%	2.0%	2.0%
Requisition			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
Combined			0.7%	0.7%		1.3%	0.8%	0.8%	0.8%	0.8%

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

Service No.	2.630	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Magic Lake Estates Water (Pender)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$145,000	\$22,000	\$145,000	\$75,000	\$60,000	\$60,000	\$447,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$60,000	\$462,000

SOURCE OF FUNDS

Capital Funds on Hand	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$145,000	\$22,000	\$145,000	\$75,000	\$60,000	\$60,000	\$447,000
	\$20,000	\$160,000	\$22,000	\$145,000	\$75,000	\$60,000	\$60,000	\$462,000

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.630

Service Name:

Magic Lake Estates Water (Pender)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-04	Renewal	Buck Lake Dam Repairs - Phase 1	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.	\$ 207,000	S	Res	\$ 5,000	\$ 50,000	\$ 22,000	\$ -	\$ -	\$ -	\$ 72,000
22-02	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.	\$ 20,000	E	Cap	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
22-02	New				E	Cap	\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
23-01	Renewal	Decommission Magic Lake old Syphon	The old syphon is still in place and will require decommissioning to ensure dam performance.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
23-02	New	ISOPAC Permanent Handling & Storage	Permenant solution to reduce drum waste and reduce handing is required.	\$ 60,000	S	Res	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
26-01	Renewal	Buck Lake Dam Repairs - Phase 2	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).	\$ 360,000	S	Res	\$ -	\$ -	\$ -	\$ 145,000	\$ 75,000	\$ 60,000	\$ 280,000
													\$ -
													\$ -
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													\$ -
			GRAND TOTAL	\$ 682,000			\$ 20,000	\$ 160,000	\$ 22,000	\$ 145,000	\$ 75,000	\$ 60,000	\$ 462,000

Service: 2.630 Magic Lake Estates Water (Pender)

Project Number	21-04	Capital Project Title	Buck Lake Dam Repairs - Phase 1	Capital Project Description	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional inspections, minor dam repairs, and performance analysis. Phase 2 dam improvements to be completed in the following five years.				

Project Number	22-02	Capital Project Title	EV Charging Station	Capital Project Description	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging station at the water treatment plan, proeject is to be partially funded through a cost matching grant and the MLE Waste Water Service.				

Project Number	23-01	Capital Project Title	Decommission Magic Lake old Syphon	Capital Project Description	The old syphon is still in place and will require decommissioning to ensure dam performance.
Project Rationale	The old syphon at Magic Lake is no longer required, and does not function. Funds are required to remove the overland and underwater pipe, and decommission the underground pipe.				

Project Number	23-02	Capital Project Title	ISOPAC Permanent Handling & Storage	Capital Project Description	Permenant solution to reduce drum waste and reduce handling is required.
Project Rationale	Safety improvements to reduce Operator injury when handling the ISOPAC drums were carried out in 2019-2020. A permanent solution to reduce the use of drums which cannot be readily disposed of, and reduce handling of the product is proposed in 2023.				

Project Number	26-01	Capital Project Title	Buck Lake Dam Repairs - Phase 2	Capital Project Description	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional geotechnical investigations, seepage analysis and monitoring, tree removal, and the next Dam Safety Review (2029).				

Magic Lake Water
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	48,539	58,539	68,539	48,539	78,539	118,539
Capital Reserve Fund	486,977	396,082	431,597	372,157	380,607	451,307
Capital Reserve Fund - Settlement Fund	652,982	652,982	652,982	652,982	652,982	652,982
Total	1,188,498	1,107,603	1,153,118	1,073,678	1,112,128	1,222,828

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of \$50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: Fund Centre:	1500 105212	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		45,504	48,539	58,539	68,539	48,539	78,539
Transfer from Ops Budget		10,000	10,000	10,000	20,000	30,000	40,000
Transfer to Ops Budget		(10,000)	-	-	(40,000)	-	-
Planned Maintenance Activity		Acquire SRW over MLE North Dam			Frigate & Captains Reservoir cleaning & inspection		
Interest Income*		3,034					
Ending Balance \$		48,539	58,539	68,539	48,539	78,539	118,539

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund

Bylaw 1498

Reserve Cash Flow

Fund: Fund Centre:	1024 101368	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		506,552	486,977	396,082	431,597	372,157	380,607
Transfer from Ops Budget		82,415	54,105	57,515	85,560	83,450	130,700
Transfer to Cap Fund		(120,000)	(145,000)	(22,000)	(145,000)	(75,000)	(60,000)
Transfer from Cap Fund		-					
Interest Income*		18,010					
Ending Balance \$		486,977	396,082	431,597	372,157	380,607	451,307

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund (Settlement Funds)

Bylaw 1498

Reserve Cash Flow

Fund: Fund Centre:	1024 102245	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		614,832	652,982	652,982	652,982	652,982	652,982
Transfer to Cap Fund		-					
Interest Income*		38,150					
Ending Balance \$		652,982	652,982	652,982	652,982	652,982	652,982

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Lyall Harbour Water

EAC Review

OCTOBER 2023

Service: **2.640 Lyall Harbour Boot Cove Water (Saturna)**

Committee: Electoral Area

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978).

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY:

Greater of \$150,000 or \$6.90 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$666,452.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	\$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009)	\$250,000
BORROWED:	SI Bylaw 3677 (Feb 10, 2010)	\$180,000
REMAINING:		<hr/> \$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982

Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge levied only on properties capable of being connected to the system.
Connection Charges:	Actual Cost + 15% Admin Fee (Minimum Connection \$400)

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

2.640 - Lyall Harbour Water	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	30,470	35,000	5,660	-	20,000	25,660	5,780	5,900	6,020	6,150
Allocations	12,969	12,969	14,360	-	-	14,360	14,644	14,940	15,241	15,546
Water Testing	8,619	8,980	11,300	-	-	11,300	8,988	9,168	9,351	9,538
Electricity	3,660	3,500	3,760	-	-	3,760	3,840	3,920	4,000	4,080
Supplies	5,970	5,660	6,180	-	-	6,180	6,300	6,420	6,550	6,680
Labour Charges	119,940	152,700	130,580	-	-	130,580	133,192	135,855	138,573	141,344
Other Operating Expenses	15,858	13,028	13,018	-	-	13,018	13,330	13,640	13,950	14,280
TOTAL OPERATING COSTS	197,486	231,837	184,858	-	20,000	204,858	186,074	189,843	193,685	197,618
*Percentage Increase over prior year			-6.4%		10.1%	3.7%	-9.2%	2.0%	2.0%	2.0%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	20,000	15,000	24,460	-	-	24,460	20,000	20,000	20,000	20,000
Transfer to Capital Reserve Fund	30,000	3,444	22,680	-	-	22,680	39,570	36,030	37,675	39,345
MFA Debt Reserve Fund	680	100	1,020	-	-	1,020	2,340	140	-	-
MFA Debt Principal	22,148	22,148	22,148	-	-	22,148	14,223	15,962	15,962	15,962
MFA Debt Interest	8,538	7,929	8,853	-	-	8,853	7,103	12,716	12,716	12,716
TOTAL DEBT / RESERVES	81,366	48,621	79,161	-	-	79,161	83,236	84,848	86,353	88,023
TOTAL COSTS	278,852	280,458	264,019	-	20,000	284,019	269,310	274,691	280,038	285,641
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(25,000)	(25,000)	-	-	(20,000)	(20,000)	-	-	-	-
User Charges	(119,864)	(121,470)	(124,661)	-	-	(124,661)	(127,150)	(129,691)	(132,278)	(134,921)
Grants in Lieu of Taxes	(758)	(758)	(768)	-	-	(768)	(800)	(820)	(840)	(860)
Other Revenue	(200)	(200)	(240)	-	-	(240)	(240)	(240)	(100)	(100)
TOTAL REVENUE	(145,822)	(147,428)	(125,669)	-	(20,000)	(145,669)	(128,190)	(130,751)	(133,218)	(135,881)
REQUISITION - PARCEL TAX	(133,030)	(133,030)	(138,350)	-	-	(138,350)	(141,120)	(143,940)	(146,820)	(149,760)
*Percentage increase over prior year										
User Fees			4.0%			4.0%	2.0%	2.0%	2.0%	2.0%
Requisition			4.0%			4.0%	2.0%	2.0%	2.0%	2.0%
Combined			4.0%			4.0%	2.0%	2.0%	2.0%	2.0%

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

Service No.	2.640	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Lyall Harbour Boot Cove Water (Sal							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$66,000	\$66,000	\$0	\$0	\$0	\$0	\$66,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$695,000	\$220,000	\$0	\$0	\$0	\$915,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$341,000	\$761,000	\$220,000	\$0	\$0	\$0	\$981,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$268,000	\$268,000	\$0	\$0	\$0	\$0	\$268,000
Debenture Debt (New Debt Only)	\$58,000	\$88,000	\$220,000	\$0	\$0	\$0	\$308,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$390,000	\$0	\$0	\$0	\$0	\$390,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000

\$341,000	\$761,000	\$220,000	\$0	\$0	\$0	\$981,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.640

Service Name Lyall Harbour Boot Cove Water (Saturna)

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	\$ 20,000	E	Debt	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.	\$ 8,000	E	Cap	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable	\$ 8,000	E	Debt	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
19-04	New	Alternative Approval Process	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.	\$ 20,000	S	Res	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
19-05	New	Autoflush Installation	Install 3 autoflushes within the water distribution system to maintain distribution water quality.	\$ 20,000	E	Debt	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-02	New	Raw Water Turbidity Meter	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.	\$ 10,000	E	Debt	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
21-01	Replacement	Source Water Viability Study	Study to determine vulnerability of the source water and its viability and assess recently acquired well.	\$ 75,000	S	Debt	\$ -	\$ 30,000	\$ 45,000	\$ -	\$ -	\$ -	\$ 75,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	\$ 175,000	S	Debt	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000
22-02	Renewal	Dam Improvement and Regulatory Requirements	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review.	\$ 750,000	S	Cap	\$ 260,000	\$ 260,000	\$ -	\$ -	\$ -	\$ -	\$ 260,000
22-02	Renewal		Currently unapproved portion of required grant funding aligned with GCF and including new well assessments.		S	Grant	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
24-01	Replacement	Culvert Replacement for the Water Service	Saturna Island - Harris Road - Culvert Replacement for the Water Service	\$ 30,000	S	Grant	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 1,116,000			\$ 341,000	\$ 761,000	\$ 220,000	\$ -	\$ -	\$ -	\$ 981,000

Service: 2.640 Lyall Harbour Boot Cove Water (Saturna)

Project Number	19-01	Capital Project Title	Air Valve Replacement - Ph 2	Capital Project Description	Replace aging air valves that are a safety concern.
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Project Rationale The air valves are 35 years old and are corroded, giving rise to safety concerns.

Project Number	19-02	Capital Project Title	PRV Bypass Assembly Replacement	Capital Project Description	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.
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Project Rationale The inlet and outlet piping at the East Point, Narvaez and Boot Cove PRV stations are very corroded and there is no way to isolate the stations to replace or maintain the pressure reducing valves. It is proposed that new inlet and outlet piping be installed with 100mm gate valves and bypass piping so that customers are not without water when PRV's are being serviced.

Project Number	19-03	Capital Project Title	Standpipe and Valve Replacement	Capital Project Description	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable
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Project Rationale The standpipe valves at 119 and 155 East Point Road are seized and inoperable. Therefore, the operators cannot use them for flushing or draining of the mains. It is proposed the valves and corroded 50mm supply line to the standpipe be replaced. The scope of work and material pricing was re-evaluated in 2016. It was determined that the budget needed to be increased from \$5,000 to \$8,000 to accommodate the required works.

Project Number	19-04	Capital Project Title	Alternative Approval Process	Capital Project Description	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.
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Project Rationale Future required projects to maintain public safety and level of service require funding in excess of current projected reserve balance. Future funding will be for improvements the Water Treatment Plant to increase reliability and optimize for improved operations, conducting a regulatory requirement for a dam safety review and construct a larger supply line to the storage tank.Funding is required to undertake public consultation to inform borrow strategies and conduct a referendum.

Service:

2.640

Lyall Harbour Boot Cove Water (Saturna)

Project Number

19-05

Capital Project Title

Autoflush Installation

Capital Project Description

Install 3 autoflushes within the water distribution system to maintain distribution water quality.

Project Rationale

Three water mains require frequent flushing to maintain disinfectant residuals and water quality. Flushing requires operator time which can be utilized conducting other maintenance tasks. Funds are required to construct 3 autoflushes.

Project Number

20-02

Capital Project Title

Raw Water Turbidity Meter

Capital Project Description

Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.

Project Rationale

Install a new turbidity meter in the raw water line to aid in operation of the WTP.

Project Number

21-01

Capital Project Title

Source Water Viability Study

Capital Project Description

Study to determine vulnerability of the source water and its viability and assess recently acquired well.

Project Rationale

Study to determine the medium to long term vulnerability of the source water (Money Lake) and its viability as a water source (quantity and quality) for the LHBC system in light of pressures such as projected demand.

Project Number

22-01

Capital Project Title

Install Larger Supply Line to Tank

Capital Project Description

Construct a larger supply line to the tank to improve system reliability and operation.

Project Rationale

The supply line to the tank is undersized, installation of a larger supply line will improve operation. Funding is required to construct a larger supply line to the tank.

Service: 2.640 Lyall Harbour Boot Cove Water (Saturna)

Project Number	22-02	Capital Project Title	Dam Improvement and Regulatory Requirements	Capital Project Description	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review.
Project Rationale	Conduct Dam Safety Review (DSR) report to meet regulatory requirements. Build upon previous 2016 DSR to assess seismic performance and requirements for buttressing and drainage improvements. Once geotec				

Project Number	24-01	Capital Project Title	Culvert Replacement for the Water Service	Capital Project Description	Saturna Island - Harris Road - Culvert Replacement for the Water Service
Project Rationale					

Lyall Harbour Water
 Reserve Summary Schedule
 2024 - 2028 Financial Plan

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	1,291	5,751	25,751	45,751	65,751	85,751
Capital Reserve Fund	13,515	21,195	60,765	96,795	134,470	173,815
Total	14,806	26,946	86,516	142,546	200,221	259,566

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105213	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		10,931	1,291	5,751	25,751	45,751	65,751
Transfer from Ops Budget		15,000	24,460	20,000	20,000	20,000	20,000
Transfer to Ops Budget		(25,000)	(20,000)	-	-	-	-
Planned Maintenance Activity		Reservoir Cleaning & inspection and Chlorine Contact Tank and Inspection	Replace filtration Media				
Interest Income*		360					
Ending Balance \$		1,291	5,751	25,751	45,751	65,751	85,751

Assumptions/Background:

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

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

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Capital Reserve Fund - Bylaw 1785

Surplus money from the operation of the water system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1025 Fund Centre: 101369	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	32,171	13,515	21,195	60,765	96,795	134,470
Transfer from Ops Budget	3,444	22,680	39,570	36,030	37,675	39,345
Transfer from Cap Fund	-					
Transfer to Cap Fund	(23,000)	(15,000)	-	-	-	-
Interest Income*	900					
Ending Balance \$	13,515	21,195	60,765	96,795	134,470	173,815

Assumptions/Background:

To fully fund capital expenditure plan

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Skana Water (Mayne)

EAC Review

OCTOBER 2023

Service: 2.642 Skana Water (Mayne)

Committee: Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area.
Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of \$54,100 or \$9.65 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$326,834.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700	
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40%
	S.I. Bylaw No. 3196	-39,500	2.00%
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82%
	Expired Nov 2008	-10,150	
REMAINING:		<u>0</u>	

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge only on properties capable of being connected to the system.
Connection Charges:	At cost or minimum of \$1,000.

RESERVE FUND:

Capital Reserve Fund, established by Bylaw # 3192 (July 14, 2004),
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.642 - Skana Water (Mayne)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Service Contract	11,830	-	12,240	-	-	12,240	12,480	12,730	12,980	13,240
Repairs & Maintenance	6,250	3,600	1,290	-	6,000	7,290	1,320	1,350	1,380	1,410
Allocations	5,908	5,908	6,405	-	-	6,405	6,531	6,657	6,786	6,917
Water Testing	2,958	2,958	3,510	-	-	3,510	3,585	3,662	3,739	3,817
Electricity	3,213	3,370	3,300	-	-	3,300	3,370	3,440	3,510	3,580
Supplies	750	1,710	780	-	-	780	790	800	810	820
Labour Charges	23,410	35,620	25,540	-	-	25,540	26,051	26,572	27,103	27,645
Other Operating Expenses	3,338	3,290	3,450	-	-	3,450	3,520	3,590	3,660	3,740
TOTAL OPERATING COSTS	57,657	56,456	56,515	-	6,000	62,515	57,647	58,801	59,968	61,169
*Percentage Increase over prior year			-2.0%		10.4%	8.4%	-7.8%	2.0%	2.0%	2.0%
<u>DEBT / CAPITAL /RESERVES</u>										
Transfer to Operating Reserve Fund	9,000	9,000	9,000	-	-	9,000	8,000	5,465	3,585	3,920
Transfer to Capital Reserve Fund	21,600	20,694	22,325	-	-	22,325	23,470	19,685	19,185	19,685
MFA Debt Principal	-	-	-	-	-	-	-	3,800	7,024	7,024
MFA Debt Interest	863	-	-	-	-	-	1,613	7,818	11,922	11,922
MFA Debt Reserve Fund	750	-	-	-	-	-	1,500	1,273	-	-
TOTAL DEBT / RESERVES	32,213	29,694	31,325	-	-	31,325	34,583	38,041	41,716	42,551
TOTAL COSTS	89,870	86,150	87,840	-	6,000	93,840	92,230	96,842	101,684	103,720
						4.4%				
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(5,000)	-	-	-	(6,000)	(6,000)	-	-	-	-
User Charges	(59,090)	(60,370)	(61,160)	-	-	(61,160)	(64,220)	(67,432)	(70,804)	(72,220)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(64,190)	(60,470)	(61,260)	-	(6,000)	(67,260)	(64,320)	(67,532)	(70,904)	(72,320)
REQUISITION - PARCEL TAX	(25,680)	(25,680)	(26,580)	-	-	(26,580)	(27,910)	(29,310)	(30,780)	(31,400)
*Percentage increase over prior year										
User Fees			3.5%			3.5%	5.0%	5.0%	5.0%	2.0%
Requisition			3.5%			3.5%	5.0%	5.0%	5.0%	2.0%
Combined			3.5%			3.5%	5.0%	5.0%	5.0%	2.0%

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

Service No.	2.642	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Skana Water (Mayne)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$10,000	\$115,000	\$674,120	\$0	\$0	\$0	\$799,120
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$45,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$0	\$899,120

SOURCE OF FUNDS

Capital Funds on Hand	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Debenture Debt (New Debt Only)	\$0	\$0	\$150,000	\$127,262	\$0	\$0	\$0	\$277,262
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$546,858	\$0	\$0	\$0	\$546,858
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$30,000	\$15,000	\$0	\$0	\$0	\$0	\$45,000
	\$45,000	\$60,000	\$165,000	\$674,120	\$0	\$0	\$0	\$899,120

5 YEAR CAPITAL PLAN

2.642

Skana Water (Mayne)

[illegible]

Service:

2.642

Skana Water (Mayne)

Project Number	17-03	Capital Project Title	Alternative Approval Process	Capital Project Description	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades.
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Project Rationale A loan will be required to fund the storage tank replacement any other capital work which will not be included under the capital reserve fund. The proposed loan will required public engagement and a referendum.

Project Number	17-04	Capital Project Title	Well #8 Upgrade	Capital Project Description	Conduct well improvements including new well liner, replacement of well seal and investigations into future SCADA automation; relocate first customer service line to achieve proper CT.
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Project Rationale A recent inspection of Well #8 identified a number of deficiencies. Recommended improvements include the installation of new well liner, replacement of the well seal, and other associated minor improvements to protect it from surface runoff.

Project Number	18-01	Capital Project Title	Storage Tank Replacement	Capital Project Description	Replace the existing storage tanks subject to options assessment.
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Project Rationale The existing storage tanks are at the end of their design life and do not meet seismic requirements. It is proposed to replace the existing tanks with a bolted steel tank.

Project Number	20-02	Capital Project Title	Well Decommissioning	Capital Project Description	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.
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Project Rationale Numerous wells are not in use and are required to be decommissioned as per MoE requirements.

Service: 2.642 Skana Water (Mayne)

Project Number

23-01

Capital Project Title Well Protection Upgrades

Capital Project Description

Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.

Project Rationale

Funds are required to carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.

Project Number

24-01

Capital Project Title

Source Water Surveillance

Capital Project Description

Design and install new well surveillance and water monitoring hardware to record and predict water issues.

Project Rationale

Design and install new well surveillance and water monitoring hardware to record and predict water issues.

Project Number

24-02

Capital Project Title

Storage Tank Options Assessment

Capital Project Description

Assess material options and cost estimate for storage tank replacements.

Project Rationale

Initial budget to revisit previous correspondence regarding storage tank replacements, conduct options assessment on tank replacement options and prepare an updated Class D cost estimate.

Skana Water Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,660	18,660	26,660	32,125	35,710	39,630
Capital Reserve Fund	18,936	11,261	19,731	39,416	58,601	78,286
Total	34,595	29,920	46,390	71,540	94,310	117,915

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 Fund Centre: 105214	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,092	15,660	18,660	26,660	32,125	35,710
Transfer from Ops Budget	9,000	9,000	8,000	5,465	3,585	3,920
Expenditures	-	(6,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income*	568					
Ending Balance \$	15,660	18,660	26,660	32,125	35,710	39,630

Assumptions/Backgrounds:

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

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Capital Reserve Fund

Bylaw 3192

Reserve Cash Flow

Fund: 1067 Fund Centre: 101849	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	11,638	18,936	11,261	19,731	39,416	58,601
Transfer from Ops Budget	21,600	22,325	23,470	19,685	19,185	19,685
Transfer to Cap Fund	(15,000)	(30,000)	(15,000)	-	-	-
Transfer from Cap Fund	-					
Interest Income*	698					
Ending Balance \$	18,936	11,261	19,731	39,416	58,601	78,286

Assumptions/Backgrounds:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Sticks Allison Water

EAC Review

OCTOBER 2023

Service: 2.665 Sticks Allison Water (Galiano)

Committee: Electoral Area

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998).

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of \$18,700 or \$2.27 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$79,511.

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558.

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system.
Excess Consumption Fee-for metered water use per service connection in excess of 110 cubic meters per three months: \$5.00 per cubic meter

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing.

Connection Charges: Actual cost plus 15% administration fee - minimum connection of \$400

RESERVE FUND:

Capital Reserve Fund - Bylaw No. 2740.
Operating Reserve Fund - Bylaw No. 4144.

2.665 - Sticks Allison Water

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Repairs & Maintenance	6,020	1,020	1,060	-	7,000	8,060	1,070	1,080	1,090	1,100
Allocations	3,496	3,496	3,723	-	-	3,723	3,802	3,877	3,955	4,034
Water Testing	2,233	2,233	2,314	-	-	2,314	2,361	2,410	2,459	2,508
Electricity	2,500	1,510	2,500	-	-	2,500	2,550	2,600	2,650	2,700
Supplies	710	1,750	730	-	-	730	740	750	760	770
Labour Charges	37,380	37,380	40,690	-	-	40,690	41,504	42,334	43,181	44,044
Other Operating Expenses	4,165	3,075	4,260	-	-	4,260	4,340	4,420	4,500	4,590
TOTAL OPERATING COSTS	56,504	50,464	55,277	-	7,000	62,277	56,367	57,471	58,595	59,746
*Percentage Increase over prior year			-2.2%		12.4%	10.2%	-9.5%	2.0%	2.0%	2.0%
CAPITAL/RESERVES										
Transfer to Operating Reserve Fund	7,500	7,500	7,000	-	-	7,000	7,000	7,000	7,000	7,000
Transfer to Capital Reserve Fund	11,535	13,105	11,000	-	-	11,000	11,360	11,735	12,120	12,510
TOTAL CAPITAL / RESERVES	19,035	20,605	18,000	-	-	18,000	18,360	18,735	19,120	19,510
TOTAL COSTS	75,539	71,069	73,277	-	7,000	80,277	74,727	76,206	77,715	79,256
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(5,000)	-	-	-	(7,000)	(7,000)	-	-	-	-
Sales - Water	(600)	(1,130)	(600)	-	-	(600)	(600)	(600)	(600)	(600)
User Charges	(64,739)	(64,739)	(67,297)	-	-	(67,297)	(68,641)	(70,012)	(71,411)	(72,840)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(70,439)	(65,969)	(67,997)	-	(7,000)	(74,997)	(69,341)	(70,712)	(72,111)	(73,540)
REQUISITION - PARCEL TAX	(5,100)	(5,100)	(5,280)	-	-	(5,280)	(5,386)	(5,494)	(5,604)	(5,716)
*Percentage increase over prior year										
Sales			0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
User Fee			4.0%			4.0%	2.0%	2.0%	2.0%	2.0%
Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
Combined			3.9%			3.9%	2.0%	2.0%	2.0%	2.0%

Service Name	Sticks Allison Water (Gallano)
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[illegible]

Service:	2.665	Sticks Allison Water (Galiano)
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Project Number	22-01	Capital Project Title	Service Line Replacement (Provisional)	Capital Project Description	Replace failed/leaking service lines when required
Project Rationale	Budget available as required to replace failed/leaking service lines that may arise.				

Sticks Allison Reserves
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,553	15,553	22,553	29,553	36,553	43,553
Capital Reserve Fund	23,626	29,626	40,986	52,721	64,841	77,351
Total	39,179	45,179	63,539	82,274	101,394	120,904

Reserve Schedule

Reserve Fund: 2.665 - Sticks Allison Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and well inspections.

Reserve Cash Flow

Fund: Fund Centre:	1500 105215	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		7,433	15,553	15,553	22,553	29,553	36,553
Transfer from Ops Budget		7,500	7,000	7,000	7,000	7,000	7,000
Expenditures		-	(7,000)	-	-	-	-
Planned Maintenance Activity			Reservoir cleaning and inspection				
Interest Income*		619					
Ending Balance \$		15,553	15,553	22,553	29,553	36,553	43,553

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water - Capital Reserve Fund - Bylaw 2740

To provide for capital expenditures or in respect of capital projects and to provide redemption of debentures issued.

Reserve Cash Flow

Fund: Fund Centre:	1068 101890	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		11,392	23,626	29,626	40,986	52,721	64,841
Transfer from Ops Budget		11,535	11,000	11,360	11,735	12,120	12,510
Transfer from Cap Fund		-					
Transfer to Cap Fund		-	(5,000)	-	-	-	-
Interest Income*		699					
Ending Balance \$		23,626	29,626	40,986	52,721	64,841	77,351

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Surfside Park Estates (Mayne)

EAC Review

OCTOBER 2023

Service: **2.667 Surfside Park Estates (Mayne)**

Committee: Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area.
Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of \$79,500 or \$13.97 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$423,086.

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

User charge: Annual charge per single family equivalency unit connected to the system.

Parcel Tax: Annual charge only on properties capable of being connected to the system.

Connection Charge: Actual Cost + 15% Admin fee (minimum connection \$400)

RESERVE:

Capital Reserve Fund, established by Bylaw # 3191 (July 16, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.667 - Surfside Park Estates (Mayne)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operations Services Contract	19,930	-	20,630	-	-	20,630	21,040	21,460	21,890	22,330
Repairs & Maintenance	5,820	3,680	6,030	-	-	6,030	6,140	6,260	11,380	4,460
Allocations	8,484	8,484	8,906	-	-	8,906	9,086	9,271	9,460	9,651
Water Testing	4,121	4,121	4,336	-	-	4,336	4,419	4,505	4,592	4,680
Electricity	4,220	4,500	4,330	-	-	4,330	4,420	4,510	4,600	4,690
Supplies	19,560	21,790	20,240	-	-	20,240	20,650	21,070	21,500	21,940
Labour Charges	34,110	63,000	37,100	-	-	37,100	37,842	38,599	39,371	40,158
Other Operating Expenses	10,590	12,110	11,000	-	-	11,000	11,240	11,480	11,720	11,980
TOTAL OPERATING COSTS	106,835	117,685	112,572	-	-	112,572	114,837	117,155	124,513	119,889
*Percentage Increase over prior year			5.4%	0.0%	0.0%	5.4%	2.0%	2.0%	6.3%	-3.7%
<u>DEBT / RESERVES</u>										
Transfer to Operating Reserve Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	7,310	15,000	-	-	15,000	15,310	7,925	3,485	11,500
MFA Debt Principal	-	-	-	-	-	-	-	12,667	50,669	50,669
MFA Debt Interest	-	-	-	-	-	-	5,375	37,625	86,000	86,000
MFA Debt Reserve Fund	-	-	-	-	-	-	5,000	15,000	-	-
TOTAL DEBT / RESERVES	17,000	9,310	17,000	-	-	17,000	27,685	75,217	142,154	150,169
TOTAL COSTS	123,835	126,995	129,572	-	-	129,572	142,522	192,372	266,667	270,058
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(1,500)	(1,500)	-	-	-	-	-	-	(7,000)	-
User Charges	(98,445)	(101,600)	(104,852)	-	-	(104,852)	(115,342)	(155,714)	(210,214)	(218,624)
Other Revenue	(100)	(105)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(100,045)	(103,205)	(104,952)	-	-	(104,952)	(115,442)	(155,814)	(217,314)	(218,724)
REQUISITION - PARCEL TAX	(23,790)	(23,790)	(24,620)	-	-	(24,620)	(27,080)	(36,558)	(49,353)	(51,334)
*Percentage increase over prior year										
User Fee			6.5%	0.0%		6.5%	10.0%	35.0%	35.0%	4.0%
Requisition			3.5%			3.5%	10.0%	35.0%	35.0%	4.0%
Combined			5.9%	0.0%		5.9%	10.0%	35.0%	35.0%	4.0%

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

Service No.	2.667	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Surfside Park Estates (Mayne)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$15,000	\$500,000	\$1,500,000	\$0	\$0	\$0	\$2,015,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$15,000	\$520,000	\$1,500,000	\$0	\$0	\$2,035,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$500,000	\$1,500,000	\$0	\$0	\$0	\$2,000,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$15,000	\$20,000	\$0	\$0	\$0	\$0	\$35,000

\$0	\$15,000	\$520,000	\$1,500,000	\$0	\$0	\$2,035,000
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Service #:	2.667
Service Name:	Surfside Park Estates (Mayne)

[illegible]

Service: 2.667 Surfside Park Estates (Mayne)

Project Number	23-01	Capital Project Title	Alternative Approval Process	Capital Project Description	Undertake an alternative approval process to borrow funds to carry out water system improvements in future years.
Project Rationale					

Project Number	24-01	Capital Project Title	Wood Dale Drive Water Main Replacement	Capital Project Description	Replace approximately 200 m of leaking water main along Wood Dale Drive.
Project Rationale					

Project Number	24-02	Capital Project Title	Source Water Surveillance	Capital Project Description	Construct source water surveillance for water quantity monitoring.
Project Rationale					

Project Number	25-01	Capital Project Title	New Tank & PS	Capital Project Description	Design and construction new water storage tank and pump station
Project Rationale					

Surfside Park Estates (Mayne)
Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	15,555	17,555	19,555	21,555	16,555	18,555
Capital Reserve Fund	56,417	56,417	51,727	59,652	63,137	74,637
Total	71,972	73,972	71,282	81,207	79,692	93,192

Reserve Schedule

Reserve Fund: Surfside Water - Operating Reserve Fund Bylaw 4144

The Operating Reserve Fund (ORF) is used to undertake the cyclical maintenance activities, to fund the procurement of equipment and supplies that typically do not occur on an annual basis and also to be used for emergency unplanned repairs. Operating surplus from time to time can be transferred to ORF.

Reserve Cash Flow

Fund: Fund Centre:	1500 105216	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		14,255	15,555	17,555	19,555	21,555	16,555
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Expenditures		(1,500)	-	-	-	(7,000)	-
Planned Maintenance Activity		Hydrant maintenance				Reservoir cleaning & inspection	
Interest Income*		800					
Ending Balance \$		15,555	17,555	19,555	21,555	16,555	18,555

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: Surfside Water - Capital Reserve Fund - Bylaw 3191

To provide for capital expenditures or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: 1066 Fund Centre: 101850	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	70,105	56,417	56,417	51,727	59,652	63,137
Transfer from Ops Budget	7,310	15,000	15,310	7,925	3,485	11,500
Transfer from Cap Fund	-					
Transfer to Cap Fund	(25,000)	(15,000)	(20,000)	-	-	-
Interest Income*	4,002					
Ending Balance \$	56,417	56,417	51,727	59,652	63,137	74,637

Assumptions/Background:

Transfer as much as operating budget will allow.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Magic Lake Estates Sewer

EAC Review

OCTOBER 2023

Service: **3.830 Magic Lake Sewer Utility (Pender)**

Committee: Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of \$200,000 or \$7.10 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$3,789,878.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing \$1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

User Charge: Per single family equivalency unit to connected properties only

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is \$500.

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

3.830 - Magic Lake Estates Sewer

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contracts	93,440	80,000	108,000	-	-	108,000	110,160	112,360	114,610	116,900
Grit & Waste Sludge Disposal	93,440	63,000	85,000	-	-	85,000	86,700	88,430	90,200	92,000
Repairs & Maintenance	11,940	31,400	12,360	14,600	-	26,960	29,950	70,450	45,960	31,470
Allocations	45,735	45,735	46,397	-	-	46,397	47,322	48,269	49,240	50,225
Electricity	24,370	23,000	25,030	-	-	25,030	25,530	26,040	26,560	27,090
Supplies	22,590	27,730	24,610	-	-	24,610	25,100	25,600	26,120	26,640
Labour Charges	298,256	365,836	323,715	-	-	323,715	330,189	336,793	343,529	350,400
Other Operating Expenses	35,640	42,930	39,890	-	-	39,890	36,710	37,590	38,490	39,410
TOTAL OPERATING COSTS	625,411	679,631	665,002	14,600	-	679,602	691,661	745,532	734,709	734,135
*Percentage Increase over prior year			6.3%	2.3%		8.7%	1.8%	7.8%	-1.5%	-0.1%
<u>DEBT / RESERVES</u>										
Transfer to Capital Reserve Fund	55,735	1,606	46,540	-	-	46,540	52,735	57,495	136,210	170,847
Transfer to Operating Reserve Fund	13,260	13,260	13,260	-	-	13,260	13,260	13,260	20,000	20,000
Transfer to Capital Project Fund (\$6M Phase 1)	-	-	-	-	-	-	-	-	-	-
Debt Reserve Fund	290	290	380	-	-	380	380	380	380	380
MFA Principal Payment	133,463	133,463	133,463	-	-	133,463	133,463	133,463	68,476	46,668
MFA Interest Payment	40,640	40,640	40,640	-	-	40,640	40,640	40,640	24,995	17,120
TOTAL DEBT / RESERVES	243,388	189,259	234,283	-	-	234,283	240,478	245,238	250,061	255,015
TOTAL COSTS	868,799	868,890	899,285	14,600	-	913,885	932,139	990,770	984,770	989,150
Sludge Disposal Recovery	(11,200)	(11,200)	(11,590)	-	-	(11,590)	(11,820)	(12,060)	(12,300)	(12,550)
TOTAL COSTS NET OF RECOVERIES	857,599	857,690	887,695	14,600	-	902,295	920,319	978,710	972,470	976,600
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	(40,000)	(15,000)	-
User Charges	(267,099)	(267,099)	(276,447)	(14,600)	-	(291,047)	(296,870)	(302,810)	(308,870)	(315,050)
Grants in Lieu of Taxes	(3,330)	(3,330)	(3,450)	-	-	(3,450)	(3,520)	(3,590)	(3,660)	(3,730)
Other Revenue	(1,160)	(1,160)	(1,280)	-	-	(1,280)	(1,280)	(1,290)	(1,300)	(1,310)
TOTAL REVENUE	(271,589)	(271,589)	(281,177)	(14,600)	-	(295,777)	(301,670)	(347,690)	(328,830)	(320,090)
REQUISITION - PARCEL TAX	(586,010)	(586,101)	(606,518)	-	-	(606,518)	(618,649)	(631,020)	(643,640)	(656,510)
*Percentage increase over prior year										
User Fees			3.5%	5.5%		9.0%	2.0%	2.0%	2.0%	2.0%
Requisition			3.5%			3.5%	2.0%	2.0%	2.0%	2.0%
Combined			3.5%	1.7%		5.2%	2.0%	2.0%	2.0%	2.0%

3.830 - Magic Lake Estates Sewer - Debt Only
 - 6M Phase 1 Wastewater Treatment Plan Upgrade

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>DEBT</u>										
Debt Reserve Fund	570	570	1,030	-	-	1,030	1,030	1,030	1,030	1,030
MFA Principal Payment	111,887	111,887	111,887	-	-	111,887	111,887	111,887	111,887	111,887
MFA Interest Payment	118,798	118,798	118,798	-	-	118,798	118,798	118,798	118,798	118,798
TOTAL DEBT	231,255	231,255	231,715	-	-	231,715	231,715	231,715	231,715	231,715
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2023 to 2024	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2022 to 2023	4,529	4,529	-	-	-	-	-	-	-	-
MFA Debt Reserve Earning	(570)	(570)	(1,030)	-	-	(1,030)	(1,030)	(1,030)	(1,030)	(1,030)
Grants in Lieu of Taxes	(1,108)	(1,108)	(1,150)	-	-	(1,150)	(1,170)	(1,190)	(1,210)	(1,230)
REQUISITION - PARCEL TAX	234,106	234,106	229,535	-	-	229,535	229,515	229,495	229,475	229,455
*Percentage increase over prior year Requisition						-2.0%	0.0%	0.0%	0.0%	0.0%

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

Service No. 3.830	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
Magic Lake Sewer Utility (Pender)							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$4,000,000	\$4,000,000	\$80,000	\$0	\$0	\$205,000	\$4,285,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$4,000,000	\$4,060,000	\$80,000	\$0	\$0	\$205,000	\$4,345,000

SOURCE OF FUNDS

Capital Funds on Hand	\$1,500,000	\$1,500,000	\$30,000	\$0	\$0	\$0	\$1,530,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$2,500,000	\$2,500,000	\$50,000	\$0	\$0	\$0	\$2,550,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$60,000	\$0	\$0	\$0	\$165,000	\$225,000
	\$4,000,000	\$4,060,000	\$80,000	\$0	\$0	\$205,000	\$4,345,000

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

3.830

Service Name:

Magic Lake Sewer Utility (Pender)

[illegible]

Service: 3.830 Magic Lake Sewer Utility (Pender)

Project Number	21-02	Capital Project Title	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	Capital Project Description	1. Renew Galleon and Schooner Pump Stations 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/genset)
Project Rationale	Wastewater Improvements - Pump Station and Treatment Plant Upgrades				

Project Number	24-01	Capital Project Title	Towable Genset Replacement	Capital Project Description	Replacement of the towable genset as it is nearing the end of life.
Project Rationale	Replacement of the towable genset as it is nearing the end of life.				

Project Number	28-01	Capital Project Title	CCTV Inspection of AC Pipe	Capital Project Description	Conduct a CCTV inspection of all remaining asbestos cement pipe to monitor its condition and identify pipe that might require replacement.
Project Rationale	CCTV inspections of AC sewer mains to prioritize replacement.				

Project Number	28-02	Capital Project Title	Pump Stations - Mechanical and Electrical Upgrades (Replace when grant received or sufficient funds in CRF)	Capital Project Description	Renew Buccaneer, Capstan, Cutlass and Masthead Pump Stns
Project Rationale	Additional funding required to carry out the works to upgrade Buccaneer, Capstan, Cutlass and Masthead PS's.				

Project Number	28-03	Capital Project Title	AC Sewer Pipe Replacement	Capital Project Description	Based on CCTV inspection, replace portions of AC pipe that are failing.
Project Rationale	Replacement of AC sewer pipes based on CCTV. Cost estimation to be further developed following CCTV and concept design.				

**Magic Lake Estates Sewer
Reserve Summary Schedule
2024 - 2028 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	38,046	51,306	64,566	37,826	42,826	62,826
Capital Reserve Fund	391,339	377,879	430,614	488,109	624,319	630,166
Total	429,385	429,185	495,180	525,935	667,145	692,992

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105217	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		23,075	38,046	51,306	64,566	37,826	42,826
Transfer from Ops Budget		13,260	13,260	13,260	13,260	20,000	20,000
Planned Expenditures		-	-	-	(40,000)	(15,000)	-
Planned Maintenance Activity					Sewer System Flushing	Outfall Inspection	
Interest Income*		1,711					
Ending Balance \$		38,046	51,306	64,566	37,826	42,826	62,826

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Capital Reserve Fund

Bylaw 1497

Reserve Cash Flow

Fund: 1042 Fund Centre: 101386	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	374,653	391,339	377,879	430,614	488,109	624,319
Transfer from Ops Budget	1,606	46,540	52,735	57,495	136,210	170,847
Transfer to Cap Fund	-	(60,000)	-	-	-	(165,000)
Transfer from Cap Fund	-					
Interest Income*	15,080					
Ending Balance \$	391,339	377,879	430,614	488,109	624,319	630,166

Assumptions/Background:

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

Appendix D: January 2024 Approvals

Purpose: To summarize the budget items that require implementation as of January 2024 before final budget approval in March 2024.

Electoral Area	Service Type	Service Area	Project Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget	Capital Budget	Funding Source	
JDF	Recreation & Cultural Services	1.405 JDF EA Parks	Parks Truck Replacement				100,000	Equipment Replacement Fund	
	Water	2.650 Port Renfrew Water	Water Master Plan Study				175,000	Grant	
	Sewer	3.850 Port Renfrew Sewer	Sewer Master Plan Study				175,000	Grant	
			Total: Juan de Fuca				-	450,000	
SSI	Recreation & Cultural Services	1.458 SSI Community Recreation	Recreation program equipment	0.6 FTE; new ongoing	IBC 16b-1.1_SSI Parks Recreation_SIMS_Staffing	38,832	15,000	Capital Reserve Fund Requisition	
			Recreation program assistant						
		1.459 SSI - Pool & Park Land	EV chargers		20,000		Grant		
			Water	2.621 Highland/Fernwood Water	Referendum or Alternative Approval Process - Funding for future projects			40,000	Capital Reserve Fund
	Public Engagement for future projects				10,000		Capital Reserve Fund		
	Design and Construction of back up power system (Debt planning)				470,000		Debt		
	Highland Upper Reservoir Replacement (Debt planning)				1,330,000		Debt		
	WTP SCADA Upgrades - WTP Communications and Control Upgrades (Debt Planning)				220,000		Debt		
	WTP bring safety chain to specification				13,000		Capital Reserve Fund		
	Critical Spares; Chlorine pump and coagulant pump				12,000		Capital Reserve Fund		
		2.624 Beddis Water			Referendum or Alternative Approval Process - Funding for future projects			20,000	Capital Reserve Fund
			Public Engagement for future projects		10,000		Capital Reserve Fund		
		2.626 Fulford Water	AC Pipe Removal (Debt Planning)		22,000		Debt		
			WTP SCADA Upgrades - WTP Communications and Control Upgrades (Debt Planning)		220,000		Debt		
			Turbidity meter		20,000		Capital Reserve Fund		
			Install In-Line Strainers upstream of PRVs		14,000		Capital Reserve Fund		
			Replace Air Valves in raw water line on Sunnyside		11,000		Capital Reserve Fund		
			Sunnyside PRS install Guard Rail		4,000		Capital Reserve Fund		
				2.628 Cedar Lane Water	WTP provide spare pressure pump and sub-drive unit (Debt Planning)			33,000	Debt
					Sewer		3.705 SSI Septage/Composting	Storage Building Upgrades	
Referendum or Alternative Approval Process - Funding for future projects		35,000	Capital Reserve Fund						
	3.810 Ganges Sewer	Electorate Assent for Borrowing		30,000	Capital Reserve Fund				
		Public Engagement		20,000	Capital Reserve Fund				
		Key Components and Spares Replacement Schedule		55,000	Grant/Capital Reserve Fund				
		Replace Sludge Thickener Membranes		27,000	Capital Reserve Fund				
		Service Area Modelling		57,500	Grant/Capital Reserve Fund				
		Ganges WWTP Performance Improvement Study		115,000	Grant/Capital Reserve Fund				
	3.820 Maliview Estates Sewer	Public Engagement		40,000	Capital Reserve Fund				
		Referendum for borrowing		20,000	Capital Reserve Fund				
		Provisional allowance for supply & installation of key components & critical spares		20,000	Capital Reserve Fund				
					Total: Salt Spring Island	38,832	2,933,500		
SGI	Water	2.640 Lyall Harbour Water	Culvert Replacement for the Water Service				30,000	Grant	
			Total: Southern Gulf Islands				-	30,000	
Joint EA Local Fire Services (JDF & SGI)	Planning & Protective Services	1.369 EA Fire Services	Manager, EA Fire Services	1.0 FTE; new ongoing	IBC 9a-2.2 Fire Services Coordination and Support	80,058		Requisition/Operating Reserve Fund Requisition	
			Administrative Clerk	0.5 FTE; new ongoing	IBC 9a-2.2 Fire Services Coordination and Support	36,704			
			Total: Joint Electoral Services				116,762	-	
			Grand Total				155,594	3,413,500	

**REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 11, 2023**

SUBJECT **2024 Core Area Liquid Waste Management Service Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2024 Core Area Liquid Waste Management Service (CALWM) budget, highlighting the changes from the 2023 budget and the proposed 2024 budget figures. The report generally follows the information provided in the attached draft budget document (Appendix A).

BACKGROUND

The 2024 CALWM budget has been prepared for the Core Area Liquid Waste Management Committee's (the Committee) consideration. The Committee will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. The draft 2024 budget has been prepared considering the CRD Board's 2024 Service and Financial Planning Guidelines, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sections of the report address the 2023 year end surplus and the 2024 operating and capital budgets.

2023 Year End Financial Projections

The Committee received a staff report at its June 28, 2023 meeting, proposing a financial plan amendment, which addressed the need for \$3 million (M) additional funding for additional landfill tipping fees for biosolids and for loss of revenue from the Residuals Treatment Facility (RTF) acceptance and processing of third-party liquid waste (sludge). This budget overage was funded from the service's operational reserves.

The 2023 total operating budget, after the June 28 amendment, was \$33.8M. Of this total budget, \$32.7M is operating costs, with \$1.1M contributions to reserves. The estimated year end variance is projected to be a surplus of \$0.2M or 0.5%. The following table lists variances by budget item:

Budget Item	Variance (\$)
Supplies - Chemicals & Other	\$203,460
Electricity & Utilities	-\$365,962
Other Costs	-\$22,163
Total Operating Expenditures	-\$184,665
Total Revenue	\$0
Total Revenue	\$0
Reserve Fund Transfers	\$184,665

Operating Budget

Conveyance and Treatment Operations

The 2024 conveyance and treatment operations budget is \$33.4M which represents a 2.3% increase over the 2023 amended budget, however a 12.8% increase from the original 2023 budget. Costs increases identified within the 2023 financial plan amendment are expected to be ongoing in nature, so while mitigated through reserve in the prior year, now will be funded by requisition.

The most notable operating budget changes are as follows:

- **Supplies - Chemical & Other:** The unit price of process chemicals increased on average by over 20% in 2024. This increase in the price of chemicals was further compounded by an increase in consumption of carbon media to reduce plant odours. This resulted in an overall increase of \$0.9M over the 2023 budget.
- **Integrated Water Services Operations Allocations:** Increase resulting from collective agreement obligations and worker safety needs for the service. This led to a \$0.7M increase over the 2023 budget.
- **RTF Operations and Biotreatment and Disposal:** As defined in the contract with the RTF service provider there was a 6.9% increase in the RTF Operations Allocations. This was offset by an assumption that, in 2024, 50% of the biosolids will be diverted from landfill to an alternate beneficial use, resulting in a net decrease of \$1.1M.
- **Allocations – Overhead and Engineering:** increases as a result of inflation and support for corporate programs and technical support resulted in an increase of \$0.4M.
- **Utilities:** Other operational increases have been offset by a \$0.2M decrease in water and electricity costs.
- **To mitigate requisition impact,** \$0.4M will be transferred from the operating reserve with a plan to replenish the reserve level in subsequent years.

Odour control and process optimization continues to be an operational priority at the McLoughlin Point Wastewater Treatment Plant (MPWWTP). The budget includes a \$0.4M ongoing costs to support four Initiative Business Cases outlined in the Wastewater Community Needs Summary.

The production and beneficial use of biosolids continues to pose a challenge for managing the operating budget for the RTF. Long and short-term management plans to mitigate risk and continued optimization of the processes for this new facility should help us achieve a successful outcome.

Environmental Services Programs Operations

There are several environmental programs that the CA Wastewater Service participates in as part of the liquid waste management function which are also critical to achieving the CRD's commitments under the Liquid Waste Management Plan (LWMP). These programs are summarized below. The requisition impact in 2024 for these programs are within or under the benchmark increase of 3.5%.

- **Regional Source Control Program** – The program is aimed at reducing contaminants that industries, institutions and households discharge into sanitary sewers. The program will be more important than ever in point-of-discharge contaminant reduction to protect the sewage collection and treatment systems, the quality of the treatment plant sludge and biosolids, the marine receiving environment, and public and worker health and safety.

- **Septage Disposal Program** – The program provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd. which provides septage receiving and processing services for the CRD.
- **Onsite Sewage System Management Program** – The program manages septic system maintenance through bylaw compliance monitoring and educational materials to reduce the impacts of failing septic systems on human health and the environment.
- **Core Area Liquid Waste Management Plan (LWMP) Administration** – The program manages the LWMP and oversees implementation of the commitments. The program also conducts all reporting and plan amendment preparation for the service.
- **Harbours Studies Program** – The program provides for the CRD to work in partnership with other stakeholders, including communities, local governments and senior governments, to protect and improve the environmental quality of Victoria and Esquimalt harbours.
- **Core Area Stormwater Quality Management Program** – Using an integrated watershed management approach, the program coordinates the management of stormwater quality, including investigations to assess shoreline discharges and contaminant sources, to protect the marine environment.
- **Inflow and Infiltration Enhancement Program** – The program provides for the CRD to engage with the participants to identify and reduce the amount of rain and ground water that enters the sanitary sewer systems. The program budget is funded through the conveyance and treatment budget.
- **Marine Monitoring Program** - The program provides for the marine environment sampling and testing and regulatory reporting related to the effluent discharges from CRD wastewater facilities. The program budget is funded through the conveyance and treatment budget.

Capital Budget

Capital Plan

The plan includes projects that will replace infrastructure at end-of-service life to ensure the system continues to operate reliably without service interruptions or risk to property, public health or the environment. The plan also includes projects that add conveyance capacity 'just in time' in order to convey flows to 2045 and utilize the ultimate design capacity of existing conveyance facilities, such as pump stations, and the MPWWTP.

As planned and approved in the close out report, the operating, debt and capital reserves received funds from the Core Area Wastewater Treatment Project (CAWTP) fund for the purpose of funding outstanding and future capital and operating obligations.

The capital budget for 2024 is \$32.8M and the total 2024-2028 capital budget is \$80.8M (see Appendix B). There are projects planned in each of the major asset categories including pump station upgrades, gravity sewer and manhole upgrades and replacements, pressure pipe upgrades, flow meter installations and replacements, system control and communications upgrades, and outfall retrofits.

Reserve Funding

There are currently four reserve funds established for this service. Reserves serve several specified purposes including stabilizing revenue requirements and funding capital renewal and replacement. The service has the following reserve funds (2023 estimated year-end balances):

- **Operating Maintenance Reserve (\$2.0M):** used to pay for significant Operations and Maintenance (O&M) expenses that do not occur on an annual basis, including the overages related to the biosolids, chemicals, tipping fees in 2023. Based on the CRD Operating Reserve Guidelines the Operating Maintenance Reserve is currently under funded, therefore 2024 operating maintenance reserve fund contributions are set at \$0.7M as a start to approach a reasonable target level of \$3.5M as per the guideline. It is planned that \$0.4M will be utilized in 2024, resulting in a \$0.3M increase to the fund in 2024.
- **Equipment Replacement Reserve (\$6.2M):** used to pay for 'minor' equipment replacement that typically has a service life of less than five years and/or a value of less than \$25,000. In 2024 and 2025 there will not be a contribution to the equipment replacement reserve fund, this will be reinitiated in 2026.
- **CAWTP Debt Retirement Reserve (\$17.8M):** used to accumulate funds sufficient to pay down the treatment program debt issuances, in full, as they hit their 10-year renewal option. The establishment of this fund aligns with the financing strategy approved by the CRD Board in 2019, which was designed to deliver the most cost-effective financing structure, with the lowest overall cost to the participants. The combined annual contribution to the Debt Retirement Reserve and the debt servicing costs for the CAWTP financing totals \$12M. Contribution to the Debt Retirement Reserve will continue to increase as debt on the CAWTP is paid down. This strategy is aimed at achieving full repayment of the CAWTP project debts at their first renewal in 10 years. After repayment, capacity will be used to reach capital reserve targets for the capital long range plan.
- **Capital Replacement Reserve (\$14.6M):** used to pay for 'major' equipment and infrastructure replacement that has a service life of five to 25 years or more. The replacement and funding of other components of the wastewater system that have a service life of up to 75 years, such as gravity trunk sewers and forcemains, large pumps, electrical distribution systems, concrete tanks and superstructures and major building components, will be part of the long-term capital plan and largely funded through a combination of reserves and long-term financing. Due to recent significant cost increases and in an effort to minimize the impact on requisitions, the reserve contribution has been temporarily reduced by \$1.0M, now set at \$2.1M instead of the previous \$3.1M. In 2025, the contribution will be reinstated to \$3.1M, and an additional \$1.0M will be added back in 2028 to offset the reduction in 2024. The reserve will be used to fund \$2.8M of the 2024 capital plan.

Funding Sources (Revenue)

There is a significant reduction in one-time funding from reserve by \$3.6M in 2024, compared to 2023. The reduced one-time funding will be balanced through a related increase in requisition.

Requisition

The 2024 requisition is \$53.2M after incorporating the requisition for capital, which includes debt servicing of the new and existing conveyance and treatment system works, and system operations. The 2024 requisition represents an 8.16% increase over the 2023 requisition. This increase is largely due to the delay in receiving revenue from the RTF as well as the additional cost of chemical increases, partial disposal of waste sludge, increased labour cost, and issuance of new long-term debt.

ALTERNATIVES

Alternative 1

The Core Area Liquid Waste Management Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

1. Approve the 2024 Core Area Liquid Waste Management Service operating and capital budgets as presented;
2. Direct staff to balance the 2023 actual revenue and expenses on the transfer to the operating reserve; and
3. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end.

Alternative 2

The Core Area Liquid Waste Management Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

1. Approve the 2024 Core Area Liquid Waste Management Service operating and capital budgets as amended;
2. Direct staff to balance the 2023 actual revenue and expenses on the transfer to the operating reserve; and
3. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end.

IMPLICATIONS

Financial Implications

The operating budget reflects costs by type required to support the wastewater treatment service level. The capital budget includes a five-year infrastructure investment to maintain the current system and required replacement of the aging conveyance lines. Together, with reserve contributions, the five-year plan sustains the service at the level required to ensure community needs are met. If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs and initiatives, on-going operations, or the capital work program. 'One-time' reductions in reserve fund contributions could be considered by the Committee to help mitigate the budget and rate increases, but additional financing would result longer term.

CONCLUSION

This 2024 Core Area Liquid Waste Management Service budget has been prepared for the Core Area Liquid Waste Management Committee's (Committee) consideration. The Committee will make budget recommendations to the Capital Regional District (CRD) Board for final budget approval in March 2024. The 2024 budget reflects the operating costs of the McLoughlin Point Wastewater Treatment Plant (WWTP) and the conveyance system, as well as the existing and new capital costs and reserve fund contributions. The operating budget will continue to be refined as the operation of the WWTP is optimized as the CRD gains experience with the new operation. The CRD has resumed investment in the renewal of the conveyance system infrastructure that existed prior to the Core Area Wastewater Treatment Project, to ensure the system continues to operate reliably and without impacts on public health or the environment. The financial

implications of the 2024 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

RECOMMENDATION

The Core Area Liquid Waste Management Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:

1. Approve the 2024 Core Area Liquid Waste Management Service operating and capital budgets as presented;
2. Direct staff to balance the 2023 actual revenue and expenses on the transfer to the operating reserve; and
3. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end.

Submitted by:	Alicia Fraser, P. Eng., General Manager, Integrated Water Services
Concurrence	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence	Rianna Lachance, BCom, CPA, CA, Acting Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

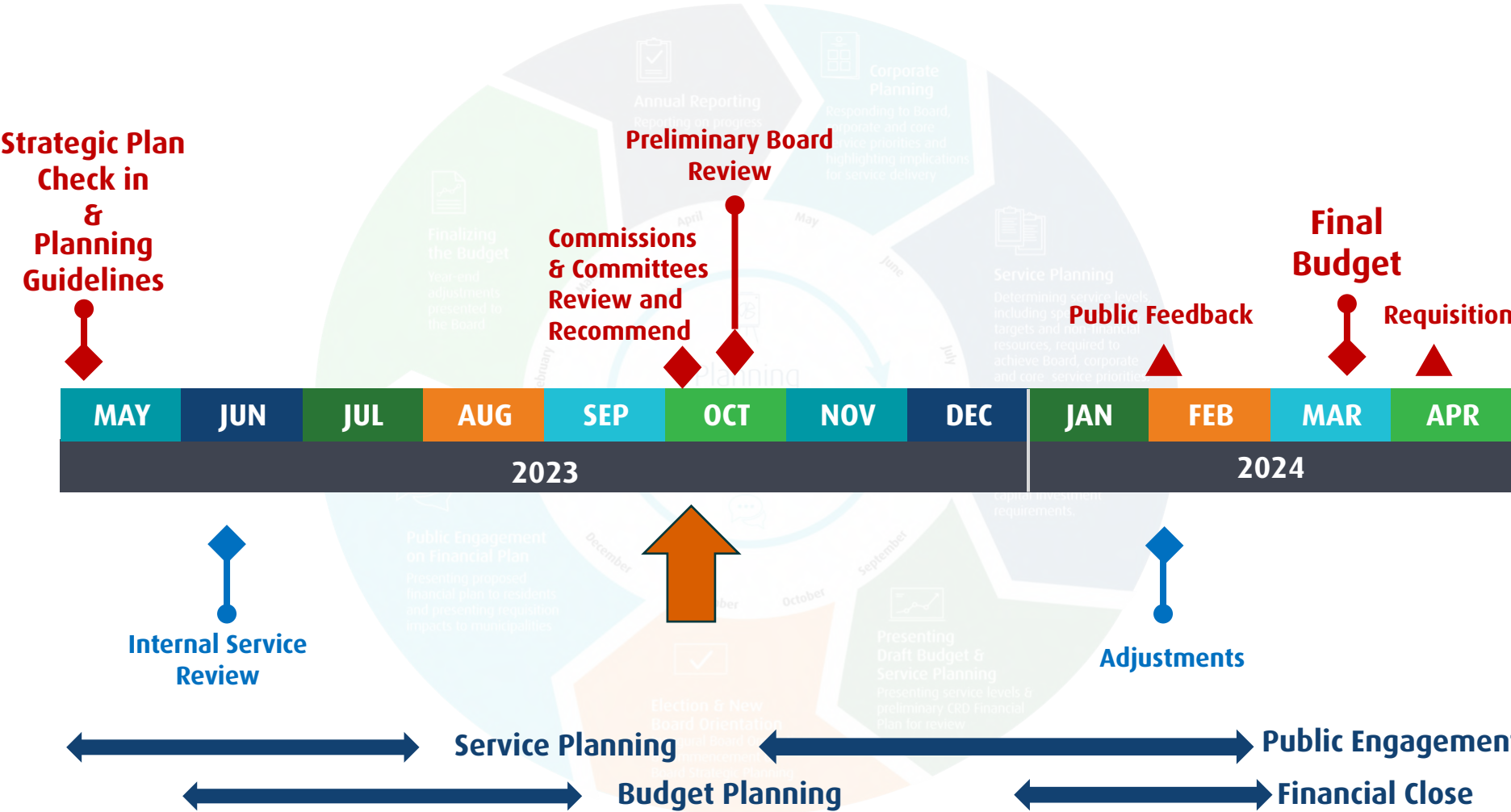
ATTACHMENTS

Appendix A: Budget Summary
Appendix B: Five Year Capital Plan
Appendix C: Long-term Budget Overview

Core Area Liquid Waste Management Budget Overview

Core Area Liquid Waste Management Committee
October 11, 2023

Budget Process Overview



Current System Overview

Wastewater Treatment Conveyance and Biosolids Management

McLoughlin Treatment Plant
with treatment capacity of 108 ML/day



92 km Conveyance System



18 Pumping Stations





2024 Budget Considerations

- 2023 Budget – year end budget projections
- Community Needs Summary
- Existing Asset Condition, Infrastructure Growth and Resiliency Needs
- Operating budget adjustments
- Capital funding & debt servicing
- Biosolids disposal alternatives

2023 Year End Projections

Budget Item	Variance (\$) from June 2023 Amended Budget*
Supplies - Chemicals & Other	\$203,460
Electricity & Utilities	-\$365,962
Others	-\$22,163
Total Revenue	No variance
Reserve Fund Transfers	\$184,665

* The Committee received a staff report June 28, 2023 which addressed the need for \$3 million additional funding resulting from additional landfill tipping fees for biosolids and loss of revenue from the Residuals Treatment Facility (RTF) acceptance and processing of third-party liquid waste (sludge). This budget overage was covered with the service's operational reserves.

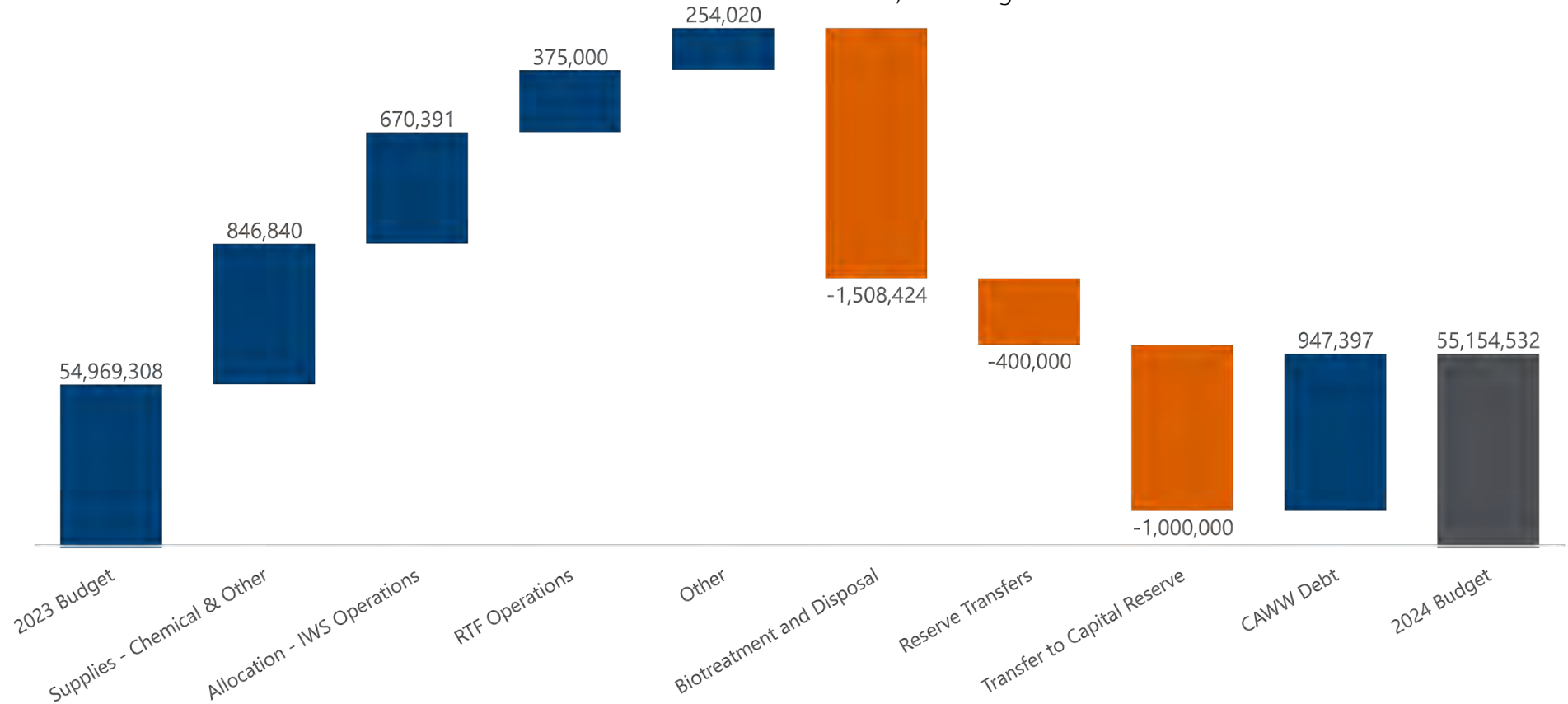
2024 Budget Overview – Conveyance & Treatment Operating Costs

Overview:

Operations Costs: \$33,422,131 (+2.32%*)

Highlights:

- Incorporates cost escalations in chemical and biosolids disposal identified in 2023
- Increases resulting from inflationary pressures and collective agreement obligations retroactive from 2023
- Includes four increased service level initiatives continuing from 2023, no budget variance



* Variance from 2023 amended budget, however a 12.8% increase from the original 2023 budget.

2024 Budget Overview – Environmental Services Programs Operations

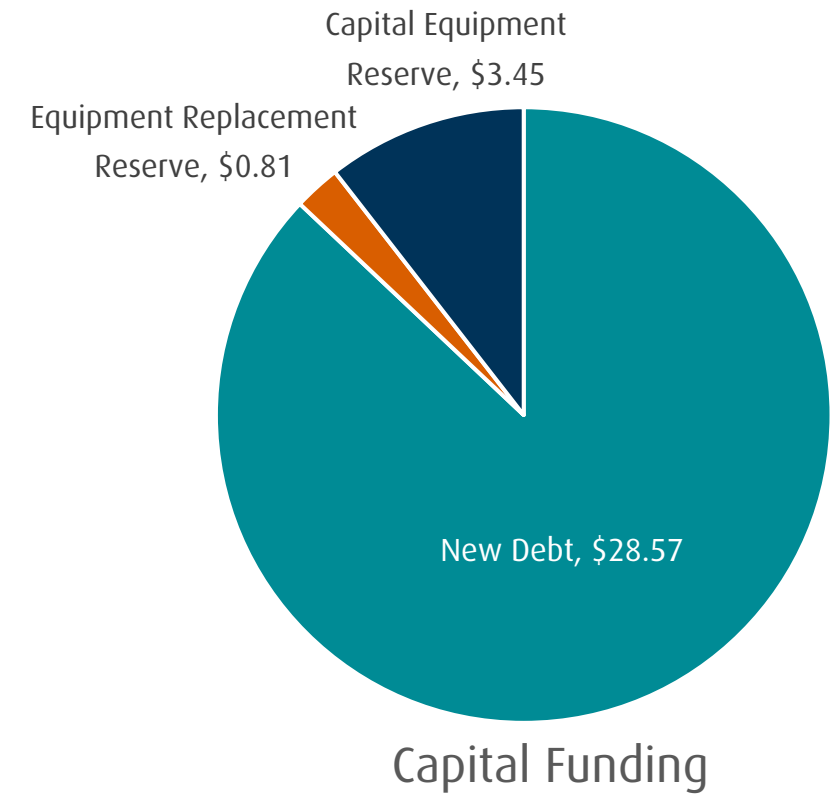
Core Area Wastewater Service supports CRD's commitments under the Liquid Waste Management Plan (LWMP) through participation in the following programs:

- Regional Source Control Program
- Septage Disposal Program
- Onsite Sewage System Management Program
- Core Area Liquid Waste Management Plan (LWMP) Administration
- Harbours Studies Program
- Core Area Stormwater Quality Management Program
- Inflow and Infiltration Enhancement Program
- Marine Monitoring Program

2024 Budget Overview

Capital Budget

Overview	Core Capital (millions)
Projects in Progress	\$6.77
2024 Capital Budget	\$32.82
5-Year Capital Budget	\$80.77



2024 Budget Overview

RTF Capital and Reserve Funding

Overview:

Capital & Reserve: \$13,697,224 (-7.38%)

RTF Capital: \$5,529,745 (0%, contractual obligation)

Transfer to Reserves: \$8,167,479

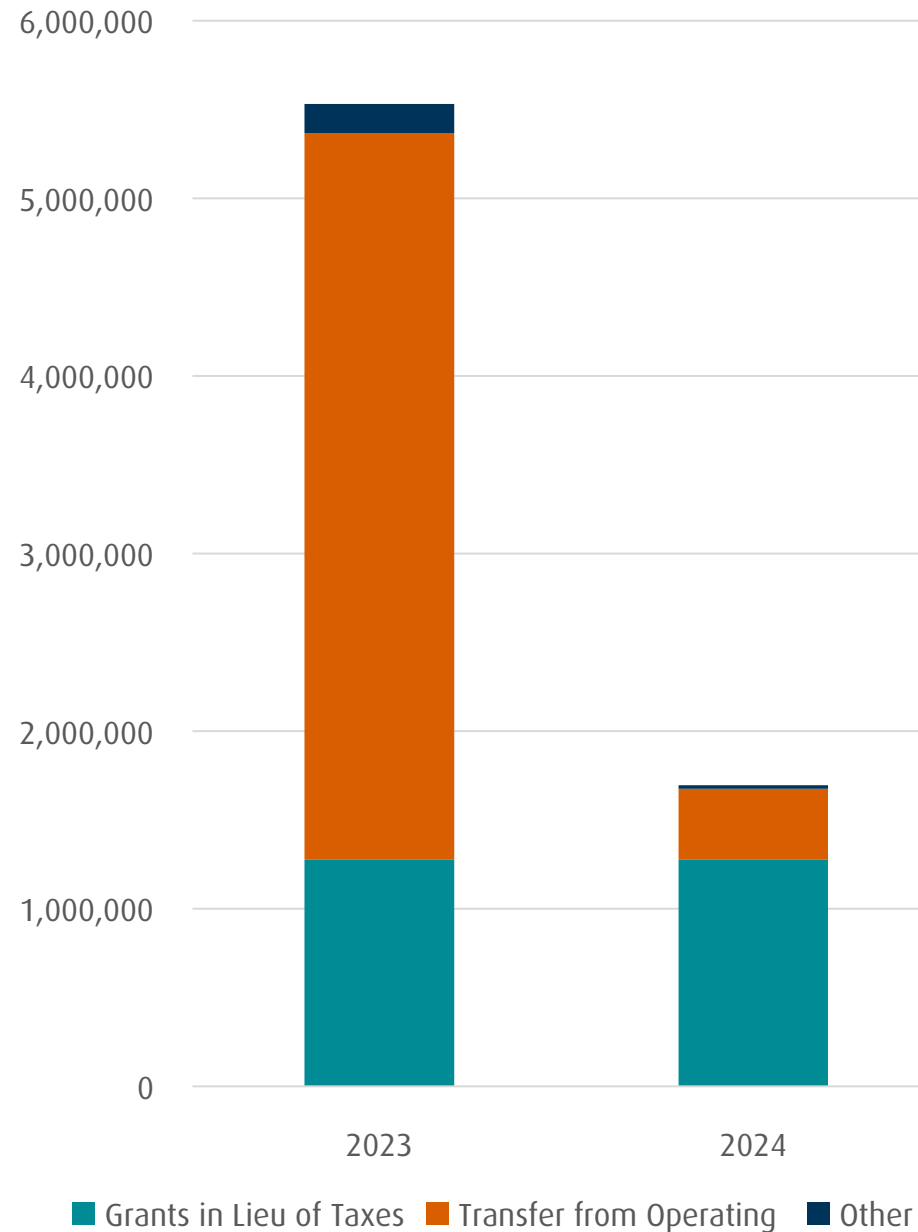
Highlights:

- Operating Maintenance Reserve is under funded* after 2023 draw
- Contributions to Capital Replacement and Equipment Reserves were reduced for 2024 to manage recent cost escalations and resulting requisitions

Reserve	2023 Estimated Year-End Balance	2024 Contribution	2024 Draw	Projected 2024 Year End
Operating Maintenance	\$1.96M	\$0.70M	\$0.40M	\$2.28M
Equipment Replacement	\$6.24M	\$0M	\$0.81M	\$5.44M
CAWTP Debt Retirement	\$17.82M	\$12.00M	\$6.66M	\$23.65M
Capital Replacement	\$14.64M	\$2.12M	\$2.75M	\$14.01M

* Based on the CRD Operating Reserve Guidelines target fund level is \$3.5M

2024 Budget Overview Revenue



**Non-Requisition Revenue: 1,696,030
(-69%)**

2023 operating reserve transfer required to fund chemical cost increases, the additional landfill tipping fees for biosolids, loss of revenue from the RTF acceptance and processing of third-party liquid waste (sludge)

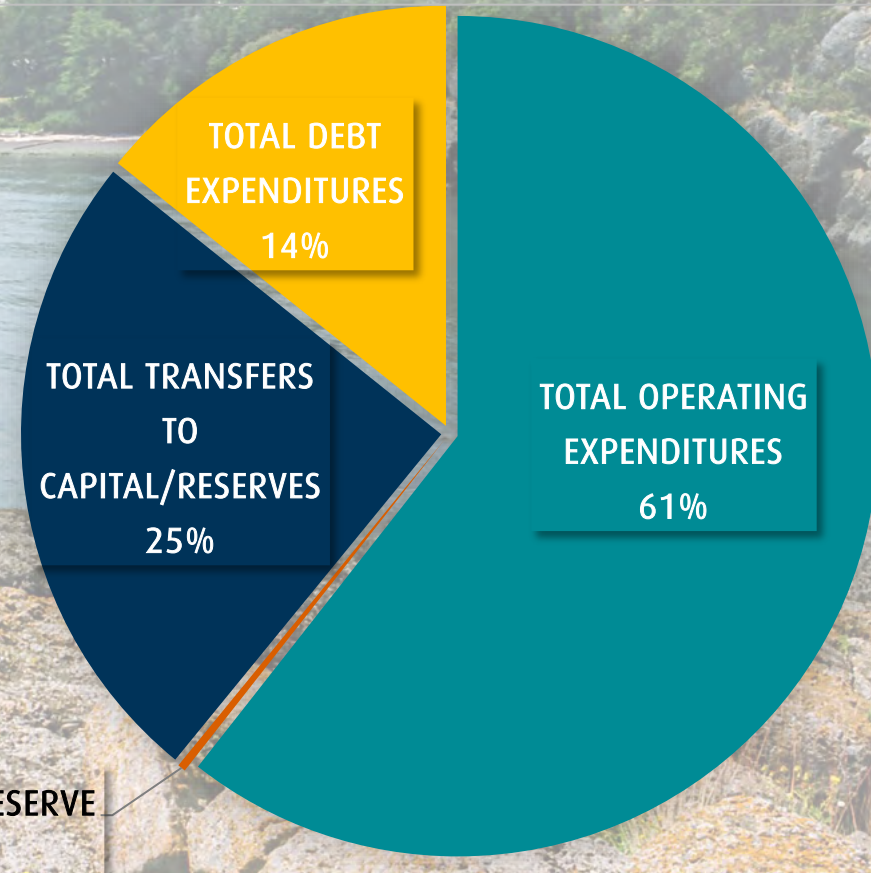
Requisition: \$53,246,262 (8.16%)

2024 Budget Overview

Total Costs: \$55,154,532 (0.34% increase)

Total Non-Requisition Revenue: \$1,696,030 (69% decrease)

Total 2024 Requisition: \$53,246,262 (8.16% increase)

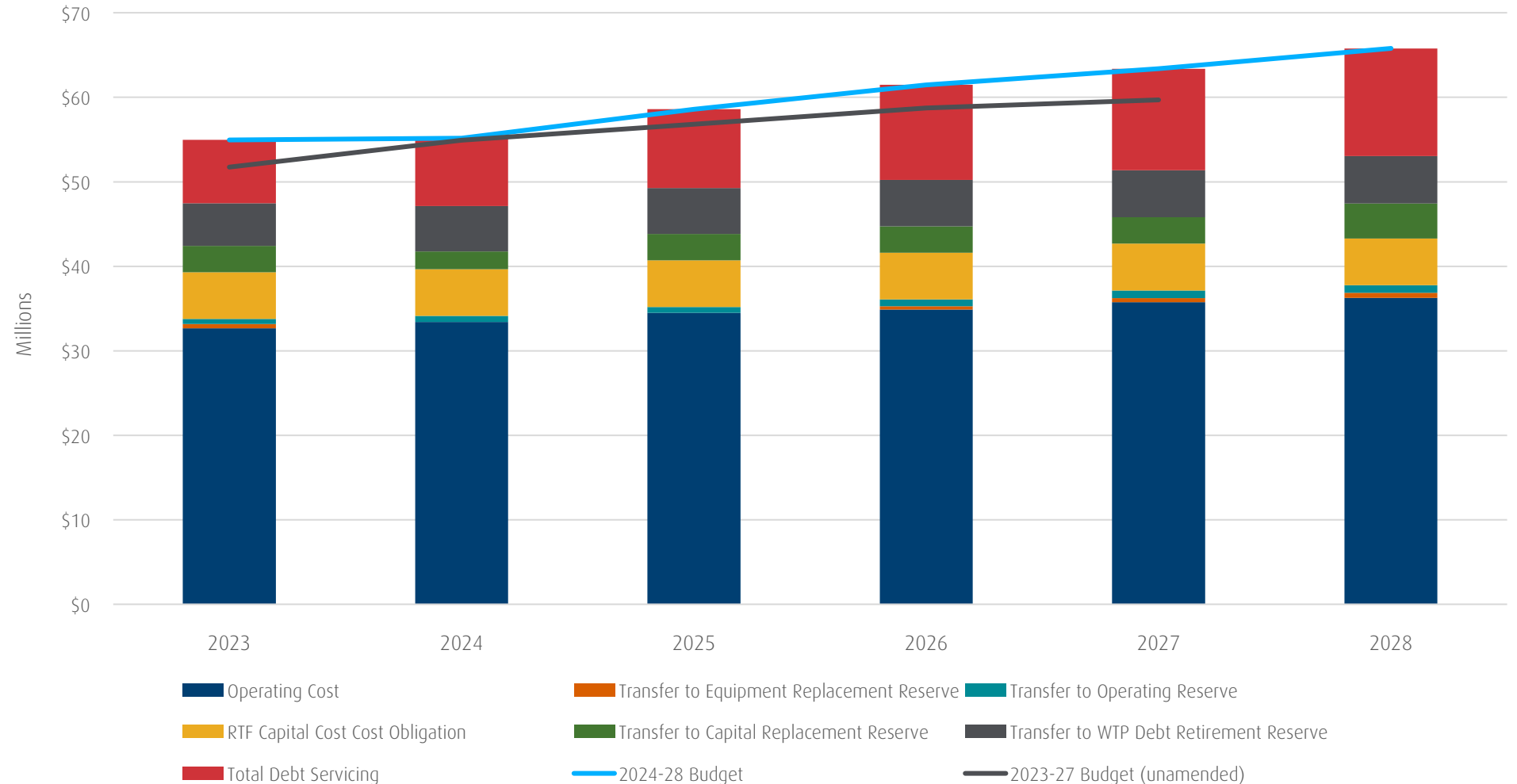


Breakdown of Costs

5 Year Budget Projection

Highlights:

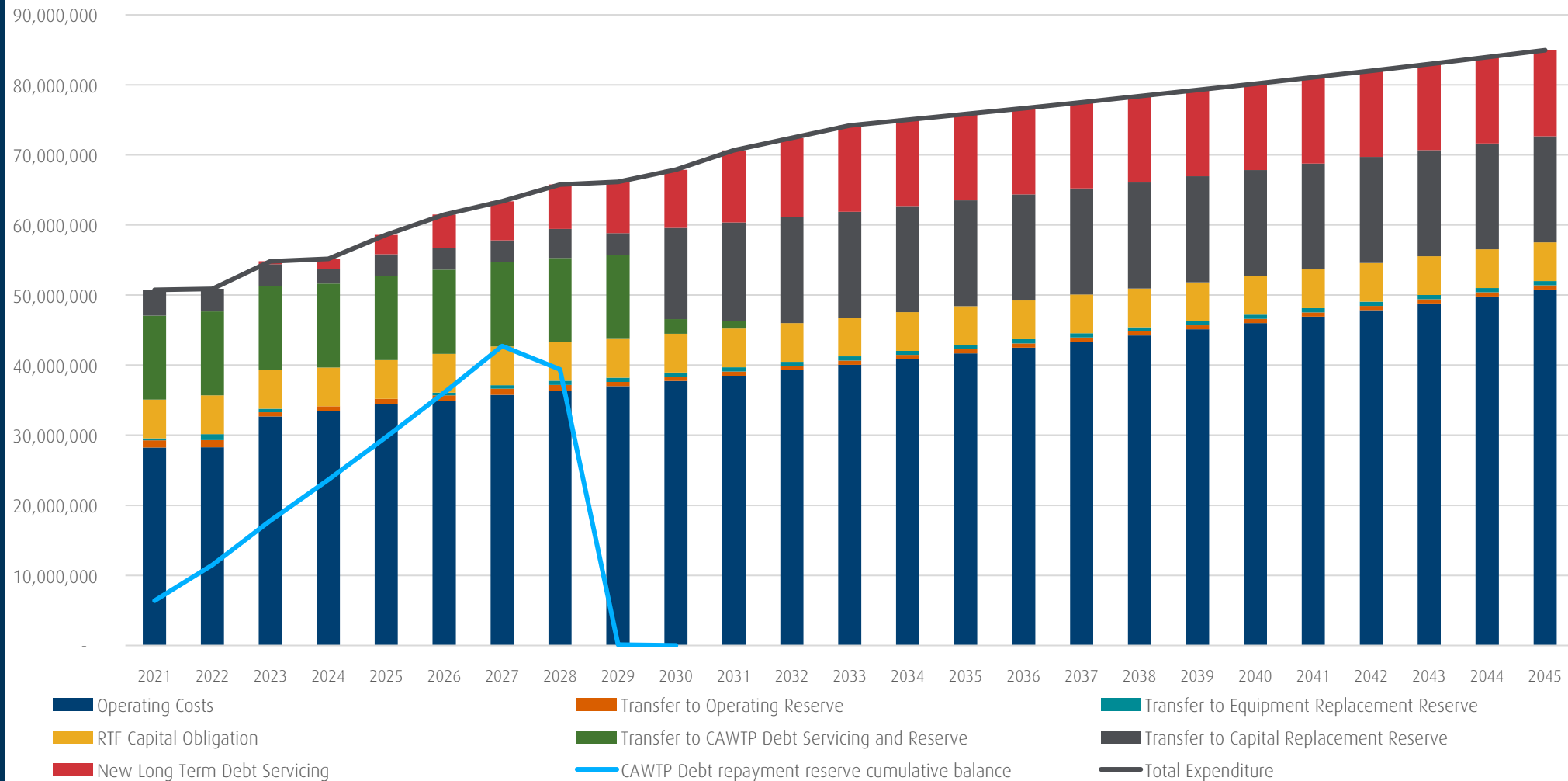
- Average annual increase of 3.68%, range between 3.1% and 6.25%
- 2024 projected costs are higher than 2023 due to increases sustained in chemical costs and biosolids disposal costs
- Look to mitigate future year projection by improving resiliency of biosolids disposal
- Operating Maintenance Reserve is projected to be aligned with guidelines by 2027



Long Term Budget Overview

Highlights:

- CAWTP Debt will be repaid in 2031
- In 2030 contributions will be diverted to the Capital Replacement Reserve



Budget

Recommendations



1. Review and approve the 2024 Core Area Liquid Waste Management Service operating and capital budgets as presented; and
2. Direct staff to balance the 2023 actual revenue and expenses on the transfer to the operating, equipment, and capital replacement reserves; and
3. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end.



Thank you



@crdvictoria



Capital Regional District



CRDVictoria



crd.bc.ca

3.717 & 3.798C - Core Area Wastewater Combined Summary	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
3.717 - OPERATING COSTS:										
Allocation - IWS Operations	6,678,256	6,675,628	7,348,647	-	-	7,348,647	7,495,658	7,645,612	7,793,049	7,948,958
Allocation - Overhead	2,243,336	2,243,336	2,441,121	-	-	2,441,121	2,489,944	2,539,743	2,590,537	2,642,348
Allocation - EPRO, Engineer	4,512,541	4,526,709	4,290,037	421,464	-	4,711,501	4,806,004	4,902,405	5,000,729	5,101,044
RTF Operations and Biotreatment and Disposal	8,779,800	8,779,800	7,646,376	-	-	7,646,376	7,799,304	7,955,290	8,114,395	8,276,683
Operating - Other	2,074,560	2,060,056	2,214,275	-	-	2,214,275	2,275,020	2,337,771	2,402,651	2,469,772
Repairs & Maintenance	1,230,040	1,210,840	1,264,873	-	-	1,264,873	1,665,168	1,395,962	1,572,277	1,394,107
Electricity & Utilities	3,634,243	3,268,281	3,436,258	-	-	3,436,258	3,504,983	3,575,086	3,646,584	3,719,522
Supplies - Chemical & Other	3,512,240	3,715,700	4,359,080	-	-	4,359,080	4,446,262	4,535,165	4,625,890	4,718,386
TOTAL OPERATING COSTS	32,665,016	32,480,351	33,000,667	421,464	-	33,422,131	34,482,343	34,887,034	35,746,113	36,270,820
*Percentage Increase over prior year	29,635,016	-0.57%	1.03%	1.29%	0.00%	2.32%	3.17%	1.17%	2.46%	1.47%
3.717 - RESERVE:										
Transfer to Operating Reserve	600,000	784,665	700,000	-	-	700,000	700,000	800,000	900,000	900,000
Transfer to Equipment Replacement Fund	500,000	500,000	-	-	-	-	-	400,000	500,000	600,000
3.798C - CAPITAL OBLIGATION										
Transfer to RTF Capital	5,529,745	5,529,745	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
3.798C - RESERVE:										
Transfer to Capital Replacement Reserve	3,121,119	3,121,119	2,121,119	-	-	2,121,119	3,121,119	3,121,119	3,121,119	4,121,119
Transfer to WTP Debt Retirement Reserve	5,037,525	5,037,525	5,346,360	-	-	5,346,360	5,418,160	5,489,960	5,561,760	5,633,560
TOTAL CAPITAL / RESERVES	14,788,389	14,973,054	13,697,224	-	-	13,697,224	14,769,024	15,340,824	15,612,624	16,784,424
CAWTP Debt	7,109,313	7,303,243	6,656,190	-	-	6,656,190	6,584,440	6,512,690	6,440,940	6,369,190
CAWW Debt	213,930	20,000	1,207,412	-	-	1,207,412	2,607,391	4,504,669	5,458,917	6,256,730
3.798C - Total Debt Expenditures	7,323,243	7,323,243	7,863,602	-	-	7,863,602	9,191,831	11,017,359	11,899,857	12,625,920
MFA Debt Reserve	192,660	192,660	171,575	-	-	171,575	157,935	230,935	120,485	98,860
Debt Repayment										10,283,553
TOTAL COSTS	54,969,308	54,969,308	54,733,068	421,464	-	55,154,532	58,601,133	61,476,152	63,379,079	76,063,577
*Percentage Increase over prior year		0.00%	-0.43%	0.77%	0.00%	0.34%	6.25%	4.91%	3.10%	20.01%
Internal Recoveries	(208,080)	(208,080)	(212,240)	-	-	(212,240)	(216,480)	(220,810)	(225,226)	(229,731)
TOTAL COSTS LESS INTERNAL RECOVERIES	54,761,228	54,761,228	54,520,828	421,464	-	54,942,292	58,384,653	61,255,342	63,153,853	75,833,846
*Percentage Increase over prior year		0.00%								
FUNDING SOURCES (REVENUE)										
Surplus Balance carry forward	-	-	-	-	-	-	-	-	-	-
Transfer from Own funds	-	-	-	-	-	-	(0)	(0)	(0)	(10,283,553)
Grants in Lieu of Taxes	(1,274,844)	(1,274,844)	(1,275,160)	-	-	(1,275,160)	(1,275,160)	(1,275,160)	(1,275,160)	(1,275,160)
Transfer from Operating Reserve	(4,091,204)	(4,091,204)	(400,000)	-	-	(400,000)	(375,000)	(80,000)	(230,000)	(25,000)
Revenue - Other	(165,158)	(165,158)	(20,870)	-	-	(20,870)	(20,870)	(20,870)	(20,870)	(20,870)
TOTAL REVENUE	(5,531,206)	(5,531,206)	(1,696,030)	-	-	(1,696,030)	(1,671,030)	(1,376,030)	(1,526,030)	(11,604,583)
REQUISITION	(49,230,022)	(49,230,022)	(52,824,798)	(421,464)	-	(53,246,262)	(56,713,623)	(59,879,311)	(61,627,822)	(64,229,263)
*Percentage increase over prior year		0.00%	7.30%	0.86%	0.00%	8.16%	6.51%	5.58%	2.92%	4.22%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

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

Service No.	3.798C Debt - Core Area Wastewater Treat	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$300,000	\$550,000	\$0	\$0	\$0	\$0	\$0	\$550,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$6,465,000	\$32,270,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,220,000	\$80,220,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$6,765,000	\$32,820,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,770,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$5,665,000	\$28,565,000	\$14,600,000	\$6,075,000	\$10,275,000	\$10,750,000	\$70,265,000	\$70,265,000
Equipment Replacement Fund	\$400,000	\$805,000	\$700,000	\$400,000	\$750,000	\$400,000	\$3,055,000	\$3,055,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$700,000	\$3,450,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$7,450,000	\$7,450,000
	\$6,765,000	\$32,820,000	\$16,300,000	\$7,475,000	\$12,025,000	\$12,150,000	\$80,770,000	

CAPITAL REGIONAL DISTRICT

<p>Project Number</p> <p>Project number format is "yy-##"</p> <p>"yy" is the last two digits of the year the project is planned to start.</p> <p>"##" is a numerical value. For example, 23-01 is a project planned to start in 2023.</p> <p>For projects in previous capital plans, use the same project numbers previously assigned.</p>	<p>Capital Project Description</p> <p>Briefly describe project scope and service benefits.</p> <p>For example: <i>"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".</i></p>	<p>Carryforward from 2022</p> <p>Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.</p>	<p>Project Drivers</p> <p>Maintain Level of Service = Project maintains existing or improved level of service.</p> <p>Advance Board or Corporate Priority = Project is a Board or Corporate priority.</p> <p>Emergency = Project is required for health or safety reasons.</p> <p>Cost Benefit = Project provide economic benefit to the organization.</p>
<p>Capital Expenditure Type</p> <p>Study - Expenditure for feasibility and business case report.</p> <p>New - Expenditure for new asset only</p> <p>Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service</p>	<p>Total Project Budget</p> <p>Provide the total project budget, even if it extends beyond the 5 years of this capital plan.</p>	<p>Funding Source Codes</p> <p>Debt = Debenture Debt (new debt only)</p> <p>ERF = Equipment Replacement Fund</p> <p>Grant = Grants (Federal, Provincial)</p> <p>Cap = Capital Funds on Hand</p> <p>Other = Donations / Third Party Funding</p> <p>Res = Reserve Fund</p> <p>STLoan = Short Term Loans</p> <p>WU = Water Utility</p> <p>If there is more than one funding source, use additional rows for the project.</p>	<p>Long-term Planning</p> <p>Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.</p> <p>Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.</p> <p>Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.</p> <p>Condition Assessment = Assessment that identifies asset replacements based on asset condition.</p>
<p>Capital Project Title</p> <p>Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".</p>	<p>Asset Class</p> <p>L - Land</p> <p>S - Engineering Structure</p> <p>B - Buildings</p> <p>V - Vehicles</p> <p>E - Equipment</p>		<p>Cost Estimate Class</p> <p>Class A (+10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.</p> <p>Class B (+15-25%) = Estimate based on investigations, studies or preliminary design; used for budget planning.</p> <p>Class C (+25-40%) = Estimate based on limited site information; used for program planning.</p> <p>Class D (+50%) = Estimate based on little/no site information; used for long-term planning.</p>

Service #:	3.798C
Service Name:	Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
PUMP STATIONS													\$ -
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace PLC, SCADA pack, communications), and building upgrades.	\$ 1,200,000	\$	Res	\$ 200,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	\$ 5,850,000	\$	Debt	\$ 1,900,000	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ 5,500,000
21-03	Renewal	Currie Major Electrical and Seismic Upgrades	Renewals based upon Delcan's condition assessment and EIC inspections. Work includes electrical (replace VFDs, PLC, SCADA pack, communications), seismic upgrades and driveway repairs.	\$ 2,300,000	\$	Debt	\$ 140,000	\$ 2,040,000	\$ -	\$ -	\$ -	\$ -	\$ 2,040,000
21-05	Replacement	Harling PS - Complete Replacement	Based on Delcan's condition assessment and the age of this facility, replacement of Harling Point PS is required.	\$ 2,500,000	\$	Debt	\$ 250,000	\$ 1,000,000	\$ 1,450,000	\$ -	\$ -	\$ -	\$ 2,450,000
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.	\$ 200,000	\$	Debt	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
22-05	Replacement	Lang Cove Discharge Isolation Valves	Replace seized, direct buried isolation valves on at the Lang Cove pump station with new valves in a manhole.	\$ 400,000	\$	ERF	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
24-01	Renewal	Trent PLC Upgrade	The Programmable Logic Controller needs to be upgraded to meet new software standards.	\$ 250,000	\$	ERF	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	\$ 870,000	\$	Debt	\$ -	\$ 50,000	\$ 420,000	\$ 400,000	\$ -	\$ -	\$ 870,000
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's condition assessment and recent inspections. The work includes pump and valve replacement.	\$ 580,000	\$	Debt	\$ -	\$ 50,000	\$ 230,000	\$ 300,000	\$ -	\$ -	\$ 580,000
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	\$	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	\$ 640,000	\$	Debt	\$ -	\$ 50,000	\$ 290,000	\$ 300,000	\$ -	\$ -	\$ 640,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's condition assessment and EIC inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.	\$ 1,470,000	\$	Debt	\$ -	\$ 100,000	\$ 670,000	\$ 700,000	\$ -	\$ -	\$ 1,470,000
													\$ -
GRAVITY SEWERS AND MANHOLES													\$ -
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 3,400,000	\$	Debt	\$ 300,000	\$ 450,000	\$ 2,900,000	\$ -	\$ -	\$ -	\$ 3,350,000
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon during peak storm events.	\$ 25,000,000	\$	Debt	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
21-10	Renewal	Sewer Cleaning and Inspection	Core Area sewers should be cleaned and inspected on a 5-year cycle. This program will support that continued cycle.	\$ 750,000	\$	Debt	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 600,000
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, there are a number of deteriorated MH's that require repair or replacement.	\$ 2,000,000	\$	Debt	\$ 700,000	\$ 2,000,000	\$ 1,000,000		\$ 1,000,000		\$ 4,000,000
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	\$ 1,000,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	Based on results of CCTV inspection about 2,000m of sewer needs to be relined along Beach Dr (from Bowker to Windsor) and along Doncastor Dr., Shelbourne St. and Kings Rd.	\$ 8,000,000	\$	Debt	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
24-11	Renewal	Western Trunk Grit Chamber Repairs	The Western Trunk (Island Highway) Grit Chamber is badly corroded and requires repairs before extensive structural damage occurs.	\$ 1,500,000	\$	Debt	\$ -	\$ 1,500,000					\$ 1,500,000
26-01	Renewal	NWT Sewer Replacement at Alpha-Terrace	A 5m long section of old concrete pipe downstream of Boundary Transition Chamber is badly corroded and needs to be replaced with new PVC pipe.	\$ 1,000,000	\$	Debt	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
PRESSURE PIPES AND APPURTENANCES													\$ -
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The concrete chamber is badly corroded and the control gates are seized on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	\$ 500,000	\$	Res	\$ 500,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
21-13	New	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet during peak storm events.	\$ 13,655,000	\$	Debt	\$ 200,000	\$ 400,000	\$ -	\$ -	\$ 6,500,000	\$ 6,500,000	\$ 13,400,000
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

Service #:

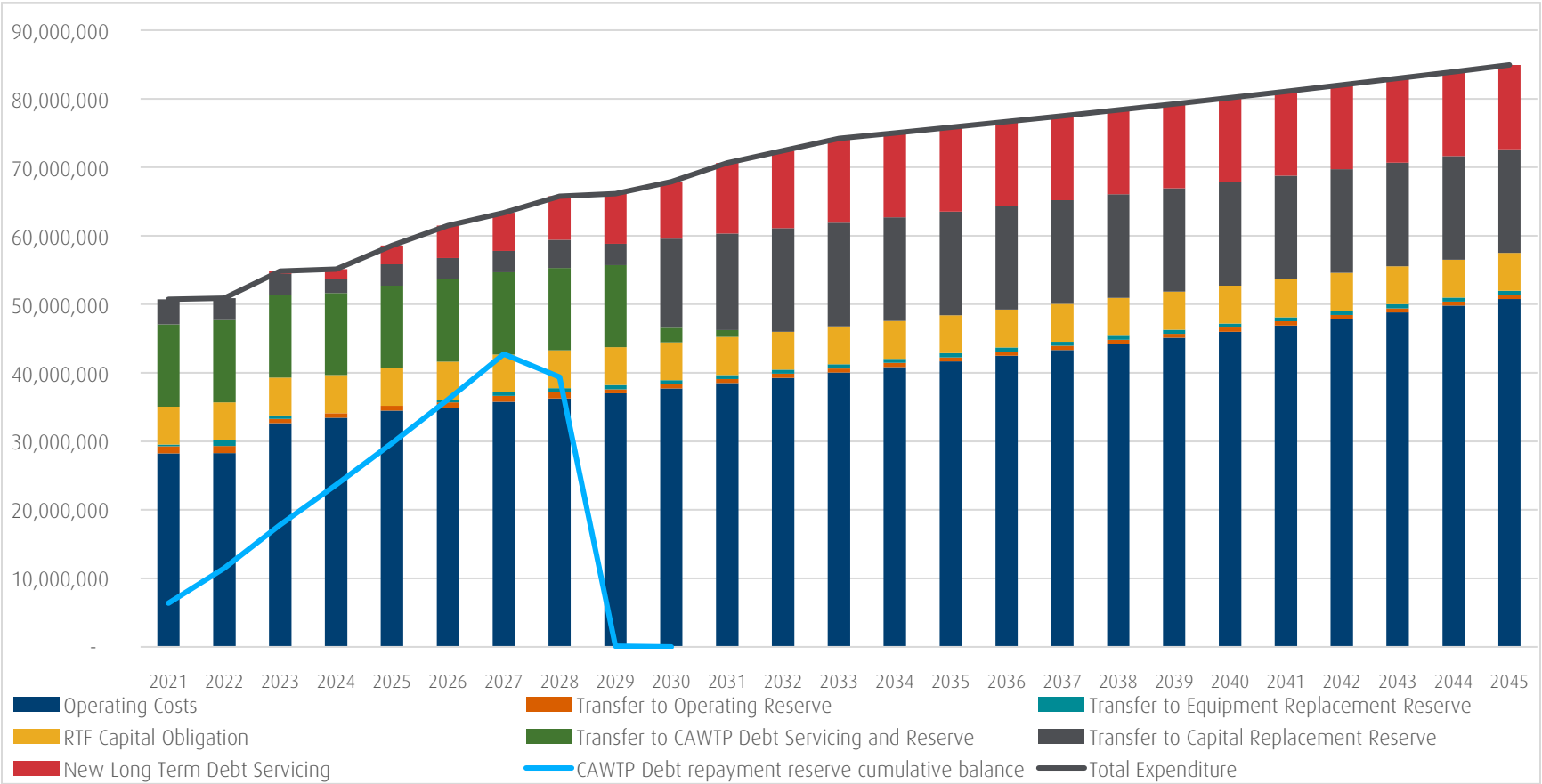
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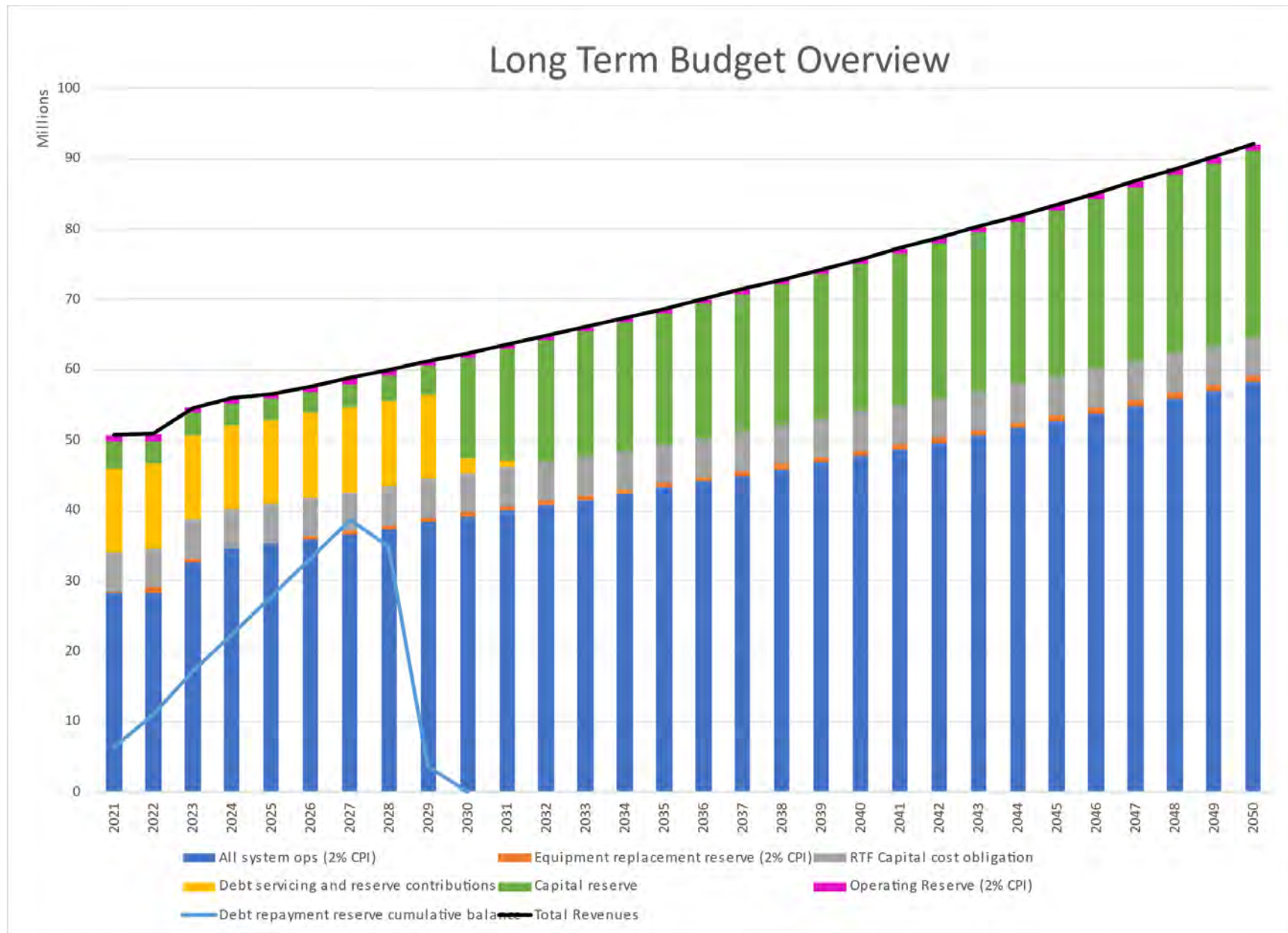
Service Name:

Debt - Core Area Wastewater Treatment Program

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
24-12	Renewal	Harriet Siphon Cleaning and Assessment	Specialized flushing and cleaning to remove solids from both 400m siphons.	\$ 500,000	\$	Res	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
24-13	Renewal	Craigflower Inlet Reconfiguration	Increasing flows and off-gassing from the vortex drop are generating odours and causing corrosion. Re-alignment of the influent sewer is required to mitigate odours, corrosion and address health and safety concerns.	\$ 1,700,000	\$	Debt	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000
24-14	Renewal	Parsons Siphon/Bridge Connection Repairs	The siphon pipe support connections to the Parsons Brdige require repairs.	\$ 400,000	\$	Res	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
25-03	Renewal	Harriet Siphon Inlet Chamber Upgrade	Assess concrete corrosion and replace seized control gates.	\$ 1,500,000	\$	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
27-01	Study	Forcemain Pipe Assessment Study	There are several forcemain pipes downstream from each pump station that have never been assessed. A study is proposed to investigate various technologies to evaluate the condition of the pipes.	\$ 250,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
FLOW METERS													\$ -
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).	\$ 400,000	\$	Debt	\$ 170,000	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.	\$ 230,000	\$	Debt	\$ 100,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
21-17	New	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kiosk and conduit to measure the unmetered Esquimalt Nation catchment.	\$ 300,000	\$	Debt	\$ 165,000	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ 265,000
21-18	New	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.	\$ 340,000	\$	Debt	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).	\$ 340,000	\$	Debt	\$ 160,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ 310,000
GENERAL													\$ -
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	\$ 250,000	\$	Debt	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	\$ 400,000	\$	Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.	\$ 1,100,000	\$	Debt	\$ 30,000	\$ 230,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ 730,000
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.	\$ 3,900,000	\$	Debt		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ 3,000,000
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have rights-of-way. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	\$ 1,200,000	\$	Debt		\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,000,000
21-27	New	New Infrastructure Optimization	Unforeseen and unplanned optimization at a number of new facilities to improve operation and health and safety requirements.	\$ 500,000	\$	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
22-04	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.	\$ 600,000	\$	ERF	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 500,000
23-07	New	Enterprise Data Historian Management System	A data historian is required to store large amounts of data that is required for compliance reporting to regulators, operational performance reports, cost allocation, and engineering analysis.	\$ 300,000	E	Debt	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
28-01	Decommission	Marigold Surge Tank Deconstruction	The old Marigold Surge Tank has been abandond for many years, is becoming a safety concern for youth, a needs to be removed.	\$ 1,800,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 1,500,000	\$ 1,800,000
24-15	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT Infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 505,000	\$	ERF	\$ -	\$ 55,000	\$ -	\$ -	\$ 350,000	\$ 100,000	\$ 505,000
ANNUAL PROVISIONAL													\$ -
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	\$ 5,000,000	\$	Res	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
23-06	Replacement	Annual Provisional Equipment Replacement	Replacement of at end of service life, including valves, variable frequency drives, capacitors.	\$ 1,500,000	\$	ERF	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
23-08	New	Process & Mechanical Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure in order to optimize operations	\$ 4,250,000	\$	Debt	\$ -	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 850,000	\$ 4,250,000
23-09	New	Safety & Security Upgrades	Upgrades to the Core Area Wastewater Treatment and Conveyance infrastructure to improve worker health and safety	\$ 2,400,000	\$	Debt	\$ -	\$ 600,000	\$ 600,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,400,000
													\$ -
OUTFALLS / OVERFLOWS													\$ -
24-08	Renewal	Clover Point Outfall Retrofit	The existing Clover outfall is no longer operated on a regular basis since wastewater is now conveyed to McLoughlin WWTP, but it must be ready for operation during peak storm events. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on limited use.	\$ 500,000	\$	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and prepare a plan to maintain the deep outfall based on limited use.	\$ 750,000	\$	Debt	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000
27-02	Renewal	Broom Overflow Pipe Rehabilitation	Overflow pipe is cracked and severed in multiple locations and H2S gases and odours are present.	\$ 575,000	\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 500,000	\$ 575,000
RESIDUAL SOLIDS													\$ -
24-09	New	Centrate Return Line Automated Monitoring	Installation of level transducer at manhole 48 to monitor the centrate line level to avoid surcharging of the man hole and potential spill.	\$ 175,000	\$	Debt	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ 175,000
24-16	New	Biosolids Particle Size Optimization	Installation of equipment to ensure biosolids particle size meets reuse option specifications.	\$ 250,000	E	Debt	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
DCC PROJECTS													
GRAND TOTAL				\$ 107,120,000			\$ 6,765,000	\$ 32,820,000	\$ 16,300,000	\$ 7,475,000	\$ 12,025,000	\$ 12,150,000	\$ 80,770,000

Long Term Budget Overview





**REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT Environmental Resource Management – 2024 Operating and Capital Budget

ISSUE SUMMARY

To provide an overview of the draft 2024 Environmental Resource Management (ERM) budget, highlighting the changes from the 2023 budget.

BACKGROUND

The Capital Regional District (CRD) established a local service for solid waste disposal in 1973. The ERM division is responsible for municipal solid waste management, including waste reduction, recycling programs and the operation of Hartland Landfill.

ERM in the capital region is based on the 5R pollution prevention hierarchy of Reduce, Reuse, Recycle, Resource Recovery and Residuals Management, with the goal of extending the life of Hartland Landfill by minimizing waste disposal and maximizing diversion opportunities. The CRD's solid waste mandate, using the 5R pollution hierarchy, is delivered to the community through a provincially mandated and recently approved regional Solid Waste Management Plan (SWMP). The SWMP targets reducing per capita waste generation from the current rate of 409 kg/capita to 250 kg/capita by 2030.

All costs associated with the CRD solid waste disposal and diversion programs are funded through tipping and user fee revenues at Hartland Landfill, service delivery agreements for stewarded materials, sale of energy and sale of recyclables. There is no requisition for this service.

The draft 2024 ERM budget has been prepared for consideration by the Environmental Services Committee (see Appendix A).

Year-end revenue and expenditure projections for 2023 have been established, and estimated variances are summarized, as follows:

Budget Item	Variance (\$)	Variance (%)
Diversion Services Expenditures	-\$147,000	
Landfilling Services Expenditures	-\$201,000	
Energy Recovery Services Expenditures	-\$110,000	
Total Operating Expenditures	-\$458,000	-1.6%
Revenue: Tipping Fee	\$4,400,000	
Revenue: Other	\$870,000	
Total Revenue	\$5,270,000	18.3%
Reserve Fund Transfers	\$5,728,000	

Operating cost variance (-1.6%): staff expect minor negative operating cost variances, split evenly across the waste diversion, landfilling and energy recovery services.

Revenue variance (18.3%): staff expect a significant positive revenue variance due to increased landfill tonnage from sustained heightened economic activity. The rate of revenue increase has started to slow in the latter half of 2023. The 2023 net budget surplus will be transferred to the ERM reserve funds, to assist in funding the substantial 2024-2028 capital plan requirements.

While the draft 2024 ERM budget was prepared, considering the Board's 2024 service planning and financial expectations, the 2024 budget proposes significant operating and capital budget increases that have been deemed necessary to help the community achieve the goals set out in the new SWMP. The following are key components of the proposed 2024 ERM budget:

Operating Budget

Operating budget expenses have increased by a total \$7.5 million over 2023 budget (+25%), as follows:

- Diversion Services – increase of \$6.6 million over 2023 budget (+40%)
 - Increased material stream diversion expenses (\$2.7 million), as a result of implementation of the new fees proposed by the material stream diversion policy changes recently adopted by the Board
 - Increase Solid Waste Management Plan programing and promotion expenditures (\$700,000) to better ensure effective delivery of SWMP programing
 - Increase curbside recycling costs (\$2.8 million) for a new five-year collection contract (2024-2028), with GFL Environmental replacing the incumbent collector, Emterra Environmental. Increased curbside collection costs are expected to be offset by corresponding increase in Recycle BC's blue box funding starting in 2025.
 - Increase 2024 Electoral Area recycling depot funding by same percentage as curbside increases noted above (\$250,000)
- Landfilling Services – increased by \$1.6 million over 2023 budget (+15%)
 - Increase Contract for Service budget (heavy equipment operating contract) to reflect increased costs associated with waste volumes and operational changes at Hartland Landfill (\$500,000)
 - 2024 funding for Raincoast Foundation's proposed testing of Tod Creek (\$200,000), as directed by the Board and coordinated by the CRD's Environmental Protection staff
 - Increase in Corporate overhead (\$0.9 million)
- Energy Recovery Services – decreased by \$700,000 over 2023 budget (-31%)
 - Net decrease in energy recovery operating costs in 2024, primarily due to a one-time operating expense, BC Hydro power purchase agreement termination payment, in the 2023 operating budget

Operating budget revenues are budgeted to increase by a total of \$8.2 million, as follows:

- Diversion Services (+\$2.0 million) – increased waste diversion revenue resulting from material stream diversion policy changes (diversion incentives) in 2024
- Landfilling Services (+\$5.7 million) – increased landfilling revenue resulting from material stream diversion policy changes (tipping fees) in 2024
- Energy Recovery Services (+\$0.5 million) – net revenue from the Renewable Natural Gas facility, which is anticipated to be commissioned in the fourth quarter of 2024

Capital Budget

The Hartland Landfill five-year capital plan is made up of 40 projects totalling \$68 million. These projects can be grouped into five categories:

- **Sustaining Capital:** This group includes projects that are required to support ongoing daily operations. There are 14 projects that cover items such as computer and vehicle replacements, aggregate production, gas and leachate piping purchase and installation. It also includes projects required to maintain regular operations such as landfill gas capture, sedimentation pond repairs, scale upgrades, controlled waste and asbestos area development, and the Hartland North master plan. The estimated cost for this group of projects for 2024 is \$2.4 million, with an estimated five-year total cost of \$9.5 million.
- **Progressive Closure of the Landfill:** There are four projects over five years totalling \$12.8 million (\$850,000 for 2024), which include projects such as final closure of external faces, interim closure of various internal faces and aggregate stockpile covers.
- **Cell 4, 5 and 6 Preparation and North End Commercial Access Improvements:** There are 16 projects over five years totalling \$22.45 million (\$12.6 million in 2024), which include design and installation of complete liner systems for Cells 4, 5 and 6, relocating the contractor mobile equipment maintenance shop, the Hartland amenity project, relining of the stormwater sedimentation pond, fire safety improvements and traffic safety improvements.
- **Renewable Natural Gas:** There are three projects in 2024 totalling \$17.4 million to construct a new landfill gas upgrading facility and flare station, such that all gas captured at the landfill is processed and injected into the Fortis BC natural gas distribution system, while ensuring all environmental requirements are met.
- **Solid Waste Management Plan Diversion and Beneficial Use Targets:** In 2024, there are three projects totalling \$5.6 million to construct a new diversion transfer station to accept and process wood, asphalt shingles and carpet such that they are then shipped to various beneficial uses outside the landfill. There are also projects to improve the recycling area, including a new cover-all style building to be used in managing the materials separated for beneficial use.

Capital Funding

There are two primary elements to the capital program funding, debt servicing and reserve funds. Debt servicing costs (principal and interest payments) are associated with long-term capital infrastructure financing. New financing under the \$36 million loan authorization was approved in 2022 for the purpose of financing the solid waste facility five-year (2023-2027) capital plan.

Reserve funds are established through annual contributions to allow accumulation of funds for future expenditure. There are currently three reserve funds established for this service (2023 estimated year-end balances):

- **Operating Reserve (\$22 million):** This fund is established for mitigating fluctuations in tipping fee revenue and for covering operational expenditures, as required, including debt

servicing. In 2024, the excess operating reserve funds will be used to help fund significant Renewable Natural Gas and Hartland capital projects. The plan is for the reserve balance to be reduced to its \$5 million target balance and then maintained.

- **Equipment Replacement Reserve (\$2.4 million):** used to fund replacement of computer equipment and for PERS (Priority Equipment Replacement) equipment that lasts less than 15 years. The 2024 equipment replacement reserve fund contributions are set at \$200,000.
- **Capital Reserve (\$26 million):** used to fund major equipment and infrastructure replacement that has a service life of 5 to 25 years or more, such as landfill facilities, roads and improvements at the Hartland Landfill site, construction of remote transfer stations, composting facilities, watershed management, closure of Phase 2 and post closure maintenance, and all related ancillary works and equipment necessary for landfill and operations. The 2024 capital reserve fund will be used to fund \$7.2 million of the 2024 capital plan.

In summary, the future capital funding will be a combination of reserves and debt financing.

ALTERNATIVES

Alternative 1

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

That Appendix A, Operating & Capital Budget – Environmental Resource Management be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

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

That Appendix A, Operating & Capital Budget – Environmental Resource Management be approved as presented and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Financial Implications

The 2024 Environmental Resource Management operating budget reflects a number of significant adjustments to both expenditures and revenues in response to key drivers, namely: implementation of the Board's new SWMP, new policy direction to incent material stream diversion, transition to a new curbside recycling contractor one year ahead of recalibrated Recycle BC blue box funding, termination of a BC Hydro power purchase agreement and transition to a new renewable natural gas facility for the beneficial use of landfill gas.

The five-year capital plan to support the operating adjustments noted above, in addition to preparing new cells for waste disposal by early 2025, represents a significantly larger program compared to previous years. This higher level of capital activity is anticipated to scale back to a typical year in 2027.

If the proposed budget is amended, the implications will vary depending on how the amendment impacts specific initiatives, ongoing operations, or the capital work program.

CONCLUSION

The draft 2024 Environmental Resource Management budget has been prepared for consideration by the Environmental Services Committee, with a primary focus on implementing the new Solid Waste Management Plan, with a goal of diverting waste and extending the life of Hartland Landfill. While the budget was prepared considering the Board's 2024 service planning and financial expectations, the 2024 budget proposes significant operating and capital budget increases, with no requisition requirement, that have been deemed necessary to help the community achieve the goals set out in the new Solid Waste Management Plan.

RECOMMENDATION

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

That Appendix A, Operating & Capital Budget – Environmental Resource Management be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Russ Smith, Environmental Resource Management
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: Environmental Resource Management – Operating and Capital Budget



Environmental Resource Management 2024 Operating and Capital Budget Presentation

Environmental Services Committee
September 27, 2023

ERM Service Areas



Waste Diversion



Landfilling



Energy Recovery

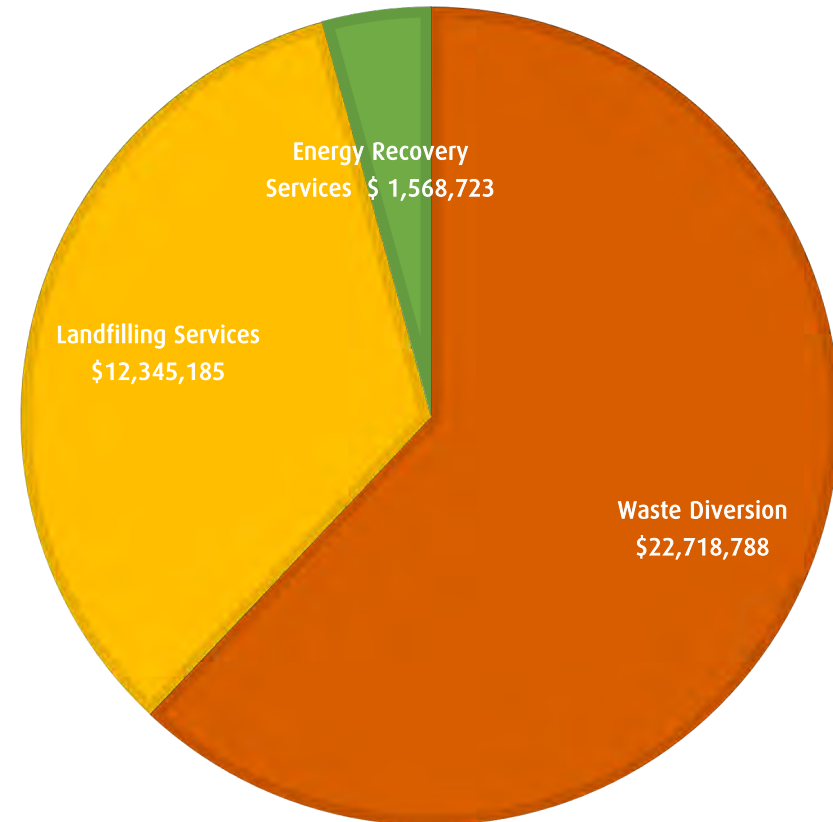


2024 Operating Budget Expenses

+\$7.5 million (25%)



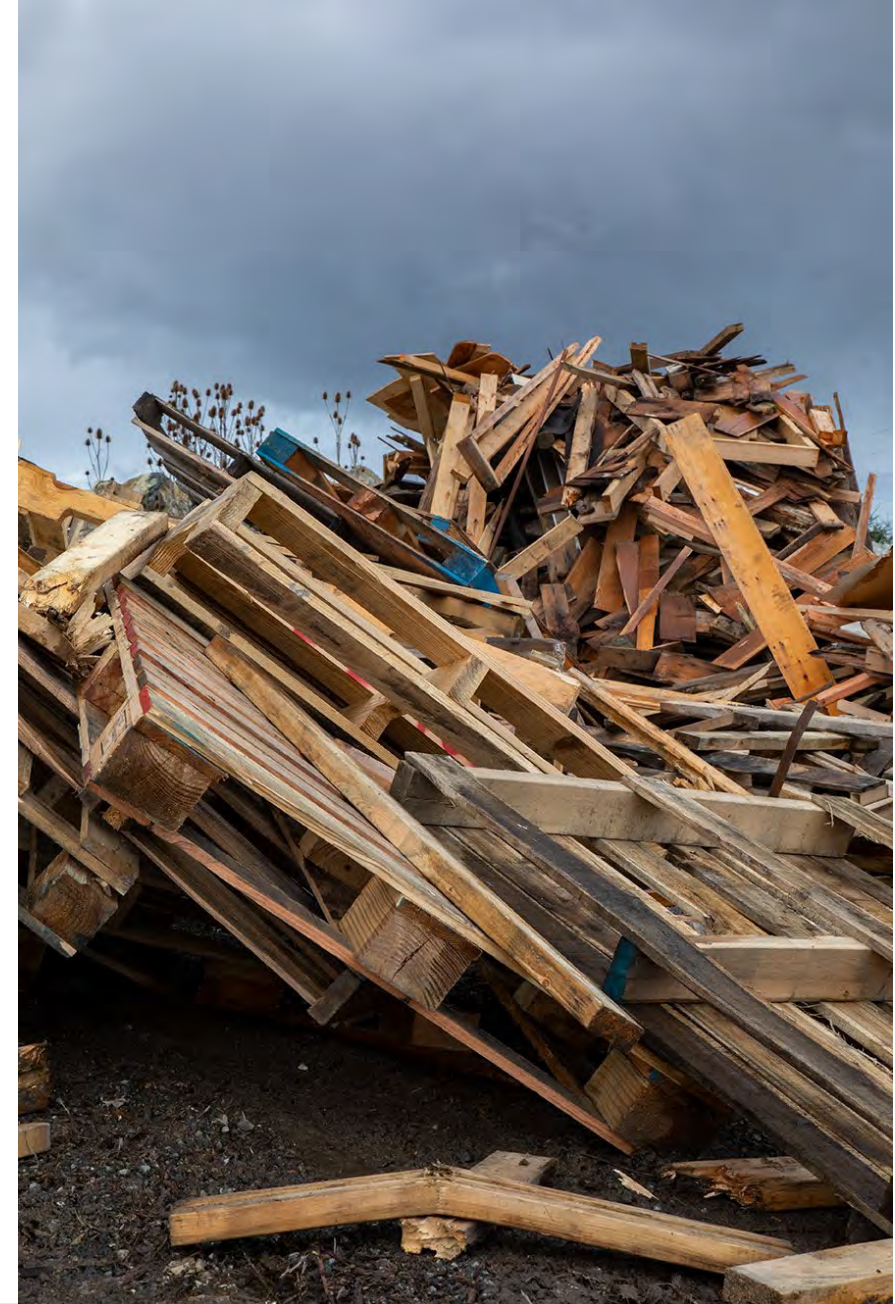
- Waste Diversion (+\$6.6 million)
- Landfilling (+\$1.6 million)
- Energy Recovery (-\$0.7 million)



2024 Operating Budget Expenses

Waste Diversion (+\$6.6 million)

- Material Stream Diversion expenses (\$2.7 million)
- Solid Waste Management Plan – increase in programming (\$700,000)
- New Curbside Blue Box 2024 contract (\$2.4 million)
- Electoral Area recycling depot top-up (\$250,000)
- Raincoast Foundation – Tod Creek sampling (\$200,000)



2024 Operating Budget Expenses



Landfilling (+\$1.6 million)

- Heavy equipment contract - volume / op costs (\$500,000)
- Corporate overhead (\$1 million)

Energy Recovery Services (-\$700,000)

- Removal of one-time BC Hydro termination payment in 2023 budget (-\$700,000)



2024 Operating Budget Revenues

+\$8.2 million

- Waste Diversion (+\$2 million)
- Landfilling (+\$5.7 million)
- Energy Recovery (+\$0.5 million)



2024 Operating Budget Revenues



Waste Diversion (+\$2.0 million)

- Revenue from Material Stream Diversion policy changes – diversion incentive rates (\$2.0 million)



Landfilling (+\$5.7 million)

- Revenue from Material Stream Diversion policy changes – garbage tipping fee increases (\$5.7 million)

Energy Recovery (+\$500,000)

- Net revenue from new Renewable Natural Gas facility, Q4 commissioning / start-up

2024 – Capital Budget

\$38.8million



Ongoing capital (\$3.25 million)

- Aggregate production, progressive closure, scale upgrades, vehicles...

Renewable Natural Gas (\$17.4 million)

- Completion of RNG capital project

Preparing Cells 4, 5, 6 (\$12.6 million)

- Design / install new liner, fire safety improvements, traffic improvements...

Material Stream Diversion (\$5.6 million)

- On-site diversion transfer station to facilitate material stream diversion policy changes

Capital Funding

2023-2027: \$68 million

Funding new 5-year capital plan using a combination of reserve funds and new debt

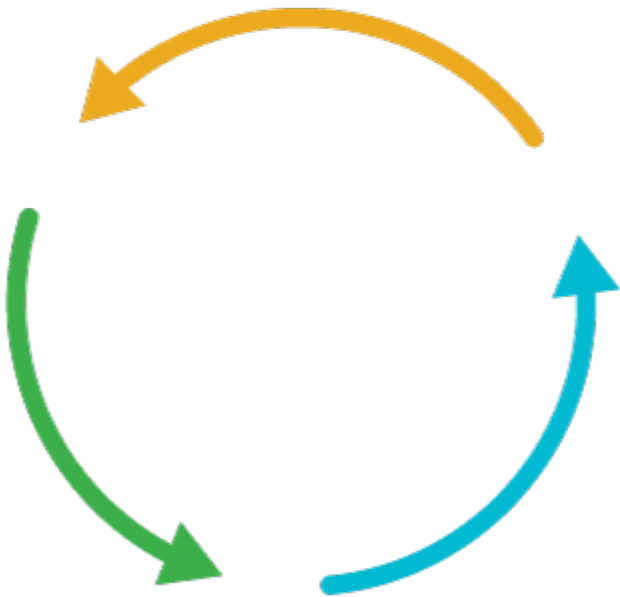


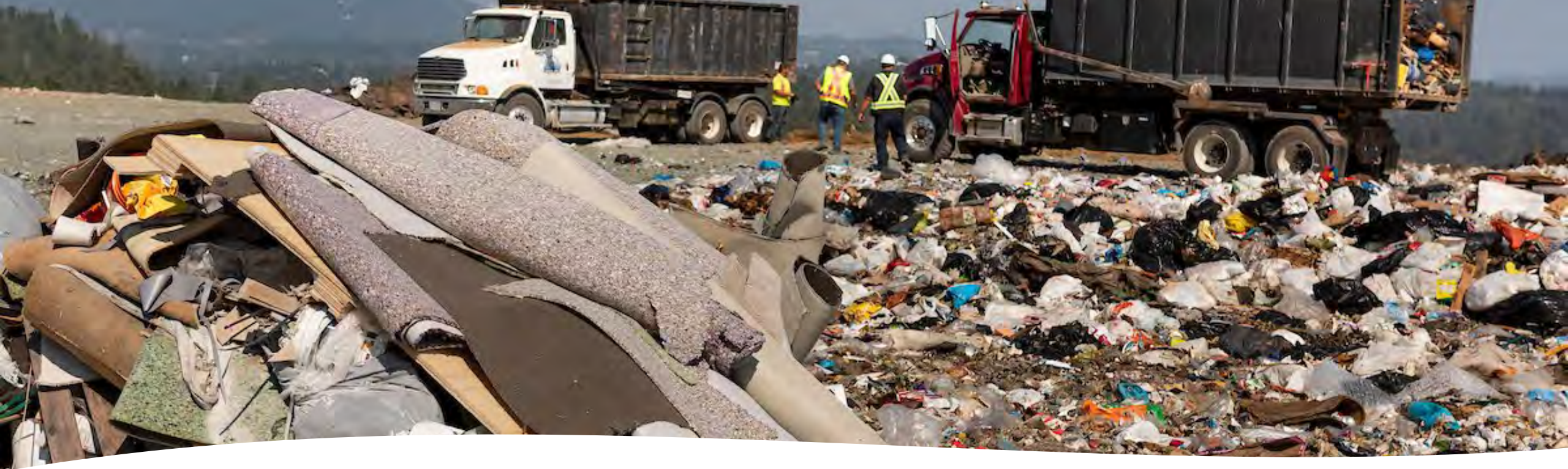
2024 Operating & Capital Budget



2024 ERM BUDGET SUMMARY

- Operating expenses +\$7.5 million
- Operating revenues +\$8.2 million
- 2024 Capital Budget (\$39 million)
- 2024 Capital Funding with ERM Reserves and Debt
- No requisition required to fund ERM budget
- 3.0 new FTEs (2024)
 - Material Stream Diversion Attendant
 - Material Stream Diversion Coordinator
 - Residential Waste Reduction Coordinator





Thank you

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Capital Regional District



CRDVictoria



crd.bc.ca

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Environmental Resource Management

COMMITTEE REVIEW

SEPTEMBER 2023

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000	LA Bylaw 4515	36,000,000
Borrowed:	SI Bylaw 3547	(2,000,000)		
	SI Bylaw 3677	(2,500,000)		
	SI Bylaw 3769	(2,200,000)		
Remaining:	Expired May 14, 2013	<u>\$5,570,000</u>		<u>36,000,000</u>

All previous Loan Authorizations have expired. Total debt outstanding at [Dec 31, 2023 \\$546,597](#)
 Final debt payments in [2026](#).

COMMISSION:**OPERATING COSTS - REFUSE DISPOSAL:**

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
 Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

Service:

1.521

Environmental Resource Management

Committee: Environmental Services

Year	Population	General Refuse Rate*	Hartland Landfill General Refuse				Recycling (Diversion Revenue)			Disposal Rate kg/person
			Budget Volume (Tonne)	Actual Volume (Tonne)	Beneficial Use	Landfilled	Recycling Rate*	Budget Volume (Tonne)	Actual Volume (Tonne)	
2018	413,406	\$110	135,000	148,551 ¹	-2,120	146,431				380
2019	418,511	\$110	140,000	146,544 ¹	-1,142	145,402				382
2020	425,503	\$110	135,000	155,041 ¹	-5,476	149,565				395
2021	432,062	\$110	135,000	167,169 ¹	-1,013	166,156				400
2022	440,456	\$110	145,000	185,111 ¹	-5,107	180,004				409
2023		\$110	165,000	186,747 ²						
2024 Budget		\$150	160,000				\$80-\$110	20,300		
2025 Budget		\$155	150,000				\$80-\$110	20,300		
2026 Budget		\$160	135,000				\$80-\$110	20,300		
2027 Budget		\$165	130,000				\$80-\$110	20,300		
2028 Budget		\$170	125,000				\$80-\$110	20,300		

* Tipping fee: rate in \$/tonne

¹ Actual Tonnage Volume

² Estimated Tonnage Volume

1.521 & 1.525 - ERM

GENERAL PROGRAM EXPENDITURES:

Diversion Services
Landfilling Services
Energy Recovery Services

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund
Transfer to Operating Reserve Fund
Transfer to General Capital Reserve Fund
Transfer to Landfill Closure Capital Reserve Fund
Transfer to Millstream Remediation Debt

TOTAL CAPITAL / RESERVES

Debt Expenditures

TOTAL COSTS

*Percentage Increase over prior year

Allocation Recovery

OPERATING COSTS LESS INTERNAL RECOVERIES

FUNDING SOURCES (REVENUE)

Surplus / (Deficit)

Balance C/F from Prior to Current year
Sale of Renewable Natural Gas (net revenue)
Revenue - Other
Transfer from Operating Reserve

TOTAL REVENUE

TIPPING FEE (based on inflation)

PROJECTED TONNAGE (General Refuse)

*Percentage Increase over prior year

AUTHORIZED POSITIONS:

On-going
Term

BUDGET REQUEST

2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
16,136,927	15,989,188	16,965,035	5,753,753	-	22,718,788	23,779,580	25,025,747	25,138,408	25,454,474
10,716,470	10,515,234	11,645,185	500,000	200,000	12,345,185	12,567,020	13,548,829	13,010,202	13,308,987
2,277,455	2,167,231	1,568,723	-	-	1,568,723	1,580,867	1,622,310	1,610,806	1,640,338
29,130,852	28,671,652	30,178,943	6,253,753	200,000	36,632,696	37,927,467	40,196,886	39,759,416	40,403,799
	-1.6%	3.6%	21.5%	0.7%	25.8%	3.5%	6.0%	-1.1%	1.6%
30,176	30,176	200,000	-	-	200,000	204,000	204,000	204,000	204,000
15,372	2,415,621	356,635	-	-	356,635	3,162,797	-	-	-
4,000	2,404,249	1,100,370	-	-	1,100,370	1,100,370	4,000	4,000	4,000
455,120	455,120	455,120	-	-	455,120	455,120	455,120	455,120	455,120
55,467	55,467	6,262	-	-	6,262	3,717	-	-	-
560,135	5,360,633	2,118,387	-	-	2,118,387	4,926,004	663,120	663,120	663,120
314,054	290,127	1,229,666	-	-	1,229,666	2,137,816	2,726,996	2,765,453	2,791,453
30,005,041	34,322,412	33,526,996	6,253,753	200,000	39,980,749	44,991,287	43,587,002	43,187,989	43,858,372
	14.4%	11.7%	20.8%	0.7%	33.2%	12.5%	-3.1%	-0.9%	1.6%
30,005,041	34,322,412	33,526,996	6,253,753	200,000	39,980,749	44,991,287	43,587,002	43,187,989	43,858,372
-	-	(495,000)	-	-	(495,000)	(6,395,537)	(6,335,817)	(6,285,331)	(6,244,071)
(8,307,913)	(9,177,490)	(8,258,750)	(1,996,000)	-	(10,254,750)	(12,854,750)	(12,854,750)	(12,854,100)	(12,854,100)
(1,000,000)			(2,540,000)	(200,000)	(2,740,000)	-	(305,434)	(107,558)	(1,019,200)
(9,307,913)	(9,177,490)	(8,753,750)	(4,536,000)	(200,000)	(13,489,750)	(19,250,287)	(19,496,001)	(19,246,989)	(20,117,371)
(20,697,128)	(25,144,922)	(24,773,247)	(1,717,753)	-	(26,491,000)	(25,741,000)	(24,091,000)	(23,941,000)	(23,741,000)
165,000	186,747	160,000			160,000	150,000	135,000	130,000	125,000
	21.5%	19.7%	8.3%	0.0%	28.0%	-2.8%	-6.4%	-0.6%	-0.8%
25.70	25.70	25.70	3.00		28.70	28.70	28.70	28.70	28.70
2.00	2.00	1.00			1.00	1.00			

Change in Budget 2023 to 2024

Service: 1.521 & 1.525 ERM

Total Expenditure**Comments****2023 Budget****30,005,041****Change in Salaries:**

Base salary and benefit change	90,025	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(114,623)	Term position ended
3.0 FTE Environmental Technician	303,524	2024 IBC 3a-1.1: Hartland 2100
Increase in auxiliary wages	339,700	2024 IBC 3a-1.1: Hartland 2100
Other (explain as necessary)	-	

Total Change in Salaries	618,626
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Other Changes:

Standard Overhead Allocation	992,249	Increase in 2023 operating costs
Human Resources Allocation	28,189	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Building Occupancy	5,416	
Contract for Services	500,000	To reflect the anticipated costs related to heavy equipment services and landfilling of standard refuse and controlled waste
	2,803,753	Additional costs related to curbside collection contract
	2,700,000	Additional costs related to processing of materials contract
	250,000	To Increase Electoral Area recycling depot funding by same ratio as curbside increases
	200,000	To fund for 2024 one-time Raincoast Foundation testing of Tod Creek
	(1,000,000)	Reduction for 2023 one-time costs for BC Hydro Termination
Promotion	521,000	Hartland Communications Campaign, Outreach, and Education project
Labour allocation	136,460	Increase in Environmental Engineering & Environmental Protection Allocation
Trf to Capital Reserve Fund	1,096,730	To fund 2024 Capital Plan requirements
Debt Servicing Expenses	915,612	Additional borrowing of \$12.2m is required to fund 2024 Capital Plan requirements
Other Costs	207,673	

Total Other Changes	9,357,082
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2024 Budget**39,980,749**

Summary of % Expense Increase

2024 Base salary and benefit change	0.3%	
Standard Overhead Allocation	3.3%	
Balance of increase	29.6%	
% expense increase from 2023:	33.2%	
% Requisition increase from 2023 (if applicable):	%	Requisition funding is (x)% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

'Overall Solid Waste Tipping Revenue for 2023 is forecasted to be higher than budget by \$4.4 million. Tipping fee revenues higher due to an increased quantity of solid waste being received. Recycling revenue for scrap metal (price fluctuates with the global commodity markets) is also higher than budgeted. Landfill Operations/Diversion Services/Energy Recovery services expenses are forecasted to be lower than budget for 2023 by \$450k. The estimated surplus will be split between the Capital Reserve Fund (\$2.4m) and the Operating Reserve Fund (\$2.4m).

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

Service No.	1.521							
Environmental Resource Management	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL	

EXPENDITURE

Buildings	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000
Equipment	\$0	\$603,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,113,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,975,000	\$37,856,000	\$14,975,000	\$9,600,000	\$1,600,000	\$1,250,000	\$65,281,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,975,000	\$38,809,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$67,744,000

SOURCE OF FUNDS

Capital Funds on Hand	\$100,000	\$950,000	\$225,000	\$200,000	\$0	\$0	\$1,375,000
Debenture Debt (New Debt Only)	\$2,000,000	\$14,213,000	\$7,650,000	\$2,000,000	\$350,000	\$0	\$24,213,000
Equipment Replacement Fund	\$0	\$1,103,000	\$355,000	\$385,000	\$385,000	\$385,000	\$2,613,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$3,875,000	\$22,543,000	\$7,100,000	\$7,400,000	\$1,250,000	\$1,250,000	\$39,543,000
	\$5,975,000	\$38,809,000	\$15,330,000	\$9,985,000	\$1,985,000	\$1,635,000	\$67,744,000

Service: 1.521 Environmental Resource Management

Project Number	16-06	Capital Project Title	Replacing of Small Equipments	Capital Project Description	Replacing of Small Equipments
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Project Rationale Replacement of small equipments that have reached their end of life

Project Number	17-01	Capital Project Title	Gas & Leachate Collection Pipe Extension	Capital Project Description	Gas & Leachate Collection Pipe Extension
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Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information and includes consulting costs to layout pipe design/headers.

Project Number	17-02	Capital Project Title	Aggregate Production for Internal Use	Capital Project Description	Aggregate Production for Internal Use
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Project Rationale Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmental impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.

Project Number	17-04	Capital Project Title	Progressive Closure of External Faces	Capital Project Description	Progressive Closure of External Faces
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Project Rationale As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.

Service: 1.521 Environmental Resource Management

Project Number 17-07

Capital Project Title Computer Equipment

Capital Project Description Computer Equipment

Project Rationale Replacement of computer equipment due to end of life cycle

Project Number 17-09

Capital Project Title Vehicle Replacements

Capital Project Description Vehicle Replacements

Project Rationale Replacement of vehicle due to end of life cycle

Project Number 17-11

Capital Project Title Food Waste Transfer Station Relocation
Planning & Construction

Capital Project Description Food Waste Transfer Station Relocation
Planning

Project Rationale The CRD has made a commitment to Hartland Residents to move the Kitchen Scraps transfer station away from the South End of the Landfill Property to alleviate resident's nuisance concerns (noise, vector, odour etc). The Kitchen Scrap transfer station will need to move to the North End of the property when commercial traffic moves to Willis Point in 2024. This project meets an immediate and future need to relocate the Kitchen Scrap transfer station. Phase 1 of the project will be complete in 2023 (moving the new food transfer facility). Phase 2 includes all improvements related to leachate, power, storm water, lighting, access stairs, vector control, fall protection enhancements etc. needed to support operation of the facility over the next 30+ years. This project covers the planning and construction costs related to relocating the kitchen scrap transfer station.

Service: 1.521 Environmental Resource Management

Project Number 17-12

Capital Project Title Hartland Environmental Performance Model

Capital Project Description Hartland Environmental Performance Model

Project Rationale The CRD is interested in developing a site-specific computer model that integrates engineering design with environmental performance for the Hartland Landfill. In 2016 the BC MOE made revisions to the BC Landfill Criteria. Many of Hartland's design and operations are already compliant, however a preliminary review identified additional conformance requirements for Hartland under the status quo. The model will enable the CRD to better demonstrate technical justification and environmental conformance over the lifespan of the landfill.

Project Number 17-14

Capital Project Title Landfill Gas Utilization

Capital Project Description Landfill Gas Utilization

Project Rationale The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructured by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.

Project Number 18-01

Capital Project Title Interim Covers

Capital Project Description Interim Covers - West and North Slopes

Project Rationale Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.

Project Number 18-02

Capital Project Title Paving of Service Roads

Capital Project Description Paving of Service Roads

Project Rationale To ensure compliance with BC Ministry of Environment Operating Certificate for the Hartland Landfill, continuous improvement is made to ensure nuisance dust generated at the site is minimized from operations. Repairs and new pavements are added in high traffic areas to minimize dust generation and reduce dependence on costly short term dust mitigation measures (ie. water trucks, application of lignosulfonate etc) and to improve road conditions throughout the lanfill property. Estimate is derived from historical costs.

Service: 1.521 Environmental Resource Management

Project Number	18-03	Capital Project Title	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Capital Project Description	Cell 3 Bottom Lift Gas Wells / Leachate Drain
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.				

Project Number	18-05	Capital Project Title	Controlled Waste & Asbestos Area Development	Capital Project Description	Controlled Waste & Asbestos Area Development
Project Rationale	Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burial to ensure safe disposal.				

Project Number	22-01	Capital Project Title	Sedimentation Pond Relining	Capital Project Description	NW Sedimentation Pond Relining & Expansion
Project Rationale	To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined. In addition the sedimentation pond must be enlarged to meet MOE requirements for retaining 24 hrs of precipitation from a 100 year storm event. Finally, the sedimentation pond requires inlet valving and piping to permit flows to be diverted to the upper lagoon in the event there is an onsite spill that must be contained and diverted from fresh water courses.				

Project Number	22-02	Capital Project Title	Cell 4 Liner Installation	Capital Project Description	Cell 4 Liner Installation
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 4 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.				

Project Number	22-03	Capital Project Title	Leachate Line Decommissioning	Capital Project Description	Leachate Line Decommissioning
Project Rationale	The new Centrate Return Line built as part of the CORE Area Wastewater project carries all of the leachate from Hartland along with the planned and phased centrate from the Residuals Treatment Facility. This project has been set up to facilitate a planned and phased decommissioning of the old leachate line now that it is no longer required.				

Service: 1.521 Environmental Resource Management		
Project Number	22-06	Capital Project Title Hartland FIRE Safety Improvements
Capital Project Description	Installation of new Fire Line	
Project Rationale	Hartland has purchased a new fire pump and related components in order to mitigate risk from a major fire at the landfill. As part of the system a new fire line is required to be installed starting from near the lower lagoon and run all the way to the crest of the landfill. Phase 2 (2023) includes a means to roll/unroll 6" layflat hose, 2" firefighting hose and acts as an anchor point for the main fire line. The system will allow operations to setup the hose system near the working face to allow the fire department the best access to leachate resources to fight fires. Includes design, procurement and installation of the system.	
Project Number	22-07	Capital Project Title Recycling Area Upgrades
Capital Project Description	Recycling Area Upgrades	
Project Rationale	The project has been set up to conduct a design review of the existing recycling area at Hartland and investigate changes relating to efficient accessibility due to growing public interest in the depot and to include safety considerations such as protection from the sun during hot weather.	
Project Number	22-10	Capital Project Title Storm Water Sedimentation pond Emergency Repairs
Capital Project Description	Storm Water Sedimentation pond Emergency Repairs	
Project Rationale	Leachate has been detected getting into the fresh water sedimentation pond. This project has been set up to explore sources of contamination and make remedial works to the pond, incoming pipes and outgoing infrastructure as necessary to ensure containment of any contaminants. This project also includes the installation of any new monitoring wells, including consulting fees to locate , prove/commission and report findings/recommendations.	
Project Number	23-02	Capital Project Title Contractor Workshop Relocation
Capital Project Description	Contractor Workshop Relocation	
Project Rationale	The current contractors workshop is located in the future Cell 5 of the landfill and must be relocated so critical landfill infrastructure can be completed for Cell 4, 5 and 6. This project includes removal of the existing structure and reuse (if economical) in a new location adjacent to future cells so the operations contractor can conduct repairs on large landfill operations equipment (Packer, Bull-Dozer, excavators etc).	
Project Number	23-03	Capital Project Title Cell 4, 5 & 6 gas well layout Plan
Capital Project Description	Cell 4, 5 & 6 gas well Plan	
Project Rationale	This project allows for design services to provide a conceptual layout of new gas wells in Cells 4, 5 & 6 and the tie-in to gas wells on the North Slope from Cells 2 and 3 as garbage is landfilled against the North Slope.	
Project Number	23-04	Capital Project Title North End Commercial Access Improvements
Capital Project Description	North End Commercial Access Improvements	
Project Rationale	This project includes necessary improvements to ensure the North Entrance and Scales are equipped for fully automated commercial access off Willis Point Road when Cell 4 is ready for filling. Improvements include landscaping, scale house improvements, automated gates, staging lanes, card readers/scanners, RFID systems, scale safety rails, bollards, radio intercoms, sidewalks, signage, etc.	

Service: 1.521 Environmental Resource Management			
Project Number	23-05	Capital Project Title	Existing Manual and Commercial Scale Upgrades
Capital Project Description	Existing Manual and Commercial Scale Upgrades		
Project Rationale	The South Entrance Commercial scale approach/exit ramps are in poor condition. This project includes sawcutting and removal of old scale ramps and pouring new concrete with Rebar to eliminate further safety hazards to trucks and employees. The South Entrance Manual Scale deck is in poor condition. It requires replacement and/or major repair. This project accounts for all work that needs to be done after detailed assessment to ensure life of the existing manual and commercial scales can continue reliably for the next 20 years.		
Project Number	24-01	Capital Project Title	Cell 5&6 GRW
Capital Project Description	Cell 5&6 Gravity Retaining Wall Construction		
Project Rationale	This project will allow for the construction of a new mounded structural earth berm north of cell 1&2 at 5 corners intersection to serve as the new toe of cells 5 & 6. As part of this berm, the project includes installation of a critical sub-grade landfill leachate containment system (grout wall/curtain) and raising the clay containment berm from 130mASl to 135mASL to ensure leachate capture from future landfill cells 4, 5 & 6. The project also includes relocation of any existing infrastructure (LFG, Leachate, Water, electrical etc) that currently resides in the future footprint of the MSE berm.		
Project Number	24-02	Capital Project Title	Hartland North Master Plan
Capital Project Description	Hartland North Master Plan		
Project Rationale	With the recent completion of the new Residuals Treatment Facility and associated access and new scales at Hartland North, this design project will ensure that there is adequate future planning and integration with the existing landfill site		
Project Number	24-03	Capital Project Title	Hartland Amenity Project
Capital Project Description	Intersection Upgrade		
Project Rationale	This project considers all road and intersection improvements necessary to move commercial access from Hartland Avenue to Willis Point Rd.		
Project Number	24-04	Capital Project Title	Biosolids Beneficial Reuse /RDF Building
Capital Project Description	Biosolids Beneficial Reuse /RDF Building		
Project Rationale	This project will allow for the replacement of the old biosolids storage barn with a new Sprung Structure for mixing and repurposing of dried biosolids and other refuse derived fuel generated at the Hartland site.		
Project Number	24-05	Capital Project Title	Cell 5 Liner Construction
Capital Project Description	Cell 5 Liner Construction		
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 5 area and prevent any off site migration. The liner will also include an underdrain which will relieve pore pressure and ensure fresh ground water does not contribute to ongoing leachate collection and processing.		

Service: 1.521 Environmental Resource Management		
Project Number	24-06	Capital Project Title Cell 1, 2 & 3 Transition Liner
Capital Project Description	Cell 1, 2 & 3 Transition Liner	
Project Rationale	A new drainage and liner system will ensure effective removal of leachate above Cells 1 & 2 from garbage placed ontop of it from cells 4, 5 and 6. This liner provides continuity, separation and acts as a transition between old cells of the landfill and cells 4-6. The liner will also include an underdrain which will relieve pore pressure and ensure leachate from Cell 1, 2 & 3 can properly drain to heal basin or the upper lagoon.	
Project Number	24-07	Capital Project Title Relocation of N. Toe Road Sedimentation Pond
Capital Project Description	Relocation of N. Toe Road Sedimentation Pond	
Project Rationale	The North Toe Road fresh water sedimentation collection pond sits ontop of Cell 1 garbage. The future Gravity Retaining Wall will be constructed ontop of the pond so it must be relocated.	
Project Number	24-08	Capital Project Title North End Fence Replacement
Capital Project Description	North & East Fence Replacement	
Project Rationale	The fence line from the Upper lagoon to the new RTF driveway entrance is madeup of various fencing materials. This project provides proper fencing to ensure a continuous perimeter around Hartland property.	
Project Number	24-09	Capital Project Title Diversion Transfer Station
Capital Project Description	Diversion Transfer Station	
Project Rationale	Starting Jan 1, 2024 the landfill will ban carpet, wood and asphalt shingles. These will be mandatory recycleable materials. A new transfer depot to receive, process and ship these diverted streams to end markets is required. This project covers all equipment and capital improvements required to facilitate this service.	
Project Number	24-10	Capital Project Title RNG Spare Parts Inventorv
Capital Project Description	RNG Spare Parts Inventorv	
Project Rationale	Upon Startup of the new LFG RNG facility, a spare parts inventory is required. Parts will be selected by HRRG and paid for by CRD for the 25 year operating agreement. This project covers the initial capital outlay for spare parts.	
Project Number	24-11	Capital Project Title Traffic Pattern Changes - Site Signaee
Capital Project Description	Traffic Pattern Changes - Site Signaee	
Project Rationale	Sitewide signage, delineators, signals, digital entrance signs and barriers required to facilitate new traffic patterns associated with relocation of Commercial traffic from Hartland Ave to Willis Point Rd, opening cell 4, relocation of the kitchen scrap transfer station and a new diversion transfer station.	
Project Number	25-01	Capital Project Title NE & NW Aggregate Stockpile cover
Capital Project Description	NE & NW Aggregate Stockpile cover	
Project Rationale	This project allows for the installation of a temporary impermeable membranes to be placed overtop the NE and NW shot-rock storage stock piles to protect the environment from minerals may runoff with precipitation.	

Service: 1.521 Environmental Resource Management		
Project Number	25-02	Capital Project Title North End Wheel Wash
Capital Project Description	North End Wheel Wash	
Project Rationale	This project accounts for a new commercial truck wheel wash system to be installed on the North End to ensure trucks don't track mud onto Willis Point Road.	
Project Number	25-03	Capital Project Title Landfill Gas capture to meet New Federal
Capital Project Description	Landfill Gas capture to meet New Federal	
Project Rationale	Environment & Climate Change Canada has released a proposed Landfill Methane Regulation that is expected to come into force in Q1/Q2 of 2024, with the intent of reducing fugitive landfill emissions across the country. The regulation sets thresholds for surface emissions at landfills emitting more than 10,000 tonnes of CO2e per year (Hartland exceeds this). Based on required monitoring events, any surface methane concentrations that exceed proposed levels require a corrective action plan and mitigation within a specified timeframe. Based on current surface emissions data, it is expected that Hartland will need to implement additional controls, improve gas collection, or repair infrastructure to reduce surface methane concentrations to achieve compliance with these proposed limits.	
Project Number	25-04	Capital Project Title Hartland Operating Certificate Renewal
Capital Project Description	Hartland Operating Certificate Renewal	
Project Rationale	Hartland's Operating Certificate (OC) has not been modified since January 27, 2010. CRD has committed to updating its OC in light of recent MOE discussion and approval of ERM's SWMP. This project covers staff time and consultant/legal fees to assist the CRD in updating the OC with the MOE.	
Project Number	26-01	Capital Project Title Cell 4 & 5 Bottom Lift Gas Wells / Leachate Drain
Capital Project Description	Cell 4 Bottom Lift Gas Wells / Leachate Drain	
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each combination gas well and leachate collector. The leachate is then conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.	

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2024 - 2028 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,594,261	2,366,326	1,463,326	1,312,326	1,131,326	950,326
Planned Purchase (Based on Capital Plan)	(258,111)	(1,103,000)	(355,000)	(385,000)	(385,000)	(385,000)
Transfer to/from Ops Budget	30,176	200,000	204,000	204,000	204,000	204,000
Disposal of equipment	-	-	-	-	-	-
Interest Income*		-	-	-	-	-
Ending Balance \$	2,366,326	1,463,326	1,312,326	1,131,326	950,326	769,326

Assumptions/Background:

ERF Reserve to fund replacement of computer equipment and for PERS (Priority Equipment Replacement) type equipment that lasts less than 15 years

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

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 - 4 and post-closure maintenance. Capital Reserve is working capital and not restricted.

Landfill Closure Portion Fund: 1020 Fund Centre: 101363	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,695,022	13,613,753	14,068,873	10,523,993	4,979,113	5,434,232
Planned Capital Expenditure (Based on Capital Plan)	-	-	(4,000,000)	(6,000,000)	-	-
Transfer to/from Ops Budget	455,120	455,120	455,120	455,120	455,120	455,120
Interest Income*	463,611	-	-	-	-	-
Ending Balance \$	13,613,753	14,068,873	10,523,993	4,979,113	5,434,232	5,889,352

Assumptions/Background:

Liability reserve to fund closure of Phase 2-4 and post closure maintenance.

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

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	10,658,469	12,116,098	6,037,468	4,383,838	3,683,838	2,433,838
Planned Capital Expenditure (Based on Capital Plan)	(2,350,000)	(7,175,000)	(2,750,000)	(700,000)	(1,250,000)	(625,000)
Transfer from Air Space Reserve Funds	1,000,000					
Transfer to/from Ops Budget	2,400,249	1,096,370	1,096,370	-	-	-
Interest Income*	407,379	-	-	-	-	-
Ending Balance \$	12,116,098	6,037,468	4,383,838	3,683,838	2,433,838	1,808,838

Assumptions/Background:

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

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 102102	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	16,920	17,185	21,185	25,185	29,185	33,185
Planned Capital Expenditure	(3,734)	-	-	-	-	-
Transfer to/from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance \$	17,185	21,185	25,185	29,185	33,185	37,185

Assumptions/Background:

Reimburse operating budget for capital expenditures spent by Compost Center.

1.521 Enviromental Resource Management
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule
Fund: 1500 Fund Center 105509

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	26,910,018	22,048,051	4,296,686	7,109,483	6,104,049	5,996,491
Planned Purchase - RNG project	(2,000,000)	(9,468,000)		-	-	-
Planned Capital Expenditure (Based on Capital Plan)	(6,250,000)	(5,900,000)	(350,000)	(700,000)		(625,000)
Transfer to/from Ops Budget	2,415,621	(2,383,365)	3,162,797	(305,434)	(107,558)	(1,019,200)
Interest Income*	972,411			-	-	-
Total projected year end balance	22,048,051	4,296,686	7,109,483	6,104,049	5,996,491	4,352,291

Assumptions/Background:

Reserve for rate stabilization

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



REPORT TO GOVERNANCE COMMITTEE MEETING OF WEDNESDAY, OCTOBER 04, 2023

SUBJECT **Legislative and General Government Service - 2024 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2024 Legislative and General Government Service budgets, including 2023 year-end budget projections.

BACKGROUND

The Capital Regional District (CRD) was created in 1966 as part of the British Columbia Provincial Government's initiative to provide regional decision-making on matters that transcend municipal boundaries, and to enable more effective service delivery through region-wide or shared delivery models. In addition, as the local government for electoral areas, the CRD facilitates and delivers projects and services for residents living in unincorporated areas. The CRD also owns and operates the Capital Region Housing Corporation (CRHC), the second largest non-profit housing provider in the province, and administers the Capital Regional Hospital District (CRHD) which provides capital funding for healthcare infrastructure, such as health facilities and hospital equipment.

The governance structure includes a 24-member Board of Directors which is composed of one or more elected officials from each of municipality and electoral area within CRD boundaries. Each local government and electoral area hold one director position on the Board for every 25,000 residents (or portion thereof). Each director also serves on the CRHD and CRHC Boards.

By way of legislation, costs for legislative and general government activities are included in a Legislative and General Government Service. This service includes sub-budgets for Board Expenditures, the Chief Administrative Officer (CAO) and Executive Services, Corporate Climate Action, Corporate Communications, Corporate Emergency Services, Corporate Services, Financial Services, First Nations Relations, Human Resources (HR), Information Technology (IT), and select General Managers.

The Legislative and General Government Service is primarily funded through requisition and cost recovery from CRD services, the CRHC and the CRHD. Other funding sources include transfers from reserve, grants, and surplus carryforward when available.

This report will provide forecasted 2023 results and an overview of the 2024-2028 Financial Plan for the Legislative and General Government Service budgets.

2023 Year End Projected Results

Details of each budget, including forecasted year-end results can be found in Appendices B through O.

The Legislative and General Government service is forecasting a one-time net favourable variance of \$1.6M for 2023. The surplus is primarily the result of labour market challenges in staffing new, turnover, and vacant positions. Staff have recommended a surplus carryforward of \$0.6 million into 2024 to offset requisition while transferring the balance to fund one-time initiatives identified in the 2024-2028 Financial Plan.

With respect to capital expenditures in 2023, a total of 37 projects were planned with combined budgets of \$4.5 million. Staff are forecasting a favourable variance of \$1.8 million driven primarily by delays in implementation of various projects including upgrades to our enterprise resource management system, implementation of an electronic records management system (EDRMS), the website redesign project, and boardroom improvements. All projects have been rescoped into 2024 where the funds have been budgeted.

2024 Operating Budget

The draft 2024 Legislative and General Government operating budget including year over year changes in expense and revenue is summarized in Appendix A. Total budgeted expenditures for 2024 are \$37.8 million, a 3.5% increase over 2023. Less than one third of operating expenditures are funded through requisition or \$12.2 million, a 6.9% increase over 2023.

Table 1 summarizes the change in expenditures for each sub-budget within the service, providing both the \$ and % over prior year.

Table 1: 2024 Year over Year Budget Comparison (\$Millions)

Budget Description	2024 Financial Plan	2023 Financial Plan	\$ Change	% Change
Revenue	1.578	1.602	(0.024)	-1.5%
Board Expenditures	1.335	1.259	0.076	5.7%
CAO & Executive Services	1.114	0.929	0.185	16.6%
Corporate Services	2.867	2.941	(0.074)	-2.6%
Human Resources	3.749	3.178	0.571	15.2%
Financial Services	8.762	8.459	0.303	3.5%
Information Technology	12.698	12.462	0.236	1.9%
First Nations	1.229	1.312	(0.083)	-6.8%
Corporate Communications	1.513	1.454	0.060	3.9%
Other*	2.942	2.926	0.016	0.5%
Total	\$37.787	\$36.521	\$1.266	3.5%

**Other: Includes the functions of Corporate Climate, Real Estate, Health Planning, GM Planning and Protective Services, Corporate Emergency and GM Regional Parks and Environmental Services (ES)*

Impact drivers for each operating budget are detailed in bridge files in appendices B through O.

Below are explanations for sub-budgets with a change in expenditure exceeding guidelines of 3.5% and \$50,000, and/or functions with Initiative Business Case (IBC) cost impacts:

- **Board Expenditures:** Increase due to IBC 12b-4.1: Meeting Management Improvements and annual escalation for director remuneration rates. Staff have identified improvements required to the Fisgard boardroom to update the audio-visual equipment, increase functionality to our meeting management software to include a voting dashboard, and

redesign of the boardroom to allow for expansion and additional seats at the board table. Funds in 2024 will be required for scoping and design work. Implementation of the improvements may take place over multiple years. A proposal on the costs of improvements will be brought forward as part of 2025 service and budget planning.

- **CAO and Executive Services:** 1.0 Full-Time Equivalent (FTE) for IBC 11b-7.1: Manager of Corporate Initiatives and Administration (nine months), step increases and paygrade changes on existing staff. Beginning in Quarter 2, the position will plan and lead the implementation of corporate initiatives that are initiated by the CAO and Executive Leadership Team that do not relate directly to departmental lines of business while also developing and administering a more formal approach to corporate administration.
- **Corporate Services:** 1.0 FTE for 2024 IBC 12a-1.1: Privacy and Information Senior Analyst (nine months), offset by reduction in one-time expenditures for EDRMS. Additional capacity is required to respond to legislative changes to the *Freedom of Information and Protection of Privacy Act* which now mandates Privacy Impact Assessments be conducted for all corporate initiatives that may collect, record or disclose personal information. This position will also support managing the increase in the volume of FOI requests and developing corporate policy to increase proactive disclosure of routine records.
- **Human Resources:** 3.0 FTEs for 2024 IBC 11a-3.1: Create and Implement an Indigenous Employment Strategy, 2024 IBC 11b-1.3: Human Resources Manager and 2024 IBC 11a-1.1: Develop and Implement the Corporate Accessibility Plan (three months); and 11a-2.1 Enhance Understanding and Accountability for Equity Diversity & Inclusion (EDI) Across Decision Making Bodies (funding only).
- **Financial Services:** 1.0 FTE ongoing and 1.0 FTE term to support for various IBCs including capital project cost controllership in Regional Housing. As a support division to the organization the impact of advancing all other IBCs are impacting the ability to continue providing transactional processing, regulatory reporting, and other core support services. Other impacts on the operating budget are driven by salary and benefit increases as a result of the new collective agreement, annual step increases and cost recovery impacts related to facilities.
- **First Nations:** Reduction in one-time expenditures from 2023 for First Nations Relations initiatives for cultural training and advancing the indigenous employment strategy. The 2023 IBC 3a-1.1 Government to Government Relationship Building initiative has been reintroduced as an ongoing budget item under 2024 IBC 15a-1.1 Government to Government Relationship Building to provide continued capacity funding to support relationship building and MOU development to make progress on priority action items identified by First Nations in the region.
- **Corporate Communications:** Addition of the 2024 IBCs 12b-1.1 Build EDI Principles into Public Participation Framework and 12b-1.2 Citizen Experience Survey. Summary of IBCs 12-1.1 This initiative would replace the 2014 framework with a new policy that reflects Board and organizational commitments to EDI principles and lessons learned in recent years. The policy would be supported by a new toolkit that enables staff across the organization to effectively plan and deliver public engagement initiatives that are inclusive, gather feedback from a wider range of residents, address barriers to participation and ultimately support more inclusive representation and decision making. Research/feedback

from residents would be helpful in framing response to community needs and how organization plans communications and engagement activities, nested in those community needs. Further, survey results will provide actionable insights and baselines so that metric-based outcomes can be developed for strategic planning.

2024 Capital Budget

The proposed five-year capital plan for the Legislative and General Government Service totals \$11.2 million with \$2.3M in year 1. Table 2 summarizes the capital plan by budget within the service.

Table 2: 2024-2028 Capital Expenditure by Function (\$Millions)

Budget Description	Annual Capital Plan (2024)	Total Capital Plan (2024-2028)	% of L&G
Board Expenditures	0.765	0.911	13.75%
CAO/Corporate Services	0.015	0.073	0.27%
Human Resources	0.007	0.728	0.12%
Financial Services	0.507	0.845	9.11%
Information Technology	3.977	8.306	71.52%
First Nations	0.002	0.012	0.14%
Corporate Communications	0.278	0.297	5.01%
Other*	0.009	0.045	0.16%
Total	\$5.560	\$11.217	100%

**Other: Includes the functions of Corporate Climate, Real Estate, Health Planning, GM Planning and Protective Services, Corporate Emergency and GM Regional Parks and ES.*

Details for each capital plan can be found in appendices B through O.

Below are explanations for sub-budgets with capital expenditures exceeding \$0.250 million:

Board Expenditures: New boardroom table for additional capacity, as well as boardroom technology upgrades and replacements for audio and media, for 2024.

Financial Services: Development and integration of the Enterprise Asset Management (EAM) module within the SAP Enterprise Resource Management system is planned to continue through 2024 and into 2025. Guided by the 2019 Board approved Corporate Asset Management Strategy, EAM is being developed to standardize, consolidate, and integrate asset information across functions to streamline reporting, intervention, and capital investment decision-making. With over \$3.0 billion in tangible capital assets, risk management through condition assessments and systematic intervention is a key deliverable in the asset management program.

Information Technology: Over the five-year plan, Legislative and General Government functions continue refreshing aging infrastructure to support the organization in high performing service delivery. As part of the five-year Technology Modernization Strategy, the CRD is making investments to upgrade data center infrastructure, corporate software and applications, and migrate to a digital technology culture. These investments are essential to provide critical capacity, ensuring a stable and modern platform to support the delivery across the Region's services. The modernization of this infrastructure will address years of technical debt while

addressing reliability and enhancing security. Cloud readiness and the adoption of cloud hosted services also rely on technological upgrades.

The most significant project in the five-year capital plan is the SAP migration project, which will upgrade the end-of-life SAP ECC platform to S4 HANA. Updating the 20-year-old platform seeks to support real-time data processing and reporting, streamline operations, automate processes and preparedness for cloud hosting services. The upgrade ensures reliable and secure system compliance to industry standards. This includes the deployment of a new financial model enhancing the support of critical operations and services across each department of the CRD.

Corporate Communications: The public website redesign project continues in 2024 as a strategic investment and foundational piece for the organization's communication and digital transformation plans. The timing aligns with changes in how local governments deliver information for online audiences and enables the CRD to improve the usability, accessibility and resiliency of the platform as both a transparency and customer service channel. When complete, the CRD will have a website that aligns with our goals related to accessibility, usability, transparent governance and customer service. The website will also move from an on-premise solution to a hosted cloud solution to minimize disruption and maximize availability.

ALTERNATIVES

Alternative 1

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

That Appendices A through O, the Legislative and General Government Operating and Capital Budgets be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Governance Committee refer the budget back to staff for additional information for the Capital Regional District Board's consideration.

IMPLICATIONS

Financial Implications

In line with the 2024 Service and Financial Planning Guidelines approved by the CRD Board in May, prioritization has focused on mitigating cost impacts where possible while balancing essential services and initiatives. To exercise constraint and cost containment, the core inflationary expense adjustment has been kept to 3.5% for the 2024 when balancing the consolidated Legislative and General Government service. Mitigation of expenditure and inflation pressures were achieved through phased rollout of initiatives, resource optimization and removing nonvalue-added work content.

Staff continue to manage cost pressures on revenue through utilization of reserves and surplus carryforward where possible as well as refinement of cost recovery across services.

Intergovernmental Implications

CRD staff will continue to work closely with all Nations whose areas of interests overlap with regional parks and trails in implementing the Regional Parks and Trails Strategic Plan 2022–2032.

The Regional Parks and Trails Strategic Plan 2022–2032 focuses on strengthening government-to-government relationships and understanding between the CRD and First Nations in the region. Through the latter half of 2022, engagement on the Interim Strategic Plan took place with First Nations in the region. The CRD is committed to maintaining an open dialogue with First Nations to confirm that Indigenous cultural values and cultural uses are respected and that the priorities and actions remain relevant and meaningful. Continued work on co-creating MOUs for First Nations in the region through the government to government relationship building initiative will ensure we continue to make progress on the Board Priority of advancing reconciliation with First Nations.

Alignment with Board and Corporate Priorities

Community Need Summaries present an overview of the operational and strategic context, services levels, initiatives, and performance data for each Community Need in the CRD 2023-2026 Corporate Plan. They also provide details of the initiatives, associated staffing, timing and service levels required to advance the work in future years.

The Community Need Summaries related to the Legislative and General Government service are Advocacy, People, Open Government, First Nations, and Business Systems and Processes. These Community Need Summaries are being presented under separate reports and document the organization's service planning recommendations for 2024.

CONCLUSION

The proposed 2024 Legislative and General Government Service budgets have been prepared for consideration by the Governance Committee. The Committee will make budget recommendations to the CRD Board through the Committee of the Whole. The proposed 2024 budget reflects the inclusion of many CRD Corporate Plan initiatives across a number of Legislative and General functions.

RECOMMENDATION

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

That Appendices A through O, the Legislative and General Government Operating and Capital Budgets be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer
Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Submitted by:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services

ATTACHMENTS

Appendix A: 2024 Legislative & General Consolidated Operating Budget
Appendix B: CRD 2024 Budget Board Expenditures
Appendix C: CRD 2024 Budget Other Legislative & General - Climate
Appendix D: CRD 2024 Budget CAO & Executive Services
Appendix E: CRD 2024 Budget Corporate Services
Appendix F: CRD 2024 Budget Real Estate
Appendix G: CRD 2024 Budget Human Resources
Appendix H: CRD 2024 Budget Finance
Appendix I: CRD 2024 Budget Health & Capital Planning Strategies
Appendix J: CRD 2024 Budget Information Technology
Appendix K: CRD 2024 Budget GM Planning & Protective Services
Appendix L: CRD 2024 Budget Corporate Emergency
Appendix M: CRD 2024 Budget First Nations Relations
Appendix N: CRD 2024 Budget GM - Parks and Environmental Services
Appendix O: CRD 2024 Budget Corporate Communications



Legislative & General Government > 2024 Operating & Capital Budget

**Presentation to Governance Committee
Wednesday October 4, 2023**

Community Needs



The Community Need Summaries related to the Legislative and General Government service are;

- Advocacy
- People
- Open Government
- First Nations
- Business Systems and Processes

These Community Need Summaries are being presented under separate reports and document the organization's service planning recommendations for 2024.





As the overarching administrative service for the CRD, all services rely on the support of Legislative & General Government to effectively execute and deliver their mandates. Functions included within this service include;

- Board Expenditures
- CAO & Executive Services
- Corporate Climate Action
- Corporate Communications
- Corporate Emergency Services
- Corporate Services
- Financial Services
- First Nations Relations
- Human Resources
- Information Technology



	2024 Prelim	2023		H/(L) \$	H/(L) %
CAO & Executive Services	1.1	0.9		0.2	16.6%
Human Resources	3.7	3.2		0.6	15.2%
Corporate Comms	1.5	1.4		0.1	3.9%
Corporate Services	2.8	2.9		(0.1)	(2.6%)
First Nations Relations	1.2	1.3		(0.1)	(6.8%)
Financial Services	8.7	8.4		0.3	3.5%
Information Technology	12.7	12.5		0.2	1.9%
Other *	4.5	4.5		(0.0)	(0.2%)
Total Expenditures	\$37.8M	\$36.5M		\$1.3M	3.5%
Allocations & Other Rev.	23.3	21.0		2.2	10.5%
Requisition	12.2	11.4		0.8	6.9%
Transfers from Reserve	2.3	4.1		(1.7)	(42.4%)
Total Revenue	\$37.8M	\$36.5M		\$1.3M	3.5%

* Includes the functions of Corporate Climate Action, Real Estate, Health Planning, GM Planning & Protective Services, Corporate Emergency and GM Regional Parks & Environmental Services



Key Initiatives

Executive Services	<ul style="list-style-type: none">▪ Incremental resourcing to plan and lead the implementation of projects initiated by the CAO and ELT▪ Develop and administer a more formal approach to corporate administration
Human Resources	<ul style="list-style-type: none">▪ Create and implement an indigenous employment strategy▪ Develop and implement the corporate accessibility plan▪ Enhance understanding and accountability for equity diversity & inclusion across decision making bodies
Corporate Comms	<ul style="list-style-type: none">▪ Build equity diversity & inclusion principles and toolkit into the public participation framework
Board Expenses	<ul style="list-style-type: none">▪ Meeting management improvements including audio-visual equipment, a voting dashboard, redesign of the boardroom to all for expansion
Corporate Services	<ul style="list-style-type: none">▪ Respond to legislative changes to the Freedom of Information and Protection of Privacy Act which now mandates Privacy Impact Assessments
First Nations	<ul style="list-style-type: none">▪ Ongoing funding of the Government-to-Government relationship building initiative to provide continued capacity funding to support relationship building and MOU development
Financial Services	<ul style="list-style-type: none">▪ Develop and support capital project cost controllership function for regional housing projects▪ Redesign of various financial processes in support of SAP migration project
Information Technology	<ul style="list-style-type: none">▪ SAP-ECC to SAP-S4/Hana migration project▪ Development of both an IT modernization strategy



	2024 Prelim	2024-2028
Board Expenditures	0.8	0.9
Corporate Communications	0.3	0.3
Financial Services	0.5	0.8
Information Technology	3.9	8.3
Other *	0.1	0.9
Total Expenditures	\$5.6M	\$11.2M

* Includes the functions of CAO & Executive Services, Corporate Services, Human Resources, First Nations, Corporate Climate Action, Real Estate, Health Planning, GM Planning & Protective Services, Corporate Emergency and GM Regional Parks & Environmental Services





Questions >

Presentation to Governance Committee
Wednesday October 4, 2023

2024 Legislative and General Government Consolidated Operating Budget Summary

The following tables summarize the total 2024 Legislative and General Government sub-budgets detailed in appendices B through O by comparing the change from 2023.

Table 1: 2024 Budgeted Expenses

Budget Component	2024 Budget	2023 Budget	\$ Variance	% Variance
Salaries and Wages	25.868	24.193	1.675	6.9%
Consultancy and Contract for Services	2.428	3.210	(0.782)	(24.4%)
Software Licenses	2.569	2.380	0.189	7.9%
Other Operating Costs	6.923	6.738	0.185	2.7%
Total (M)	\$37.787	\$36.521	\$1.266	3.5%

Table 2: 2024 Budgeted Revenue

Budget Component	2024 Budget	2023 Budget	\$ Variance	% Variance
Allocations and Other Revenue	23.276	21.066	2.210	10.5%
Requisition	12.162	11.374	0.788	6.9%
Transfers From Reserve	2.349	4.081	(1.732)	(42.4%)
Total (M)	\$37.787	\$36.521	\$1.266	3.5%

Requisition

The 2024 requisition is \$12.2 million, which is a 6.9% increase over 2023.

The key drivers of the increase in requisition are as follows:

- 2024 IBC 12b-4.1 Meeting Management Improvements for Board
- 2024 IBC 11b-7.1: Manager of Corporate Initiatives and Administration (nine months) for the CAO & Executive Office
- 2024 IBC 12a-1.1: Privacy and Information Senior Analyst (nine months) for Corporate Services
- 2024 IBC 15a-1.2: First Nations Relations Staffing (six months)
- Salary and remuneration adjustments based on collective agreement and bylaw

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Board Expenditures

COMMITTEE REVIEW

Service: 1.011 Board Expenditures

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

1.011 - Board Expenditures

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Directors' Remuneration	866,261	850,000	904,143	-	-	904,143	922,230	940,670	959,480	978,670
Standard Overhead Allocation	63,109	63,109	60,175	-	-	60,175	61,379	62,607	63,859	65,136
Building Occupancy	100,229	100,229	111,261	-	-	111,261	116,932	122,913	129,204	135,274
Legal Expenses	15,000	-	15,530	-	-	15,530	15,840	16,160	16,480	16,810
Contract for Services	36,000	26,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
Software Licenses	54,140	52,000	56,030	20,000	30,000	106,030	77,550	79,100	80,680	82,290
Meetings & Printing	14,560	15,500	15,070	-	-	15,070	15,370	15,680	16,000	16,320
Scholarship Programs	18,200	18,200	18,750	-	-	18,750	19,070	19,400	19,730	20,070
Other Operating Expenses	36,010	25,860	36,760	-	-	36,760	37,590	38,440	39,300	40,180
TOTAL OPERATING COSTS	1,203,509	1,150,898	1,227,719	20,000	30,000	1,277,719	1,276,161	1,305,370	1,335,343	1,365,570
*Percentage Increase over prior year						6.2%	-0.1%	2.3%	2.3%	2.3%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	55,000	55,000	56,930	-	-	56,930	58,070	59,230	60,410	61,620
TOTAL CAPITAL / RESERVE	55,000	55,000	56,930	-	-	56,930	58,070	59,230	60,410	61,620
TOTAL COSTS	1,258,509	1,205,898	1,284,649	20,000	30,000	1,334,649	1,334,231	1,364,600	1,395,753	1,427,190
<u>INTERNAL RECOVERIES</u>						6.0%	0.0%	2.3%	2.3%	2.3%
Transfer from Internal Reserve	(26,000)	(26,000)	-	-	-	-	-	-	-	-
Other	(2,500)	(2,836)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
NET COSTS	1,230,009	1,177,062	1,282,149	20,000	30,000	1,332,149	1,331,731	1,362,100	1,393,253	1,424,690
*Percentage increase over prior year Total Costs			4.2%			8.3%	0.0%	2.3%	2.3%	2.3%
AUTHORIZED POSITIONS:										
Salaried	24	24	24			24	24	24	24	24

Change in Budget 2023 to 2024

Service: 1.011 - Board Expenditures

Total Expenditure

Comments

2023 Budget

1,258,509

Change in Salaries:

Director Remuneration

37,882

Inclusive of estimated bylaw rate, based on inflation

Total Change in Salaries

37,882

Other Changes:

Contract for Services

(26,000)

Reduction in one-time funding for 2023 Board Orientation

Software Licences

50,000

2024 IBC 12b-4.1 Meeting Management Improvements

Building Occupancy

11,032

Other Costs

3,226

Total Other Changes

38,258

2024 Budget

1,334,649

Summary of % Expense Increase

2024 IBC Expense

4.0%

Director Remuneration

3.0%

Reduction in one-time contract for services

-2.1%

Balance of increase

1.1%

% expense increase from 2023:

6.0%

% Requisition increase from 2023 (if applicable):

8%

Requisition funding is 100% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$27,000 (2.2%) due to minor variances on director remuneration (\$16,000) as well as savings on contract for services (\$10,000).

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

Service No.	1.011 Board Expenditures	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$282,500	\$764,500	\$91,500	\$55,000	\$0	\$0	\$0	\$911,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.011

Service Name:

Board Expenditures

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	\$ 81,000	E	ERF	\$ 56,000	\$ 81,000					\$ 81,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	\$ 60,000	E	ERF		\$ -	\$ 60,000				\$ 60,000
19-03	Replacement	Boardroom Chairs	Replace boardroom chairs	\$ 30,000	E	ERF		\$ 30,000	\$ -				\$ 30,000
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	\$ 21,700	E	ERF		\$ 10,000	\$ 10,000				\$ 20,000
20-02	Replacement	Boardroom Video Storage and Power Equipment	Replace video storage and power equipment	\$ 3,000	E	ERF	\$ 1,500	\$ 1,500	\$ 1,500				\$ 3,000
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment (Granicus is way more than this...)	\$ 17,500	E	ERF		\$ 12,000	\$ 5,000				\$ 17,000
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	\$ 50,000	E	ERF		\$ -	\$ -	\$ 50,000			\$ 50,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system (this has not been done)	\$ 100,000	E	ERF	\$ 100,000	\$ 100,000	\$ -				\$ 100,000
23-01	Replacement	Replace Video Display and Switching	Replace Video Display and Switching	\$ 30,000	E	ERF	\$ 20,000	\$ 20,000	\$ 10,000				\$ 30,000
23-02	Replacement	Replace/Expand Recording Secretary Table	Replace/Expand Recording Secretary Table	\$ 25,000	E	ERF	\$ 25,000	\$ 25,000					\$ 25,000
23-03	Replacement	Multi-Camera System	Replace existing video Camera with a Mult-=Camera System	\$ 80,000	E	ERF	\$ 80,000	\$ 80,000					\$ 80,000
24-01	Replacement	AV for Boardroom	AV for Boardroom, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements (not 2024?)	\$ 150,000	E	ERF		\$ 150,000					\$ 150,000
24-02	Replacement	Boardroom Table	Replace Boardroom Table, as identiefied in 2024 IBC 12b-4.1: Meeting Management Improvements	\$ 200,000	E	ERF		\$ 200,000					\$ 200,000
24-03	Replacement	Wiring	Replace wiring to accommodate new Board table	\$ 15,000	E	ERF		\$ 15,000		\$ -			\$ 15,000
24-04	Replacement	Granicus Encoder Replacement		\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-05	New	Granicus Integrated Voting		\$ 20,000	E	ERF		\$ 10,000	\$ 5,000	\$ 5,000			\$ 20,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 913,200			\$ 282,500	\$ 764,500	\$ 91,500	\$ 55,000	\$ -	\$ -	\$ 911,000

Reserve Schedule

Reserve Fund: 1.011 Board

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	479,077	744,758	37,188	3,758	7,988	68,398
Actual Purchases		-	-	-	-	
Planned Purchases (Based on Capital Plan)	-	(764,500)	(91,500)	(55,000)	-	-
Transfer from Operating Budget	55,000	56,930	58,070	59,230	60,410	61,620
Transfer from Operating Reserve	200,000	-	-	-	-	-
Interest Income	10,682	-	-	-	-	-
Ending Balance \$	744,758	37,188	3,758	7,988	68,398	130,018

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Other Legislative & General - Climate

COMMITTEE REVIEW

Service: 1.012 Other Legislative & General - Climate

Committee: Governance Committee & Finance Committee

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE

OPERATING COSTS:

Salaries and Wages
Contributions - projects
Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Climate Action Reserve Fund

TOTAL CAPITAL / RESERVES

TOTAL COSTS

*Percentage increase over prior year requisition

REVENUE

Climate Action Grant

TOTAL REVENUE

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
	98,873	125,219	110,426	-	-	110,426	113,074	115,785	118,558	121,396
	-	-	-	-	-	-	-	-	-	-
	-	774	-	-	-	-	-	-	-	-
	98,873	125,993	110,426	-	-	110,426	113,074	115,785	118,558	121,396
		27.4%	11.7%	0.0%	0.0%	11.7%	2.4%	2.4%	2.4%	2.4%
	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
	103,000	75,880	103,000	-	-	103,000	105,060	107,161	109,304	111,491
	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	201,873	201,873	213,426	-	-	213,426	218,134	222,946	227,862	232,887
		0.0%	5.7%	0.0%	0.0%	5.7%	2.2%	2.2%	2.2%	2.2%
	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

CAO & Executive Services

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.014 CAO & Executive Services

Committee: Governance Committee & Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition

CAO & Executive Services	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	807,269	791,000	855,770	102,470	-	958,241	1,016,156	1,040,463	1,065,340	1,090,791
Building Occupancy	20,757	20,757	26,714	-	-	26,714	28,028	29,414	30,870	32,276
Intergovernment Allocation	-	-	-	-	-	-	-	-	-	-
Legal Expenses	1,900	1,900	1,970	-	-	1,970	2,010	2,050	2,090	2,130
Software Licenses	5,250	3,000	5,430	1,500	-	6,930	5,490	5,600	5,710	5,820
Other Operating Expenses	92,939	51,179	96,773	8,000	12,500	117,273	106,975	109,208	111,491	113,844
TOTAL OPERATING COSTS	928,115	867,836	986,657	111,970	12,500	1,111,127	1,158,659	1,186,735	1,215,501	1,244,861
*Percentage Increase over prior year						19.7%	4.3%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL CAPITAL / RESERVES	1,250	1,250	3,000	-	-	3,000	3,060	3,120	3,180	3,240
TOTAL COSTS	929,365	869,086	989,657	111,970	12,500	1,114,127	1,161,719	1,189,855	1,218,681	1,248,101
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	929,365	869,086	989,657	111,970	12,500	1,114,127	1,161,719	1,189,855	1,218,681	1,248,101
*Percentage increase over prior year Net Costs			6.5%			19.9%	4.3%	2.4%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	5.0	5.0	5.0	1.0	-	6.0	6.0	6.0	6.0	6.0

Change in Budget 2023 to 2024

Service: 1.014 CAO & EXECUTIVE SERVICES

Total Expenditure

Comments

2023 Budget 929,365

Change in Salaries:

Base salary and benefit change	14,877	Inclusive of estimated collective agreement changes
Step increase/paygrade change	33,625	
1.0 FTE Exempt Manager	102,470	2024 IBC 11b-7.1: Manager of Corporate Initiatives and Administration (9 months)
Reduction in auxiliary wages		
Total Change in Salaries	150,972	

Other Changes:

Office & Equipment Costs	25,190	Office costs associated with new ongoing FTEs
Building Occupancy	5,957	
Other Costs	2,643	
Total Other Changes	33,790	

2024 Budget 1,114,127

Summary of % Expense Increase

2024 IBC Expense	13.7%
Other salary adjustments	5.2%
Balance of increase	0.9%
% expense increase from 2023:	19.9%

% Requisition increase from 2023 (if applicable): 20% Requisition funding is 100% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$60,300 (7.5%) due mainly savings on contracted expenses (\$30,000), and minor savings on salaries and temporary staff vacancies (\$25,000).

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

Service No.	1.014	Carry						
	CAO / Corporate Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.014

Service Name: CAO / Corporate Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ 14,796	\$ -	\$ -	\$ -		\$ 14,796
25-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF		\$ -	\$ 3,288	\$ -	\$ -		\$ 3,288
26-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ 20,133	\$ -		\$ 20,133
27-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ -	\$ 20,133		\$ 20,133
28-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 14,796	\$ 14,796
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 73,146				\$ 14,796	\$ 3,288	\$ 20,133	\$ 20,133	\$ 14,796	\$ 73,146

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

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Reserve Cash Flow

Fund: 1022 Fund Center: 101366 ERF Group: CAO.ERF	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	74,903	57,991	53,195	60,107	50,374	40,851
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(22,362)	(14,796)	(3,288)	(20,133)	(20,133)	(14,796)
Transfer from Operating Budget	5,450	10,000	10,200	10,400	10,610	10,820
Interest Income		-	-	-	-	-
Ending Balance \$	57,991	53,195	60,107	50,374	40,851	36,875

<u>Assumptions/Background:</u>

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Services

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.014 Corporate Services

Committee: Governance Committee &
Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
CORPORATE SERVICES										
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,320,885	2,015,000	2,364,184	93,165	-	2,457,349	2,547,662	2,608,593	2,670,951	2,734,755
Building Occupancy	112,600	112,600	122,984	-	-	122,984	129,259	135,878	142,839	149,556
Legal Expenses	7,650	-	7,920	-	-	7,920	8,080	8,240	8,400	8,570
Contract for Services	399,000	349,000	-	-	150,000	150,000	-	-	-	-
Software Licenses	13,100	13,100	13,560	1,500	-	15,060	15,360	15,660	15,970	16,290
Other Operating Expenses	83,715	164,865	86,470	8,000	12,500	106,970	98,129	100,088	102,057	104,066
TOTAL OPERATING COSTS	2,936,950	2,654,565	2,595,117	102,665	162,500	2,860,283	2,798,490	2,868,459	2,940,217	3,013,236
*Percentage Increase over prior year						-2.6%	-2.2%	2.5%	2.5%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,200	4,200	7,000	-	-	7,000	7,140	7,280	7,430	7,580
TOTAL COSTS	2,941,150	2,658,765	2,602,117	102,665	162,500	2,867,283	2,805,630	2,875,739	2,947,647	3,020,816
*Percentage increase over prior year			-11.5%			-2.5%	-2.2%	2.5%	2.5%	2.5%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(399,000)	(249,000)	-	-	(150,000)	(150,000)	-	-	-	-
TOTAL REVENUE	(399,000)	(249,000)	-	-	(150,000)	(150,000)	-	-	-	-
NET COSTS	2,542,150	2,409,765	2,602,117	102,665	12,500	2,717,283	2,805,630	2,875,739	2,947,647	3,020,816
*Percentage increase over prior year Net Costs			2.4%			6.9%	3.3%	2.5%	2.5%	2.5%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	15.6	15.6	15.6	1.0	-	16.6	16.6	16.6	16.6	16.6

Change in Budget 2023 to 2024
Service: 1.014B CORPORATE SERVICES

Total Expenditure

Comments

2023 Budget

2,941,150

Change in Salaries:

Base salary and benefit change	44,241	Inclusive of estimated collective agreement changes
Step increase/paygrade change	37,207	
1.0 FTE Senior Analyst	93,165	2024 IBC 12a-1.1: Privacy and Information Senior Analyst (9 months)
Reduction in auxiliary wages	(38,150)	
Total Change in Salaries	136,464	

Other Changes:

Contract for Services	(200,000)	Reduction for 2024 one-time costs for EDRMS: \$100k carry forward into 2024, net of \$200k estimated spend in 2023
Contract for Services	(50,000)	Reduction for 2023 one-time costs for centralizing procurement study: \$50k carry forward into 2024, net of \$50k estimated spend in 2023
Office & Equipment Costs	22,000	Office costs associated with new ongoing FTEs
Building Occupancy	10,384	
Other Costs	7,285	
Total Other Changes	(210,331)	

2024 Budget

2,867,283

Summary of % Expense Increase

2024 IBC Expense	3.9%
Reduction in one-time contract for services	-8.5%
Balance of increase	2.1%
% expense increase from 2023:	-2.5%

% Requisition increase from 2023 (if applicable):	7%	Requisition funding is 75% of service revenue
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Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$132,385 (4.5%) largely to temporary staff vacancies (\$305,900) and deferral of EDRMS contract for services expenses to 2024 (\$100,000); .This is partially offset by reduced transfers from reserve for EDRMS of \$100,000, increased legal advisory consulting of \$100,000 and additional program consulting of \$50,000.

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

Service No.	1.014	Carry						
	CAO / Corporate Services	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$14,796	\$3,288	\$20,133	\$20,133	\$14,796	\$73,146

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.014

Service Name: CAO / Corporate Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ 14,796	\$ -	\$ -	\$ -		\$ 14,796
25-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF		\$ -	\$ 3,288	\$ -	\$ -		\$ 3,288
26-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ 20,133	\$ -		\$ 20,133
27-01	Replacement	Computer	Computer Replacement	\$ 20,133	E	ERF		\$ -	\$ -	\$ -	\$ 20,133		\$ 20,133
28-01	Replacement	Computer	Computer Replacement	\$ 14,796	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 14,796	\$ 14,796
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 73,146				\$ 14,796	\$ 3,288	\$ 20,133	\$ 20,133	\$ 14,796	\$ 73,146

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Real Estate

COMMITTEE REVIEW

Service: 1.015 Real Estate

Committee: Governance Committee & Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services

OPERATING COSTS:

Salaries and Wages

Allocations

Legal Expenses

Software Licenses

Other Operating Expenses

TOTAL OPERATING COSTS

*Percentage increase/-decrease over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Fund

TOTAL CAPITAL / RESERVE

TOTAL COSTS

*Percentage increase/-decrease over prior year Total Costs

Internal Recoveries

Transfers from operating reserve

NET COSTS

*Percentage increase over prior year Net Costs

AUTHORIZED POSITIONS:

Salaried

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	428,444	420,748	440,064	-	-	440,064	450,579	461,335	472,336	483,599
Allocations	63,357	63,357	69,483	-	-	69,483	72,644	75,155	77,242	79,689
Legal Expenses	1,500	3,798	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Software Licenses	9,620	9,620	9,960	-	-	9,960	10,160	10,360	10,570	10,780
Other Operating Expenses	23,130	23,958	23,800	-	-	23,800	24,270	24,741	25,223	25,725
TOTAL OPERATING COSTS	526,051	521,481	544,807	-	-	544,807	559,183	573,151	586,961	601,413
*Percentage increase/-decrease over prior year						3.6%	2.6%	2.5%	2.4%	2.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	526,051	521,481	544,807	-	-	544,807	559,183	573,151	586,961	601,413
*Percentage increase/-decrease over prior year Total Costs						3.6%	2.6%	2.5%	2.4%	2.5%
Internal Recoveries	(420,680)	(420,680)	(435,846)	-	-	(435,846)	(447,346)	(458,521)	(469,569)	(481,130)
Transfers from operating reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	105,371	100,801	108,961	-	-	108,961	111,837	114,630	117,392	120,283
*Percentage increase over prior year Net Costs						3.4%	2.6%	2.5%	2.4%	2.5%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0

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

Service No.	1.015	Carry						
	Real Estate	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,500	\$0	\$1,500	\$0	\$1,500	\$4,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.015

Service Name: Real Estate

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
26-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ 1,500
28-01	Replacement	Computer	Computer Replacement	\$ 1,500	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 4,500				\$ 1,500	\$ -	\$ 1,500	\$ -	\$ 1,500	\$ 4,500

Reserve Schedule

Reserve Fund: 1.015 Real Estate
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Reserve Cash Flow

Fund: 1022 Fund Center: 101418 ERF Group: PRPSRV.ERF	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,922	24,743	21,521	21,521	19,910	19,910
Actual Purchases	(367)					
Planned Purchases (Based on Capital Plan)	-	(3,222)	-	(1,611)	-	(1,500)
Transfer from Operating Budget	1,000	-	-	-	-	-
Interest Income	189	-	-	-	-	-
Ending Balance \$	24,743	21,521	21,521	19,910	19,910	18,410

Assumptions/Background:
2024 - 1 standard laptop
2026 - 1 standard laptop
2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Human Resources

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.016 Human Resources

Committee: Governance Committee &
Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.016 - Human Resources

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
OPERATING COSTS										
Salaries and Wages	2,347,106	2,220,000	2,350,043	410,700	66,700	2,827,443	3,283,593	3,400,309	3,400,205	3,481,361
Allocations	83,178	83,178	104,168	-	-	104,168	108,536	113,122	117,927	122,598
Legal Expenses	16,720	10,000	17,310	-	-	17,310	17,660	18,010	18,370	18,740
GVLRA Membership Dues and Staff Training	158,260	151,000	170,800	10,500	-	181,300	188,430	192,190	196,030	199,950
Contract for Services	372,055	321,600	326,197	-	15,000	341,197	336,233	336,315	327,527	333,895
Software Licenses	4,360	10,000	10,000	4,500	-	14,500	16,290	19,620	20,010	20,410
Other Operating Expenses	186,840	137,680	188,060	13,500	22,500	224,060	208,804	211,960	215,197	219,516
			-	-	-	-				
TOTAL OPERATING COSTS	3,168,519	2,933,458	3,166,578	439,200	104,200	3,709,978	4,159,546	4,291,526	4,295,266	4,396,470
*Percentage Increase over prior year						17.1%	12.1%	3.2%	0.1%	2.4%
CAPITAL / RESERVE										
Equipment Purchases	-	-	-	-	30,000	30,000	20,000	-	-	-
Transfer to Equipment Replacement Fund	9,000	9,000	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	9,000	9,000	9,000	-	30,000	39,000	29,000	9,000	9,000	9,000
TOTAL COSTS	3,177,519	2,942,458	3,175,578	439,200	134,200	3,748,978	4,188,546	4,300,526	4,304,266	4,405,470
						18.0%	11.7%	2.7%	0.1%	2.4%
INTERNAL RECOVERIES										
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,884)	(5,884)	(6,090)	-	-	(6,090)	(6,071)	(6,197)	(6,323)	(6,374)
Transfer from Internal Reserve	(139,500)	(139,500)	-	-	(60,000)	(60,000)	(2,000)	(1,000)	-	-
Safety Officer Recovery	-	-	-	-	-	-	-	-	-	-
Human Resources	(2,325,666)	(2,325,666)	(2,708,622)	(336,694)	(59,200)	(3,104,516)	(3,361,760)	(3,468,857)	(3,472,395)	(3,557,456)
TOTAL INTERNAL RECOVERIES	(2,491,050)	(2,491,050)	(2,734,712)	(336,694)	(119,200)	(3,190,606)	(3,389,831)	(3,496,054)	(3,498,718)	(3,583,830)
NET COSTS	686,469	451,408	440,866	102,506	15,000	558,372	798,715	804,472	805,548	821,640
*Percentage increase over prior year Net Costs						-18.7%	43.0%	0.7%	0.1%	2.0%
AUTHORIZED POSITIONS: Salaried	14.0	14.0	14.0	-	3.0	17.0	19.0	19.0	19.0	19.0

Change in Budget 2023 to 2024
Service: 1.016 HUMAN RESOURCES

Total Expenditure

Comments

2023 Budget **3,177,519**

Change in Salaries:

Base salary and benefit change	45,516	Inclusive of estimated collective agreement changes
Step increase/paygrade change	18,595	
1.0 FTE Accessibility & EDI Specialist	37,952	2024 IBC 11a-1.1: Develop and Implement The Corporate Accessibility Plan (3 months)
1.0 FTE Manager EDIA and Indigenous Strategies	186,374	2024 IBC 11a-3.1: Create and Implement an Indigenous Employment Strategy 2024
1.0 FTE Manager Human Resources	186,374	IBC 11b-1.3: Benefits, Wellness & Abilities Management Coordinator
Auxiliary wages adjustment	5,527	
Total Change in Salaries	480,337	

Other Changes:

Office & Equipment Costs	96,000	Office costs associated with new ongoing FTEs
Contract for Services	(50,000)	Reduction in one-time funding for 2023 Employee Survey
Building Occupancy	17,370	
Other Costs	27,751	
Total Other Changes	91,121	

2024 Budget **3,748,977**

Summary of % Expense Increase

2024 IBC Expense	15.9%
Reduction in one-time contract for services	-1.6%
Balance of increase	3.6%
% expense increase from 2023:	18.0%

% Requisition increase from 2023 (if applicable): **19%** *Requisition funding is 15% of service revenue*

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$235,000 (34.2%) due largely to temporary staff vacancies (\$127,000) as well as reduced training and development spending (\$55,000) compared to plan. Further minor savings from reduced office supply costs and legal services.

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

Service No.	1.016	Carry						
	Human Resources	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$6,576	\$6,765	\$3,288	\$4,932	\$6,576	\$28,137
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$350,000	\$350,000	\$0	\$700,000
	\$0	\$6,576	\$6,765	\$353,288	\$354,932	\$6,576	\$728,137

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.016

Service Name:

Human Resources

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replaceme	Computer	Computer Replacement	\$ 4,695	E	ERF		\$ 6,576	\$ -	\$ -	\$ -		\$ 6,576
25-01	Replaceme	Computer	Computer Replacement	\$ 6,260	E	ERF		\$ -	\$ 6,765	\$ -	\$ -		\$ 6,765
26-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ 3,288	\$ -		\$ 3,288
27-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ 4,932		\$ 4,932
28-01	Replaceme	Computer	Computer Replacement	\$ 1,033	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 6,576	\$ 6,576
26-02	New	HRIS - Talent Suite		\$ 700,000	E	Res				\$ 350,000	\$ 350,000		\$ 700,000
													\$ -
													\$ -
			Grand Total	\$ 714,054				\$ 6,576	\$ 6,765	\$ 353,288	\$ 354,932	\$ 6,576	\$ 728,137

Reserve Schedule

Reserve Fund: 1.016 Human Resources
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Reserve Cash Flow

Fund: 1022 Fund Center: 101419 ERF Group: HR.ERF	Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	23,436	4,603	7,027	9,262	14,974	19,042
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(27,833)	(6,576)	(6,765)	(3,288)	(4,932)	(6,576)
Transfer from Operating Budget	9,000	9,000	9,000	9,000	9,000	9,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	4,603	7,027	9,262	14,974	19,042	21,466

Assumptions/Background:
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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Finance

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.017 Finance

Committee: Governance Committee &
Finance Committee

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.017 - FINANCE	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	6,817,656	6,361,860	7,048,131	212,702	-	7,260,833	7,538,196	7,713,579	7,579,221	7,759,707
Allocations	304,251	304,369	328,522	-	-	328,522	342,976	358,157	374,067	389,541
Auditing Expense	79,000	79,000	83,000	-	-	83,000	86,000	89,000	90,780	92,600
Contract for Services	555,330	403,503	214,220	-	120,000	334,220	250,000	250,000	250,000	250,000
Postage & Freight	246,540	220,238	255,170	-	-	255,170	260,280	265,490	270,800	276,220
Supplies	86,320	76,590	78,890	-	9,000	87,890	80,480	79,910	81,520	83,150
Other Operating Expenses	335,190	314,194	339,620	9,400	28,600	377,620	356,190	363,520	370,960	378,580
TOTAL OPERATING COSTS	8,424,287	7,759,754	8,347,553	222,102	157,600	8,727,255	8,914,122	9,119,657	9,017,347	9,229,797
*Percentage Increase over prior year			-0.9%	2.6%	1.9%	3.6%	2.1%	2.3%	-1.1%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	35,000	50,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
Transfer to General Capital Fund	-	335,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	35,000	385,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
TOTAL COSTS	8,459,287	8,144,754	8,382,553	222,102	157,600	8,762,255	8,949,122	9,154,657	9,052,347	9,264,797
*Percentage Increase over prior year			-0.9%	2.6%	1.9%	3.6%	2.1%	2.3%	-1.1%	2.3%
<u>REVENUE</u>										
US Bank Rebate	(59,880)	(50,000)	(61,980)	-	-	(61,980)	(63,220)	(64,480)	(65,770)	(67,090)
Provincial Grants	(60,000)	(65,000)	(60,000)	-	-	(60,000)	(61,200)	(62,420)	(63,670)	(64,940)
Sales of Services	(224,830)	(202,581)	(240,330)	-	-	(240,330)	(245,140)	(250,040)	(255,040)	(260,140)
Other	(86,911)	(86,291)	(90,406)	-	-	(90,406)	(92,721)	(95,083)	(97,504)	(99,973)
Allocation Recoveries	(104,040)	(156,060)	(107,680)	-	-	(107,680)	(109,830)	(112,030)	(114,270)	(116,560)
Transfer from Reserve	(669,224)	(359,044)	(351,362)	-	(120,000)	(471,362)	(303,470)	(310,744)	-	-
TOTAL REVENUES	(1,204,885)	(918,975)	(911,758)	-	(120,000)	(1,031,758)	(875,581)	(894,797)	(596,254)	(608,703)
NET COSTS	7,254,402	7,225,779	7,470,795	222,102	37,600	7,730,497	8,073,541	8,259,859	8,456,094	8,656,095
*Percentage increase over prior year Net Costs			3.0%	3.1%	0.5%	6.6%	4.4%	2.3%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	49.0	49.0	49.0	1.0	-	50.0	51.0	51.5	51.5	51.5
Term	2.5	2.5	2.5	1.0	-	3.5	3.0	2.5	0.5	0.5

Change in Budget 2023 to 2024
Service: 1.017 Finance

Total Expenditure

Comments

2023 Budget **8,459,287**

Change in Salaries:

Base salary and benefit change	131,863	Inclusive of estimated collective agreement changes
Step increase/paygrade change	87,660	Inclusive of annualization and reclassification of 2023 IBC positions
1.0 FTE Financial Analyst	75,288	2024 IBCs Various Support
0.5 FTE Financial Analyst (Term)	68,707	2024 IBC Support: 5a-1.1 Capital Project Delivery
0.5 FTE Financial Analyst (Term)	68,707	2024 IBC Support: 4a-1.1 Transportation Service
Other	10,952	Increase on auxiliary labour, overtime, and standby pay

Total Change in Salaries **443,177**

Other Changes:

Building Occupancy	21,155	Facilities allocation
Office and Equipment Costs	47,000	Office costs associated with office renovation, new on-going, and term FTEs
Contract for Services (one-time)	(100,650)	Reduction for 2023 one-time KPMG G/L and reporting tools
	(110,000)	Reduction for 2023 one-time SAP Funds Management module consulting
Other Costs	2,286	

Total Other Changes **(140,209)**

2024 Budget **8,762,255**

Summary of % Expense Increase

2024 Base salary and step increases	2.6%
2023 One-time Contract Costs (Reserve-funded)	-2.5%
2024 IBC Expense	3.1%
Balance of increase	0.4%
% expense increase from 2023:	3.6%

% Requisition increase from 2023 (if applicable): **3.1%** *Requisition funding is 38% of service revenue*

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$28,623 (0.3%) due mainly to hiring challenges of vacant positions and hiring new staff at lower pay steps; offset by one-time Equipment Replacement Reserve contributions. This surplus will be transferred to the Legislative and General Operating Reserve.

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

Service No.	1.017	Carry						
	Finance	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$425,000	\$200,000	\$0	\$0	\$0	\$625,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$22,885	\$81,549	\$28,994	\$58,043	\$12,994	\$38,549	\$220,129
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$222,885	\$506,549	\$228,994	\$58,043	\$12,994	\$38,549	\$845,129

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.017

Service Name: Finance

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
23-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 82,110	E	ERF	\$ 22,885	\$ 22,885	\$ -	\$ -	\$ -	\$ -	\$ 22,885
24-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 58,664	E	ERF	\$ -	\$ 58,664	\$ -	\$ -	\$ -	\$ -	\$ 58,664
25-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 28,994	E	ERF	\$ -	\$ -	\$ 28,994	\$ -	\$ -	\$ -	\$ 28,994
26-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 58,043	E	ERF	\$ -	\$ -	\$ -	\$ 58,043	\$ -	\$ -	\$ 58,043
27-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 12,994	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 12,994	\$ -	\$ 12,994
28-01	Replacement	Computer	Computer and Office Equipment Replacement	\$ 38,549	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,549	\$ 38,549
21-01	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	\$ 625,000	E	Cap	\$ 200,000	\$ 425,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 625,000
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 904,354			\$ 222,885	\$ 506,549	\$ 228,994	\$ 58,043	\$ 12,994	\$ 38,549	\$ 845,129

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420

ERF Group: FIN.ERF

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	413,696	404,471	357,922	363,928	340,885	362,891
Actual Purchases	(59,225)					
Planned Purchases (Based on Capital Plan)		(81,549)	(28,994)	(58,043)	(12,994)	(38,549)
Transfer from Operating Budget	50,000	35,000	35,000	35,000	35,000	35,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	404,471	357,922	363,928	340,885	362,891	359,342

Assumptions/Background:

2024 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals and workstations

2025 - Replace 7 standard laptops, 1 semi-ruggedized laptop, peripherals and binding equipment for print shop

2026 - Replace 17 standard laptops, 1 semi-ruggedized laptop, and 1 ultra-portable laptop, peripherals and postage meter for print shop

2027 - Replace 3 standard laptops, 1 semi-ruggedized laptop, plus peripherals

2028 - Replace 21 standard laptops, and 1 ultra-portable laptop, plus peripherals

Capital Fund Schedule

Reserve Fund: Asset Management

Capital Fund Cash Flow

Capital Fund Fund Center: 191087	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	625,000	625,000	200,000	-	-	-
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(425,000)	(200,000)	-	-	-
Transfer from Operating Budget	-					
Transfer from Operating Reserve Fund	-					
Interest Income	-	-	-	-	-	-
Ending Balance \$	625,000	200,000	-	-	-	-

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Health & Capital Planning Strategies

COMMITTEE REVIEW

OCTOBER 2023

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES

OPERATING COSTS:

Salaries and Wages
Legal/Auditing Costs
Consultants
Allocations - Standard Overhead
Allocations - Human Resources
Allocations - Others
Operating - Other Costs

TOTAL OPERATING COSTS

*Percentage Increase over prior year

CAPITAL / RESERVE

Transfer to Equipment Replacement Reserve
Transfer to Reserve Fund

TOTAL CAPITAL / RESERVES

Debt Expenditures
MFA Debt Reserve

TOTAL COSTS

*Percentage Increase over prior year

Recovery - Capital Regional Hospital District
Recovery - Capital Project

OPERATING COSTS LESS INTERNAL RECOVERIES

*Percentage Increase over prior year

Surplus / (Deficit)
Balance C/F from Prior to Current year
Balance transferred to HD Section 20 Reserve

TOTAL REVENUE

REQUISITION

*Percentage Increase over prior year

PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees
First Nations

AUTHORIZED POSITIONS:

Salaried
Term Position - Sr. Project Coordinator 2-year term (2023 IBC 14a-1)

		BUDGET REQUEST							
2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
430,511	287,182	436,723	-	-	436,723	323,035	330,778	338,701	346,809
26,160	26,160	27,200	-	-	27,200	28,220	29,240	29,820	30,420
3,510	3,510	3,630	-	-	3,630	3,700	3,770	3,850	3,930
129,961	129,961	140,671	-	-	140,671	143,484	146,354	149,281	152,266
11,476	11,476	15,287	-	-	15,287	16,554	17,081	17,098	17,517
77,015	77,015	81,399	-	-	81,399	83,554	85,781	88,086	90,387
24,720	17,110	20,720	-	-	20,720	21,130	21,550	21,980	22,410
703,353	552,414	725,630	-	-	725,630	619,677	634,554	648,816	663,739
0.0%	-21.5%	3.2%			3.2%	-14.6%	2.4%	2.2%	2.3%
2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
-	-	-	-	-	-	-	-	-	-
2,100	2,100	2,170	-	-	2,170	2,210	2,250	2,300	2,350
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
705,453	554,514	727,800	-	-	727,800	621,887	636,804	651,116	666,089
0.0%	-21.4%	3.2%			3.2%	-14.6%	2.4%	2.2%	2.3%
(705,453)	(705,453)	(727,800)	-	-	(727,800)	(621,887)	(636,804)	(651,116)	(666,089)
-	-	-	-	-	-	-	-	-	-
-	(150,939)	-	-	-	-	-	-	-	-
0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
-	150,939	-	-	-	-	-	-	-	-
-	(150,939)	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
0.0%	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0%
2.0	2.0	2.0	0.0	0.0	2.0	2.0	2.0	2.0	2.0
1.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0

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

Service No.	1.018	Carry						
	Health & Capital Planning Strategies	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$1,500	\$0	\$3,000	\$1,500	\$1,500	\$7,500
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.018

Service Name:

Health & Capital Planning Strategies

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ 1,500
26-01	Replacement	Computer	Replace Computers	\$ 3,000	E	ERF	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
27-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ 1,500
28-01	Replacement	Computer	Replace Computers	\$ 1,500	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500
													\$ -
													\$ -
													\$ -
Grand Total				\$ 7,500				\$ 1,500	\$ -	\$ 3,000	\$ 1,500	\$ 1,500	\$ 7,500

Reserve Schedule

Reserve Fund: 1.018 Health & Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

Fund: 1022 Fund Center: 101851
ERF Group: HP.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,173	5,288	5,958	8,168	7,418	8,218
Actual Purchase	(1,985)					
Planned Purchase (Based on Capital Plan)		(1,500)	-	(3,000)	(1,500)	(1,500)
Transfer from Operating Budget	2,100	2,170	2,210	2,250	2,300	2,350
Interest Revenue	-					
Ending Balance \$	5,288	5,958	8,168	7,418	8,218	9,068

Assumptions/Background:

2024 - 1 standard laptop
2026 - 2 standard laptops
2027 - 1 standard laptop
2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Information Technology

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.022 Information Technology

Committee: Governance Committee &
Finance Committee

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.022 INFORMATION TECHNOLOGY	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	7,455,322	5,932,927	7,448,310	129,065	-	7,577,375	7,757,666	8,444,897	8,172,694	8,367,396
Allocations	398,000	398,000	566,415	-	-	566,415	603,624	628,858	646,096	669,694
Consulting	116,830	83,000	48,470	-	-	48,470	49,440	50,430	51,440	52,470
Contract for Services	874,000	849,029	787,010	-	186,000	973,010	802,750	818,800	835,170	851,880
Software Licenses & Computer Mtce	2,311,820	1,967,995	2,363,140	23,000	21,500	2,407,640	2,557,870	2,594,550	2,642,130	2,742,080
Other Operating Expenses	737,780	675,681	529,440	4,700	2,800	536,940	545,160	556,450	567,970	565,340
TOTAL OPERATING COSTS	11,893,752	9,906,633	11,742,785	156,765	210,300	12,109,850	12,316,510	13,093,985	12,915,500	13,248,860
*Percentage Increase over prior year			-1.3%	1.3%	1.8%	1.8%	1.7%	6.3%	-1.4%	2.6%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	452,720	1,452,720	468,570	-	-	468,570	1,227,940	1,187,500	497,250	507,200
Transfer to Equipment Replacement Fund	115,240	115,240	119,270	-	-	119,270	121,660	124,100	126,580	129,110
TOTAL CAPITAL / RESERVES	567,960	1,567,960	587,840	-	-	587,840	1,349,600	1,311,600	623,830	636,310
TOTAL COSTS	12,461,712	11,474,593	12,330,625	156,765	210,300	12,697,690	13,666,110	14,405,585	13,539,330	13,885,170
*Percentage increase over prior year Total Costs			-1.1%	1.3%	1.7%	1.9%	7.6%	5.4%	-6.0%	2.6%
Funding from Capital Fund	(1,300,077)	(1,153,054)	(621,094)	-	(161,000)	(782,094)	(631,673)	(642,499)	(180,000)	(180,000)
Funding from Operating Reserve	(463,209)	(431,709)	(120,954)	-	(31,500)	(152,454)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	10,698,426	9,889,830	11,588,576	156,765	17,800	11,763,142	13,034,437	13,763,086	13,359,330	13,705,170
Service Fees	(40,000)	(40,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Income	-	(2,500)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(40,000)	(42,500)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
NET COSTS	10,658,426	9,847,330	11,548,576	156,765	17,800	11,723,142	12,994,437	13,723,086	13,319,330	13,665,170
*Percentage increase over prior year Net Costs			8.4%	1.5%	0.2%	10.0%	10.8%	5.6%	-2.9%	2.6%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	48.27	48.27	48.27	1.00		49.27	49.27	52.27	52.27	52.27
Term	4.0	4.0	4.0			4.0	3.0	3.0	-	-

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

Service No.	1.022 Information Technology	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$1,047,946	\$3,976,600	\$2,320,702	\$1,484,893	\$355,000	\$69,000	\$8,206,195
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
	\$1,047,946	\$3,976,600	\$2,420,702	\$1,484,893	\$355,000	\$69,000	\$8,306,195

SOURCE OF FUNDS

Capital Funds on Hand	\$1,047,946	\$3,930,000	\$2,268,702	\$1,423,243	\$305,000	\$20,000	\$7,946,945
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$46,600	\$152,000	\$61,650	\$50,000	\$49,000	\$359,250
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,047,946	\$3,976,600	\$2,420,702	\$1,484,893	\$355,000	\$69,000	\$8,306,195

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.022
Service Name:	Information Technology

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
17-01	Replacement	SAP	Business Warehouse	\$ 75,000	E	Cap	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
18-06	Replacement	Data Centre Replacements	Replace Backup	\$ 350,000	E	Cap	\$ 100,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
18-07	Replacement	Data Centre Replacements	Server Replacements	\$ 415,000	E	Cap	\$ -	\$ 100,000	\$ -	\$ 240,000	\$ -	\$ -	\$ 340,000
19-04	Replacement	Data Centre Replacements	Additional Storage	\$ 90,000	E	Cap	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ 70,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	\$ 134,000	E	Cap	\$ -	\$ 20,000	\$ 15,000	\$ 25,000	\$ -	\$ -	\$ 60,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	\$ 170,000	E	Cap	\$ -	\$ 60,000	\$ -	\$ 30,000	\$ 30,000	\$ -	\$ 120,000
20-02	Replacement	Data Centre Replacements	Virtual Server Hosts	\$ 435,000	E	Cap	\$ -	\$ -	\$ -	\$ 245,000	\$ -		\$ 245,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	\$ 65,000	E	Cap	\$ -	\$ -	\$ -	\$ -	\$ 65,000		\$ 65,000
20-04	Replacement	Data Centre Replacements	Network Data/Voice Switches (Fisgard)	\$ 305,000	E	Cap	\$ -	\$ 190,000	\$ -	\$ -	\$ -		\$ 190,000
20-05	Replacement	Data Centre Replacements	Uninterruptible Power Supply	\$ 70,000	E	Cap	\$ -	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 70,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	\$ 410,000	E	Cap	\$ -	\$ -	\$ 350,000	\$ 30,000	\$ -		\$ 380,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	\$ 116,250	E	ERF	\$ -	\$ 19,600	\$ 25,000	\$ 34,650	\$ 20,000	\$ 25,000	\$ 124,250
21-01	Replacement	Data Centre Replacements	Corporate Firewall	\$ 200,000	E	Cap	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
23-01	Replacement	SAP	SAP Migration from ECC to S4	\$ 5,840,000	E	Cap	\$ 947,946	\$2,700,000	\$1,848,702	\$ 773,243	\$ -	\$ -	\$ 5,321,945
24-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 52,000	E	ERF	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ -	\$ 27,000
24-02	Replacement	Data Centre Replacements	Fibre Channel Fabric Replacement	\$ 225,000	E	Cap	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
24-03	New	Truck	Expand Radio Technology in CRD vehicles to provide reliable and modern communications. We will rely on these trucks for 7 to 10 years	\$ 50,000	E	Cap	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-05	new	Physical Security	Card access for data facilities	\$ 80,000	E	Cap	\$ -	\$ 60,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 80,000
25-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 27,000	E	ERF	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 27,000
25-02	Replacement	Van	Replace IT Van (want this outfitted with proper shelving and bins)	\$ 100,000	V	ERF	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
26-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 27,000	E	ERF	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ -	\$ 27,000
27-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	\$ 30,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000

Service #:

1.022

Service Name:

Information Technology

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-06	Replacement	Brightsign replacements	Replace and upgrade systems to current standards	\$ 10,000	E	Cap	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-07	Replacement	Teams Room Upgrades	2 larger rooms and 10 smaller room technology replacement	\$ 60,000	E	Cap	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
24-17	Replacement	SQL Server Replacement	Server Upgrade to provide capacity and performance - This is a thick replacement - far less if we virtualize	\$ 35,000	E	Cap	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
24-18	Replacement	VDI system upgrades	Increase capacity to existing VDI infrastructure to improve the VDI environment and prepare for high perf loads	\$ 50,000	E	Cap	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
			Grand Total	\$ 9,445,250			\$1,047,946	\$ 3,976,600	\$ 2,420,702	\$ 1,484,893	\$ 355,000	\$ 69,000	\$ 8,306,195

Equipment Reserve Schedule

Equipment Reserve Fund: 1.022 Information Technology

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 101421
ERF Group: INFOTECH.ERF (ITG.ERF)

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	313,326	357,881	503,051	551,671	703,811	856,531
Actual Purchases	(137,042)					
Planned Purchases (Based on Capital Plan)		(27,000)	(127,000)	(27,000)	(30,000)	(24,000)
Transfer from Operating Budget	181,597	172,170	175,620	179,140	182,720	186,370
Interest Income	-	-	-	-	-	-
Ending Balance \$	357,881	503,051	551,671	703,811	856,531	1,018,901

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2024-2028) and replacement of one vehicle in 2025.

Equipment Reserve Schedule

Reserve Fund: 1.022 Fiskard Meeting Room ERF

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

Equipment Reserve Cash Flow

Fund: 1022 Fund Center: 102217

ERF Group: ITMTGROOM.ERF (ITG.ERF)

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	80,011	83,011	83,411	78,411	63,761	63,761
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(17,000)	(19,600)	(25,000)	(34,650)	(20,000)	(25,000)
Transfer from Operating Budget	20,000	20,000	20,000	20,000	20,000	20,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	83,011	83,411	78,411	63,761	63,761	58,761

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Planning & Protective Services

COMMITTEE REVIEW

Service: 1.024 GM - Planning & Protective Services

Committee: Governance Committee & Finance Committee

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager of Planning and Protective Services provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Regional Housing
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning and Parks

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and Internal Recoveries

1.024 - GM - Planning & Protective Services

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	464,094	443,736	470,434	-	-	470,434	481,703	493,233	505,030	517,100
Contract for Services	7,310	-	2,500	-	-	2,500	3,050	4,610	6,200	7,320
Internal Allocations	92,268	92,268	101,438	-	-	101,438	105,151	108,152	110,688	113,642
Operating Other	20,930	11,377	21,370	-	-	21,370	21,800	22,250	22,710	23,170
TOTAL OPERATING COSTS	584,602	547,381	595,742	-	-	595,742	611,704	628,245	644,628	661,231
*Percentage Increase over prior year						1.9%	2.7%	2.7%	2.6%	2.6%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	585,602	548,381	596,742	-	-	596,742	612,704	629,245	645,628	662,231
<u>FUNDING SOURCES (REVENUE)</u>										
Internal Recoveries	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
TOTAL REVENUES	(276,233)	(276,233)	(285,898)	-	-	(285,898)	(291,590)	(297,417)	(303,364)	(309,422)
NET COSTS	309,369	272,148	310,844	-	-	310,844	321,114	331,828	342,264	352,810
*Percentage increase over prior year						0.5%	3.3%	3.3%	3.1%	3.1%
Net Costs										
AUTHORIZED POSITIONS:										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

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

Service No.	1.024	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	GM - Planning & Protective Services							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$2,049	\$2,318	\$1,644	\$6,011	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.024

Service Name:

GM - Planning & Protective Services

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
26-01	Replacement	Computer	Computer Replacement	\$ 2,049	E	ERF		\$ -	\$ -	\$ 2,049	\$ -	\$ -	\$ 2,049
27-01	Replacement	Computer	Computer Replacement	\$ 2,318	E	ERF		\$ -	\$ -	\$ -	\$ 2,318	\$ -	\$ 2,318
28-01	Replacement	Computer	Computer Replacement	\$ 1,644	E	ERF		\$ -	\$ -	\$ -	\$ -	\$ 1,644	\$ 1,644
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 6,011				\$ -	\$ -	\$ 2,049	\$ 2,318	\$ 1,644	\$ 6,011

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101955
ERF Group: PLANPROT.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	7,894	6,193	7,193	8,193	7,144	5,826
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	(2,701)	-	-	(2,049)	(2,318)	(1,644)
Transfer from Operating Budget	1,000	1000	1000	1000	1000	1000
Interest Income	-	-	-	-	-	-
Ending Balance \$	6,193	7,193	8,193	7,144	5,826	5,182

Assumptions/Background:

2023 - replacement of 2 standard desktops
 2026 - replacement of 1 ultra-portable laptop
 2027 - replacement of 2 standard desktops
 2028 - replacement of 1 standard desktop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Emergency

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.025 Corporate Emergency

Committee: Planning, Transportation & Protective Services

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

Change in Budget 2023 to 2024
Service: 1.025

Total Expenditure

Comments

2023 Budget

406,282

Change in Salaries:

Base salary and benefit change

1,687

Inclusive of estimated collective agreement changes

Total Change in Salaries

1,687

Other Changes:

Safe Restart Grant carried forward into 2023

(71,842)

One-time Safe Restart Grant carried into 2023 for EM software and allowance 2020 EOC declined claim

Standard Overhead Allocation

(2,829)

Decrease in 2023 operating costs due to one-time surplus carryover in 2022

Building Occupancy Allocation

1,984

Increase primarily related to HQ building reserve contribution

Software License

2,980

Increase primarily related to new software Public Emergency Alert Service

Other Costs

4,688

Expenses such as travel, insurance, payment to 3rd parties, etc.

Total Other Changes

(65,019)

2024 Budget

342,950

Summary of % Expense Change

2024 Base salary and benefit change

0.4%

2022 surplus carryover to 2023

-17.7%

Balance of change

1.7%

% expense change from 2023:

-15.6%

% Requisition change from 2023 (if applicable):

3.0%

Requisition funding is 68.8% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a an estimated one-time favourable minor variance of \$870 (0.4%) mainly due to lower general repairs and maintenance expenses. This variance will be transferred into the Equipment Replacement Fund, which has an expected year end balance of \$59,309 before this transfer.

1.025 - Corporate Emergency

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	105,326	105,326	107,013	-	-	107,013	205,852	210,790	215,840	221,010
Allocations	178,363	178,363	180,567	-	-	180,567	184,910	189,396	194,005	198,625
Supplies	2,800	2,500	2,900	-	-	2,900	12,960	3,020	3,080	3,140
Licences and Fees	22,544	22,544	8,230	-	-	8,230	8,390	8,560	8,730	8,900
Other Operating Expenses	97,249	96,679	44,240	-	-	44,240	75,140	76,050	76,990	77,950
TOTAL OPERATING COSTS	406,282	405,412	342,950	-	-	342,950	487,252	487,816	498,645	509,625
*Percentage Increase over prior year			-15.6%			-15.6%	42.1%	0.1%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	870	-	-	-	-	-	-	-	-
TOTAL COSTS	406,282	406,282	342,950	-	-	342,950	487,252	487,816	498,645	509,625
Internal Recoveries	(105,326)	(105,326)	(107,013)	-	-	(107,013)	(109,580)	(112,210)	(114,900)	(117,650)
OPERATING COSTS LESS INTERNAL RECOVERIES	300,956	300,956	235,937	-	-	235,937	377,672	375,606	383,745	391,975
Balance c/fwd from 2022 to 2023	(71,842)	(71,842)	-	-	-	-	-	-	-	-
NET COSTS	229,114	229,114	235,937	-	-	235,937	377,672	375,606	383,745	391,975
*Percentage increase over prior year (Core Budget)			3.0%			3.0%	60.1%	-0.5%	2.2%	2.1%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	2	2	2	2

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

Service No.	1.025	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Corporate Emergency							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$8,000	\$6,000	\$7,000	\$0	\$5,000	\$26,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.025

Service Name:

Corporate Emergency

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
17-01	Replacement	EOC Laptop	EOC Equipment	\$ 22,000	E	ERF	\$ -	\$ 6,000	\$ 6,000	\$ 5,000	\$ -	\$ 5,000	\$ 22,000
24-01	Replacement	Surface Pro	EOC Equipment	\$ 2,000	E	ERF	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -	\$ 4,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 24,000				\$ 8,000	\$ 6,000	\$ 7,000	\$ -	\$ 5,000	\$ 26,000

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund: Fund Centre:	1022 101978	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		65,309	59,309	51,309	45,309	38,309	38,309
Transfer from Op Budget		-	-	-	-	-	-
Expenditures		(6,000)	(8,000)	(6,000)	(7,000)	-	(5,000)
Interest Income		-					
Ending Balance \$		59,309	51,309	45,309	38,309	38,309	33,309

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

CAPITAL REGIONAL DISTRICT

2024 BUDGET

First Nations Relations

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.027 First Nations Relations

Committee: First Nations Relations

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Nations

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

1.027 First Nations Relations	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	511,287	503,560	556,029	64,533	-	620,562	792,650	811,623	831,046	850,919
Allocations	62,582	62,582	68,350	-	-	68,350	70,858	72,509	73,573	75,137
Meetings, Programs & Special Events	113,680	94,407	46,210	-	21,500	67,710	47,130	48,080	49,040	50,020
Contract for Services	597,670	554,649	109,190	250,000	64,000	423,190	366,370	373,700	381,170	388,790
Legal Expenses	1,230	-	1,270	-	-	1,270	1,300	1,330	1,360	1,390
Other Operating Expenses	24,550	24,361	28,780	4,200	12,400	45,380	33,690	34,412	35,145	35,890
TOTAL OPERATING COSTS	1,310,999	1,239,559	809,829	318,733	97,900	1,226,462	1,311,998	1,341,654	1,371,334	1,402,146
*Percentage Increase over prior year			-38.2%	24.3%	7.5%	-6.4%	7.0%	2.3%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	1,000	1,000	1,040	1,500	-	2,540	2,590	2,640	2,690	2,740
TOTAL COSTS	1,311,999	1,240,559	810,869	320,233	97,900	1,229,002	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Total Costs			-38.2%	24.4%	7.5%	-6.3%	7.0%	2.3%	2.2%	2.2%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,311,999	1,240,559	810,869	320,233	97,900	1,229,002	1,314,588	1,344,294	1,374,024	1,404,886
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(309,000)	(213,500)	-	-	(85,500)	(85,500)	-	-	-	-
Other Income	-	(60,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(309,000)	(273,500)	-	-	(85,500)	(85,500)	-	-	-	-
NET COSTS	1,002,999	967,059	810,869	320,233	12,400	1,143,502	1,314,588	1,344,294	1,374,024	1,404,886
*Percentage Increase over prior year Net Costs			-19.2%	31.9%	1.2%	14.0%	15.0%	2.3%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	1.0	-	5.0	6.0	6.0	6.0	6.0

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

Service No.	1.027	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	First Nations Relations							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,644	\$0	\$3,693	\$4,932	\$1,644	\$11,913	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.027

Service Name:

First Nations Relations

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ 1,644	\$ -	\$ -	\$ -	\$ -	\$ 1,644
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 3,693	E	ERF	\$ -	\$ -	\$ -	\$ 3,693	\$ -	\$ -	\$ 3,693
27-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 4,932	\$ -	\$ 4,932
27-08	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	\$ 1,644	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,644	\$ 1,644
													\$ -
													\$ -
													\$ -
													\$ -
			Grand Total	\$ 11,913				\$ 1,644	\$ -	\$ 3,693	\$ 4,932	\$ 1,644	\$ 11,913

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS
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Reserve Cash Flow

Fund: 1022 Fund Center: 102157

ERF Group: INTGOV.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	4,489	1,698	2,594	5,184	4,131	1,889
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(3,791)	(1,644)	-	(3,693)	(4,932)	(1,644)
Transfer from Operating Budget	1,000	2,540	2,590	2,640	2,690	2,740
Interest Income	-	-	-	-	-	-
Ending Balance \$	1,698	2,594	5,184	4,131	1,889	2,985

Assumptions/Background:

2024 - 1 standard laptop

2026 - 1 standard laptop & 1 ultra portable laptop

2027 - 2 standard laptops

2028 - 1 standard laptop

CAPITAL REGIONAL DISTRICT

2024 BUDGET

GM - Parks & Environmental Services

COMMITTEE REVIEW

OCTOBER 2023

Service: 1.028 GM - Environmental Services and Regional Parks

Committee: Governance Committee &
Finance Committee

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries and Wages	418,658	410,000	425,233	-	-	425,233	435,410	445,825	456,482	467,387
Contract for Services	3,152	3,152	3,215	-	-	3,215	3,279	3,345	3,412	3,480
Allocation - Standard Overhead	46,568	46,568	50,058	-	-	50,058	51,059	52,080	53,122	54,184
Allocation - Human Resources	11,367	11,367	14,866	-	-	14,866	16,098	16,611	16,628	17,035
Allocation - Building Occupancy	20,009	20,009	21,861	-	-	21,861	22,988	24,176	25,426	26,632
Insurance	830	830	870	-	-	870	910	950	1,000	1,050
TOTAL OPERATING COSTS	500,584	491,926	516,103	-	-	516,103	529,745	542,987	556,069	569,767
*Percentage Increase over prior year		-1.7%	3.1%	0.0%	0.0%	3.1%	2.6%	2.5%	2.4%	2.5%
Recovery for First Aid Officer	(97)	(97)	(99)	-	-	(99)	(102)	(104)	(106)	(107)
NET COSTS	500,487	491,829	516,004	-	-	516,004	529,643	542,883	555,963	569,660
*Percentage increase over prior year Net Costs		-1.7%	3.1%	0.0%	0.0%	3.1%	2.6%	2.5%	2.4%	2.5%
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Corporate Communications

COMMITTEE REVIEW

Service: 1.118 Corporate Communications

Committee: Governance Committee &
Finance Committee

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance Committee and Finance Committee

FUNDING:

Requisition and internal recoveries

1.118 - CORPORATE COMMUNICATIONS	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,106,716	1,037,326	1,148,637	-	108,000	1,256,637	1,176,164	1,204,330	1,233,149	1,262,635
Allocations	58,363	58,363	79,029	-	-	79,029	84,260	87,698	89,932	93,121
Contract for Services	202,650	152,650	21,370	-	75,000	96,370	21,800	22,240	22,680	23,130
Printing & Copying	7,860	4,060	8,140	-	-	8,140	8,300	8,460	8,630	8,800
Other Operating Expenses	73,100	57,547	68,170	-	-	68,170	69,550	70,150	71,560	73,030
TOTAL OPERATING COSTS	1,448,689	1,309,946	1,325,346	-	183,000	1,508,346	1,360,074	1,392,878	1,425,951	1,460,716
*Percentage Increase over prior year			-8.5%			4.1%	-9.8%	2.4%	2.4%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to General Capital Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	1,453,689	1,314,946	1,330,346	-	183,000	1,513,346	1,365,074	1,397,878	1,430,951	1,465,716
*Percentage increase over prior year Total Costs			-8.5%			4.1%	-9.8%	2.4%	2.4%	2.4%
Funding from Internal Reserves	(185,000)	(135,000)	-	-	(108,000)	(108,000)	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	1,268,689	1,179,946	1,330,346	-	75,000	1,405,346	1,365,074	1,397,878	1,430,951	1,465,716
<u>REVENUE</u>										
Interest Income	(210)	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(210)	-	-	-	-	-	-	-	-	-
NET COSTS	1,268,479	1,179,946	1,330,346	-	75,000	1,405,346	1,365,074	1,397,878	1,430,951	1,465,716
*Percentage increase over prior year Net Costs			4.9%			10.8%	-2.9%	2.4%	2.4%	2.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	8.0	8.0	8.0		-	8.0	8.0	8.0	8.0	8.0

Change in Budget 2023 to 2024
Service: 1.118 Corporate Communications

Total Expenditure

Comments

2023 Budget

1,453,689

Change in Salaries:

Auxiliary labour	108,000	2023 IBC: 15f-1.15 Website Project
Base salary and benefit change	23,420	Inclusive of estimated collective agreement changes
Annualization of 2023 position	18,241	Annualization of 2023 1.0 FTE IBC 15f-1.15 Digital Communications
Other	260	Inflationary increase auxiliary labour, overtime and standby pay

Total Change in Salaries	149,921
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Other Changes:

Contract for Services	75,000	2024 IBCs 12b-1.1 \$25k and 12b-1.2 \$50k
	(181,280)	Reduction of 2023 one-time consultancy costs, partially deferred to 2024 capital budget
Human Resources Allocation	10,980	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Building Occupancy	9,675	
Other Costs	(4,639)	Completion of 2023 one-time items, primarily new position equipment costs

Total Other Changes	(90,264)
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2024 Budget

1,513,346

Summary of % Expense Increase

2024 Base salary and benefit change	1.6%
2023 and 2024 IBCs	0.1%
Human Resources and Building Occupancy Allocations	1.4%
Balance of increase	1.0%
% expense increase from 2023:	4.1%

% Requisition increase from 2023 (if applicable):	6%	Requisition funding is (43)% of service revenue
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Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Example (delete before entering):
There is an estimated one-time favourable variance of \$88,500 (7%) due mainly to vacant positions. This variance will be moved to the Legislative and General Operating Reserve.

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

Service No.	1.118 Corporate Communications	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$3,288	\$4,932	\$7,464	\$3,288	\$3,288	\$22,260	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$50,000	\$275,000	\$0	\$0	\$0	\$0	\$275,000	
	\$50,000	\$278,288	\$4,932	\$7,464	\$3,288	\$3,288	\$297,260	

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.118

Service Name: Corporate Communications

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2023	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ 3,288	\$ -	\$ -	\$ -	\$ -	\$ 3,288
25-01	Replacement	Computer	Computer Replacement	\$ 4,932	E	ERF	\$ -	\$ -	\$ 4,932	\$ -	\$ -	\$ -	\$ 4,932
26-01	Replacement	Computer	Computer Replacement	\$ 7,464	E	ERF	\$ -	\$ -	\$ -	\$ 7,464	\$ -	\$ -	\$ 7,464
27-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ -	\$ 3,288
28-01	Replacement	Computer	Computer Replacement	\$ 3,288	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,288	\$ 3,288
22-01	Replacement	CRD Public Website	CRD Public Website	\$ 400,000	E	Res	\$ 50,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
													\$ -
													\$ -
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 422,260			\$ 50,000	\$ 278,288	\$ 4,932	\$ 7,464	\$ 3,288	\$ 3,288	\$ 297,260

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101518

ERF Group: COMREL.ERF

	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,154	2,273	3,985	4,053	1,589	3,301
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(4,881)	(3,288)	(4,932)	(7,464)	(3,288)	(3,288)
Transfer from Operating Budget	5,000	5,000	5,000	5,000	5,000	5,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	2,273	3,985	4,053	1,589	3,301	5,013

Assumptions/Background:

2024 - 2 standard laptops
 2025 - 3 standard laptops
 2026 - 6 standard laptops
 2027 - 2 standard laptops
 2028 - 2 standard laptops

**REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION
MEETING OF TUESDAY, OCTOBER 3, 2023**

SUBJECT **Juan de Fuca Water Distribution Service 2024 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2024 Juan de Fuca Water Distribution Service budget, highlighting the proposed significant changes from the 2023 budget. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2024 Juan de Fuca (JDF) Water Distribution Service budget has been prepared for the JDF Water Distribution Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2024 JDF Water Distribution Service budget has been prepared considering the CRD Board's 2024 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area, including incremental ongoing operational and maintenance requirements in the expanding service area. The following sets out the key components of the budget.

2023 Year End Financial Projections

Year-end revenue and expenditure projections have been established and estimated variances are summarized as follows:

Budget Item	Projected Variance (\$)	Projected Variance (%)
Distribution System operating expenditures	-\$32,407	-0.4%
Bulk water purchase cost	\$223,240	3.1%
Capital expenditures and transfers	\$495,081	6.7%
Debt servicing - principal and interest expenditures	-\$3,680	-0.2%
Revenue	\$682,234	2.8%

The Equipment Replacement Fund (ERF) expenditure allowance made in the 2023 budget from ERF was \$1,080,000, however is projected to exceed budget by \$206,464 as a result of early replacement of vehicles due to failure and inflationary costs associated with electric vehicles.

Rate Base

The rate base for 2024 has increased by \$10,792,473 from 2023. This increase relates to physical plant additions, including distribution pipes, water meters and services, and pump station upgrades (Pages 3 & 4 of the budget document).

Revenue Requirement

The revenue requirement for 2024 has increased by \$1,308,649 over 2023. This is resulting from an increase in operational expenses of \$292,147, increased depreciation expenses of \$282,606 net of expired depreciation on existing assets, and a net increase in the return on the rate base of \$703,300. The increase in the return on the rate base is a result of the growing asset base (Page 5 of the budget document).

Operating Budget

The 2024 operating budget reflects an increase in non-discretionary expenses such as negotiated wage/salary increases, corporate support service allocation increases, maintenance expenses due to new infrastructure additions, and other operating expense increases such as electricity costs. The net core 2024 operating budget increase is \$292,147. Operating budget forecasts for 2025 through 2028 have been presented for information.

As reported in recent years the distribution system continues to expand at an accelerated rate due to continued growth in new land development in the service area over the last several years. For context, the following summarizes the additions in 2023 (over 2022) to the asset units in the major categories, all of which require regular maintenance to ensure reliable performance:

		5 Year Increase
Water distribution mains (m)	3,000	4.5%
Service laterals	400	9.7%
Fire hydrants	35	13.0%
Line valves	140	12.8%
Flush, air and check valves	21	13.0%
Water meters <50mm	350	8.9%
Water meters >=50mm	50	29.1%

As noted previously, with at least four major developments underway in the service area, including South Skirt Mountain, Bear Mountain, Royal Bay and Centre Mountain, it is expected that the water system asset base will continue to grow significantly in the near future as initial water servicing infrastructure is installed which will impact operating and maintenance costs. Given the size of the developments and anticipated phasing and build-out timelines, it is expected that there will be an element of 'revenue lag' before revenue generated from retail water sales in these and other developments offsets the initial infrastructure operating and maintenance costs. Staff have been directed to examine this issue and possible rate options to mitigate the budget implications through a Water Rate Methodology and Option Study. Due to this study being delayed, any potential changes to the rate methodology will be presented to the Commission in 2024.

Capital Budget

There are several capital projects planned for 2024 with a total value of \$20,440,000 including \$8,065,000 in projects that are in progress or are multi-year projects, and \$1,020,000 in Development Cost Charge (DCC) projects. There are also \$2,910,000 in projects cost-shared with the Regional Water Supply Service. See pages 10 to 23 of the budget document for capital plan details.

A large portion of the work in progress and resulting capital expenditure is related to several major projects summarized below:

1. Project 16-05 Comprehensive Pump Station Upgrades - This project is to upgrade aging pump stations within the JDF Water Distribution system. In 2024 the planned upgrades are to Copper Mine Pumpstation #1 and #2 located in East Sooke. The planned carry-forward of \$1,100,000 is a result of delays encountered during the construction phase of the previous pump station project related to supply chain issues. The project is currently being designed in 2023 with tendering being completed in the first quarter of 2024 and construction expected to be completed by the first quarter of 2025.
2. Project 20-03 Asbestos Cement (AC) Pipe Replacement Program - The planned carry-forward of \$3,000,000 is related to the majority of 2023 pipe replacement projects being delayed until 2024 as focus was shifted to Goldstream Avenue Water main upgrade project in 2023. Design for replacements will be completed in 2023 and construction will take place in 2024. Project locations include Sooke Road and Belvista Place (Sooke), Painter Road (Colwood), Milburn Drive (Colwood), Ocean Boulevard (Colwood) and Lagoon Road (Colwood).
3. Project 24-01 Charters Road – This project includes replacement of watermain on Charters Road as part of larger transportation project being undertaken by the District of Sooke
4. Project 24-02 Highway 14 Water Main Relocation – This project includes relocation of CRD watermain in Ministry of Transportation and Infrastructure (MOTI) right of way. Project work is proposed to be bundled within MOTI's overall project.
5. Project 21-01 Sooke Henlyn Supply and Distribution Main – The start of this DCC project is dependent on development work. This work will not be complete in 2023, therefore the \$1,000,000 project has been carried-forward to 2024.

More than 70% of the 2024 capital plan is related to existing water infrastructure asset renewal. A five-year capital plan is presented for information. The total five-year (2024-2028) capital plan budget is currently \$58,874,000.

Capital and Debt Expenditures

JDF has multiple sources of funding for capital expenditures, including operating transfer to the water capital fund, equipment replacement fund reserve, DCC reserves and debt. The water capital fund is applied prior to drawing debt financing. For 2024, the operating transfer to the water capital fund is budgeted at \$7,346,169, with up to a maximum of \$4,500,000 debt funding. Additional projected water sales revenue and corresponding capital reserve fund transfer is expected to reduce the borrowing needs in 2024.

A loan authorization in the amount of \$14,800,000 was approved in 2021 to allow continued partial funding of the five-year capital plan. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3782-118	April 2027	\$2,500,000
LA3782-124	April 2028	\$4,500,000
LA3782-127	April 2029	\$5,000,000
LA3981-137	April 2031	\$2,000,000
LA3981-145	April 2033	\$3,000,000
LA3981-150	April 2035	\$5,100,000
LA4379-15X	April 2038-2040	\$14,200,000

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. The percentage of revenue dedicated to debt costs is forecast to be between 9 and 11%, which is less than an annual benchmark rate of 25%, and debt funding for capital investment in each of the next five years does not exceed 40%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2024	9.43%	22.02%
2025	10.43%	27.58%
2026	10.50%	11.13%
2027	10.07%	0.0%
2028	8.97%	0.0%

2024 debt expenditures for existing and new debt servicing are budgeted to be \$2,411,815, an increase of \$548,521 from 2023.

For 2024, the transfer to the vehicle/equipment replacement fund was increased to \$647,507 to reflect the growth in cost of future vehicle replacement. The reserve fund balance is estimated at \$549,196 at year end 2023 (See reserve schedule – Page 26 of the budget document).

The DCC projects will be funded entirely from the DCC reserve fund, which is projected to have a balance of \$10,717,005 at year end 2023 (See reserve schedule – Page 25 of the budget document).

Bulk Water Purchase

Based on the proposed 2024 budgeted water demand and Regional Water Supply wholesale water rate, the bulk water purchase budget has been set at \$7,689,300.

Water Demand

Total water demand in the service area is generally anticipated to continue to increase year over year, primarily due to growth in the service area. The 2023 year-end demand is projected to be 290,000 cubic metres over budget at 9,500,000 cubic metres.

The recommended 2024 water rate was calculated using a budget demand of 9,500,000 cubic metres (Page 7 of the budget document), which is an increase of 290,000 cubic metres from the volume used in the 2023 budget, but in alignment with the 2023 projected actuals.

Proposed 2024 Wholesale Water Rate

The proposed 2024 wholesale water rate is \$0.8094 per cubic metre, a 5.14% increase from the 2023 rate, subject to the Regional Water Supply Commission's approval.

Proposed Agricultural Water Rate

The proposed 2024 agricultural water rate was maintained at the 2023 rate of \$0.2105 per cubic metre, subject to the Regional Water Supply Commission's approval. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the agricultural water rate. As directed by the Regional Water Supply Commission, the agricultural water rate is currently under review.

Proposed 2024 Juan de Fuca Water Distribution Service Retail Water Rate

The recommended retail water rate has taken into consideration the revenue required to meet operating and capital expenditures, debt obligations, the bulk water purchase expense, and the budget demand volume established for 2024. The proposed 2024 JDF Water Distribution Service retail water rate is \$2.6927 per cubic metre, a 5.74% increase from the 2023 rate (Page 8 of the budget document).

Retail and Wholesale Water Rate History and Projection

The retail and wholesale water rate history and projection is attached (Appendix C). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1

The Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2024 Juan de Fuca Water Distribution Service retail water rate of \$2.6927 per cubic metre, adjusted if necessary, by any change in the Regional Water Supply wholesale water rate;
3. Approve the increase of Equipment Replacement Fund expenditure for 2023 to \$1,287,000;
4. Direct staff to balance the 2023 actual operating deficit or surplus on the 2023 capital fund transfer;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

Alternative 2

That the Juan de Fuca Water Distribution Commission directs staff to bring back a revised 2024 Operating and Capital Budget for the Commission's consideration.

IMPLICATIONS

Financial Implications

There are no financial implications of 2023 ERF funding increase, reserve balances are sufficient to fund the increase.

The 2024 operating and capital budget and resulting annual water rate have been prepared to meet the needs of the service. The proposed 2024 water rate generally aligns with the rate previously presented in the five-year rate projections, although the implications of the new approach to servicing First Nations were not previously reflected in the rate projections. The proposed 2024 rate would result in a \$34.19 annual increase in the cost of water for an average household.

CONCLUSION

The draft 2024 Juan de Fuca Water Distribution Service budget has been prepared for the Juan de Fuca Water Distribution Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board through the Committee of the Whole in October. The draft 2024 Juan de Fuca Water Distribution Service budget has been prepared considering the requirement to maintain regulatory compliance, the on-going need to undertake infrastructure renewal to ensure the system operates reliably, and annual operational adjustments, including incremental maintenance requirements associated with new development infrastructure in the expanding service area.

RECOMMENDATION

The Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2024 Juan de Fuca Water Distribution Service retail water rate of \$2.6927 per cubic metre, adjusted if necessary, by any change in the Regional Water Supply wholesale water rate;
3. Approve the increase of Equipment Replacement Fund expenditure for 2023 to \$1,287,000;
4. Direct staff to balance the 2023 actual operating deficit or surplus on the 2023 capital fund transfer;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

Submitted by:	Alicia Fraser, P.Eng., General Manager, Integrated Water Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B.Sc., C.Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: 2024 Juan de Fuca Water Distribution Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Retail and Wholesale Water Rate History and Projection

CAPITAL REGIONAL DISTRICT

2024 BUDGET

JDF Water Distribution

COMMISSION REVIEW

OCTOBER 2023

Service: 2.680 JDF Water Distribution

Commission: Juan De Fuca Water Distribution

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood	District of Metchosin
City of Langford	District of Sooke
Town of View Royal	District of Highlands
Juan de Fuca Electoral Area	

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities		\$19,000,000
Borrowed:			\$17,500,000
Remaining:	Expired		\$1,500,000
Authorized:	MFA Bylaw No. 3981 - Juan de Fuca Water Distribution Facilities		\$14,800,000
Borrowed:			\$10,100,000
Remaining:	Expired		\$4,700,000
Authorized:	MFA Bylaw No. 3164 - Juan de Fuca Water Distribution Facilities Development-DCC		\$10,000,000
Borrowed:			\$3,500,000
Remaining:	Expired		\$6,500,000
Authorized:	MFA Bylaw No. 4379 - Juan de Fuca Water Distribution Facilities	2021	\$14,800,000
Borrowed:			\$6,000,000
Remaining:	Active		\$8,800,000

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

Change in Budget 2023 to 2024		
Service:	2.680 Juan de Fuca Water Distribution	Total Expenditure
		Comments
2023 Budget		23,970,395
Change in Labour:		
	172,838	Labour charges (salaries and overhead)
Total Change in Labour	172,838	
Other Changes:		
Bulk Water Purchase	599,440	
Transfers to Capital Fund	604,969	
Principal & Interest Payments	548,521	New Debt Issue \$6m Fall 2023
Transfer to Equipment Replacement Fund (ERF)	58,050	Growth of ERF contribution driven by future vehicle replacement costs
Standard Overhead Allocation	47,099	
Contract for Services	45,303	
Other Costs	(20,091)	
Total Other Changes	1,883,291	
2024 Budget		26,026,524
Summary of % Expense Increase		
Increased transfers to capital	2.5%	
Principal and Interest costs	2.3%	
Additional cost due to increased bulk water rate	1.5%	
Increased bulk water consumption	1.0%	
Additional required ERF contribution	0.2%	
Support services increase	0.2%	
Balance of increase	0.8%	
% expense increase from 2023:	8.6%	

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Favourable revenue and water sales variance of \$740,000 (3.15%) due to higher than budgeted water demand largely a result of dry summer weather. The additional revenue will be partially offset by bulk water purchase overages. The net surplus of \$530,000 will be transferred to the Service's Water Capital Fund.

Rate Base for 2024 Revenue Year

	<u>2022 Applic</u>	<u>2023 Applic.</u>	<u>End of 2023 for '24 Applic.</u>	<u>Change</u>	
Retail System					
Physical Plant	\$ 179,090,334	\$ 182,123,781	\$ 203,789,803	\$ 21,666,023	Note 1
Construction Work In Progress	5,668,389	14,101,175	3,226,207	(10,874,969)	Note 1
Cash Working Capital	880,685	970,390	971,809	1,419	
Inventory	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>-</u>	
Total Retail Rate Base	\$ 186,164,408	\$ 197,720,346	\$ 208,512,819	\$ 10,792,473	

Note 1: Refer to the Schedule of Change in Physical Plant & Work in Progress for details.

Schedule of Change in Physical Plant & Work In Progress

Retail

Projected Asset Additions	Projected Assets Capitalized
Pipes	\$ 12,097,299
Pump Stations	8,234,463
Meters	1,550,000
Reservoir Rehabilitation and Upgrades	479,597
Hydrants	371,750
SCADA	233,366
Valve Replacement	200,000
Building Modification	71,915
Other Projects (13 minor projects under \$50k)	170,173
Total projected assets capitalized	\$ 23,408,563
Less: current year's depreciation	(5,073,431)
Add (Less): change in prior year forecast addition estimates, & disposals.	3,330,891
Change in Physical Plant	<u>\$ 21,666,023</u>

Projected Construction Work In Progress (CWIP)

Pipes	\$ 1,524,591
Pump Stations	481,509
Radio Upgrades	281,339
Studies	182,303
Disaster Response Plan	174,589
Update Procedures	164,492
Meters	130,914
Reservoir Demolition	89,244
SCADA	73,386
Strategic Planning	50,254
Reservoir Assessment	50,000
Other Projects (3 minor projects under \$50k)	23,586
Projected CWIP	<u>\$ 3,226,207</u>
Less Prior year's projected CWIP	<u>(14,101,175)</u>
Change in CWIP	<u>\$ (10,874,969)</u>

Schedule of Change in Physical Plant & Work In Progress

Revenue Requirements for 2024 Year

	2022 Application	2023 Application	2024 Application	Change	
Retail					
Operations & maintenance	\$ 7,143,332	\$ 7,590,306	\$ 7,882,453	\$ 292,147	
Depreciation	4,935,985	5,222,481	5,505,087	282,606	
Return on rate base	<u>3,649,200</u>	<u>3,974,900</u>	<u>4,678,200</u>	<u>703,300</u>	Note 1
Subtotal of above	\$ 15,728,517	\$ 16,787,687	\$ 18,065,740	\$ 1,278,053	
Non-rate revenue	(174,500)	(174,500)	(174,500)	-	
DCC Repayment	<u>(30,596)</u>	<u>(30,596)</u>	<u>-</u>	<u>30,596</u>	
Total retail	\$ 15,523,421	\$ 16,582,591	\$ 17,891,240	\$ 1,308,649	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule A
Asset Useful Life Assignments - PSAB

<u>Classes:</u>	<u>Code</u>	<u>Asset Categories</u>	<u>Useful Life, Years</u>
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (<i>sprinklers</i>)	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (<i>includes software</i>)	5
	ELEC	Electronic Equipment(<i>hydromet, weather stn eqpt</i>)	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes (<i>stop logs</i>)	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (<i>radios, phone systems</i>)	10
	WEQP	Water Works Eqpt(<i>W.Quality lab, Wshed eqpt</i>)	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

2024 Demand Estimate**Retail Demand**

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	8,595,300	8,000,000
2018	8,853,800	8,200,000
2019	8,911,315	8,600,000
2020	9,345,130	8,900,000
2021	10,270,472	8,900,000
2022	9,990,739	9,300,000
2023	9,500,000 *	9,210,000 **
2024 Demand Estimate	<u>9,500,000</u>	

* *Projected consumption for 2023*

** 2023 Demand estimate reduction reflects First Nations becoming wholesale customers of Regional Water Supply

Summary of Retail Water Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	
Retail (direct) water rate							
Unit cost per cu.m.	\$2.2159	\$2.3081	\$2.4024	\$2.5466	\$2.6927	\$0.1461	5.74%

Retail Water Rate Increase Impact on Residential Water Bill

Average consumption per 2 month billing cycle: * 39.0 cubic meters (annual = 234.0 cu.m)

<u>Charge for Two Months Consumption</u>	<u>Year</u>	<u>Bi monthly Charge</u>	<u>Annual Charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023	\$ 99.32	\$ 595.90	
	2024	\$ 105.02	\$ 630.09	\$ 34.19
Half Average Consumption	2023	\$ 49.66	\$ 297.95	
	2024	\$ 52.51	\$ 315.05	\$ 17.09
Twice Average Consumption	2023	\$ 198.63	\$ 1,191.81	
	2024	\$ 210.03	\$ 1,260.18	\$ 68.37

CAPITAL REGIONAL DISTRICT										
Program Group: CRD-JDF Water Distribution			2024				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
SUMMARY	2	3	4	5	6	7	8	9	10	11
1										
<u>OPERATING EXPENDITURES</u>										
ALLOCATION - OPERATIONS	5,140,686	5,114,556	5,335,968	-	-	5,335,968	5,499,687	5,610,013	5,721,833	5,836,360
OPERATING - OTHER COSTS	809,318	806,278	789,205	-	-	789,205	791,637	796,842	802,326	806,816
SALARIES AND WAGES	565,643	547,956	590,220	-	-	590,220	604,267	618,635	633,347	648,387
CONTRACT FOR SERVICES	353,087	367,537	398,390	-	-	398,390	418,490	425,560	433,866	442,340
ALLOCATION - STANDARD OVERHEAD	721,571	721,571	768,670	-	-	768,670	784,043	799,724	815,718	832,033
TOTAL OPERATING EXPENDITURES	7,590,305	7,557,898	7,882,453	-	-	7,882,453	8,098,124	8,250,774	8,407,090	8,565,936
Percentage increase over prior year's board budget			3.85%			3.85%	2.74%	1.89%	1.89%	1.89%
BULK WATER PURCHASE	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
BULK WATER EXPENDITURES	7,089,860	7,313,100	7,689,300	-	-	7,689,300	8,362,560	9,092,780	10,069,500	11,205,810
			8.45%			8.45%				
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	6,741,200	7,272,561	7,346,169	-	-	7,346,169	8,220,318	9,522,047	9,933,712	9,933,712
TRANSFER TO DEBT RESERVE FUND	96,280	60,000	49,280	-	-	49,280	41,770	15,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	589,457	589,457	647,507	-	-	647,507	655,457	613,566	621,837	630,274
TOTAL CAPITAL EXPENDITURES & TRANSFERS	7,426,937	7,922,018	8,042,956	-	-	8,042,956	8,917,545	10,151,383	10,560,319	10,568,756
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL DEBT EXPENDITURES	1,863,294	1,859,614	2,411,815	-	-	2,411,815	2,903,661	3,176,048	3,205,713	2,948,889
TOTAL EXPENDITURES	23,970,396	24,652,630	26,026,524	-	-	26,026,524	28,281,890	30,670,985	32,242,622	33,289,391
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(23,454,020)	(24,192,530)	(25,580,244)	-	-	(25,580,244)	(27,838,670)	(30,249,225)	(31,827,232)	(32,869,281)
REVENUE - OTHER	(301,376)	(460,100)	(446,280)	-	-	(446,280)	(443,220)	(421,760)	(415,390)	(420,110)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
<u>SOURCES OF OTHER FUNDING</u>										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(23,970,396)	(24,652,630)	(26,026,524)	-	-	(26,026,524)	(28,281,890)	(30,670,985)	(32,242,622)	(33,289,391)
<i>Percentage increase over prior year's board budget</i>			8.58%			8.58%	8.67%	8.45%	5.12%	3.25%
Water Rate \$ per cu. m.	\$ 2.5466					\$ 2.6927				
<i>Percentage increase</i>	6.00%					5.74%				

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

Service No.	2.680	Carry						
	JDF Water Distribution	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$7,865,000	\$19,475,000	\$12,510,000	\$9,110,000	\$6,765,000	\$6,910,000	\$54,770,000
Vehicles	\$200,000	\$965,000	\$905,000	\$774,000	\$710,000	\$750,000	\$4,104,000

\$8,065,000	\$20,440,000	\$13,415,000	\$9,884,000	\$7,475,000	\$7,660,000	\$58,874,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$7,065,000	\$14,155,000	\$7,890,000	\$7,990,000	\$6,745,000	\$6,745,000	\$43,525,000
Debenture Debt (New Debt Only)	\$0	\$4,500,000	\$3,700,000	\$1,100,000	\$0	\$0	\$9,300,000
Equipment Replacement Fund	\$0	\$765,000	\$905,000	\$774,000	\$710,000	\$750,000	\$3,904,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,000,000	\$1,020,000	\$920,000	\$20,000	\$20,000	\$165,000	\$2,145,000

\$8,065,000	\$20,440,000	\$13,415,000	\$9,884,000	\$7,475,000	\$7,660,000	\$58,874,000
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CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$2,100,000	\$2,730,000	\$465,000	\$350,000	\$365,000	\$266,000	\$4,176,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000

SOURCE OF FUNDS

Capital Funds on Hand	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.680

Service Name: JDF Water Distribution

				PROJECT BUDGET & SCHEDULE										
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total	
INFRASTRUCTURE ENGINEERING AND OPERATIONS													\$ -	
Planning													\$ -	
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	\$ 300,000	\$	WU	\$ 50,000	\$ 300,000		\$ -	\$ -	\$ -	\$ 300,000	
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	\$ 120,000	\$	WU	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
Capital													\$ -	
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	\$ 5,000,000	\$	WU	\$ 1,100,000	\$ 2,100,000	\$ 1,000,000	\$ 450,000	\$ -	\$ -	\$ 3,550,000	
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	\$ 1,050,000	\$	WU	\$ 425,000	\$ 425,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 875,000	
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	\$ 450,000	\$	WU	\$ 80,000	\$ 130,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 330,000	
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	\$ 1,750,000	\$	WU	\$ 250,000	\$ 750,000	\$ 500,000	\$ 500,000	\$ -		\$ 1,750,000	
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.	\$ 140,000,000	\$	WU	\$ 3,000,000	\$ 6,300,000	\$ 3,500,000	\$ 3,500,000	\$ 3,600,000	\$ 3,600,000	\$ 20,500,000	
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	\$ 700,000	\$	WU	\$ 150,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	
21-02	Replacement	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	\$ 4,000,000	\$	WU	\$ 200,000	\$ 200,000	\$ 2,700,000	\$ 1,100,000	\$ -	\$ -	\$ 4,000,000	
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	\$ 1,900,000	\$	WU	\$ 900,000	\$ 900,000	\$ 600,000	\$ 300,000	\$ -	\$ -	\$ 1,800,000	
22-01	New	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.	\$ 850,000	\$	WU	\$ 460,000	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ 810,000	
22-02	New	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	\$ 550,000	\$	WU	\$ 130,000	\$ 230,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 430,000	
24-01	New	Charters Road Watermain Replacement	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.	\$ 650,000	\$	WU	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000	
24-02	New	Hwy 14 Watermain Relocation	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.	\$ 2,000,000	\$	WU	\$ -	\$ 2,000,000		\$ -	\$ -	\$ -	\$ 2,000,000	
Sub-Total System Infrastructure Engineering and Operations				\$ 159,320,000			\$ 6,865,000	\$ 15,465,000	\$ 8,600,000	\$ 6,100,000	\$ 3,750,000	\$ 3,750,000	\$ 37,665,000	
CUSTOMER AND TECHNICAL SERVICES													\$ -	
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	\$ 2,094,000	V	ERF	\$ -	\$ 765,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 3,904,000	
23-02	New	Vehicle to support the meter replacement program	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program	\$ 200,000	V	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	
Sub-Total Customer and Technical Services				\$ 2,294,000			\$ 200,000	\$ 965,000	\$ 905,000	\$ 774,000	\$ 710,000	\$ 750,000	\$ 4,104,000	
ANNUAL PROVISIONAL ITEMS													\$ -	
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	\$ 50,000	\$	WU	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	\$ 1,250,000	\$	WU	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	\$ 200,000	\$	WU	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000	
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements or decommissioning.	\$ 2,250,000	\$	WU	\$ -	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 2,250,000	
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	\$ 300,000	\$	WU	\$ -	\$ 65,000	\$ 65,000	\$ 65,000	\$ 70,000	\$ 70,000	\$ 335,000	
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	\$ 1,125,000	\$	WU	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000	
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	\$ 6,500,000	\$	WU	\$ -	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	\$ 6,500,000	
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	\$ 750,000	\$	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000	
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	\$ 500,000	\$	WU	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	\$ 1,200,000	\$	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	
Sub-Total for Annual Provisional Items				\$ 338,353,000			\$ -	\$ 2,990,000	\$ 2,990,000	\$ 2,990,000	\$ 2,995,000	\$ 2,995,000	\$ 14,960,000	
DEVELOPMENT COST CHARGE (DCC)													\$ -	
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	\$ 295,000	\$	Res	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 245,000	
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	\$ 1,000,000	\$	Res	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	
25-02	New	Throup Road Watermain Installation	Future budget to install new watermain along Throup Road when District of Sooke completes connector road.	\$ 900,000	\$	Res	\$ -		\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000	
Sub-Total for Development Cost Charges (DCC)				\$ 2,195,000			\$ 1,000,000	\$ 1,020,000	\$ 920,000	\$ 20,000	\$ 20,000	\$ 165,000	\$ 2,145,000	
GRAND TOTAL				\$ 502,162,000			\$ 8,065,000	\$ 20,440,000	\$ 13,415,000	\$ 9,884,000	\$ 7,475,000	\$ 7,660,000	\$ 58,874,000	

Service: 2.680 JDF Water Distribution			
Project Number	16-03	Capital Project Title	Asset Management Plan
			Capital Project Description
			Combine past studies to plan out future capital expenditures.
Project Rationale	Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.		
Project Number	21-14	Capital Project Title	Fire Storage Analysis
			Capital Project Description
			Assess and update the fire flow upgrade program to inform future capital works.
Project Rationale	In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.		
Project Number	16-05	Capital Project Title	Comprehensive Pump Station Upgrades (10 year Program)
			Capital Project Description
			Continue pump station condition assessments, plan and carry out upgrades.
Project Rationale	A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately \$1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Ludlow has been delayed due to supply chain issues until late in 2022. Funds in 2023 are for design of and to start construction of the Coppermine PS and Bear Mountain PS #1.		
Project Number	18-03	Capital Project Title	JDF Site Decommissioning Program
			Capital Project Description
			Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional
Project Rationale	Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decommission of the sites and then demolish them. In 2021 the Treanor pump station demolition was carried out. The Townsview PS and Tank started planning in 2021 and will continue through 2023.		

Service: 2.680 JDF Water Distribution			
Project Number	18-06	Capital Project Title	Disaster Response Plan for Water Supply and Distribution
			Capital Project Description
			Determine and supply response equipment for disaster response.
Project Rationale	Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed the in 2018 plan in conjunction with the Regional Water Supply disaster response Plan.		
Project Number	19-09	Capital Project Title	Distribution System Seismic Resiliency Improvements
			Capital Project Description
			Determine and commence improvements to the distribution system to provide seismic resiliency.
Project Rationale	Determine and commence improvements to the distribution system to provide resiliency. In 2023, sites will be prioritized with design commencing in 2024 and construction starting in 2024.		
Project Number	20-03	Capital Project Title	AC Pipe Replacement Program
			Capital Project Description
			Replacement of aging asbestos cement pipe year over year as outlined in the May 2023 staff report. Replacement is expected to be phased until 2055 to replace all AC pipe in the distribution network.
Project Rationale	As identified most recently in the May 2023 Staff Report, this AC Replacement Program is anticipated to continue until all AC pipe in the distribution system has been replaced. Current target deadline for complete replacement is 2055.		
Project Number	20-04	Capital Project Title	William Head & VGH Meter Replacement
			Capital Project Description
			Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.
Project Rationale	Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds were utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. VGH Meter Replacement was completed in 2023 by CRD forces and VGH will be completed in 2024.		

Service: 2.680 JDF Water Distribution			
Project Number	21-02	Capital Project Title	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin
Capital Project Description	Replacement of aged, large diameter water main from Jacklin Rd to VMP		
Project Rationale	According to corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and construction costs, it is proposed to update the condition assessment to determine whether this project is still required or could be deferred.		
Project Number	21-13	Capital Project Title	SCADA Master Plan Update & Upgrades
Capital Project Description	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.		
Project Rationale	The SCADA and radio system utilized by JDF Water System comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Regional Water Supply and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system		
Project Number	22-01	Capital Project Title	East Sooke Interconnect Water Main
Capital Project Description	Construction approximately 430 m of watermain for system improvements.		
Project Rationale	Funds are required to design and construct approximately 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.		
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades
Capital Project Description	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure		
Project Rationale	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure		
Project Number	24-01	Capital Project Title	Charters Road Watermain Replacement
Capital Project Description	Replacement of watermain on Charters Road as part of larger transportation project being undertaken by District of Sooke.		
Project Rationale	Roads project being completed by District of Sooke with Sooke's contractor replacing CRD AC watermain, as agreed to between CRD and Sooke by Memorandum of Understanding.		

Service: 2.680 JDF Water Distribution			
Project Number	24-02	Capital Project Title	Hwy 14 Watermain Relocation
Capital Project Description	Relocation of CRD watermain in MOTI right of way. Project work to be bundled within MOTI's project.		
Project Rationale	Relocation of watermain in vicinity Hwy 14 and Idlemore Road. MOTI to manage transportation project with CRD to fund the portion of watermain relocation.		
Project Number	16-06	Capital Project Title	Vehicle & equipment replacement (funding from replacement fund)
Capital Project Description	Vehicle and equipment replacement.		
Project Rationale	This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.		
Project Number	23-02	Capital Project Title	Vehicle to support the meter replacement program
Capital Project Description	Purchase of a Transit Van equipped with tools and equipment to support the meter replacement program		
Project Rationale	A Transit Van equipped with tools and equipment is required for the on site work to be done during the multi year meter replacement program. It will be more effective to setup a vehicle with the required tools and fittings related to replacing meters rather than having to setup a different vehicle based on the operational needs of the day/week/month.		
Project Number	17-07	Capital Project Title	Site Decommissioning - General
Capital Project Description	Planning for decommissioning of unused sites.		
Project Rationale	This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.		
Project Number	17-09	Capital Project Title	Emergency Main Replacement
Capital Project Description	Major main replacement under emergencies.		
Project Rationale	This item is to fund the costs of responding to emergency major main breaks and conducting replacements.		
Project Number	17-12	Capital Project Title	Large Meters/Meter Vaults Components Replacement
Capital Project Description	Replacement or repairs to components in large meters/vaults as required.		
Project Rationale	This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.		

Service: 2.680 JDF Water Distribution			
Project Number	17-13	Capital Project Title	Site Security Upgrades
Capital Project Description	Upgrading and replacement of security systems for sites as required.		
Project Rationale	This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.		
Project Number	17-15	Capital Project Title	Distribution System Improvements
Capital Project Description	Unplanned distribution system improvements or decommissioning.		
Project Rationale	Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.		
Project Number	17-16	Capital Project Title	Hydraulic Model Yearly Update
Capital Project Description	Annual hydraulic model update.		
Project Rationale	This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.		
Project Number	21-03	Capital Project Title	Hydrant & Flush Replacement, Upgrades and Additions
Capital Project Description	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.		
Project Rationale	This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.		
Project Number	21-04	Capital Project Title	Residential Service & Meter Replacement
Capital Project Description	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.		
Project Rationale	This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.		
Project Number	21-05	Capital Project Title	Pump Station Equipment Replacements
Capital Project Description	Unplanned pump station repairs and equipment replacement		
Project Rationale	This is an annual provision for unplanned pump station repairs and equipment replacement.		

Service: 2.680 JDF Water Distribution			
Project Number	21-06	Capital Project Title	SCADA Equipment Replacement
Capital Project Description	Unplanned replacement of SCADA and electrical equipment.		
Project Rationale	This is an annual provision for unplanned SCADA and electrical equipment replacement.		
Project Number	21-07	Capital Project Title	Reservoir Equipment Replacement
Capital Project Description	Replacement or repairs to components at reservoir sites.		
Project Rationale	This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.		
Project Number	21-09	Capital Project Title	Valve Replacement
Capital Project Description	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.		
Project Rationale	This is an annual provisional for unplanned replacement of valves, including air valves and check valves.		
Project Number	16-07	Capital Project Title	Update DCC Bylaw (Comprehensive Update in 2022)
Capital Project Description	Planned update of the DCC Bylaw.		
Project Rationale	This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled to start in 2022.		
Project Number	21-01	Capital Project Title	Sooke Henlyn Supply & Distribution Mains
Capital Project Description	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.		
Project Rationale	Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.		
Project Number	25-02	Capital Project Title	Thrup Road Watermain Installation
Capital Project Description	Future budget to install new watermain along Thrup Road when District of Sooke completes connector road.		
Project Rationale	Budget allocated for future collaboration works to align with Sooke's Thrup Road connector project. Schedule to be driven by District of Sooke project.		

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,395,000	E	WU	\$ 2,100,000	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT Infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 2,120,000	\$ 2,540,000	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 3,026,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 2,120,000	\$ 2,910,000	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 4,756,000

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	<p>The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:</p> <ul style="list-style-type: none"> • Improvements, Repairs, upgrades and changes to the buildings (provisional \$45,000) • Painting of the buildings. (provisional \$20,000 annually) • Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually) • Climate Action initiatives and feasibility studies (\$55,000) 				
Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	<p>Service Life and projected replacement:</p> <ul style="list-style-type: none"> • The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005. • The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015. • Support for repairs and maintenance of the present radio will continue for the next 3 years at least. • There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment. 				
Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	<p>The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.</p>				
Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	<p>Funds will be used for the replacement and upgrading of office equipment and furniture, as required.</p>				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-04	Capital Project Title	Computer Upgrades	Capital Project Description	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Project Rationale	<p>This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.</p> <p>Capital Budget Network Switch Maintenance \$10,000 Additional Wireless Access Points and Maintenance \$15,000 Photocopier Replacement \$20,000 Additional Data Storage \$15,000 Replacement Computers \$75,000 Equipment Maintenance (contingency) \$23,000 Replace Access Control System - Gates/ Video Cameras \$12,000 Total Capital \$170,000</p>				

Project Number	17-05	Capital Project Title	Development of the Maintenance Management Systems	Capital Project Description	Develop maintenance management system.
Project Rationale	<p>The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.</p>				

Project Number	17-06	Capital Project Title	Small Equipment & Tool Replacement (Water Operations)	Capital Project Description	Replacement of tools and small equipment for Water Operations as required.
Project Rationale	<p>Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.</p>				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo
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Project Number	17-07	Capital Project Title	Small Equipment & Tool Replacement (Corporate Fleet)	Capital Project Description	Replacement of tools and small equipment for Fleet as required.
Project Rationale	Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.				

Project Number	24-01	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Ongoing end of life replacement program for IT Core Infrastructure, including servers, network switches, UPS', and other equipment.				

Project Number	24-02	Capital Project Title	Capital Projects Delivery Optimization	Capital Project Description	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.
Project Rationale	Ongoing program for small scale optimization of project delivery methods and tools.				

2.680 Juan de Fuca Water Distribution
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005	24,372,005
Equipment Replacement Fund	549,196	546,453	432,660	388,326	406,663	399,437
Total	12,143,807	14,121,066	16,087,275	19,022,943	22,021,282	24,849,058

**2.680 Juan de Fuca Water Distribution
Development Cost Charges
2024 - 2028 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	12,217,005	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005
Transfer to Cap Fund to fund DCC projects	(4,000,000)	(1,020,000)	(920,000)	(20,000)	(20,000)	(165,000)
Payment of P&I on LA 3164	-	-	-	-	-	-
Payment of DCC liability						
DCC's received From Member Municipalities	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Interest Income*	300,000					
Ending Balance \$	11,517,005	13,497,005	15,577,005	18,557,005	21,537,005	24,372,005

General Comments:

Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

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

**2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2024 - 2028 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

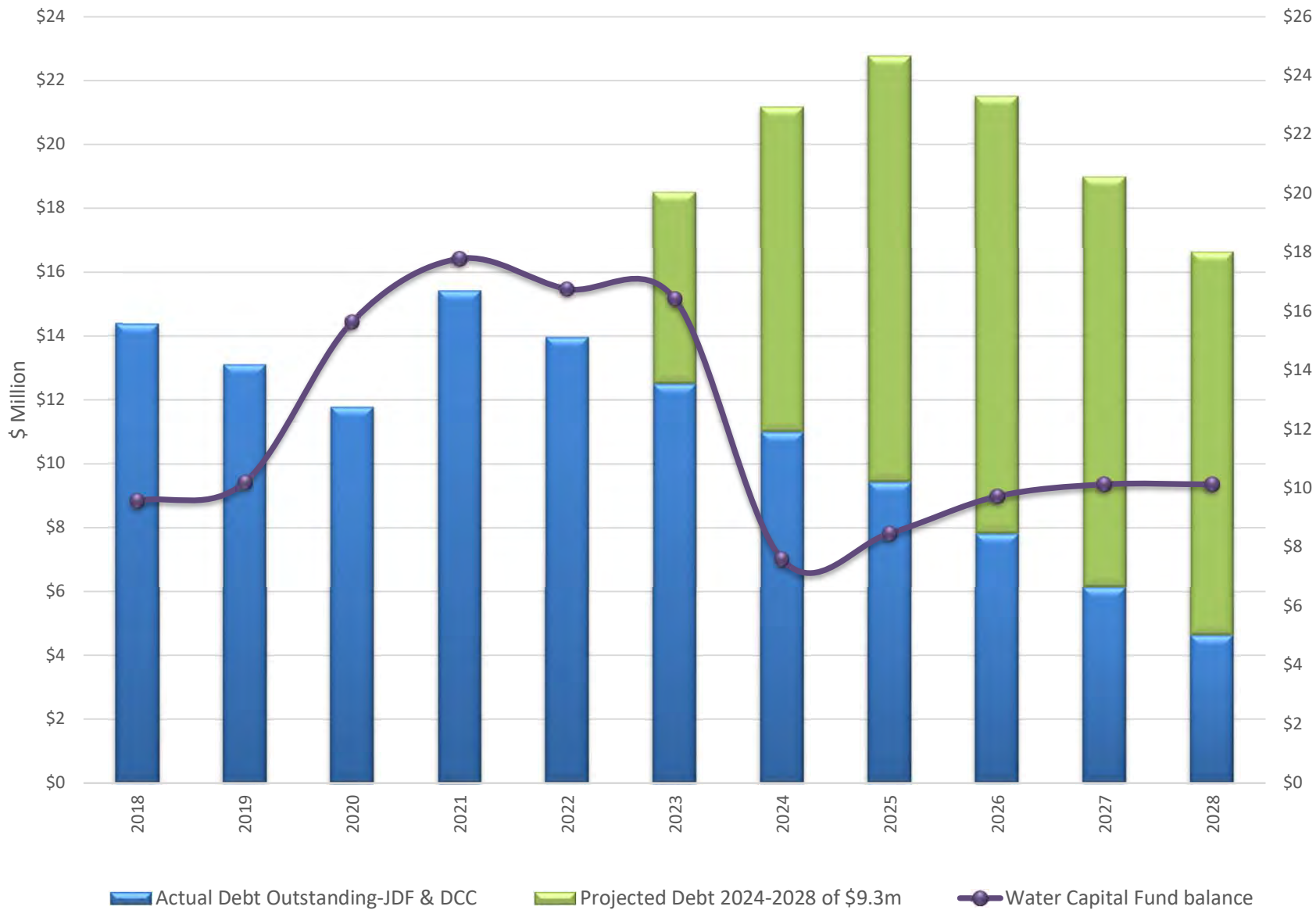
Fund: 1022 Fund Center: 101630	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	872,739	549,196	546,453	432,660	388,326	406,663
Equipment purchases (Based on Capital Plan)	(1,080,000)	(765,000)	(905,000)	(774,000)	(710,000)	(750,000)
Transfer from Operating Budget	589,457	647,507	655,457	613,566	621,837	630,274
Proceeds on disposals	162,000	114,750	135,750	116,100	106,500	112,500
Interest Income*	5,000					
Ending Balance \$	549,196	546,453	432,660	388,326	406,663	399,437

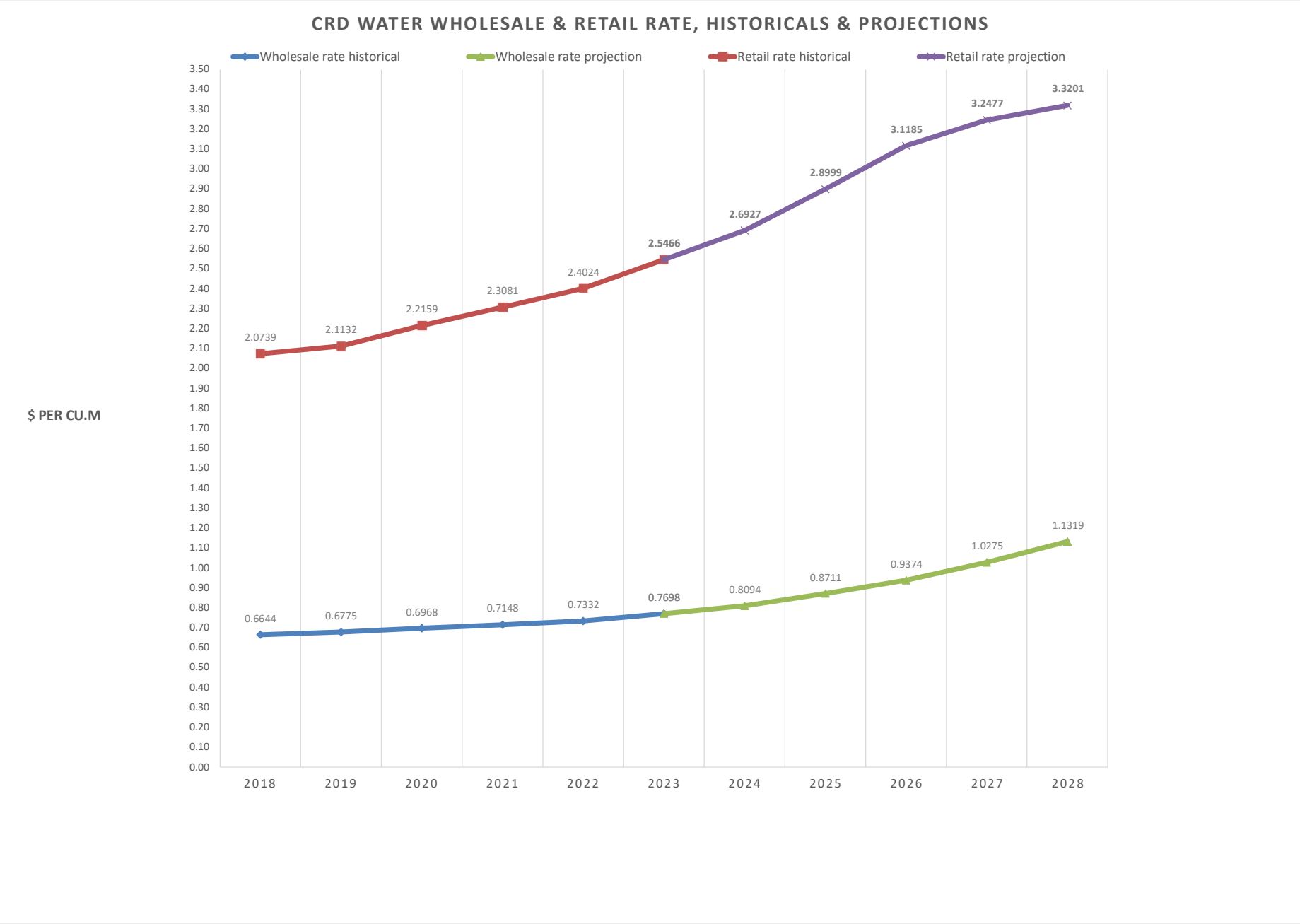
General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

JDF Water Distribution & DCC
Debt Outstanding vs Water Capital Fund Balance







REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 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 Peninsula Recreation Commission recommends the Committee of the Whole recommend 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 Peninsula Recreation Commission recommends the Committee of the Whole recommend 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 has 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-1.2 Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing	0.9 New Ongoing	\$30,000	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-1.2 Peninsula Recreation – Facility Maintenance Supervisor

Growth in volume and complexity of work associated with the operation of Panorama Recreation has steadily increased over time and is anticipated to continue to grow over the next 10 years.

The Panorama Recreation maintenance team does not currently have a supervisor. The addition of a supervisor role would ensure there is adequate capacity to take on the increasing requirements for the onboarding, supervision, scheduling, training and development of 14 regular staff and 15-20 auxiliary staff. This position would also give the Manager of Facilities & Operations the capacity to execute capital projects, equipment replacement and asset management planning, as well as setting the Division up for expected future growth and expansion.

Initiative 10c-1.2 seeks to create a regular ongoing Maintenance Supervisor position to achieve these outcomes. In addition, the initiative seeks to restructure existing maintenance vacancies to minimize the financial impact of this request and to optimize resourcing.

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 Peninsula Recreation Commission recommends the Committee of the Whole recommend 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:	Lorraine Brewster, M. A., Senior Manager, Panorama Recreation
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](#)
- › [SEAPARC Strategic Plan](#)
- › [CRD Arts & Culture Support Service 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

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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.
- 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-1.2 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](#)

REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 2023

SUBJECT **Budget Review and Approval Process 2024 – Panorama Recreation**

ISSUE SUMMARY

This report presents Panorama Recreation's 2024-2028 budget for review and provisional approval.

BACKGROUND

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

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

Under Board direction, the Peninsula Recreation Commission is responsible for reviewing the budget and recommending it for approval to the Board. All service planning documents will be presented directly to the Board alongside the 2024 Provisional Budget on October 25, 2023 (under separate cover). Ultimately, the Board is responsible for the approval of all of the service budgets.

2024 Planning Process

The 2024 planning process marks the first year of the five-year service planning cycle. The five-year planning cycle is designed to ensure alignment and implementation of Board strategic objectives during the election term. Following the completion of the corporate plan, staff commenced annual service planning. The service planning process identified resource implications to implement the corporate plan initiative (including Board Priorities), as well as proposed adjustments to service levels and other departmental initiatives. The service planning process gathered information necessary to assemble a provisional budget for the Peninsula Recreation Commission and Board review. The statutory five-year financial plan shows the projected revenues and expenditures and the planned contribution of operating revenue required to fund proposed capital projects, together with planned borrowing and anticipated grants.

2024 Financial Plan Approach

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

On May 10, 2023, the Board approved the 2024 Service and Financial Planning Guidelines. The guidelines supported financial management strategies related to revenue, reserves and debt management. The guidelines also directed staff to prepare the draft financial plan review based on the timeline presented.

2024 Financial Plan Overview

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

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

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

ALTERNATIVES

Alternative 1

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget – Panorama Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget – Panorama Recreation, 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 \$138,775 or 2.6% over the 2023 budget. The budget includes the financial impact of the recovery to pre-pandemic levels. Through the 2023-2024 Fees & Charges most fees including admissions, passes and facility rental fees were increased between 2.5% and 5%. Revenues generated from the increased fees will achieve a return to a 50% user pay ratio. While total operating costs, including transfers to reserves and debt charges, increase by 5.3%, requisition funding is being held at 2.6%, 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 8.2% in 2024, reflecting user fee increases coupled with increased attendance and registration. This revenue growth is expected to continue at a more moderate rate in 2024.

Capital Budget

The 2023 capital budget includes the financial impact of the energy recovery and sportbox projects commencing in 2024. The capital program continues at an acceptable level with increased transfers to capital reserve with debt retirement.

The Operating & Capital Budget 2024-2028 – Panorama Recreation is attached as Appendix A for preliminary approval.

CONCLUSION

The service and financial planning process is integral to providing ongoing service delivery. Panorama Recreation's service plan and budget are part of the overall planning cycle for the CRD. The attached Operating & Capital Budget 2024-2028 - Panorama Recreation is ready for review by the commission and approval by the CRD Board.

RECOMMENDATION

The Peninsula Recreation Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Operating & Capital Budget 2024-2028 – Panorama Recreation, be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation
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: Operating & Capital Budget 2024-2028 – Panorama Recreation

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Panorama Recreation

Peninsula Recreation Commission Review

SEPTEMBER 2023

Service: 1.44X Panorama Recreation

Commission: Peninsula Recreation

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

CAPITAL DEBT:

Authorized: Bylaw No. 3388 - Construction of Second Pool	\$ 8,998,000
Borrowed:	\$ 8,998,000
Remaining:	-
Authorized: Bylaw No. 4116 - Replacement of Arena Floor	\$ 1,080,000
Borrowed:	\$ 1,080,000
Remaining:	-
Authorized: Bylaw No. 4546 - Centennial Park Multi-Sport Box	\$ 2,900,000
Borrowed:	-
Remaining:	\$ 2,900,000
Authorized: Bylaw No. 4547 - Panorama Heat Recovery System	\$ 2,453,000
Borrowed:	-
Remaining:	\$ 2,453,000

COMMISSION:

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

FUNDING:

Service: 1.44X Panorama Recreation	Commission: Peninsula Recreation
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<u>Participants</u>	<u>Converted Assessment</u>	<u>Census Population</u>	<u>%</u>	<u>Actual Assessment</u>
2017		2016 Census		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	1,405,568,641	39,735	100.00%	12,084,802,861
2018		2016 Census		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	1,629,330,463	39,735	100.00%	14,059,644,856
2019		2016 Census		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2019	1,774,023,122	39,735	100.00%	15,277,803,594
2020		2016 Census		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	1,817,228,759	39,735	100.00%	15,484,601,708
2021		2016 Census		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	1,867,359,911	39,735	100.00%	16,069,481,273
2022		2021 Census		
Central Saanich	821,112,902	17,385	38.64%	6,951,449,149
North Saanich	814,676,641	12,235	32.36%	7,527,498,712
Sidney	656,173,316	12,318	29.00%	5,596,917,473
TOTAL 2022	2,291,962,859	41,938	100.00%	20,075,865,334
2023		2021 Census		
Central Saanich	927,613,660	17,385	38.53%	7,890,127,835
North Saanich	921,935,242	12,235	32.28%	8,502,320,535
Sidney	755,376,989	12,318	29.18%	6,352,318,170
TOTAL 2023	2,604,925,891	41,938	100.00%	22,744,766,540

PANORAMA RECREATION	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	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:</u>										
Salaries and Wages	5,893,852	5,797,813	6,089,899	20,403	-	6,110,302	6,381,166	6,538,481	6,699,747	6,865,053
Utilities	606,000	606,000	636,923	-	-	636,923	649,666	662,661	675,915	689,430
Recreation Programs and Special Events	389,179	414,883	478,940	-	-	478,940	490,546	502,442	514,639	527,147
Operating Supplies	336,925	345,834	381,045	860	2,835	384,740	385,519	400,060	402,311	417,480
Maintenance and Repairs	406,785	406,785	481,772	-	-	481,772	490,712	499,834	509,141	518,638
Internal Allocations	596,045	596,045	656,945	-	-	656,945	683,286	699,679	709,280	724,568
Licences/Surveys/Legal/Meeting	193,363	193,533	222,442	520	-	222,962	227,216	231,146	235,371	239,868
Advertising/Printing/Brouchures/Signs	39,839	39,839	42,038	-	-	42,038	42,879	43,737	44,610	45,503
Telephone/IT & Network Systems	59,957	59,956	62,534	480	-	63,014	63,943	66,278	66,655	68,060
Vehicles, Travel and Training	62,310	62,310	70,925	-	-	70,925	72,462	74,035	75,642	77,287
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	8,701,415	8,640,158	9,191,863	22,263	2,835	9,216,961	9,559,225	9,793,783	10,012,521	10,256,204
*Percentage increase over prior year			6.39%			6.68%	3.71%	2.5%	2.2%	2.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	(95,418)	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
Transfer to Capital Reserve Fund	411,204	534,177	740,566	-	-	740,566	843,640	937,834	956,591	975,723
Transfer to Equipment Replacement Fund	396,000	396,000	403,920	-	-	403,920	411,999	420,237	428,643	437,217
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	711,786	938,297	1,152,890	-	-	1,152,890	1,264,211	1,366,815	1,394,153	1,422,037
*Percentage increase over prior year			22.87%			22.87%	9.66%	8.12%	2.00%	2.00%
DEBT CHARGES	720,665	720,665	222,807	114,900	(32,123)	305,584	366,368	590,608	590,608	590,608
TOTAL COSTS	10,133,866	10,299,120	10,567,560	137,163	(29,288)	10,675,435	11,189,804	11,751,206	11,997,282	12,268,849
*Percentage increase over prior year		1.63%	2.61%			3.65%	4.82%	5.02%	2.09%	2.26%
Internal Recoveries										
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING LESS RECOVERIES	10,133,866	10,299,120	10,567,560	137,163	(29,288)	10,675,435	11,189,804	11,751,206	11,997,282	12,268,849
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	-	-	-	-	-	-				
Fee Income	(3,443,884)	(3,408,552)	(3,583,433)	-	-	(3,583,433)	(3,694,112)	(3,778,674)	(3,865,286)	(3,953,994)
Rental Income	(997,439)	(1,060,548)	(1,075,968)	-	-	(1,075,968)	(1,092,082)	(1,113,621)	(1,135,588)	(1,157,994)
Sponsorships	(17,653)	(23,748)	(24,718)	-	-	(24,718)	(24,772)	(24,827)	(24,881)	(24,938)
Transfer from Operating Reserve Fund	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Payments - In Lieu of Taxes	(186,936)	(186,936)	(186,936)	-	-	(186,936)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(4,873,468)	(5,038,722)	(5,276,262)	-	-	(5,276,262)	(5,480,209)	(5,649,484)	(5,715,896)	(5,837,865)
*Percentage increase over prior year		3.39%	4.71%			4.71%	3.87%	3.09%	1.18%	2.13%
REQUISITION	(5,260,398)	(5,260,398)	(5,291,298)	(137,163)	29,288	(5,399,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase over prior year			0.59%			2.64%	5.75%	6.87%	2.94%	2.38%
PARTICIPANTS: North Saanich. Sidney,Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Arena	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
Pool	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
Recreation - Community Recreation	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
Administration	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Contingency	50,000	50,000	-	-	-	-	-	-	-	-
	8,709,534	8,648,278	9,200,267	22,263	2,835	9,225,365	9,567,797	9,802,527	10,021,440	10,265,301
*Percentage increase over prior year			5.63%			5.92%				
<u>CAPITAL / RESERVE</u>										
Arena	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
Pool	337,602	460,575	669,604	-	-	669,604	771,259	864,005	881,286	898,912
Community Recreation	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
	807,204	930,177	1,144,486	-	-	1,144,486	1,255,639	1,358,071	1,385,234	1,412,940
<u>DEBT CHARGES</u>										
Arena	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
Pool	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
	723,764	723,764	225,987	114,900		340,887	369,548	593,788	593,788	593,788
TOTAL OPERATING, CAPITAL AND DEBT COSTS	10,240,502	10,302,219	10,570,740	137,163	2,835	10,710,738	11,192,984	11,754,386	12,000,462	12,272,029
<u>FUNDING SOURCES (REVENUE)</u>						4.59%				
Arena	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
Pool	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Administration	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(4,462,075)	(4,495,947)	(4,687,299)	-		(4,719,422)	(4,814,146)	(4,973,087)	(5,028,935)	(5,140,106)
Estimated balance C/F current to Next year						-				
Trans from Operating Reserve	-	(103,538)	-	-	-	-	-	(52,785)	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(186,936)	(186,936)	(186,936)	-	-	(186,936)	(190,229)	(190,229)	(190,229)	(190,229)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
REQUISITION	(5,363,935)	(5,260,398)	(5,291,298)	(137,163)	(2,835)	(5,399,173)	(5,709,595)	(6,101,722)	(6,281,386)	(6,430,984)
*Percentage increase			-1.35%			0.66%	5.75%	6.87%	2.94%	2.38%
AUTHORIZED POSITIONS: Salaried	36.85	36.85	36.85	0.90	0.00	37.75	37.75	37.75	37.75	37.75
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	43.57%		44.34%			44.06%	43.01%	42.31%	41.91%	41.88%
User Funding excluding debt%	46.89%		45.31%			45.51%	44.48%	44.56%	44.09%	44.01%

PANORAMA RECREATION - ADMINISTRATION	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>ADMINISTRATION COSTS</u>										
Salaries and Wages	506,929	468,000	555,221	-	-	555,221	568,703	582,505	596,636	611,103
Other Internal Allocations	594,342	594,342	655,182	-	-	655,182	681,488	697,845	707,409	722,660
Operating - Other	150,906	155,759	190,889	-	-	190,889	194,288	197,752	201,288	204,893
Telephone Rent & Installation	39,355	39,355	40,735	-	-	40,735	41,550	42,381	43,228	44,093
Operating - Supplies	37,428	37,428	24,553	860	2,835	28,248	25,905	26,406	26,916	27,437
Contract for Services & fees for service	96,780	96,780	99,760	520	-	100,280	102,277	104,311	106,386	108,505
Insurance	67,160	67,160	68,400	-	-	68,400	71,830	75,430	79,210	83,170
Allocation - System Services	1,703	1,703	1,763	-	-	1,763	1,798	1,834	1,871	1,908
Transfer to Operating Reserve Fund	8,120	8,120	8,404	-	-	8,404	8,572	8,744	8,919	9,097
TOTAL ADMINISTRATION COSTS	1,502,723	1,468,647	1,644,907	1,380	2,835	1,649,122	1,696,411	1,737,208	1,771,863	1,812,866
<u>MAINTENANCE COSTS</u>										
Salaries and Wages	1,715,129	1,715,129	1,715,980	20,403	-	1,736,383	1,839,139	1,881,517	1,924,854	1,969,172
Maintenance	100,980	100,980	147,999	-	-	147,999	150,960	153,978	157,057	160,199
Operating - Other	64,777	64,777	82,722	480	-	83,202	84,847	86,524	88,235	89,979
Utility	540,200	540,200	569,340	-	-	569,340	580,731	592,348	604,195	616,276
Operating - Supplies	94,589	104,070	106,151	-	-	106,151	108,274	110,440	112,648	114,902
Travel and Vehicles	23,176	23,176	23,639	-	-	23,639	24,112	24,595	25,087	25,587
TOTAL MAINTENANCE COSTS	2,538,851	2,548,332	2,645,831	20,883	-	2,666,714	2,788,063	2,849,402	2,912,076	2,976,115
<u>PROGRAM ADMINISTRATION COSTS</u>										
Salaries and Wages	817,097	843,427	844,849	-	-	844,849	867,255	890,266	913,899	938,170
Operating - Other	50,802	50,802	46,936	-	-	46,936	47,875	48,832	49,808	50,804
Operating - Supplies	7,352	2,000	11,108	-	-	11,108	11,467	11,837	12,220	12,616
Staff Training	2,497	2,497	3,000	-	-	3,000	3,060	3,121	3,184	3,247
TOTAL PROGRAM COSTS	877,748	898,726	905,893	-	-	905,893	929,657	954,056	979,111	1,004,837
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
Transfers to Capital						-				
TOTAL COSTS	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
<u>RECOVERED FROM ARENA, POOL, PARKS, _RECREATION AND MULTI-PURPOSE ROOM</u>										
Internal Recovery - Administration	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Recovery - Programs Administration	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,919,322	4,915,705	5,196,631	22,263	2,835	5,221,729	5,414,131	5,540,666	5,663,050	5,793,818
<u>FUNDING SOURCES (REVENUE)</u>										
Other Income	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
TOTAL REVENUE	(121,097)	(123,651)	(112,942)	-	-	(112,942)	(114,759)	(169,399)	(118,504)	(120,431)
REQUISITION	(4,798,225)	(4,792,054)	(5,083,689)	(22,263)	(2,835)	(5,108,787)	(5,299,372)	(5,371,267)	(5,544,546)	(5,673,387)
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.90	0.00	25.75	25.75	25.75	25.75	25.75
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	230,439	230,439	271,311	-	-	271,311	277,474	283,774	290,216	296,802
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Operating - Supplies	38,225	38,225	39,563	-	-	39,563	40,354	41,161	41,985	42,824
Maintenance	55,808	55,808	66,536	-	-	66,536	67,867	69,224	70,608	72,020
Instructional Services and Travel	35,245	35,245	36,702	-	-	36,702	37,436	38,184	38,948	39,728
Contingency						-				
TOTAL OPERATING COSTS	359,717	359,717	414,112	-	-	414,112	423,131	432,343	441,757	451,374
*Percentage Increase		0.0%	15.12%			15.12%	2.2%	2.2%	2.2%	2.2%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	205,602	-	-	205,602	209,714	213,908	218,186	222,550
TOTAL CAPITAL / RESERVES	337,602	337,602	340,242	-	-	340,242	347,047	353,987	361,067	368,289
DEBT CHARGES	107,458	107,458	88,578	114,900	-	203,478	366,638	590,878	590,878	590,878
TOTAL COSTS	804,777	804,777	842,932	114,900	-	957,832	1,136,816	1,377,208	1,393,702	1,410,541
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
TOTAL REVENUE	(922,513)	(938,433)	(981,539)	-	-	(981,539)	(1,001,164)	(1,021,181)	(1,041,600)	(1,062,426)
REQUISITION	117,736	133,656	138,607	(114,900)	-	23,707	(135,652)	(356,027)	(352,102)	(348,115)
*Percentage Increase		13.5%	17.73%			-79.86%	-672.2%	162.5%	-1.1%	-1.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	114.63%		116.44%			102.48%	88.07%	74.15%	74.74%	75.32%
User Funding excluding debt%	132.29%		130.12%			130.12%	129.99%	129.87%	129.74%	129.62%

PANORAMA RECREATION - SWIMMING POOL			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	903,907	879,511	899,649	-	-	899,649	918,401	937,543	957,085	977,031
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Maintenance	67,310	67,310	69,666	-	-	69,666	71,059	72,481	73,930	75,408
Operating - Supplies	81,892	81,892	90,295	-	-	90,295	85,981	93,941	89,455	97,733
Instructional Services	25,262	25,262	25,654	-	-	25,654	26,166	26,691	27,225	27,769
Contingency						-				
TOTAL OPERATING COSTS	1,078,371	1,053,975	1,085,264	-	-	1,085,264	1,101,607	1,130,656	1,147,695	1,177,941
*Percentage Increase		-2.3%	0.64%			0.64%	1.5%	2.6%	1.5%	2.6%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	205,602	205,602	534,964	-	-	534,964	633,926	723,926	738,405	753,173
TOTAL CAPITAL / RESERVES	337,602	337,602	669,604	-	-	669,604	771,259	864,005	881,286	898,912
DEBT CHARGES	616,306	616,306	137,409	-	-	137,409	2,910	2,910	2,910	2,910
TOTAL COSTS	2,032,279	2,007,883	1,892,277	-	-	1,892,277	1,875,776	1,997,571	2,031,891	2,079,763
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,188,255)	(1,180,741)	(1,178,325)	-	(32,123)	(1,210,448)	(1,201,833)	(1,225,813)	(1,250,269)	(1,275,217)
REQUISITION	(844,024)	(827,142)	(713,952)	-	32,123	(681,829)	(673,943)	(771,758)	(781,622)	(804,546)
*Percentage Increase		-2.0%	-15.41%			-19.22%	-1.2%	14.5%	1.3%	2.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	58.47%		62.27%			63.97%	64.07%	61.37%	61.53%	61.32%
User Funding excluding debt%	83.92%		67.15%			68.98%	64.17%	61.45%	61.62%	61.40%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
<u>COMMUNITY RECREATION COSTS</u>										
Salaries and Wages	1,720,351	1,661,307	1,802,889	-	-	1,802,889	1,910,194	1,962,876	2,017,057	2,072,775
Internal Allocations - Administration	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	-	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	-	-	-	-	-	-	-	-	-	-
Instructional Service	375,908	401,782	468,227	-	-	468,227	479,751	492,557	503,897	516,750
Operating - Supplies	118,739	118,666	144,369	-	-	144,369	149,232	152,683	156,223	159,847
Leasehold Improvements	87,126	87,126	88,775	-	-	88,775	89,751	90,746	91,761	92,796
TOTAL COMMUNITY RECREATION COSTS	2,302,124	2,268,881	2,504,260	-	-	2,504,260	2,628,928	2,698,862	2,768,938	2,842,168
*Percentage Increase		-1.4%	8.78%			8.78%	5.0%	2.7%	2.6%	2.6%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	132,000	132,000	134,640	-	-	134,640	137,333	140,079	142,881	145,739
TOTAL COSTS	2,434,124	2,400,881	2,638,900	-	-	2,638,900	2,766,261	2,838,941	2,911,819	2,987,907
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Community Recreation	(2,230,210)	(2,253,122)	(2,414,493)	-	-	(2,414,493)	(2,496,390)	(2,556,694)	(2,618,562)	(2,682,032)
Grants - Other	(227,556)	(255,400)	(405,207)	-	-	(405,207)	(479,014)	(489,348)	(499,912)	(510,710)
TOTAL REVENUE	(2,457,766)	(2,508,522)	(2,819,700)	-	-	(2,819,700)	(2,975,404)	(3,046,042)	(3,118,474)	(3,192,742)
REQUISITION	23,642	107,641	180,800	-	-	180,800	209,143	207,101	206,655	204,835
*Percentage Increase		355.3%	664.74%			664.74%	15.7%	-1.0%	-0.2%	-0.9%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	9.00	9.00	9.00	0.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	91.62%		91.50%			91.50%	90.24%	90.06%	89.93%	89.76%

Change in Budget 2023 to 2024
Service: 1.44X Panorama Recreation

Total Expenditure

Comments

2023 Budget **10,237,404**

Change in Salaries:

Base salary and benefit change	191,555	Inclusive of estimated collective agreement changes
Step increase/paygrade change	4,492	
Conversion of vacant FTE to Maintenance Superviso	20,403	IBC - 10c-1.2 Peninsula Recreation Facility Maintenance Supervisor
Total Change in Salaries	216,450	

Other Changes:

Debt Charges	(415,081)	Swimming pool debt retirement
Reserve Transfers	337,566	Commission supported
Human Resources Allocation	44,534	Contribution towards 2024 Human Resources & Corporate Safety initiatives
Utilites	30,923	
Standard Overhead Allocation	15,932	Increase in 2023 operating costs
Other Costs	207,707	
Total Other Changes	221,581	

2024 Budget **10,675,435**

Summary of % Expense Increase

Reserve transfer	3.3%
Debt retirement	-4.1%
2024 Base salary and benefit change	1.9%
Balance of increase	5.0%
% expense increase from 2023:	4.3%

% Requisition increase from 2023 (if applicable): **2.6%** *Requisition funding is 50.6% of service revenue*

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is an estmiated one-time favourable variance of \$122,973 (1.2%) due mainly to hire revenues. This variance will be moved to Capital Reserve.

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

Service No.	1.44x Panorama Recreation	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$450,000	\$3,483,500	\$400,000	\$310,000	\$0	\$3,560,000	\$7,753,500
Equipment	\$0	\$869,072	\$486,612	\$383,380	\$304,000	\$520,239	\$2,563,303
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$4,412,908	\$70,000	\$0	\$385,000	\$0	\$4,867,908
Vehicles	\$0	\$57,000	\$0	\$15,000	\$0	\$0	\$72,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

SOURCE OF FUNDS

Capital Funds on Hand	\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$450,000
Debenture Debt (New Debt Only)	\$0	\$4,400,000	\$0	\$0	\$0	\$0	\$4,400,000
Equipment Replacement Fund	\$0	\$776,072	\$411,612	\$398,380	\$304,000	\$520,239	\$2,410,303
Grants (Federal, Provincial)	\$0	\$2,104,408	\$0	\$0	\$0	\$0	\$2,104,408
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$1,092,000	\$545,000	\$310,000	\$385,000	\$3,560,000	\$5,892,000
	\$450,000	\$8,822,480	\$956,612	\$708,380	\$689,000	\$4,080,239	\$15,256,711

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.44x

Service Name: Panorama Recreation

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$ 350,000	B	Cap	\$ 310,000	\$ 310,000					\$ 310,000
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	\$ 85,000	B	Cap	\$ 80,000	\$ 80,000					\$ 80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$ 150,000	E	Res		\$ 150,000					\$ 150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	\$ 112,000	B	Res		\$ 112,000					\$ 112,000
18-09	Replacement	Replace Pool change room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires - arenas, tennis buildings	\$ 188,000	B	Cap	\$ 60,000	\$ 60,000					\$ 60,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	\$ 2,453,000	B	Debt		\$ 2,000,000					\$ 2,000,000
22-02	Replacement	Replace Daktronix/Electronic Road Sign	Replace Daktronix/Electronic Road Sign due to end of life	\$ 70,000	S	Res			\$ 70,000				\$ 70,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	\$ 325,000	B	Res		\$ 310,000					\$ 310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant		\$ 15,000					\$ 15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	\$ 46,000	V	ERF		\$ 46,000					\$ 46,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	\$ 15,000	V	ERF		\$ -		\$ 15,000			\$ 15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	\$ 11,000	V	ERF		\$ 11,000					\$ 11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacers bay #2	\$ 20,000	B	Res		\$ 20,000					\$ 20,000
23-14	Renewal	Arena changerooms & support spaces enhancements	design and consultant for arena changerooms and support spaces enhancements	\$ 20,000	B	Res		\$ 20,000					\$ 20,000
23-15	Renewal	Greenglade parking lot	replace greenglade parking lot due to end of life	\$ 115,000	B	Res		\$ 115,000					\$ 115,000
23-16	Replacement	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	\$ 160,000	E	ERF		\$ 160,000					\$ 160,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich	\$ 4,912,908	S	Debt		\$ 2,400,000					\$ 2,400,000
23-17	New	Centennial Park Multi-Sport Box	Covered sport box in Centennial Park, Central Saanich		S	Grant		\$ 2,012,908					\$ 2,012,908
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	\$ 110,000	B	Res		\$ 110,000					\$ 110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	\$ 30,000	E	ERF		\$ 30,000					\$ 30,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	\$ 75,000	B	Res		\$ 75,000					\$ 75,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	\$ 320,000	E	Cap							\$ -
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 347,072	E	ERF		\$ 347,072					\$ 347,072
24-08	Renewal	Water supply system upgrade	upgrade water supply system	\$ 22,000	E	ERF		\$ 22,000					\$ 22,000
24-09	Renewal	Preschool space enhancements	Preschool space enhancements	\$ 76,500	B	Grant		\$ 76,500					\$ 76,500
24-10	Renewal	replace concrete pads	replace concrete pads in arena ice resurfacers bays	\$ 80,000	B	Res		\$ 80,000					\$ 80,000
24-11	New	Truck (gas) (IBC)	truck for notice in motion new service area	\$ 65,000	E	ERF		\$ 65,000					\$ 65,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 411,612	E	ERF			\$ 411,612				\$ 411,612
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	\$ 250,000	E	Res			\$ 25,000				\$ 25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	\$ 50,000	E	Res			\$ 50,000				\$ 50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of underwater lighting in pool	\$ 100,000	B	Res			\$ 100,000				\$ 100,000
25-06	Renewal	Re-tile pool	Re-tile pool	\$ 300,000	B	Res			\$ 300,000				\$ 300,000
26-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 383,380	E	ERF				\$ 383,380			\$ 383,380
26-02	Replacement	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	\$ 95,000	E	ERF		\$ 95,000					\$ 95,000
26-03	Replacement	Replace sound system in Areana A&B	Replace sound system in Areana A&B	\$ 32,000	E	ERF						\$ 32,000	\$ 32,000
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	\$ 147,000	B	Res			\$ 147,000				\$ 147,000
26-05	Replacement	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	\$ 123,000	B	Res			\$ 123,000				\$ 123,000
26-06	Replacement	Replace diving board stands	Replace diving board stand due to end of life	\$ 20,000	B	Res			\$ 20,000				\$ 20,000
26-07	Replacement	Replace squash court floors	Replace squash court floors	\$ 20,000	B	Res			\$ 20,000				\$ 20,000
27-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 304,000	E	ERF					\$ 304,000		\$ 304,000
27-02	Renewal	Panorama exterior painting	Panorama exterior painting	\$ 150,000	S	Res					\$ 150,000		\$ 150,000
27-03	Renewal	Panorama lower parking lot renewal	Panorama lower parking lot renewal	\$ 200,000	S	Res					\$ 200,000		\$ 200,000
27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	\$ 35,000	S	Res					\$ 35,000		\$ 35,000
28-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$ 388,239	E	ERF						\$ 388,239	\$ 388,239
28-02	Renewal	Arena renovation	arena changerooms and support spaces enhancement revovation	\$ 3,000,000	B	Res							\$ 3,000,000
28-03	Renewal	Arena B rubber floor replacement	Arena B rubber floor replacement	\$ 110,000	B	Res						\$ 110,000	\$ 110,000
28-04	Replacement	Pool air handling unit	replace pool air handling unit due to end of life	\$ 250,000	B	Res							\$ 250,000
28-05	Replacement	Link building roof replacement	replace link building roof due to end of life	\$ 200,000	B	Res							\$ 200,000
28-06	Replacement	LCD Arena B screen (Hockeyville)	replace LCD screen in arena B (Hockeyville)	\$ 100,000	E	ERF							\$ 100,000
GRAND TOTAL				\$ 16,927,711			\$ 450,000	\$ 8,822,480	\$ 956,612	\$ 708,380	\$ 689,000	\$ 4,080,239	\$ 15,256,711

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

Project Number 17-04

Capital Project Title Dessicant dehumidifier for Ice Plant

Capital Project Description Replace Dessicant dehumidifier/socks for Ice Plant due to aging

Project Rationale Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP grant unsuccessful currently exploring electric dehumidification options ****2024 update***** project design has began in 2023. Completion expected in 2024

Project Number 17-08

Capital Project Title Arena concourse (lobby) roof

Capital Project Description renew arena concourse (lobby) roof due to leakage

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

Project Number 18-02

Capital Project Title Install Plant Maintenance SAP Program

Capital Project Description Plant Maintenance SAP Program for PRC maintenance projects

Project Rationale SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availability and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change ***2024 Update*** preliminary project work began in 2023. expected to come online in 2024

Service: 1.44x Panorama Recreation

Project Number	18-03	Capital Project Title	DDC Replacement (direct digital controls)	Capital Project Description	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.
Project Rationale	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2024 Update*** to begin after energy recovery				

Project Number	18-09	Capital Project Title	Replace Pool change room HVAC Air handling Unit	Capital Project Description	Replace Pool room HVAC Air handling Unit due to end of life
Project Rationale	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of \$700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow and likely address this replacement. ***2024 Update*** replacement expected to tie in with energy recovery				

Project Number	18-14	Capital Project Title	Install roof safety guide wires - arenas, tennis buildings	Capital Project Description	Install roof safety guide wires - arenas, tennis buildings
Project Rationale	Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the deliverables. Completion expected in late 2021/early 2022 ***2022 Update*** completion expected late 2022. Completed				

Service: 1.44x Panorama Recreation			
Project Number	19-15	Capital Project Title	Heat Recovery Plant
		Capital Project Description	Construct heat recovery plant
Project Rationale	Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for \$2.4M contingent on \$700k grant funding. Also to utilize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow . ****2024 update***** project design has began in 2023. Completion expected in 2024/25		
Project Number	22-02	Capital Project Title	Replace Daktronic/Electronic Road Sign
		Capital Project Description	Replace Daktronic/Electronic Road Sign due to end of life
Project Rationale	Replacement of existing Electric Road Signage due to end of life ***2024 Update*** Defer to 2025		
Project Number	23-01	Capital Project Title	LED Lighting - Arenas, Pool, GG, Parking lot & general facility
		Capital Project Description	Change lighting in all areas to LED (other than Tennis bldg)
Project Rationale	***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022. *** 2024 Update*** project stalled due to staff capacity. Expected to start in 2024 with new Hydro account manager and incentives.		
Project Number	23-04	Capital Project Title	Replace Fitness Studio HVAC
		Capital Project Description	Replace Fitness Studio HVAC due to end of life
Project Rationale	End of Life		

Service: 1.44x Panorama Recreation			
Project Number	23-07	Capital Project Title	Replace Chevrolet Passenger car
Capital Project Description	Replace Chevrolet Passenger car due to end of life		
Project Rationale	end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant ***2024 Update*** vehicle request form submitted in 2023		
Project Number	23-08	Capital Project Title	Replace Utility trailer
Capital Project Description	Replace Utility trailer due to end of life		
Project Rationale	end of lifecycle, lowered ramp access trailer required. ***2024 Update*** Deferred to 2026		
Project Number	23-09	Capital Project Title	Replace Play in the Park Trailer
Capital Project Description	Replace Play in the Park Trailer due to end of life		
Project Rationale	end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assesment shows life still remains. Usage has reduced due to COVID19 ***2024 Update*** vehicle request form submitted in 2023		
Project Number	23-13	Capital Project Title	Overhead Doors Olympia bay - auto
Capital Project Description	replacement of automatic overhead doors to ice resurfacer bay #2		
Project Rationale	Replace due to end of life cycle		

Service: 1.44x Panorama Recreation			
Project Number	23-14	Capital Project Title	Arena changerooms & support spaces enhancements
Capital Project Description	design and consultant for arena changerooms and support spaces enhancements		
Project Rationale	design and consultant for arena changeroom accessibility upgrade ***2024 UPDATE** aligning project name to strat plan: design & consultant for arena changerooms and support spaces enhance		
Project Number	23-15	Capital Project Title	Greenglade parking lot
Capital Project Description	replace greenglade parking lot due to end of life		
Project Rationale	End of Life		
Project Number	23-16	Capital Project Title	Video Surveillance system
Capital Project Description	replace video Surveillance system at Panorama and Greenglade due to end of life		
Project Rationale	replace due to end of life cycle, upgrade of outdated technology		
Project Number	23-17	Capital Project Title	Centennial Park Multi-Sport Box
Capital Project Description	Covered sport box in Centennial Park, Central Saanich		
Project Rationale	Covered sport box in Centennial Park, Central Saanich		

Service: 1.44x Panorama Recreation			
Project Number	24-01	Capital Project Title	Arena A&B insulation
Capital Project Description	Replace and install insulation Arena A&B ceiling and walls due to end of life		
Project Rationale	end of lifecycle and Increase building efficiency		
Project Number	24-02	Capital Project Title	Arena Lobby HVAC
Capital Project Description	Replace Arena Lobby HVAC due to end of life		
Project Rationale	replace arena lobby HVAC replacement due to end of life		
Project Number	24-04	Capital Project Title	Refinish indoor tennis surface
Capital Project Description	Refinish indoor tennis surface due to end of life		
Project Rationale	Refinish indoor tennis surface due to end of life ***2024 UPDATE*** increase project cost		
Project Number	24-05	Capital Project Title	Greenglade Playground
Capital Project Description	Replace Greenglade playground due to end of life		
Project Rationale	Replace Greenglade Playground due to end of life and introduction of Licensed childcare. Expected Competition 2023		

Service: 1.44x Panorama Recreation			
Project Number	24-06	Capital Project Title	Equipment Replacement (pooled)
Capital Project Description	Annual replacement of equipment in pooled account		
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle		
Project Number	24-08	Capital Project Title	Water supply system upgrade
Capital Project Description	upgrade water supply system		
Project Rationale	upgrade to water supply system		
Project Number	24-09	Capital Project Title	Preschool space enhancements
Capital Project Description	Preschool space enhancements		
Project Rationale	purchase new vehicle for new service area		
Project Number	24-10	Capital Project Title	replace concrete pads
Capital Project Description	replace concrete pads in arena ice resurfacer bays		
Project Rationale	replace concrete pad in Arena A & B resurfacer bays		

Service: 1.44x Panorama Recreation			
Project Number	24-11	Capital Project Title	Truck (gas) (IBC)
Capital Project Description	truck for notice in motion new service area		
Project Rationale	Vehicle transportation required to support expended community service		
Project Number	25-01	Capital Project Title	Equipment Replacement (pooled)
Capital Project Description	Annual replacement of equipment in pooled account		
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle		
Project Number	25-03	Capital Project Title	Rebuild ice plant compressor
Capital Project Description	rebuild ice plant compressors #1 & #2		
Project Rationale	2 screw compressor rebuilds		
Project Number	25-04	Capital Project Title	Replace lap pool heater
Capital Project Description	replacement of lap pool heater		
Project Rationale	replace boilers for back up pool heat due to end of life cycle		

Service: 1.44x Panorama Recreation			
Project Number	25-05	Capital Project Title	Replacement of underwater lighting
Capital Project Description	Replacement of undrewater lighting in pool		
Project Rationale	replace due to end of life cycle		
Project Number	25-06	Capital Project Title	Re-tile pool
Capital Project Description	Re-tile pool		
Project Rationale	replace pool tile liner due to end of life		
Project Number	26-01	Capital Project Title	Equipment Replacement (pooled)
Capital Project Description	Annual replacement of equipment in pooled account		
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle		
Project Number	26-02	Capital Project Title	Replace Ford F250 4x4
Capital Project Description	Replace Ford F250 4x4 due to end of life		
Project Rationale	replace due to end of life cycle, holding pattern for electric options		

Service: 1.44x Panorama Recreation			
Project Number	26-03	Capital Project Title	Replace sound system in Areana A&B
Capital Project Description	Replace sound system in Areana A&B		
Project Rationale	replace due to end of life cycle		
Project Number	26-04	Capital Project Title	Building improvements
Capital Project Description	improvements to Arena A & B and pool areas		
Project Rationale	increase accessiblity accesss to Arena A, replacement of gas fired tub heats in Arena B (to be cancelled if heat recovery project moves forward due to redundancy), replace water heater Arena B due to end of life cycle, roof replacement and electrical upgrades to double car gargae, replace pool exterior doors due to ent of life cycle		
Project Number	26-05	Capital Project Title	HVAC equipment replacement
Capital Project Description	HVAC equipment replacement link building, weight room, and courts		
Project Rationale	replacement due to end of life cycle		
Project Number	26-06	Capital Project Title	Replace diving board stands
Capital Project Description	Replace diving board stand due to end of life		
Project Rationale	replacement due to end of life cycle		

Service: 1.44x Panorama Recreation			
Project Number	26-07	Capital Project Title	Replace squash court floors
Capital Project Description	Replace squash court floors		
Project Rationale	refinish squash court floor due to end of life		
Project Number	27-01	Capital Project Title	Equipment Replacement (pooled)
Capital Project Description	Annual replacement of equipment in pooled account		
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle		
Project Number	27-02	Capital Project Title	Panorama exterior painting
Capital Project Description	Panorama exterior painting		
Project Rationale	renew exterior painting at Panrorama due to end of lifecycle		
Project Number	27-03	Capital Project Title	Panorama lower parking lot renewal
Capital Project Description	Panorama lower parking lot renewal		
Project Rationale	refinish lower parking lot due to end of lifecycle		

Service: 1.44x Panorama Recreation			
Project Number	27-04	Capital Project Title	Resurface/line painting (outdoor) Tennis courts
Capital Project Description	Resurface/line painting (outdoor) Tennis courts due to end of life		
Project Rationale	refinish and resurface outdoor tennis court surface and lines due to end of lifecycle		
Project Number	28-01	Capital Project Title	Equipment Replacement (pooled)
Capital Project Description	Annual replacement of equipment in pooled account		
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle		
Project Number	28-02	Capital Project Title	Arena renovation
Capital Project Description	arena changerooms and support spaces enhancement revovation		
Project Rationale	place holder for Arena changeroom and support spaces enhancements, design work to be completed in 2024/2025 23-14		
Project Number	28-03	Capital Project Title	Arena B rubber floor replacement
Capital Project Description	Arena B rubber floor replacement		
Project Rationale	to be completed with Arena changeroom and support spaces enhancements		

Service: 1.44x Panorama Recreation			
Project Number	28-04	Capital Project Title	Pool air handling unit
Capital Project Description	replace pool air handling unit due to end of life		
Project Rationale	replace pool air handling unit due to end of life		
Project Number	28-05	Capital Project Title	Link building roof replacement
Capital Project Description	replace link building roof due to end of life		
Project Rationale	replace link building roof due to end of life		
Project Number	28-06	Capital Project Title	LCD Arena B screen (Hockeyville)
Capital Project Description	replace LCD screen in areana B (Hockeyville)		
Project Rationale	IT recommended end of life		

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Recreation

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

Summary

Reserve/Fund Summary	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
Projected year end balance						
Capital Reserve	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468
Equipment Replacement Fund	953,387	591,235	591,622	613,479	738,122	655,100
Total projected year end balance	5,531,501	4,862,915	5,161,942	5,811,633	6,507,867	3,840,568

**1.44X Panorama Recreation
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

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

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,917,937	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745
Planned Capital Expenditure (Based on Capital Plan)	(74,000)	(1,092,000)	(545,000)	(310,000)	(385,000)	(3,560,000)
Transfer from Operating Budget*	534,177	740,566	843,640	937,834	956,591	975,723
Donations \$ other Sponsorships						
Interest Income**	200,000	45,000	-	-	-	-
Ending Balance \$	4,578,114	4,271,680	4,570,320	5,198,154	5,769,745	3,185,468

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

**1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

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

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	927,963	953,387	591,235	591,622	613,479	738,122
Planned Purchase (Based on Capital Plan) Transfer to Capital Fund	(399,872)	(776,072)	(411,612)	(398,380)	(304,000)	(520,239)
Transfer from Operating Budget	396,000	403,920	411,999	420,237	428,643	437,217
Equipment and Vehicle Disposal Proceeds	14,296					
Interest Income*	15,000	10,000				
Ending Balance \$	953,387	591,235	591,622	613,479	738,122	655,100

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

1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Panorama Recreation

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

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	325,669	337,673	346,245	302,204	311,123	320,220
Operating Reserve - Legacy Fund	-	-	-	-	-	-
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2024 - 2028 Financial Plan**

Profile

Panorama Recreation

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

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	401,087	325,669	337,673	346,245	302,204	311,123
Planned Purchase	(103,538)	-	-	(52,785)		-
Transfer from Ops Budget	8,120	8,404	8,572	8,744	8,919	9,097
Interest Income*	20,000	3,600				
Total projected year end balance	325,669	337,673	346,245	302,204	311,123	320,220

Assumptions/Background:

2026: 53K for 2026-2031 Panorama Recreation Strategic Planning Cost

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

1.44X Panorama Recreation Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Panorama Recreation Legacy Fund

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

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

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

**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, SEPTEMBER 28, 2023**

SUBJECT **Panorama Recreation Services - 2023-2024 Fees and Charges Update**

ISSUE SUMMARY

To provide the Peninsula Recreation Commission with an update on the implementation of the new membership rates, which were adopted in the 2023-2024 Fees and Charges Bylaw for Panorama Recreation Services.

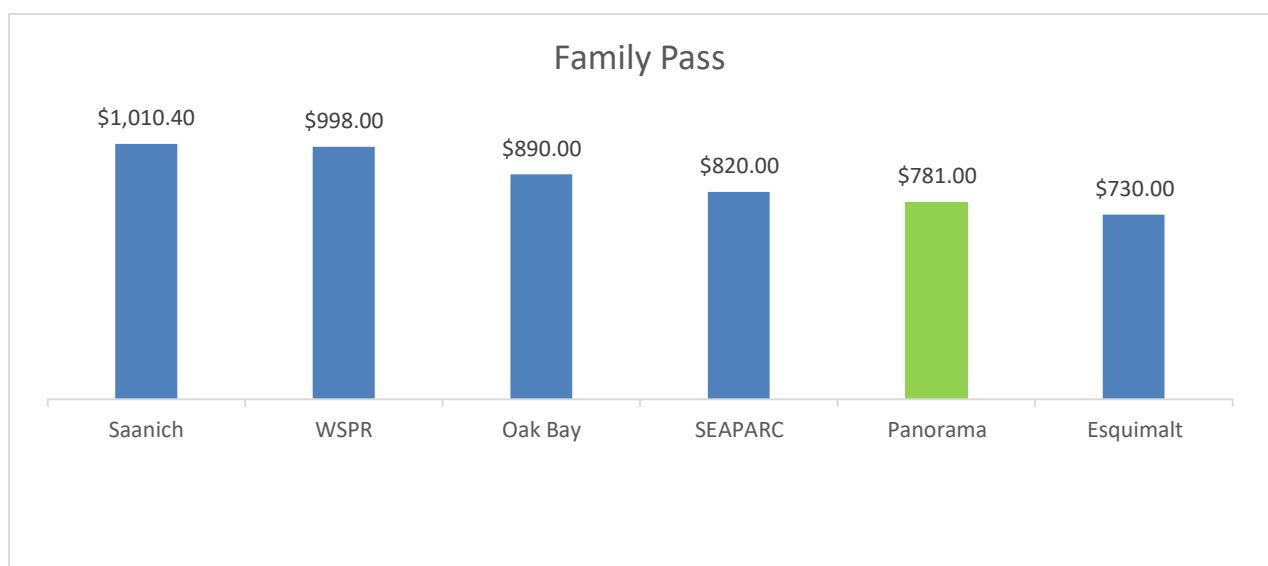
BACKGROUND

At its March 28, 2023 meeting, the Peninsula Recreation Commission recommended to the Capital Regional District Board that the proposed fees and charges be approved for inclusion in the 2023-2024 Fees and Charges Bylaw for Panorama Recreation Services. The Capital Regional District Board approved the 2023-2024 Fees and Charges at its July 12, 2023 meeting. The approved fees and charges included changes to memberships as follows:

- *Implementation of new continuous pass.* The proposed continuous pass will provide increased flexibility for pass holders and reduce the administration associated with pass cancellation and hold requests.
- *Implementation of new family pass to replace the Active Pass Plus.* The proposed family pass will align the family pass fee structure with the current family single admission rate, which is based on the price of two adult admissions.

During the implementation of the new passes on September 1, 2023, staff received feedback from the community about how the changes impact single-adult households with multiple children. The now discontinued Active Pass Plus cost \$420 per year and included admission for the adult pass holder and all (unlimited) dependent children living in their household. Under the new membership structure, single-adult households may purchase an Adult Annual Pass for \$390.50 and may purchase an Annual Youth Pass for \$85 per youth per year. The newly introduced Family Pass costs \$781 per year and is most suitable for two-adult households with one to three children.

The approved youth fees remain the most affordable in the region, and the newly introduced family pass is the second most affordable in the region. There is no option comparable to the former Active Pass Plus offered at any other public recreation centre in the region.



IMPLICATIONS

Social Implications

The approved changes to admission and pass rates were implemented to ensure fees remain comparable across Greater Victoria. The approved increase to admissions accounts for increased operating costs associated with inflation, while striving to keep recreation accessible to our community members and encourage them in a healthy lifestyle. There is no equivalent to the Active Pass Plus at any other recreation centre in the region.

Financial Implications

The approved increases will generate sufficient revenue to achieve a return to the desired funding ratio of 50% user pay for the 2024 budget year and are in alignment with user fees across Greater Victoria.

CONCLUSION

The user fees collected by Panorama Recreation are used to reduce the tax requisition and for the delivery of recreation services. Recreation fees and charges continue to be reasonable and affordable for most residents and visitors to this area. The approved increases are in alignment with user fees across Greater Victoria.

RECOMMENDATION

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

Submitted by:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation



REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, SEPTEMBER 28, 2023

SUBJECT **Special Events 2023**

ISSUE SUMMARY

To provide information on the 2023 Panorama Recreation special events.

BACKGROUND

Panorama Recreation had a busy and successful season providing and participating in a variety of special events to encourage active living and community connectedness. This year staff were able to plan, participate in and/or deliver a variety of events to date including:

- Play in the Park
- Bird Feeder Challenge
- Family Movie Night
- Community Water Battle (Cancelled due to water restrictions and wildfires on Vancouver Island)

In addition, Panorama Recreation participated in a variety of community events throughout the Saanich Peninsula including Sidney Days, school fairs, Sidney Employment Expo, Camosun College Sport & Exercise Career Fair, Pink Shirt Day, Taking it to the Streets, BC Aviation Museum Open House, Brentwood Bay Festival, Salish Sea Lantern Festival, Ready Set Learn Event, Pauquachin Wellness Event and the Pauquachin Open House.

Plans for fall events include Active Aging Week, OneDay, Slider's Birthday Stroll, Halloween themed events for Kindergym and Everyone Welcome Skating, Gingerbread House Challenge and Winter Wonderland.

Play in the Park

Staff delivered the Play in the Park program throughout the Saanich Peninsula community once again this past summer. It was the ninth year. This free opportunity to play in local parks was facilitated by Panorama Recreation staff from 5:30 to 8 pm on Tuesdays, Wednesdays and Thursdays, from July 4 to August 31, 2023. The program ran three evenings a week in the locations listed below.

	July	August
Tuesday	KELSET Elementary School, North Saanich	
Wednesday	Tulista Park, Sidney	
Thursday	Centennial Park, Central Saanich	

The goal of Play in the Park is to improve the health and wellbeing of the community through increased physical activity (particularly in youth) and an enhanced sense of community and social connectedness.

This year, Play in the Park was led by one leader and four (vs three the previous year) assistant leaders. The extra staff member was to assist with the physical demand of the set up and take down

of the inflatable obstacle course. Four of the five staff were already staff within another Panorama department, one staff was a new hire. The Play in the Park staff supervised the giant inflatable obstacle course and small bouncy castle, offered opportunities for interactive and intergenerational play, group games and more. Approximately 2,600 people participated in Play in the Park this year. An increase of 200 compared to 2022. The free Yoga in the Park series was offered again this year on Wednesdays from 6 to 7 pm at Tulista Park. 420 people participated in the free yoga this year. Other features included adventure playground activities and an open-air library provided by Sidney/North Saanich Vancouver Island Regional Library., an increase of 200 from 2022.

The Play in the Park launch party that took place on Thursday, July 4 at Centennial Park in Central Saanich was successful with approximately 200 people in attendance throughout the evening. Other features included adventure playground activities and an open-air library provided by Sidney/North Saanich Vancouver Island Regional Library.

The community has shown great appreciation for the Play in the Park program. Many participants submitted feedback forms thanking Panorama Recreation for continuing to offer this free program in their communities.

IMPLICATIONS

Social Implications

Panorama Recreation strives to provide a safe, happy, healthy and friendly community. By offering and participating in local community events, we are able to connect with our local community and potential customers face to face. Special events facilitate community members coming together to meet, interact and build a stronger community across all ages.

These community events also assist us with increasing our public image and brand recognition as well as fostering customer relations and community partnerships.

Environmental Implications

The benefit of unstructured play and social interactions for all ages is well known. As events and programs like Play in the Park are offered in outdoor settings and local parks, we hope that community members will enhance their awareness of and continue to value local outdoor spaces.

Economic Implications

Although many of the special events do not directly generate revenue, Panorama Recreation's participation in these events provides valuable benefit in connecting and supporting overall community health and wellbeing with the community. This also leads to potentially increased participation and revenue in the future.

CONCLUSION

Special events and programs such as Play in the Park continue to be well attended and valued by Saanich Peninsula residents. They enhance social connectedness in the community and provide opportunities for play and fun activities.

RECOMMENDATION

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

Submitted by:	Lisa Sneek, Marketing & Special Events Coordinator
Concurrence:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation

**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, SEPTEMBER 28, 2023**

SUBJECT **Summer Camp Programs 2023**

ISSUE SUMMARY

To provide information on summer camp programs offered by Panorama Recreation in July and August 2023.

BACKGROUND

Panorama Recreation offers a variety of summer camp programming in July and August, which takes place at Panorama Recreation Centre, Greenglade Community Centre, Centennial Park, and elsewhere on the Saanich Peninsula.

Summer camps feature a range of themes and activities to appeal to diverse participants from 3 to 15 years of age. Several longstanding camps run weekly throughout the summer and are facilitated by Panorama Recreation staff. In addition, several special themed camps are offered for some or all weeks of the summer. These camps are primarily delivered by contracted service providers.

Summer camp participants take part in a diverse range of activities including arts, crafts, indoor and outdoor structured and unstructured play, and field trips to locations throughout Greater Victoria. In addition, camps enjoy the use of several indoor and outdoor facilities at Panorama Recreation including the swimming pool and tennis courts. New this year was the addition of multi-sport camp, which was offered for 7 weeks on the Jumpstart Multi Sport Court. This camp focused on the development of physical literacy and introduced children to a variety of sports.

Several departments are involved in the planning and delivery of summer camps, including Community Recreation, Aquatics, Arena and Racquet Sports. In total, 26 Panorama Recreation staff, including five inclusion leaders, and staff from 10 different service providers facilitated the delivery of summer camp programs in 2023.

In 2023 Panorama Recreation camps saw a total of 1913 registrants, which is 166 fewer than in 2022, and 258 more than 2019. In 2023 camps were on average 85% full, compared to 88% full in 2022 and 76% full in 2019. Although there were slightly fewer registrants and programs offered in 2023 over 2022, summer camps attendance and fill rates are out-performing pre-pandemic levels.

	Camps Offered	Total Registrants	% Full
2019	154	1655	76%
2022	145	2079	88%
2023	136	1913	85%

IMPLICATIONS

Social Implications

Having accessible, affordable and quality summer camp programming helps children, families and the local economy thrive. Summer camps provide children with opportunities for social interaction, physical activity, and structured and unstructured play, connecting them with indoor and outdoor recreation facilities in the community. Summer camps also support families to sustain employment during the summer months by providing much needed childcare, in turn allowing local businesses to attract and retain a stable work force.

Service Delivery Implications

Staff recruitment challenges had some impact on service delivery of summer camps in 2023. There was a slight reduction in the overall number of camps offered when compared with 2022, and some camps were in high demand with waitlist of 10 or more.

CONCLUSION

Summer camp programs are well attended and valued by the community, helping to address the community need for childcare on the Saanich Peninsula.

RECOMMENDATION

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

Submitted by:	Katherine Beck, Manager of Program Services
Concurrence:	Lorraine Brewster, M.A., Senior Manager, Panorama Recreation



**REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT Regional Parks Service – 2024 Operating and Capital Budget

ISSUE SUMMARY

To provide an overview of the draft 2024 Regional Parks service budget, including 2023 year-end budget projections and budget highlights.

BACKGROUND

The Capital Regional District (CRD) has provided a service for the provision and maintenance of regional parks and regional trails since incorporation in 1966. In 2022, there were 33 regional parks and 4 regional trails in the system, comprising over 13,200 hectares of parkland, 100 kms of regional trails and over 400 kms of trails within the regional parks. Visitation to regional parks and regional trails has increased by 54% since 2012. In 2022, regional trails received over 3.3 million visits and regional parks received over 4.8 million visits.

Funding for the service is primarily through property tax requisition. In 2023, tax requisition funded \$15.9 million towards the total annual operating budget of \$17.5 million. The CRD Board has endorsed the appropriateness of the property tax requisition as the primary revenue source for operating costs and continues to seek ways to relieve affordability pressure for taxpayers.

Non-tax revenue provides a small portion of the funding stream for regional parks and trails. Non-tax revenue is generated through the fees and permit provisions. Other sources of non-tax revenue may include donations, facility rentals or lease agreements, bylaw infraction fines and external grant funding. In 2022, non-tax revenue comprised approximately 3% of the annual budget for regional parks and trails. Additionally, grant funding and partnerships enhances the overall budget but is dependent on available opportunities and successful applications.

The draft 2024 Regional Parks and Trails service budget has been prepared for consideration by the Regional Parks Committee. The Committee will make budget recommendations to the CRD Board through the Committee of the Whole on October 25, 2023. The draft 2024 budget reflects the operating costs of regional parks and trails. The budget summary is attached as Appendix A.

The operating budget will continue to be refined over the next few years:

- Regional Parks and Trails Strategic Plan 2022-2032 implementation costs will continue to be identified.
- First Nations reconciliation practices and resourcing will be refined.
- Asset management planning will provide more accurate information on asset condition and replacement values of all built infrastructure, as well as 20-year financial forecasting.
- Regional trestle renewal and trails widening and lighting cost estimates will be improved.

2023 Year End Financial Projections

There is an estimated one-time net favourable variance of \$100,000 for Regional Parks 2023 operating budget. This variance will be utilized as a transfer to capital reserve at year end when the final amount is known. The net variance is primarily a result of:

- reduced salary costs due to challenges filling vacant and new positions.
- additional fee revenue as a result of the bylaw amendment passed in April 2023 to increase camping and permit fees.
- the above, offset by increased operating costs for vehicle fuel and maintenance and other one-time additional consulting and contract for services costs.

Details can be found in Appendix A under the 2023 Estimated Actual column.

With regard to 2023 capital expenditures as outlined in the CRD Board-approved 2023-2027 Capital Plan, a total of 19 projects were planned for 2023, with a total budget of \$16.1 million. Funding for the 2023 capital projects has been provided through a combination of reserve, grant, equipment replacement and existing capital funds. Projects have focused on addressing the replacement needs of aging critical infrastructure, such as repairs to the Selkirk Trestle and replacement of the Bilston Creek bridges, and addressing increased service delivery requirements, including amenities for new park staff positions and expanding park land base. Major capital projects have included the construction of the Mayne Island Regional Trail and the construction of the Elk Lake oxygenation system.

2024 Operating Budget

2024 Regional Parks expenditures are \$19.1 million, which is an 8.93% increase over 2023. Expenditures are broken down by operations, debt servicing and capital/reserve funding costs.

Operations

Regional Parks' 2024 operations budget is \$14.7 million, which is an 8.32% increase over the 2023 budget. The overall increase is split between core, ongoing and one-time expenditures.

The 2024 core operating budget for Regional Parks is \$14.1 million, which is a 3.43% increase over 2023, which falls within the benchmark increase of 3.50%. This reflects non-discretionary increases such as negotiated staff wages/salaries and corporate support services, as well as inflationary increases to maintain a consistent level of service year over year. Other budget realignment and adjustments have been made to better reflect historical trends and evolving services.

Ongoing items make up 4.89% of the overall 8.32% year-over-year increase in operating costs.

Details of the \$0.7 million ongoing expenditures are as follows:

Ongoing:

- \$35,000 – IBC 4b-1.1 – Trail Closure Policy Implementation
- \$25,000 – IBC 7c-3.1 – Elk/Beaver Lake Water Quality Monitoring
- \$225,000 – IBC 7e-3.1 – Asset Management Engineered Structure Inspections
- \$300,000 – IBC 7f-101 – First Nations Strategic Priorities Initiatives
- \$35,000 – New fleet fuel/maintenance costs
- \$43,625 – Corporate Services allocation

Debt Servicing

Current debt servicing costs relate to borrowing under *Loan Authorization Bylaw No. 4142* for funding to complete the E&N Rail Trail – Humpback Connector. The authorized \$6.1 million in borrowing was issued under four separate loan issues, which are all set to expire between April 2031 and April 2033. Annual interest and principal payments under this bylaw are \$0.6 million. The total 2024 budgeted debt servicing costs include the above-mentioned interest and principal payments, as well as an additional \$0.2 million of new debt servicing costs associated with land acquisition and the trail widening and lighting project.

Capital/Reserve Transfers

Direct capital funding in 2024 is \$0.3 million, which is a 75.68% increase over 2023. This increase relates to the annual infrastructure maintenance program.

The total transfers to reserves consist of transfers to the Operating Reserve fund, Equipment Replacement fund (ERF) and Capital Reserve fund. The 2024 transfers to reserve budget is \$3.31 million, which is a 2.77% increase over 2023. This increase includes an ongoing supplementary increase in transfers to the ERF of \$0.065 million to cover replacement costs of new fleet purchases.

Details can be found in Appendix A – Operating Budget

Table 1: 2024 Year over Year Budget Comparison

Expenditure Type	2024 Financial Plan	2023 Financial Plan	Change	% Change
Operations	14,711,478	13,581,962	1,129,516	8.32%
Debt Servicing	800,637	570,257	230,380	40.40%
Capital Funding	270,000	153,686	116,314	75.68%
Transfers to Reserves	3,311,231	3,222,103	89,128	2.77%
Total	\$ 19,093,346	\$ 17,528,008	\$ 1,565,338	8.93%

2024 Capital Budget

Capital Plan

The estimated replacement value for all built infrastructure in regional parks and regional trails over the current lifespan is estimated at \$120,750,000 (2022 valuations). Regional trails infrastructure costs make up over 40% of the asset replacement value (approximately \$48 million). These estimates were based on an estimated condition assessment and valuation of existing built assets. Inflation, cost and availability of materials will continue to influence the estimated replacement value of built infrastructure.

The capital budget for 2024 is \$9.5 million, which includes a preliminary amount of \$0.2 million, carried forward from 2023. The majority (\$8.3 million) of the capital program expenditures are for potential land acquisitions and new or renewed engineered structures.

Capital projects planned for 2024 focus on meeting dam safety regulatory requirements and addressing the replacement needs of aging infrastructure, such as repairs to the Galloping Goose

Regional Trail's Ayum Creek bridge and the Sitting Lady Falls footbridge at Witty's Lagoon Regional Park. Addressing increased service delivery requirements, through regional trail surfacing renewals and the East Sooke Aylard Farm parking lot expansion project, are represented, as are funds to accelerate the Regional Trestles Renewal, Trails Widening and Lighting project.

Capital Funding

There are two primary elements to the capital program funding. These are reserve funds established through annual operating contributions and debt servicing costs associated with long-term capital infrastructure and land acquisition financing. The 2024 capital program planned funding is \$5.9 million in new debt, \$3.4 million in reserve funds (ERF and Capital Reserve) and \$0.2 million of capital funds on hand, carried forward from 2023.

Appendix B provides a detailed breakdown of the capital expenditures and source of funds.

Reserve Funding

There are currently five reserve funds established by bylaw for this service. Reserves serve a multitude of purposes, including stabilizing revenue requirements and funding capital renewal and replacement.

The five reserve funds are:

1. Legacy Reserve – *Bylaw No. 4103*
2. Operating Reserve – *Bylaw No. 4145*
3. Equipment Replacement Reserve – *Bylaw No. 945*
4. Capital Reserve – *Bylaw No. 2313* (includes Land Acquisition Levy and Infrastructure)
5. Land Acquisition Reserve – *Bylaw No. 1831*

The Legacy Reserve fund was established by *Bylaw No. 4103* for money received for specific purposes through bequests, charitable donations or otherwise given.

The Operating Reserve fund was 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. Currently, transfers to the Operating Reserve fund are being used for cyclical expenditures such as visitor surveys and mountain bike trail assessments.

The Equipment Replacement Reserve fund was established by *Bylaw No. 945* to enable CRD services to set aside operating funds to cover the replacement costs of vehicles, machinery and equipment. The 2024 ERF contributions are set at \$0.4 million. This is the anticipated level of annual funding required to assure operational needs are met by replacing critical vehicles and equipment as scheduled.

The Capital Reserve fund was established by *Bylaw No. 2313* for the purpose of setting aside funds to cover expenditures required for new capital infrastructure and for the renewal or replacement of existing infrastructure. The 2024 Capital Reserve contributions are set at \$2.9 million and the planned 2024 capital expenditures funded by this reserve total \$2.6 million. The annual transfers currently do not meet the funding requirements needed to maintain and replace the aging infrastructure held by Regional Parks as identified within the CRD Capital reserve Guidelines and Asset Infrastructure Report. The Capital Reserve fund balance includes \$1.5

million of restricted funds relating to the Land Acquisition Levy.

The Land Acquisition Reserve fund was established by *Bylaw No. 1831* for the purpose of acquiring land for regional parks purpose. In 2022, the CRD Board adopted a new debt model for funding land acquisitions. As a result, there are no set contributions for 2024 and the reserve fund balance has been used in its entirety to fund a portion of the 2023 land acquisition expenditures.

Details of reserve fund balances and planned expenditures can be found in Appendix C.

2024 Budget Context

The following tables summarize the total 2024 Regional Parks expenditures and revenues. The totals are also summarized in Appendix A, along with the 2023 year-end estimated actuals and the 2025-2028 future projections.

Table 2: 2024 Budgeted Expenses

Budget Component	2024 Budget	% of Total
Salaries and Wages	9,550,047	50.02%
Internal Allocations	1,599,065	8.37%
Insurance Cost	68,810	0.36%
Consultant and Contract for Services	1,186,578	6.21%
Vehicles and Equipment	557,150	2.92%
Parks Maintenance and Repairs	371,558	1.95%
Utilities & Disposal Costs	202,698	1.06%
Operating Supplies	483,749	2.53%
Legal/Licences/Surveys Cost	57,650	0.30%
Telecommunications&Training	173,659	0.91%
Operating Cost - Other	460,514	2.41%
Capital/Reserve Transfers	3,581,231	18.76%
Debt Servicing	800,637	4.19%
Total	\$ 19,093,346	100%

Table 3: 2024 Budgeted Revenue

Budget Component	2024 Budget	% of Total
Internal Recoveries	76,018	0.40%
Parking Fees	210,000	1.10%
Camping Fees	205,000	1.07%
Permits/Interpretive Programs	50,000	0.26%
Rental Fees	33,000	0.17%
Mt McDonald Tower License Fees	161,011	0.84%
Interest/Other Fees	68,080	0.36%
PILT/GILT	756,393	3.96%
Municipal Requisition	17,533,844	91.83%
Total	\$ 19,093,346	100%

Requisition

The 2024 requisition is \$17.5 million, which is a 9.91% increase over 2023.

The key drivers of the increase are as follows:

- Core operating costs inflationary increase (3.43%)
- Increased reserve/capital funding (0.47%)
- Ongoing and one-time new initiatives (6.01%)
- IBC 4b-1.1 – Trail Closure Policy Implementation
- IBC 7c-3.1 – Elk/Beaver Lake Water Quality Monitoring
- IBC 7e-3.1 – Asset Management Engineered Structure Inspections
- IBC 7f-1.1 – First Nations Strategic Priority Initiatives
- New fleet operating/replacement costs
- New debt servicing costs – land acquisition and trail widening

ALTERNATIVES

Alternative 1

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

That Appendix A, Operating & Capital Budget – Regional Parks Service be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Alternative 2

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

That Appendix A, Operating & Capital Budget – Regional Parks Service be approved as amended and form the basis of the Final 2024-2028 Financial Plan.

IMPLICATIONS

Financial Implications

The CRD continues to look for ways to fund its services in a manner that relieves affordability pressure for the taxpayer. The CRD continues to progressively pursue grants and partnership opportunities. Regional Parks is also presenting a non-tax revenue generating proposal at the September 27, 2023 Regional Parks Committee meeting.

At the June 23, 2021 Regional Parks Committee meeting, staff were directed to report back to the committee as part of the service planning process, with a recommended financing option for future investments in land and major capital works that incorporate finance guidelines. The 2024 Regional Parks budget identifies a plan of debt financing of \$50 million to accelerate the Regional Trestles Renewal, Trails Widening and Lighting project over a six-year project schedule.

The project has been included in the five-year capital plan and the debt servicing costs have been included in the five-year operating budget. The 2024 debt servicing effect is estimated at \$20,000, being interest only on the first-year expenditures on planning and design of \$900,000 borrowed incrementally throughout the year.

Intergovernmental Implications

CRD staff will continue to work closely with all Nations whose areas of interest overlap with regional parks and trails in implementing the Regional Parks and Trails Strategic Plan 2022-2032. The Regional Parks and Trails Strategic Plan 2022–2032 focuses on strengthening government-to-government relationships and understanding between the CRD and First Nations in the region. Through the latter half of 2022, engagement on the Interim Strategic Plan took place with First Nations in the region. The CRD is committed to maintaining an open dialogue with First Nations to confirm that Indigenous cultural values and cultural uses are respected and that the priorities and actions remain relevant and meaningful.

Alignment with Board & Corporate Priorities

The 2023-2026 CRD Corporate Plan highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identifies a number of initiatives under various priorities that fall under the Regional Parks and Trails mandate. In addition to these initiatives, other Board-approved plans such as the Regional Parks and Trails Strategic Plan 2022-2023 provide additional direction for the Operating and Capital budget.

CONCLUSION

The draft 2024 Regional Parks and Trails Service budget has been prepared for consideration by the Regional Parks Committee. The Committee will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole. The draft 2024 budget reflects the acceleration of the Regional Trails Widening and Lighting Project and associated critical asset replacement project with the project funds being secured by way of debt. The budget will continue to be refined over the next two to three years as staff continue to develop partnerships, pursue grant opportunities and explore options to generate non-tax revenue to reduce loan and debt servicing amounts.

RECOMMENDATION

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

That Appendix A, Operating & Capital Budget – Regional Parks Service be approved as presented and form the basis of the Provisional 2024-2028 Financial Plan.

Submitted by:	Jeff Leahy, Senior Manager, Regional Parks
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

ATTACHMENTS

Appendix A: Operating & Capital Budget – Regional Parks Service

Appendix B: Five-Year Capital Expenditure Plan Summary – 2024-2028

Appendix C: Asset and Reserve Summary Schedule

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Parks

REGIONAL PARKS COMMITTEE REVIEW

Service: 1.280 Regional Parks

Committee: Regional Parks & Transportation

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks.
Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to \$10 per average household each year.
2010 increased requisition equates to \$12 per average household.
2011-2014 increased requisition further \$2 per average household in each year.
2015-2019 requisition equates to \$20 per average household in each year.
2020 requisition equates to \$20 per average household in each year.
2021-2025 increased requisition further \$1 per average household in each year

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Authorized: Bylaw.4142 - Construction of E&N Trail Phase 3&4	\$ 6,100,000
Borrowed:	\$ (6,100,000)
Remaining	<u>\$ -</u>
Authorized: Bylaw.4506 - Acquiring Land for Regional Parks	\$ 25,000,000
Borrowed:	\$ -
Remaining	<u>\$ 25,000,000</u>

Service: 1.280 Regional Parks

Committee: Regional Parks & Transportation

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted		Converted		Actual	Actual
	2022		2023		2022	2023
Member Municipality						
City of Colwood	676,387,481	3.59%	808,669,576	3.83%	6,204,372,115	7,420,771,515
City of Victoria	4,562,581,324	24.25%	4,956,430,853	23.47%	35,387,278,281	38,689,828,292
District of Central Saanich	821,112,902	4.36%	927,613,660	4.39%	6,951,449,149	7,890,127,835
Township of Esquimalt	592,077,215	3.15%	676,447,267	3.20%	5,261,465,156	6,000,713,806
District of Langford	1,807,943,089	9.61%	2,124,392,376	10.06%	15,212,962,883	17,998,658,843
District of Saanich	4,885,131,652	25.96%	5,470,524,226	25.91%	44,689,586,842	50,077,071,214
District of Oak Bay	1,171,428,027	6.23%	1,279,986,485	6.06%	11,409,270,209	12,477,236,951
District of North Saanich	814,676,641	4.33%	921,935,242	4.37%	7,527,498,712	8,502,320,535
District of Metchosin	203,434,625	1.08%	227,160,448	1.08%	1,999,212,193	2,234,885,411
Town of Sidney	656,173,316	3.49%	755,376,989	3.58%	5,596,917,473	6,352,318,170
Town of View Royal	443,000,748	2.35%	502,901,667	2.38%	3,948,572,659	4,476,761,160
District of Highland	120,325,439	0.64%	137,022,830	0.65%	1,108,603,814	1,269,569,048
District of Sooke	517,468,098	2.75%	593,953,061	2.81%	4,841,520,239	5,532,345,536
Subtotal	17,271,740,557	91.79%	19,382,414,680	91.80%	150,138,709,725	168,922,608,316
Electoral Area						
Juan de Fuca EA	331,978,346	1.76%	369,143,239	1.75%	2,934,005,812	3,258,280,866
Salt Spring Island (F)	647,554,560	3.44%	726,724,736	3.44%	6,177,850,284	6,963,759,364
Southern Gulf Islands	490,465,703	2.61%	551,988,342	2.61%	4,775,194,578	5,377,420,165
Subtotal	1,469,998,609	7.81%	1,647,856,317	7.80%	13,887,050,674	15,599,460,395
First Nations Taxation						
Songhees	37,506,403	0.20%	44,786,919	0.21%	336,309,800	392,723,000
Tsawout	37,233,100	0.20%	39,571,160	0.19%	345,904,400	367,592,000
Subtotal	74,739,503	0.40%	84,358,079	0.40%	682,214,200	760,315,000
TOTAL	18,816,478,669	100.00%	21,114,629,076	100.00%	164,707,974,599	185,282,383,711

REGIONAL PARKS SUMMARY			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:</u>										
Salaries and Wages	9,542,169	8,934,258	9,550,047	-	-	9,550,047	9,764,482	9,989,346	10,216,387	10,461,643
Internal Allocations	1,334,857	1,341,024	1,555,440	43,625	-	1,599,065	1,607,851	1,644,361	1,670,060	1,705,166
Insurance Cost	67,636	67,636	68,810	-	-	68,810	72,250	75,860	79,660	83,650
Consultant and Contract for Services	624,324	950,163	601,578	585,000	-	1,186,578	1,362,339	1,402,926	1,387,846	1,425,103
Vehicles and Equipment	413,771	536,071	522,150	35,000	-	557,150	568,293	579,658	591,252	603,076
Parks Maintenance and Repairs	357,871	503,308	371,558	-	-	371,558	378,988	386,566	394,299	402,184
Utilities & Disposal Costs	203,306	198,939	202,698	-	-	202,698	206,752	210,887	215,104	219,405
Operating Supplies	446,884	525,837	483,749	-	-	483,749	493,426	503,293	513,361	523,629
Legal/Licences/Surveys Cost	37,170	43,150	57,650	-	-	57,650	58,803	59,979	61,178	62,402
Telecommunications&Training	146,242	171,174	173,659	-	-	173,659	177,134	180,672	184,286	187,976
Operating Cost - Other	407,732	357,801	460,514	-	-	460,514	474,722	479,116	488,699	503,471
TOTAL OPERATING COSTS	13,581,962	13,629,361	14,047,853	663,625	-	14,711,478	15,165,040	15,512,664	15,802,132	16,177,705
*Percentage increase over prior year		0.3%	3.43%			8.32%	3.08%	2.3%	1.9%	2.4%
<u>CAPITAL / TRANSFER RESERVES</u>										
Transfer to Operating Reserve Fund	2,000	2,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Capital Fund	153,686	153,686	270,000	-	-	270,000	275,400	280,908	286,526	292,257
Land Acquisition Levy	-	-	-	-	-	-	-	-	-	-
Transfer to ERF Reserve	347,191	347,191	359,343	65,000	-	424,343	432,830	441,486	450,316	459,322
Transfer to Capital Reserve Fund	2,872,912	2,974,264	2,871,888	-	-	2,871,888	2,929,327	2,987,913	3,047,671	3,108,625
TOTAL CAPITAL / RESERVE TRANSFER	3,375,789	3,477,141	3,516,231	65,000	-	3,581,231	3,652,557	3,725,307	3,799,513	3,875,204
*Percentage increase over prior year		3.0%	4.16%			6.09%	1.99%	2.0%	2.0%	2.0%
*Percentage increase over prior year Ops and Cap			3.58%			7.87%	2.87%	2.2%	1.9%	2.3%
LAF Debt	-	-	-	190,000	20,000	210,000	600,000	1,170,000	1,745,000	2,330,000
Trail Widening Debt	-	-	-	20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Infrastructure Debt	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Debt Charges	570,257	570,257	570,637	210,000	20,000	800,637	1,470,637	2,565,637	4,235,637	5,865,637
TOTAL COSTS	17,528,008	17,676,759	18,134,721	938,625	20,000	19,093,346	20,288,234	21,803,608	23,837,282	25,918,546
*Percentage increase over prior year			3.46%			8.93%	6.26%	7.5%	9.3%	8.7%
Internal Recoveries	(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)	(82,284)
OPERATING LESS RECOVERIES	17,449,449	17,601,540	18,058,703	938,625	20,000	19,017,328	20,210,695	21,724,519	23,756,611	25,836,262
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from Prior to Current year	(184,736)	(184,736)	-		-	-	-	-	-	-
Fee Income	(502,955)	(657,046)	(694,091)	-	-	(694,091)	(706,429)	(719,020)	(731,636)	(746,240)
Rental Income	(33,000)	(31,000)	(33,000)	-	-	(33,000)	(33,660)	(34,334)	(35,020)	(35,721)
Transfer from Operating Reserve Fund	(20,000)	(20,000)	-	-	-	-	-	(20,000)	-	(20,000)
Payments - In Lieu of Taxes	(756,393)	(756,393)	(756,393)	-	-	(756,393)	(756,393)	(756,393)	(756,393)	(756,393)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,497,084)	(1,649,175)	(1,483,484)	-	-	(1,483,484)	(1,496,482)	(1,529,747)	(1,523,049)	(1,558,354)
REQUISITION	(15,952,365)	(15,952,365)	(16,575,219)	(938,625)	(20,000)	(17,533,844)	(18,714,213)	(20,194,772)	(22,233,562)	(24,277,908)
*Percentage increase over prior year requisition			3.90%			9.91%	6.73%	7.91%	10.10%	9.19%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	78.0	78.0	77.0	0.0	0.0	77.0	77.0	77.0	77.0	77.0

REGIONAL PARKS - 2024 BUDGET

REGIONAL PARKS SUMMARY	
MISSION:	Operate and manage a connected system of regional parks for public enjoyment; Foster stewardship of biodiversity by learning from and working with science and long-term land stewards and by connecting people to nature; Operate and manage a regional trail network for active transportation and recreation; Foster reconciliation by collaborating with First Nations in the operation and management of regional parks and regional trails through the establishment of traditional use agreements; Be fiscally responsible and accountable in decision-making.

FINANCIAL SUMMARY:	2023		2024				2025			
	BOARD	BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOATL	TOTAL	TOTAL	TOTAL
Headquarters and Admin Services		1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618
Visitor Experience & Stewardship		3,003,836	2,923,829	3,034,155	25,000	-	3,059,155	3,136,349	3,226,561	3,267,374
Planning & Facility Development		2,016,741	2,204,717	2,138,519	525,000	-	2,663,519	2,713,895	2,763,870	2,814,967
Parks Operations North		1,102,146	1,059,481	1,119,624	-	-	1,119,624	1,145,154	1,171,261	1,197,953
Parks Operations West		978,202	900,350	977,516	-	-	977,516	997,066	1,017,006	1,037,347
Parks Operations Central		975,685	928,720	988,985	-	-	988,985	1,011,874	1,035,283	1,059,226
Parks Operations South		813,895	855,674	856,392	-	-	856,392	876,316	896,694	914,628
Parks Operations Administration		1,891,315	1,949,258	1,990,549	35,000	-	2,323,942	2,220,779	2,266,947	2,314,075
HQ Maintenance and Equipment		910,937	1,058,174	1,017,119	35,000	-	1,052,119	1,074,882	1,098,129	1,121,881
Mount McDonald		116,509	113,636	121,274	-	-	121,274	123,699	126,173	128,696
TOTAL OPERATING COST		13,434,117	13,596,861	14,025,353	663,625		14,688,978	15,141,930	15,488,932	15,777,765
Percentage change over prior year				4.40%			9.34%	3.08%	2.29%	1.86%
Land Acquisition Levy					-	-				
Land Acquisition (planning costs)		147,844	32,500	30,500	-	-	30,500	31,110	31,732	32,367
Transfer to Operating Reserves Fund		2,000	2,000	7,000	-	-	7,000	7,000	7,000	7,000
Transfer to ERF and Capital		3,373,789	3,475,141	3,501,231	65,000	-	3,566,231	3,637,557	3,710,307	3,784,513
Debt Servicing Cost LAF					190,000	20,000	210,000	600,000	1,170,000	1,745,000
Debt Servicing Trail Widening					20,000	-	20,000	300,000	825,000	1,920,000
Debt Servicing Infrastructure		570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637
TOTAL LAND, RESERVE AND DEBT		4,093,890	4,079,898	4,109,368	275,000	20,000	4,404,368	5,146,304	6,314,676	8,059,517
Percentage change over prior year				0.38%			7.58%	16.85%	22.70%	27.63%
Surplus C/F		(184,736)	(184,736)							
Internal Recoveries		(78,559)	(75,219)	(76,018)	-	-	(76,018)	(77,539)	(79,089)	(80,671)
Transfer from Operating Reserve		(20,000)	(20,000)		-	-			(20,000)	(20,000)
Fee Income		(502,954)	(657,046)	(694,091)	-	-	(694,091)	(706,429)	(719,020)	(731,636)
Rental Income		(33,000)	(31,000)	(33,000)	-	-	(33,000)	(33,660)	(34,334)	(35,020)
Payments - In Lieu of Taxes		(756,393)	(756,393)	(756,393)	-	-	(756,393)	(756,393)	(756,393)	(756,393)
TOTAL REVENUE		(1,575,642)	(1,724,394)	(1,559,502)			(1,559,502)	(1,574,021)	(1,608,836)	(1,603,720)
TOTAL REQUISITION		(15,952,365)	(15,952,365)	(16,575,219)	(938,625)	(20,000)	(17,533,844)	(18,714,213)	(20,194,772)	(22,233,562)
Percentage change over prior year requisition				3.90%			9.91%	6.73%	7.91%	10.10%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried		78.00	78.00	77.00	-	-	77.00	77.00	77.00	77.00

REGIONAL PARKS - 2024 BUDGET

PROGRAM: HEADQUARTERS AND ADMINISTRATIVE SERVICES											
DESCRIPTION:		Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.									
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Salaries & Wages	409,488	417,092	428,440	-	-	428,440	438,714	449,227	459,987	470,995	
Other Operating Expenditures	1,215,363	1,185,930	1,352,780	43,625	-	1,396,405	1,403,202	1,437,781	1,461,631	1,494,966	
TOTAL EXPENDITURES	1,624,851	1,603,022	1,781,220	43,625	-	1,824,845	1,841,916	1,887,008	1,921,618	1,965,961	
Internal Recoveries	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)	
TOTAL REVENUE	(26,370)	(23,030)	(23,030)	-	-	(23,030)	(23,491)	(23,960)	(24,440)	(24,928)	
Requisition	(1,598,481)	(1,579,992)	(1,758,190)	(43,625)	-	(1,801,815)	(1,818,425)	(1,863,048)	(1,897,178)	(1,941,033)	
Percentage Change			9.99%			12.72%	0.92%	2.45%	1.83%	2.31%	

PROGRAM: LAND ACQUISITION											
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Capital				-	-						
Debt Servicing LAF				190,000	20,000	210,000	600,000	1,170,000	1,745,000	2,330,000	
Salaries & Wages	127,144			-	-						
Other Operating Expenditures	20,700	32,500	30,500	-	-	30,500	31,110	31,732	32,367	33,013	
TOTAL EXPENDITURES	147,844	32,500	30,500	190,000	20,000	240,500	631,110	1,201,732	1,777,367	2,363,013	
Other Revenue											
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-	
Requisition	(147,844)	(32,500)	(30,500)	(190,000)	(20,000)	(240,500)	(631,110)	(1,201,732)	(1,777,367)	(2,363,013)	
Percentage Change			-79.37%			62.67%	162.42%	90.42%	47.90%	32.95%	

REGIONAL PARKS - 2024 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING										
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Debt Servicing Trail Widening				20,000	-	20,000	300,000	825,000	1,920,000	2,965,000
Debt Servicing Infrastructure	570,257	570,257	570,637	-	-	570,637	570,637	570,637	570,637	570,637
Transfer to Capital Reserve Fund	2,581,439	2,581,439	2,571,789	-	-	2,571,789	2,623,225	2,675,690	2,729,203	2,783,788
Total Expenditures	3,151,696	3,151,696	3,142,426	20,000	-	3,162,426	3,493,862	4,071,327	5,219,840	6,319,425
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(1,050)	(1,050)	(1,430)	-	-	(1,430)	(1,430)	(1,430)	(1,430)	(1,430)
Requisition	(3,150,646)	(3,150,646)	(3,140,996)	(20,000)		(3,160,996)	(3,492,432)	(4,069,897)	(5,218,410)	(6,317,995)
Percentage Change			-0.31%			0.33%	10.49%	16.53%	28.22%	21.07%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2024 BUDGET

PROGRAM: VISITOR EXPERERIENCE & STEWARDSHIP											
DESCRIPTION:		Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff. Oversees compliance and enforcement throughout the park system. Provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.									
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028	
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total	
Salaries & Wages	2,597,536	2,430,605	2,570,385	-	-	2,570,385	2,624,966	2,686,371	2,749,178	2,813,425	
Other Operating Expenditures	406,300	493,224	455,770	25,000.00	-	480,770	503,383	532,190	510,196	545,404	
Trans to Operating Res Fund			8,000	-	-	8,000	8,000	8,000	8,000	8,000	
Internal Recoveries				-	-						
TOTAL EXPENDITURES	3,003,836	2,923,829	3,034,155	25,000	-	3,059,155	3,136,349	3,226,561	3,267,374	3,366,829	
Program Fees and Donations				-	-						
Trans from Operating Res Fund				-	-			(20,000)		(20,000)	
TOTAL REVENUE				-	-			(20,000)		(20,000)	
Requisition	(3,003,836)	(2,923,829)	(3,034,155)	(25,000)	-	(3,059,155)	(3,136,349)	(3,206,561)	(3,267,374)	(3,346,829)	
Percentage Change			1.01%			1.84%	2.52%	2.24%	1.90%	2.43%	

REGIONAL PARKS - 2024 BUDGET

PROGRAM: PLANNING & FACILITY DEVELOPMENT										
DESCRIPTION:		The goal of planning is to address the protection of a park and trail's natural environment, curtural herritage and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	1,582,980	1,427,431	1,565,599			1,565,599	1,602,985	1,641,241	1,680,387	1,720,440
Other Operating Expenditures	433,761	777,286	572,920	525,000		1,097,920	1,110,910	1,122,629	1,134,580	1,146,770
TOTAL OPS EXPENDITURES	2,016,741	2,204,717	2,138,519	525,000	-	2,663,519	2,713,895	2,763,870	2,814,967	2,867,210
Transfer to Capital Reserve Fund	219,040	219,040	226,706			226,706	231,241	235,865	240,583	245,394
Transfer to Operating Reserve Fund			5,000			5,000	5,000	5,000	5,000	5,000
TOTAL TRANSFERS	219,040	219,040	231,706			231,706	236,241	240,865	245,583	250,394
Other Revenue	(2,900)									
Transfer from Operating Reserve	(20,000)	(20,000)								
TOTAL REVENUE	(22,900)	(20,000)	-	-	-	-	-	-	-	-
Requisition	(2,212,881)	(2,403,757)	(2,370,225)	(525,000)	-	(2,895,225)	(2,950,136)	(3,004,735)	(3,060,550)	(3,117,604)
Percentage Change			7.11%			30.84%	1.90%	1.85%	1.86%	1.86%

REGIONAL PARKS - 2024 BUDGET

PROGRAM:		HEADQUARTERS MAINTENANCE AND EQUIPMENT								
DESCRIPTION:		This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	444,052	440,170	448,937			448,937	459,634	470,578	481,778	493,238
Other Operating Expenditures	466,885	618,004	568,182	35,000		603,182	615,248	627,551	640,103	652,902
TOTAL OPS EXPENDITURES	910,937	1,058,174.00	1,017,119	35,000.00	-	1,052,119	1,074,882	1,098,129	1,121,881	1,146,140
Transfer to Capital and ERF	347,191	347,191	359,343	65,000		424,343	432,830	441,486	450,316	459,322
TOTAL CAP EXPENDITURES	347,191	347,191.00	359,343	65,000.00	-	424,343	432,830	441,486	450,316	459,322
Requisition	(1,258,128)	(1,405,365)	(1,376,462)	(100,000)		(1,476,462)	(1,507,712)	(1,539,615)	(1,572,197)	(1,605,462)
Percentage Change			9.41%			17.35%	2.12%	2.12%	2.12%	2.12%

PROGRAM:		MOUNT MCDONALD								
DESCRIPTION:		In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.								
FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages										
Other Operating Expenditures	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
TOTAL OPS EXPENDITURES	116,509	113,636	121,274			121,274	123,699	126,173	128,696	131,272
Transfer to Operating Reserve	2,000	2,000	2,000			2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,900	46,818	47,754	48,709
TOTAL CAP EXPENDITURES	47,000	47,000	47,000			47,000	47,900	48,818	49,754	50,709
Internal Recoveries	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Transfer from Operating Reserve										
TOTAL REVENUE	(29,359)	(29,359)	(29,359)			(29,359)	(29,946)	(30,545)	(31,156)	(31,779)
Requisition	(134,150)	(131,277)	(138,915)			(138,915)	(141,653)	(144,446)	(147,294)	(150,202)
Percentage Change			3.55%			3.55%	1.97%	1.97%	1.97%	1.97%
Participants: All municipalities and electoral areas										

REGIONAL PARKS - 2024 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL, SOUTH & ADMINISTRATION
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment, culture heritage and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the souther terminus of the Lockside Regional Trail north, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, and West to Jordan River. South manages from the downtown core to East Sooke, including the E&N and Galoping Goose trails.

PARKS OPERATIONS NORTH

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	789,678	705,420	806,490			806,490	825,758	845,477	865,653	886,297
Other Operating Expenditures	312,468	354,061	313,134			313,134	319,396	325,784	332,300	338,945
TOTAL EXPENDITURES	1,102,146	1,059,481	1,119,624	-	-	1,119,624	1,145,154	1,171,261	1,197,953	1,225,242
Requisition	(1,102,146)	(1,059,481)	(1,119,624)			(1,119,624)	(1,145,154)	(1,171,261)	(1,197,953)	(1,225,242)
Percentage Change			1.59%			1.59%	2.28%	2.28%	2.28%	2.28%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	790,505	719,032	795,343			795,343	811,250	827,475	844,024	874,038
Other Operating Expenditures	187,697	181,318	182,173			182,173	185,816	189,531	193,323	197,189
TOTAL EXPENDITURES	978,202	900,350	977,516			977,516	997,066	1,017,006	1,037,347	1,071,227
Internal Recoveries	(22,830)	(22,830)	(23,629)			(23,629)	(24,102)	(24,584)	(25,075)	(25,577)
Requisition	(955,372)	(877,520)	(953,887)			(953,887)	(972,964)	(992,422)	(1,012,272)	(1,045,650)
Percentage Change			-0.16%			-0.16%	2.00%	2.00%	2.00%	3.30%

Participants: All municipalities and electoral areas

PARKS OPERATIONS CENTRAL

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	791,156	733,595	799,401			799,401	818,499	838,042	858,038	878,499
Other Operating Expenditures	184,529	195,125	189,584			189,584	193,375	197,241	201,188	205,212
TOTAL EXPENDITURES	975,685	928,720	988,985			988,985	1,011,874	1,035,283	1,059,226	1,083,711
Internal Recoveries										
Requisition	(975,685)	(928,720)	(988,985)			(988,985)	(1,011,874)	(1,035,283)	(1,059,226)	(1,083,711)
Percentage Change			1.36%			1.36%	2.31%	2.31%	2.31%	2.31%

Participants: All municipalities and electoral areas

PARKS OPERATIONS SOUTH

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	680,896	707,778	717,748			717,748	734,899	752,449	767,498	782,847
Other Operating Expenditures	132,999	147,896	138,644			138,644	141,417	144,245	147,130	150,073
TOTAL EXPENDITURES	813,895	855,674	856,392			856,392	876,316	896,694	914,628	932,920
Internal Recoveries										
Requisition	(813,895)	(855,674)	(856,392)			(856,392)	(876,316)	(896,694)	(914,628)	(932,920)
Percentage Change			5.22%			5.22%	2.33%	2.33%	2.00%	2.00%

Participants: All municipalities and electoral areas

PARKS OPERATIONS ADMINISTRATION

FINANCIAL SUMMARY:	2023	2023	2024	2024	2024	2024	2025	2026	2027	2028
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	1,328,733	1,353,135	1,417,704			1,417,704	1,447,777	1,478,486	1,509,844	1,541,864
Other Operating Expenditures	562,582	596,123	572,845	35,000		607,845	773,002	788,461	804,231	820,316
Transfer to Reserves & Capital	181,119	181,119	298,393			298,393	304,361	310,448	316,657	322,991
TOTAL EXPENDITURES	2,072,434	2,130,377	2,288,942	35,000		2,323,942	2,525,140	2,577,395	2,630,732	2,685,171
Internal Recoveries										
Requisition	(2,072,434)	(2,130,377)	(2,288,942)	(35,000)		(2,323,942)	(2,525,140)	(2,577,395)	(2,630,732)	(2,685,171)
Percentage Change			10.45%			12.14%	8.66%	2.07%	2.07%	2.07%

Change in Budget 2023 to 2024			
Service:	1.280 Regional Parks	Total Expenditure	Comments
2023 Budget		17,528,008	
Change in Salaries:			
	Base salary and benefit change	88,562	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	46,460	
	FTE repositioned to Engineering Services	(127,144)	
	Total Change in Salaries	7,878	
Other Changes:			
	Consulting and Contract Services	300,000	IBC 7F-1.1 - FN Strategic Priority Initiatives
	Consulting and Contract Services	225,000	IBC 7e-3.1 Asset Management Eng. Structures
	Debt Servicing	210,000	LAF debt servicing
	Operating Costs	208,379	Ongoing costs related to fleet expansion
	Human Resources Allocation	101,178	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Standard Overhead Allocation	78,170	Increase in 2023 operating costs
	Consulting and Contract Services	35,000	IBC 4b-1.1 - Trail Closure
	Consulting and Contract Services	25,000	IBC 7c-3.1 - Elk/Beaver Water Quality
	Debt Servicing	20,000	Trail widening debt servicing
	Other Costs	354,733	
	Total Other Changes	1,557,460	
2024 Budget		19,093,346	
Summary of % Expense Increase			
	2024 Initiative Business Cases	3.3%	
	Debt Servicing	1.3%	
	Balance of increase	4.3%	
	% expense increase from 2023:	8.9%	
	% Requisition increase from 2023 (if applicable):	9.91%	Requisition funding is 91.8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$101,352 (0.6%) due mainly to hiring challenges of vacant positions. This variance will be moved to Capital Reserve.

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

Service No.	1.280 Regional Parks	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$145,000	\$585,000	\$0	\$545,000	\$750,000	\$2,025,000
Equipment	\$200,000	\$370,200	\$68,400	\$107,700	\$62,800	\$74,400	\$683,500
Land	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Engineered Structures	\$0	\$3,300,000	\$11,977,500	\$13,420,000	\$14,385,000	\$14,185,000	\$57,267,500
Vehicles	\$0	\$698,000	\$405,000	\$340,000	\$120,000	\$692,000	\$2,255,000
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Debenture Debt (New Debt Only)	\$0	\$5,900,000	\$14,100,000	\$15,000,000	\$15,000,000	\$15,000,000	\$65,000,000
Equipment Replacement Fund	\$0	\$808,200	\$473,400	\$447,700	\$182,800	\$766,400	\$2,678,500
Grants (Federal, Provincial)	\$0	\$0	\$270,000	\$0	\$0	\$2,000,000	\$2,270,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$2,605,000	\$3,192,500	\$3,420,000	\$4,930,000	\$2,935,000	\$17,082,500
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.280
Service Name:	Regional Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 175,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.		S	Res		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilston (2), Charters and Interurban.	\$ 2,424,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilston (2), Charters and Interurban.		S	Res		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.	\$ 1,120,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.		S	Res		\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.	\$ 1,575,000	S	Res		\$ 125,000	\$ 200,000	\$ -	\$ 1,250,000	\$ -	\$ 1,575,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	Remove and rehabilitate the Sooke Potholes old lodge site.	\$ 385,000	B	Res		\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ 385,000
22-07	Replacement	Replace pit toilets at Coles Bay	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	\$ 95,000	B	Res		\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	\$ 60,000	E	Res		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.	\$ 3,960,000	S	Res		\$ 60,000	\$ 630,000	\$ -	\$ -	\$ 1,000,000	\$ 1,690,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.		S	Grant		\$ -	\$ 270,000	\$ -	\$ -	\$ 2,000,000	\$ 2,270,000
23-08	New	Design & Construct Eagle Beach Retaining Wall	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.	\$ 57,500	S	Res		\$ -	\$ 7,500	\$ 50,000	\$ -	\$ -	\$ 57,500
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon footbridge over Sitting Lady Falls.	\$ 435,000	S	Res		\$ 60,000	\$ 375,000	\$ -	\$ -	\$ -	\$ 435,000
23-13	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.		NA	V	ERF	\$ 348,000	\$ 405,000	\$ 340,000	\$ 120,000	\$ 467,000	\$ 1,680,000
23-14	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.		NA	E	ERF	\$ 110,200	\$ 68,400	\$ 107,700	\$ 62,800	\$ 74,400	\$ 423,500
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.		NA	L	Debt	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
23-19	New	EV Charge Stations	EV Charging Stations	\$ 410,000	E	Cap	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-19	New	EV Charge Stations	EV Charging Stations		E	Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-19	New	EV Charge Stations	EV Charging Stations		E	Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
24-04	Renewal	Design & Construct Brookleigh Boat Launch	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.	\$ 350,000	S	Res		\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ 350,000
24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.	\$ 50,000,000	S	Debt		\$ 900,000	\$ 9,100,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 40,000,000
24-06	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Lochside Regional Trail section - North Weiler	\$ 500,000	S	Res		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
24-07	Renewal	Site Planning and Improvements at 728 Work Site	Site plan, design and construct building and site improvements at 728 work site.	\$ 1,500,000	B	Res		\$ 50,000	\$ 200,000	\$ -	\$ 500,000	\$ 750,000	\$ 1,500,000
24-08	Study	Options Analysis - Sooke Hills Wilderness Trail Repair	Options analysis for short term repair of trail infrastructure along the Sooke Hills Wilderness Trail.	\$ 75,000	S	Res		\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-09	Renewal	Construct Ayum Creek Bridge Repair	Construct repairs to Ayum Creek Bridge	\$ 50,000	S	Res		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-10	New	Design & Construct Weed Harvester Dry-Dock	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach	\$ 265,000	S	Res		\$ 40,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 265,000
24-11	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.	\$ 985,000	S	Res		\$ 175,000	\$ 275,000	\$ 285,000	\$ 250,000	\$ -	\$ 985,000
24-12	Replacement	Weed Harvester	Replace 2006 aquatic weed harvester		NA	V	ERF	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
24-13	Renewal	Design Durrance Lake Dam Alteration Plan	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.	\$ 300,000	S	Res		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Options analysis for shoreline stabilization at Jordan River Regional Park.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
25-03	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 325,000	S	Res			\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
25-05	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 80,000	S	Res			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
26-01	Renewal	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.	\$ 30,000	S	Res		\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-03	Renewal	Repair Eagle Beach Picnic Shelter	Design and construct improvements to Eagle Beach picnic shelter to extend service life.	\$ 80,000	S	Res		\$ -	\$ -	\$ 15,000	\$ 65,000	\$ -	\$ 80,000
26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 1,850,000	S	Res		\$ -		\$ 950,000	\$ 900,000	\$ -	\$ 1,850,000
26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	Site plan, design and construct building and site improvements at Mill Hill work site.	\$ 325,000	S	Res		\$ -	\$ -	\$ 75,000	\$ 250,000	\$ -	\$ 325,000
26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road	Full depth renewal and paving of Elk Beaver Lake Regional Park road.	\$ 300,000	S	Res		\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ 300,000
26-07	Renewal	Repair - Jordan River Regional Park Boardwalk	Repair boardwalk at Jordan River Regional Park.	\$ 45,000	S	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
27-01	Renewal	Implement Durrance Dam alteration plan	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	\$ 3,000,000	S	Res		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 3,000,000
27-02	Replacement	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.	\$ 45,000	B	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
28-01	New	Design Thetis Lake Dam Upgrades	Design and construct upgrades to Thetis Lake Dams.	\$ 150,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
28-02	Replacement	Replace pit toilet at Island View Beach	Replace Island View Beach pit toilets that are approaching end of life.	\$ 190,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 190,000	\$ 190,000
28-03	New	Assess and Repair Regional Trail Land Protection	Conduct culvert assessment and repairs.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-04	New	Upgrade Regional Trail surfacing	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmecken bridges based on 20-year renewal plan.	\$ 325,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
28-06	Replacement	Tandem Dump Truck	Replace 2003 Western Star tandem dump truck		NA	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
GRAND TOTAL				\$ 71,741,500			\$ 200,000	\$ 9,513,200	\$ 18,035,900	\$ 18,867,700	\$ 20,112,800	\$ 20,701,400	\$ 87,231,000

Service:

1.280

Regional Parks

Project Number 18-02

Capital Project Title Implement Kiosk Strategy

Capital Project Description Implement kiosk strategy for the purpose of replacing ageing information kiosks.

Project Rationale This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2024.

Project Number 19-05

Capital Project Title Repair GGRT Bridges (5)

Capital Project Description Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban.

Project Rationale Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban bridges on the Galloping Goose Trail.

Project Number 20-09

Capital Project Title Design & Expand East Sooke Aylard Farm Parking

Capital Project Description Develop & construct an engineered long term expansion solution to meet on-going parking demands.

Project Rationale Develop and construct an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.

Project Number 22-02

Capital Project Title Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)

Capital Project Description Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.

Project Rationale Improvements included re-enforcement of the downstream face, tie-in to the existing spillway control and vegitaion management are required for the main dam at the southern outlet of Beaver Lake. Design in 2024/2025 and construction in 2027.

Service:

1.280

Regional Parks

Project Number	22-04	Capital Project Title	Sooke Potholes Lodge Site Demolition	Capital Project Description	Remove and rehabilitate the Sooke Potholes old lodge site.
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Project Rationale This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.

Project Number	22-07	Capital Project Title	Replace pit toilets at Coles Bay	Capital Project Description	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.
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Project Rationale Replace and standardize pit toilets at Coles Bay which have exceeded the serviceable life span.

Project Number	23-01	Capital Project Title	Purchase of New Genset for Mt. McDonald	Capital Project Description	New backup power supply required for emergency communication equipment on Mt. McDonald.
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Project Rationale A new backup power supply is required for the emergency communication equipment located on Mount McDonald.

Project Number	23-05	Capital Project Title	Design & Construct Salt Spring Island Regional Trail	Capital Project Description	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.
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Project Rationale This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.

Service:

1.280

Regional Parks

Project Number	23-08	Capital Project Title	Design & Construct Eagle Beach Retaining Wall	Capital Project Description	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.
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Project Rationale Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.

Project Number	23-11	Capital Project Title	Repair Witty's Lagoon Bridge	Capital Project Description	Replace Witty's Lagoon footbridge over Sitting Lady Falls.
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Project Rationale Replace Witty's Lagoon Footbridge over Sitting Lady Falls.

Project Number	23-13	Capital Project Title	Vehicle Replacement	Capital Project Description	Vehicle replacement based on a schedule for fleet vehicles.
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Project Rationale Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.

Project Number	23-14	Capital Project Title	Equipment Replacement	Capital Project Description	Equipment replacement of outdoor and indoor equipment and furniture.
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Project Rationale Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office equipment and operational field equipment.

Service: 1.280 Regional Parks

Project Number	23-15	Capital Project Title	Potential Land Acquisition Transactions	Capital Project Description	Potential land acquisition transactions.
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Project Rationale Potential land acquisition transactions estimated at \$5 million per year.

Project Number	23-19	Capital Project Title	EV Charge Stations	Capital Project Description	EV Charging Stations
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Project Rationale Purchase, address electrical capacity, and install EV charge stations at 728 work site, Mill Hill work site, and priority public regional park parking lots.

Project Number	24-01	Capital Project Title	Upgrade Humpback Dam Spalling	Capital Project Description	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.
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Project Rationale The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review underway in 2023.

Project Number	24-03	Capital Project Title	Upgrade Sooke Potholes Campground Road	Capital Project Description	Improvements to road between parking lot #3 and Spring Salmon Place Campground.
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Project Rationale Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.

Service:	1.280	Regional Parks
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Project Number	24-04	Capital Project Title	Design & Construct Brookleigh Boat Launch	Capital Project Description	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.
Project Rationale	Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.				

Project Number	24-05	Capital Project Title	Regional Trestle Renewal, Trails Widening and Lighting Project	Capital Project Description	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.
Project Rationale	Design and construct the renewal and enhancement of the Swan, Brett, and Selkirk Trestle, and widen and light 6 km of Regional Trail along priority sections of the Lochside and Galloping Goose Regional Trail. Funding model based on staff report presented to the Transportation Committee July 19, requires CRD Board approval August 8, 2023.				

Project Number	24-06	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Lochside Regional Trail section - North Weiler
Project Rationale	Full depth renewal and paving of the North Weiler section of the Lochside Regional Trail, identified as a priority in the 20-year renewal plan.				

Project Number	24-07	Capital Project Title	Site Planning and Improvements at 728 Work Site	Capital Project Description	Site plan, design and construct building and site improvements at 728 work site.
Project Rationale	Long-term site planning, design and construction of building and improvements at the 728 work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.				

Service: 1.280 Regional Parks

Project Number	24-08	Capital Project Title	Options Analysis - Sooke Hills Wilderness Trail Repair	Capital Project Description	Options analysis for short term repair of trail infrastructure along the Sooke Hills Wilderness Trail.
Project Rationale	Short term options to repair and open the Sooke Hills Wilderness Trail on a temporary basis; longer term solution is required once provincial and regional discussions with First Nations regarding the E&N Rail Corridor are complete.				

Project Number	24-09	Capital Project Title	Construct Ayum Creek Bridge Repair	Capital Project Description	Construct repairs to Ayum Creek Bridge
Project Rationale	Construct repairs to Ayum Creek Bridge along the Galloping Goose Regional Trail, based on 2023 condition assessment.				

Project Number	24-10	Capital Project Title	Design & Construct Weed Harvester Dry-Dock	Capital Project Description	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach
Project Rationale	Design and develop dry-dock at North Beach, to permanently store the weed harvester. Aim is to reduce resources needed to move the equipment to the 728 work site.				

Project Number	24-11	Capital Project Title	Portal Signs	Capital Project Description	Replace portal signs or install new portal signs at main regional park and trail access points to allign with Corporate Sign Strategy.
Project Rationale	Install new portal signs at regional park access points to align with Corporate Sign Strategy.				

Service:

1.280

Regional Parks

Project Number	24-12	Capital Project Title	Weed Harvester	Capital Project Description	Replace 2006 aquatic weed harvester
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Project Rationale Replace 2006 weed harvester through the vehicle replacement fund as the equipment reaches end of serviceable life.

Project Number	24-13	Capital Project Title	Design Durrance Lake Dam Alteration Plan	Capital Project Description	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.
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Project Rationale Design and develop a dam alteration plan for the Durrance Lake Dam, including submission of dam alteration plan to the Provincial Dam Safety Office.

Project Number	25-02	Capital Project Title	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Capital Project Description	Options analysis for shoreline stabilization at Jordan River Regional Park.
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Project Rationale Options analysis for shoreline stabilization at Jordan River Regional Park, including an environmental study of the proposed options.

Project Number	25-03	Capital Project Title	Renewal of Regional Trail surfacing	Capital Project Description	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road
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Project Rationale Full depth renewal and paving for the 6-Mile Road to Wale Road section of the Galloping Goose Regional Trail, identified as a priority in the 20-year renewal plan.

Service:	1.280	Regional Parks
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Project Number	25-04	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.				

Project Number	25-05	Capital Project Title	Implement Kiosk Strategy	Capital Project Description	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Project Rationale	This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2028.				

Project Number	26-01	Capital Project Title	Improve boat launch at Thetis Lake	Capital Project Description	Improvements to boat launch at Thetis Lake main beach.
Project Rationale	Improvements to boat launch at Thetis Lake main beach.				

Project Number	26-03	Capital Project Title	Repair Eagle Beach Picnic Shelter	Capital Project Description	Design and construct improvements to Eagle Beach picnic shelter to extend service life.
Project Rationale	Design and construct improvements to the Eagle Beach picnic shelter, which experiences a high level of use and is nearing end of life.				

Service: 1.280 Regional Parks

Project Number	26-04	Capital Project Title	Construct - Regional Trail Bridge Renewals (4)	Capital Project Description	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.
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Project Rationale Construct Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the Bilston Creek Bridge #3, Firehall Creek Bridge, Millstream Creek Bridge, and Wilkinson Bridge.

Project Number	26-05	Capital Project Title	Site Planning and Improvements at Mill Hill Work Site	Capital Project Description	Site plan, design and construct building and site improvements at Mill Hill work site.
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Project Rationale Long-term site planning, design and construction of building and improvements at the Mill Hill work site, including office space capacity, electric service capacity to service EV fleet, Hvac system and equipment storage.

Project Number	26-06	Capital Project Title	Renewal of Elk Beaver Lake Regional Park road surfacing	Capital Project Description	Full depth renewal and paving of Elk Beaver Lake Regional Park road.
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Project Rationale Full depth renewal and paving of the Elk Beaver Lake Regional Park road.

Project Number	26-07	Capital Project Title	Repair - Jordan River Regional Park Boardwalk	Capital Project Description	Repair boardwalk at Jordan River Regional Park.
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Project Rationale Repair boardwalk that is approaching end of life at Jordan River Regional Park.

Service:

1.280

Regional Parks

Project Number	27-01	Capital Project Title	Implement Durrance Dam alteration plan	Capital Project Description	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.
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Project Rationale Implement Durrance Lake Dam alteration plan and design based on public engagement process outcomes.

Project Number	27-02	Capital Project Title	Replace pit toilet at Lone Tree Hill	Capital Project Description	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.
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Project Rationale Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.

Project Number	28-01	Capital Project Title	Design Thetis Lake Dam Upgrades	Capital Project Description	Design and construct upgrades to Thetis Lake Dams.
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Project Rationale Design and construct upgrades to the Thetis Lake Dams, in line with Provincial dam safety regulatory program..

Project Number	28-02	Capital Project Title	Replace pit toilet at Island View Beach	Capital Project Description	Replace Island View Beach pit toilets that are approaching end of life.
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Project Rationale Replace and standardize pit toilets that are approaching end of life at Island View Beach.

Service:	1.280	Regional Parks
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Project Number	28-03	Capital Project Title	Assess and Repair Regional Trail Land Protection	Capital Project Description	Conduct culvert assessment and repairs.
Project Rationale	Assess and repair Regional Trails culvert infrastructure.				

Project Number	28-04	Capital Project Title	Upgrade Regional Trail surfacing	Capital Project Description	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.
Project Rationale	Upgrade the section of Galloping Goose Regional Trail, from Wale Road to Aldene Road, from gravel surface to paved surface, a priority section identified in the Regional Trails Management Plan.				

Project Number	28-05	Capital Project Title	Design - Regional Trail Bridge Renewals (4)	Capital Project Description	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.
Project Rationale	Design Regional Trail bridge renewals, identified as a priority in the 20-year renewal plan. Bridges include the the Wildwood/Matheson Creek Bridge, Hereward Bridge, Island Highway Bridge and Helmeken Bridge.				

Project Number	28-06	Capital Project Title	Tandem Dump Truck	Capital Project Description	Replace 2003 Western Star tandem dump truck
Project Rationale	Replace 2003 tandem dump truck through vehicle replacement fund as it approaches end of serviceable life.				

1.280 Regional Parks
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary
Projected year end balance

	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
- Land Acquisition Levy	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
- Infrastructure/SSI&SGI Trail/Dams	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311
Total Capital Reserve Fund	5,355,486	5,772,275	5,509,102	5,077,015	3,194,686	3,368,311
 Parks Statutory Land Acquisition Reserve	 -	 -	 -	 -	 -	 -
 Equipment Replacement Fund	 1,275,077	 911,220	 870,650	 864,436	 1,131,952	 824,874
Total projected year end balance	6,630,563	6,683,495	6,379,752	5,941,451	4,326,638	4,193,185

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)

Land Acquisition Levy Portion

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,602,492	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Land Acquisition Expenditure	(5,322,492)	-	-	-	-	-
LAF Levy Net Contribution	-	-	-	-	-	-
Other proceeds Interest Income*	220,000	-				
Ending Balance \$ - Land Acquisition Levy Portion	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Restricted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unrestricted Balance	-	-	-	-	-	-

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of \$10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of \$12 per average residential household assessment starting in 2010 and increasing by \$2 per year to a maximum of \$20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at \$20 per average residential household assessment. Beginning in 2021 the rate is to increase by \$1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,007,952	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686
Planned Capital Expenditure (Based on Capital Plan)	(5,315,378)	(2,605,000)	(3,192,500)	(3,420,000)	(4,930,000)	(2,935,000)
Transfer from Operating Budget						
--Other Infrastructure	1,528,872	1,523,368	1,576,438	1,630,466	1,685,575	1,738,231
--SSI/SGI Trails	219,040	223,421	227,889	232,447	237,096	245,394
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	290,000	150,000	-	-	-	-
Ending Balance \$ - Infrastructure Portion	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311

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

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO) Parks Statutory Land Acquisition Reserve	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,125,646	-	-	-	-	-
Park Land Acquisition	(1,165,646)	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	40,000	-				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	-	-	-	-	-	-

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)
Equipment Replacement Fund

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,567,186	1,275,077	911,220	870,650	864,436	1,131,952
Planned Purchase (Based on Capital Plan)	(659,300)	(808,200)	(473,400)	(447,700)	(182,800)	(766,400)
Transfer from Operating Budget	347,191	424,343	432,830	441,486	450,316	459,322
Disposal Proceeds		-	-	-	-	-
Interest Income*	20,000	20,000				
Ending Balance \$	1,275,077	911,220	870,650	864,436	1,131,952	824,874

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

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks Legacy Fund

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

Operating Reserve Schedule - FC 105102

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	17,349	18,249	19,149	19,149	19,149	19,149
Planned Purchase						
Donation Received	-					
Interest Income*	900	900				
Total projected year end balance	18,249	19,149	19,149	19,149	19,149	19,149

Assumptions/Background:

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

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

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

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	84,145	104,145	119,145	114,145	129,145	144,145
Operating Reserve - Legacy Fund	18,249	19,149	19,149	19,149	19,149	19,149
Total projected year end balance	102,393	123,293	138,293	133,293	148,293	163,293

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

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

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	97,345	84,145	104,145	119,145	114,145	129,145
Planned Purchase	(20,000)	-	-	(20,000)	-	-
Transfer from Ops Budget	2,000	15,000	15,000	15,000	15,000	15,000
Interest Income*	4,800	5,000				
Total projected year end balance	84,145	104,145	119,145	114,145	129,145	144,145

Assumptions/Background:

2026: \$20,000 to fund Visitor Survey

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

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

Service No.	1.280 Regional Parks	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$145,000	\$585,000	\$0	\$545,000	\$750,000	\$2,025,000
Equipment	\$200,000	\$370,200	\$68,400	\$107,700	\$62,800	\$74,400	\$683,500
Land	\$0	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$25,000,000
Engineered Structures	\$0	\$3,300,000	\$11,977,500	\$13,420,000	\$14,385,000	\$14,185,000	\$57,267,500
Vehicles	\$0	\$698,000	\$405,000	\$340,000	\$120,000	\$692,000	\$2,255,000
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

SOURCE OF FUNDS

Capital Funds on Hand	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Debenture Debt (New Debt Only)	\$0	\$5,900,000	\$14,100,000	\$15,000,000	\$15,000,000	\$15,000,000	\$65,000,000
Equipment Replacement Fund	\$0	\$808,200	\$473,400	\$447,700	\$182,800	\$766,400	\$2,678,500
Grants (Federal, Provincial)	\$0	\$0	\$270,000	\$0	\$0	\$2,000,000	\$2,270,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$2,605,000	\$3,192,500	\$3,420,000	\$4,930,000	\$2,935,000	\$17,082,500
	\$200,000	\$9,513,200	\$18,035,900	\$18,867,700	\$20,112,800	\$20,701,400	\$87,231,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:	1.280
Service Name:	Regional Parks

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 175,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.		S	Res		\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilston (2), Charters and Interurban.	\$ 2,424,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilston (2), Charters and Interurban.		S	Res		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.	\$ 1,120,000	S	Cap		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Develop & construct an engineered long term expansion solution to meet on-going parking demands.		S	Res		\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.	\$ 1,575,000	S	Res		\$ 125,000	\$ 200,000	\$ -	\$ 1,250,000	\$ -	\$ 1,575,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	Remove and rehabilitate the Sooke Potholes old lodge site.	\$ 385,000	B	Res		\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ 385,000
22-07	Replacement	Replace pit toilets at Coles Bay	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	\$ 95,000	B	Res		\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	\$ 60,000	E	Res		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.	\$ 3,960,000	S	Res		\$ 60,000	\$ 630,000	\$ -	\$ -	\$ 1,000,000	\$ 1,690,000
23-05	New	Design & Construct Salt Spring Island Regional Trail	Feasibility study, design and construct 5km of regional trail on Salt Spring Island.		S	Grant		\$ -	\$ 270,000	\$ -	\$ -	\$ 2,000,000	\$ 2,270,000
23-08	New	Design & Construct Eagle Beach Retaining Wall	Design and construct improvements to retaining wall at Eagle Beach on Elk Lake to mitigate erosion.	\$ 57,500	S	Res		\$ -	\$ 7,500	\$ 50,000	\$ -	\$ -	\$ 57,500
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon footbridge over Sitting Lady Falls.	\$ 435,000	S	Res		\$ 60,000	\$ 375,000	\$ -	\$ -	\$ -	\$ 435,000
23-13	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.		NA	V	ERF	\$ 348,000	\$ 405,000	\$ 340,000	\$ 120,000	\$ 467,000	\$ 1,680,000
23-14	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.		NA	E	ERF	\$ 110,200	\$ 68,400	\$ 107,700	\$ 62,800	\$ 74,400	\$ 423,500
23-15	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.		NA	L	Debt	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000
23-19	New	EV Charge Stations	EV Charging Stations	\$ 410,000	E	Cap	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-19	New	EV Charge Stations	EV Charging Stations		E	Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-19	New	EV Charge Stations	EV Charging Stations		E	Grant		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the dam concrete face to arrest deterioration.	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
24-04	Renewal	Design & Construct Brookleigh Boat Launch	Improvements to the boat launch and dock at Brookleigh Beach on Elk Lake.	\$ 350,000	S	Res		\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ 350,000
24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	Design and construct renewal of 3 regional trail trestles and 6 km of trail widening and lighting.	\$ 50,000,000	S	Debt		\$ 900,000	\$ 9,100,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 40,000,000
24-06	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Lochside Regional Trail section - North Weiler	\$ 500,000	S	Res		\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
24-07	Renewal	Site Planning and Improvements at 728 Work Site	Site plan, design and construct building and site improvements at 728 work site.	\$ 1,500,000	B	Res		\$ 50,000	\$ 200,000	\$ -	\$ 500,000	\$ 750,000	\$ 1,500,000
24-08	Study	Options Analysis - Sooke Hills Wilderness Trail Repair	Options analysis for short term repair of trail infrastructure along the Sooke Hills Wilderness Trail.	\$ 75,000	S	Res		\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-09	Renewal	Construct Ayum Creek Bridge Repair	Construct repairs to Ayum Creek Bridge	\$ 50,000	S	Res		\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-10	New	Design & Construct Weed Harvester Dry-Dock	Design and construct weed harvester dry dock at Elk Beaver Lake North Beach	\$ 265,000	S	Res		\$ 40,000	\$ 225,000	\$ -	\$ -	\$ -	\$ 265,000
24-11	New	Portal Signs	Replace portal signs or install new portal signs at main regional park and trail access points to align with Corporate Sign Strategy.	\$ 985,000	S	Res		\$ 175,000	\$ 275,000	\$ 285,000	\$ 250,000	\$ -	\$ 985,000
24-12	Replacement	Weed Harvester	Replace 2006 aquatic weed harvester		NA	V	ERF	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
24-13	Renewal	Design Durrance Lake Dam Alteration Plan	Design Durrance Lake Dam alteration plan based on public engagement process outcomes.	\$ 300,000	S	Res		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000
25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	Options analysis for shoreline stabilization at Jordan River Regional Park.	\$ 75,000	S	Res		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
25-03	Renewal	Renewal of Regional Trail surfacing	Full depth renewal and paving of Galloping Goose Regional Trail section - 6 Mile Road to Wale Road	\$ 100,000	S	Res		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 325,000	S	Res			\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
25-05	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$ 80,000	S	Res			\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
26-01	Renewal	Improve boat launch at Thetis Lake	Improvements to boat launch at Thetis Lake main beach.	\$ 30,000	S	Res		\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
26-03	Renewal	Repair Eagle Beach Picnic Shelter	Design and construct improvements to Eagle Beach picnic shelter to extend service life.	\$ 80,000	S	Res		\$ -	\$ -	\$ 15,000	\$ 65,000	\$ -	\$ 80,000
26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	Construct Regional Trail bridge renewals for Bilston #3, Firehall, Millstream and Wilkinson bridges based on 20-year renewal plan.	\$ 1,850,000	S	Res		\$ -		\$ 950,000	\$ 900,000	\$ -	\$ 1,850,000
26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	Site plan, design and construct building and site improvements at Mill Hill work site.	\$ 325,000	S	Res		\$ -	\$ -	\$ 75,000	\$ 250,000	\$ -	\$ 325,000
26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road	Full depth renewal and paving of Elk Beaver Lake Regional Park road.	\$ 300,000	S	Res		\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ 300,000
26-07	Renewal	Repair - Jordan River Regional Park Boardwalk	Repair boardwalk at Jordan River Regional Park.	\$ 45,000	S	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
27-01	Renewal	Implement Durrance Dam alteration plan	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	\$ 3,000,000	S	Res		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 3,000,000
27-02	Replacement	Replace pit toilet at Lone Tree Hill	Replace and standardize Lone Tree Hill toilet building that has exceeded its serviceable life span.	\$ 45,000	B	Res		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000
28-01	New	Design Thetis Lake Dam Upgrades	Design and construct upgrades to Thetis Lake Dams.	\$ 150,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
28-02	Replacement	Replace pit toilet at Island View Beach	Replace Island View Beach pit toilets that are approaching end of life.	\$ 190,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 190,000	\$ 190,000
28-03	New	Assess and Repair Regional Trail Land Protection	Conduct culvert assessment and repairs.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-04	New	Upgrade Regional Trail surfacing	Upgrade Regional Trail surfacing to paved for Wale Road to Aldene.	\$ 250,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	Design Regional Trail bridge renewals for Wildwood/Matheson, Hereward, Island Highway and Helmeken bridges based on 20-year renewal plan.	\$ 325,000	S	Res		\$ -	\$ -	\$ -	\$ -	\$ 325,000	\$ 325,000
28-06	Replacement	Tandem Dump Truck	Replace 2003 Western Star tandem dump truck		NA	V	ERF	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
GRAND TOTAL				\$ 71,741,500			\$ 200,000	\$ 9,513,200	\$ 18,035,900	\$ 18,867,700	\$ 20,112,800	\$ 20,701,400	\$ 87,231,000

1.280 Regional Parks
Asset and Reserve Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary
Projected year end balance

	Est Actual	Budget				
	2022	2023	2024	2025	2026	2027
- Land Acquisition Levy	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
- Infrastructure/SSI&SGI Trail/Dams	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311
Total Capital Reserve Fund	5,355,486	5,772,275	5,509,102	5,077,015	3,194,686	3,368,311
Parks Statutory Land Acquisition Reserve	-	-	-	-	-	-
Equipment Replacement Fund	1,275,077	911,220	870,650	864,436	1,131,952	824,874
Total projected year end balance	6,630,563	6,683,495	6,379,752	5,941,451	4,326,638	4,193,185

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

**Cost Centre: 101469 (PLO)
Land Acquisition Levy Portion**

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,602,492	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Land Acquisition Expenditure	(5,322,492)	-	-	-	-	-
LAF Levy Net Contribution	-	-	-	-	-	-
Other proceeds						
Interest Income*	220,000	-				
Ending Balance \$ - Land Acquisition Levy Portion	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Restricted	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Unrestricted Balance	-	-	-	-	-	-

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of \$10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of \$12 per average residential household assessment starting in 2010 and increasing by \$2 per year to a maximum of \$20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at \$20 per average residential household assessment. Beginning in 2021 the rate is to increase by \$1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,007,952	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686
Planned Capital Expenditure (Based on Capital Plan)	(5,315,378)	(2,605,000)	(3,192,500)	(3,420,000)	(4,930,000)	(2,935,000)
Transfer from Operating Budget						
--Other Infrastructure	1,528,872	1,523,368	1,576,438	1,630,466	1,685,575	1,738,231
--SSI/SGI Trails	219,040	223,421	227,889	232,447	237,096	245,394
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	290,000	150,000	-	-	-	-
Ending Balance \$ - Infrastructure Portion	3,855,486	4,272,275	4,009,102	3,577,015	1,694,686	1,868,311

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

1.280 Regional Parks
Capital Reserve Fund Schedule
2024 - 2028 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)						
Parks Statutory Land Acquisition Reserve	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,125,646	-	-	-	-	-
Park Land Acquisition	(1,165,646)	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	40,000	-				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	-	-	-	-	-	-

**1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2024 - 2028 Financial Plan**

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

**Cost Centre: 101423 (PLO)
Equipment Replacement Fund**

	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,567,186	1,275,077	911,220	870,650	864,436	1,131,952
Planned Purchase (Based on Capital Plan)	(659,300)	(808,200)	(473,400)	(447,700)	(182,800)	(766,400)
Transfer from Operating Budget	347,191	424,343	432,830	441,486	450,316	459,322
Disposal Proceeds		-	-	-	-	-
Interest Income*	20,000	20,000				
Ending Balance \$	1,275,077	911,220	870,650	864,436	1,131,952	824,874

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

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2024 - 2028 Financial Plan

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

Operating Reserve Schedule - FC 105102						
Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	17,349	18,249	19,149	19,149	19,149	19,149
Planned Purchase						
Donation Received	-					
Interest Income*	900	900				
Total projected year end balance	18,249	19,149	19,149	19,149	19,149	19,149

Assumptions/Background:

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

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Regional Parks

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

Summary

Reserve/Fund Summary Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve	84,145	104,145	119,145	114,145	129,145	144,145
Operating Reserve - Legacy Fund	18,249	19,149	19,149	19,149	19,149	19,149
Total projected year end balance	102,393	123,293	138,293	133,293	148,293	163,293

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

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

Operating Reserve Schedule - FC 105500						
Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	97,345	84,145	104,145	119,145	114,145	129,145
Planned Purchase	(20,000)	-	-	(20,000)	-	-
Transfer from Ops Budget	2,000	15,000	15,000	15,000	15,000	15,000
Interest Income*	4,800	5,000				
Total projected year end balance	84,145	104,145	119,145	114,145	129,145	144,145

Assumptions/Background:
2026: \$20,000 to fund Visitor Survey

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

**REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF WEDNESDAY, OCTOBER 18, 2023**

SUBJECT Regional Water Service 2024 Operating and Capital Budget

ISSUE SUMMARY

To provide an overview of the draft 2024 Regional Water Supply Service budget, highlighting the 2023 budget variance and the proposed 2024 budget figures. The report generally follows the information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2024 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. The budget recommendations are also necessary to establish the wholesale water rate and approve the rate by year end through adopting a rate bylaw. As in previous years, the draft 2024 Regional Water Supply Service budget has been prepared considering the CRD Board's 2024 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements and upgrades to maintain service levels within the Region. The following sets out the key components of the budget.

2023 Year End Financial Projections

Year-end revenue and expenditure projections have been established and estimated variances, including the proposed capital fund transfer, are summarized as follows:

Budget Item	Variance (\$)	Variance (%)
Supply System operating expenditures	\$581,600	3.46%
Agricultural water rate funding	\$150,000	9%
Capital fund transfers	\$1,434,000	12%
Debt servicing - principal and interest expenditures	-\$168,224	-2.19%
Revenue	\$1,915,463	4.8%

The higher than budgeted operating expenditures were primarily due to labour costs associated with collective agreement settlement and inflationary cost increases of chemical supplies. The additional revenue is a result of higher water demand than budgeted due to outdoor demand during the summer and is partially offset by increased Agriculture water rate funding related to the higher demand. It is proposed to transfer the net surplus to the capital fund and reduce the borrowing requirement in 2024.

2024 Budget

Rate Base

The rate base for 2024 has decreased by \$3,353,700 from 2023. This net decrease relates to physical plant additions, including the final capitalization of the Lubbe Dam safety improvements and Goldstream Gate Upgrade, offset by current year depreciation and the change in prior year estimates of additions and disposals. The changes in physical plant and work in progress are listed on page 3 of the budget document (Appendix A) and are used to project the 2023 year-end total physical plant value and determine the 2024 rate base.

Revenue Requirement

As summarized on page 4 of Appendix A, the revenue requirement for 2024 increased by \$3,829,876. This is resulting from an increase in operational expenses of \$1,772,800 (explained further below), a decrease in depreciation expenses of \$930,730 and an increase in the return on the rate base of \$2,987,800.

Operating Budget

The 2024 operating budget reflects an inflationary increase in non-discretionary expenses such as negotiated wage/salary increases, corporate support service allocation increases, and other operating expense adjustments, chemical and electricity costs, and vehicle costs. The net core 2024 operating budget increase is \$1,193,329. As detailed in the 2024 Community Needs Summary there are four approved Initiative Business Cases with four associated positions incorporated within the 2024 budget. The following new positions have been added to support growth in Capital Plan activity and increasing regulatory pressures related to the Dam Safety Program: Contracts Coordinator, Purchaser with auxiliary support, Utility Operator, and Manager Dam Safety. Further details of the rationale for these additions and service level improvements are included in the 2024 Community Needs Summary. The new positions result in ongoing additional budget request of \$430,600 and a one-time expenditure of \$69,200.

There are several environmental programs that are critical for the successful operation of the Regional Water Supply, these programs are summarized below.

- **Water Quality Operations Program** – As the core component of the Water Quality portfolio, the Program designs and executes the water quality monitoring and reporting for the source water as well as the treated water in the transmission system and across the CRD-owned and municipal distribution systems. The program also provides technical and scientific support to operations, planning and engineering in the Greater Victoria Drinking Water System.
- **Cross Connection Control Program** – Also part of the overall Water Quality portfolio, this Program reduces the risk of drinking water contamination by identifying potential cross connections and enforcing national and provincial plumbing code requirements.
- **Laboratory Services Program** – Provides a wide range of laboratory services for the CRD drinking water and wastewater operations. Lab services for drinking water operations are integral to the Regional Water Supply.
- **Demand Management Program** – Researches and tracks the various water uses in the Greater Victoria Drinking Water System in order to design and execute targeted initiatives

and campaigns aimed at influencing residential, industrial, institutional or agricultural water demand.

Operating budget forecasts for 2025 to 2028 are presented for information but are projections which will need to be refined in future years.

As it is anticipated that the Regional Water Supply Service will become the service provider for some First Nations in 2023, the budget has been prepared to reflect 'conveyance fee' payments, in the amount of \$900,000 for 2024, that will fund operating expenses for those water systems required to convey water from the Regional Water Supply system to First Nations Reserve boundaries across Greater Victoria. The conveyance fee payments are subject to the completion of water service agreements with the participating Nations and operating agreements with the 'conveyors' that could include the Juan de Fuca Water Distribution Service, the Saanich Peninsula Water Service, the District of Central Saanich and the District of North Saanich.

Capital Budget

There are a number of capital projects planned for 2024 with a total value of \$56,210,000, including \$32,523,000 in carry forward projects, most of which are in-stream, multi-year projects such as the dam safety upgrades, instrumentation integration and upgrades, the Transmission Mains No. 3 and No. 4 segment replacement project, the Goldstream Water Treatment Plant ultraviolet system replacement project, and the Watershed Field Office building project. There is also \$2,378,000 in projects cost-shared with the Juan de Fuca Water Distribution Service (pages 10 to 45 of the budget document). The new projects in 2024, aside from the carry forward projects, include a dock for Sooke Lake Reservoir, seismic and flood vulnerability study of Mains 10 and 11, Agricultural Water Rate review, Sooke River Road Water Treatment Plant Uninterruptible Power Supply replacement, Head Tank valve replacement, reservoir log boom upgrade program, laboratory equipment replacements and laboratory renovations.

A five-year capital plan is presented for consideration. The value of the five-year (2024 to 2028) capital plan is currently \$220,372,250, plus \$4,756,000 in projects cost-shared with the Juan de Fuca Water Distribution Service. The CRD is continuing with Phase 2 of the Regional Water Development Cost Charge (DCC) Program with the goal of implementation in 2025. The need for such a program was identified in the CRD 2023-2026 Corporate Plan and the 2022 RWS Master Plan and will be used to fund growth-related regional water supply system improvements. In the 5-year capital plan approximately \$40,000,000 dollars in growth related projects could be funded in part from the proposed DCC program.

Capital and Debt Expenditures

The 2024 capital expenditures will be partially funded through a transfer to the water capital fund budgeted at \$17,450,000, with the balance funded from existing cash reserves and borrowed funds. See pages 10 and 11 of the budget document (Appendix A) for the funding source summary. The 2024 debt expenditures for existing debt servicing are budgeted to be \$2,896,242. Debt servicing expenditures will decrease by \$4,794,743 over 2023 due to reduced principal and interest payments on debt issues maturing in 2023. Additional projected water sales revenue and corresponding capital reserve fund transfer will reduce the borrowing needs in 2024. There is an existing loan authorization of \$46,000,000 (approved 2021) of which \$42,000,000 will be used to

fund the five-year capital plan. A new loan authorization will be required in 2026. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3419-105	June 2024	\$9,000,000
LA3419-106	October 2024	\$1,000,000
LA3661-112	October 2025	\$6,500,000
LA3661-116	April 2026	\$1,500,000
LA3661-118	April 2027	\$4,500,000
LA3661-124	April 2028	\$1,700,000
LA3902-131	April 2030	\$3,000,000
LA3902-137	April 2031	\$1,500,000
LA3902-145	April 2033	\$5,000,000
LA4382-159	June 2038	\$4,000,000
LA4382-15X	April 2039 to 2040	\$24,000,000

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. While the debt funding for capital investment over the next five years does exceed the 40% benchmark for years 2025 and 2026, the percentage of revenue dedicated to debt costs is forecast to be between 7% and 14%, which is less than an annual benchmark rate of 25%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2024	7.0%	12.7%
2025	7.6%	44.7%
2026	10.0%	55.8%
2027	13.2%	39.5%
2028	13.5%	14.3%

The Regional Water Supply five-year capital plan and 2022 Master Plan reflects a capital program developed to meet today's service requirements and growth needs while also ensuring the future resilience of the utility for generations to come. Through development of the DCC program and long term asset management plan completions, the future debt needs will be refined. Capital and debt funding decisions are made in alignment with the life span of the assets to address inter-generational equity, balancing the cost of infrastructure between past, current and future users. The current long-term debt obligations are summarized on the attached graphs (Appendix B).

A \$479,755 transfer to the vehicle/equipment replacement fund is planned in 2024. The reserve fund balance is estimated at \$ 2,326,323 at year-end 2023 (See reserve schedule – Page 45 of the budget document, Appendix A).

Agricultural Water Rate Funding

The total budget for the agricultural water rate funding has been increased by \$50,000 to \$1,800,000. The 2024 agricultural water rate has been maintained at the 2023 rate of \$0.2105 per cubic metre. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. While the bulk water rate has increased annually, the agricultural rates has been held at \$0.2105 per cubic metre since the rates was assessed in 2010. As directed by the Commission, Phase 1 of an agricultural water rate review and options study was conducted in undertaken in 2022/2023. A further study, Phase 2, is planned for 2024, which will consider options for the rates structure that best reflect the agricultural value. It is anticipated that any changes to the rate or rate methodology resulting from the study would take effect in 2025.

A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2022 is attached as Appendix C.

Water Demand

Total water demand across the Region has generally continued to increase year over year, recently due to the continued rate of development and growth. In 2023, the dry hot summer further increased demand beyond development and growth pressures. These factors are expected to result in actual demand exceeding budget demand in 2023; the 2023 year-end demand is projected to be 2,500,000 cubic metres over budget of 49,500,000 cubic metres.

The recommended 2024 water rate has been calculated using a budget demand of 51,000,000 cubic metres (Page 7 of the budget document, Appendix A), which is 1,500,000 cubic metres more than the volume used in the 2023 budget.

Proposed 2024 Wholesale Water Rate

The recommended wholesale water rate takes into consideration the revenue required to meet operating and capital expenditures, including debt obligations and the budget demand volume established for 2024. The proposed 2024 wholesale rate is \$0.8094 per cubic metre, a 5.14% increase over the 2023 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be \$9.31 (Page 8 of the budget document, Appendix A).

Wholesale Water Rate History and Projection

The wholesale water rate history and projection is attached as Appendix D. The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

The Regional Water Supply Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2024 wholesale water rate of \$0.8094 per cubic metre;

3. Approve the 2024 agricultural water rate of \$0.2105 per cubic metre;
4. Direct staff to balance the 2023 actual revenue and expense on the transfer to the water capital fund;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the Water Rates Bylaw accordingly.

Alternative 2

The Regional Water Supply Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 Operating and Capital Budget and the Five Year Capital Plan as amended;
2. Approve the 2024 wholesale water rate as amended (amended rate);
3. Approve the 2024 agricultural water rate of \$0.2105 per cubic metre;
4. Direct staff to balance the 2023 actual revenue and expense on the transfer to the water capital fund;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific initiatives (i.e., new initiatives), on-going operations, or the capital work program. 'One-time' reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term. Although staff have not recommended amending the agricultural water rate for 2024, the rate and rate methodology is under review this year and the Commission will consider the rate review recommendations in 2025.

Any changes in the recommended wholesale water rate would have to be incorporated in the Juan de Fuca Water Distribution Service and Saanich Peninsula Water Service budgets and rates.

CONCLUSION

The draft 2024 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission's consideration. The budget was prepared considering the Commission and CRD Board's 2024 service planning and financial expectations. A proposed increase in operating and capital funding combined with an adjusted revenue budget, is resulting in a recommended wholesale water rate of \$0.8094 per cubic metre, a 5.14% increase over the 2023 rate.

RECOMMENDATIONS

The Regional Water Supply Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2024 wholesale water rate of \$0.8094 per cubic metre;

3. Approve the 2024 agricultural water rate of \$0.2105 per cubic metre;
4. Direct staff to balance the 2023 actual revenue and expense on the transfer to the water capital fund;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the Water Rates Bylaw accordingly.

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

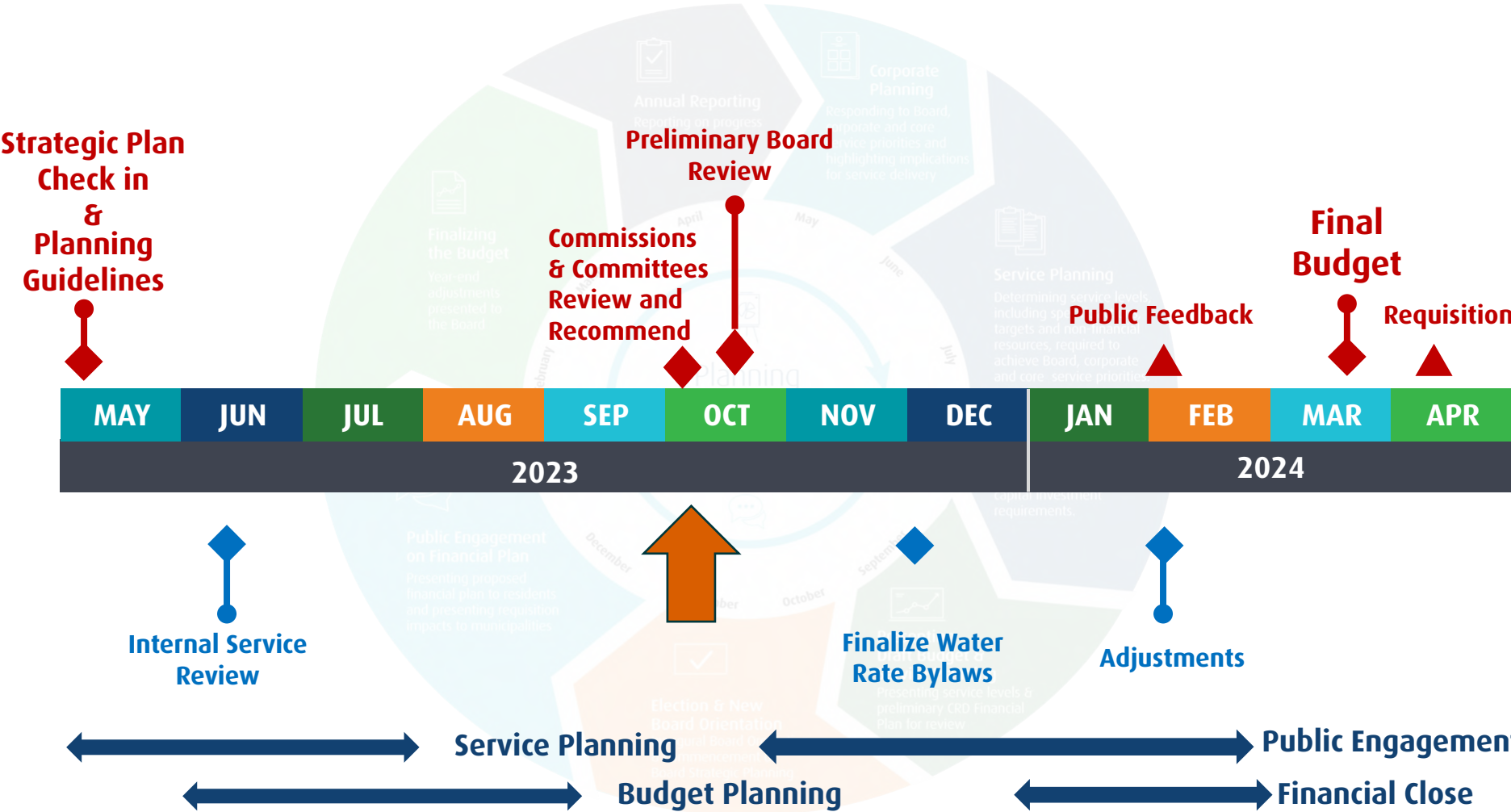
ATTACHMENTS

Presentation: Regional Water Service Budget Review
Appendix A: 2024 Regional Water Supply Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Agricultural Water Volumes and Rate Payments for 2011 – 2022
Appendix D: Wholesale Water Rate History and Projection

Regional Water Supply 2024 Budget Review

Regional Water Supply Commission
October 18, 2023

Budget Process Overview





2024 Budget Considerations

- 2023 Budget – year end budget projections
- Community Needs Summary
- Existing Asset Condition, Infrastructure Growth and Resiliency Needs
- Operating budget adjustments
- Capital funding & debt servicing
- Water demand projection and trends

Current System Overview

Treat over 50,450
ML/yr



122.5 kilometers of
Transmission Main



25 RWS Operations
Staff



Manage 15 Dams



20,611 ha of Protected Watershed

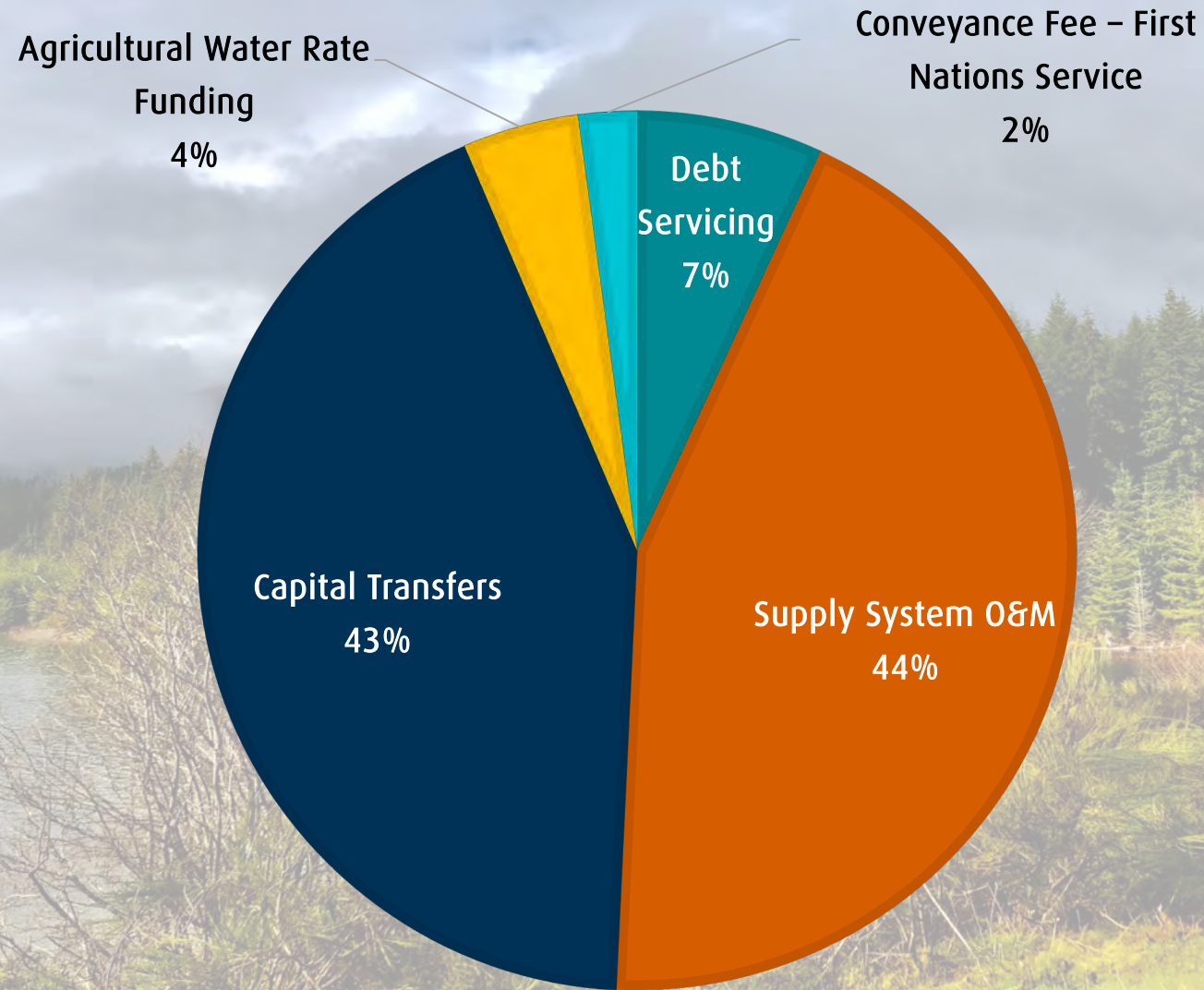
2023 Year End Projections

Budget Item	Variance (\$)	Variance (%)
Supply System operating expenditures	\$581,600	3.46%
Agricultural water rate funding	\$150,000	8.57%
Capital fund transfers	\$1,434,000	11.65%
Debt servicing - principal and interest expenditures	-\$168,224	-2.19%
Revenue	\$1,915,463	4.80%

2024 Budget Overview

Breakdown of Expenditures

Total 2024 Budget: \$42,114,204 (5.51% increase)



2024 Rate Base & Revenue Requirement

2024 Rate Base: \$3,353,701 decrease

2023 new assets capitalized (projected)	\$12,336,888
2023 depreciation & asset value adjustments	-\$15,687,588
Resulting 2023 change in physical plant	-\$3,350,700
2023 construction work in progress (projected)	\$11,685,562

2024 Revenue Requirement: \$3,829,876 Increase

2023 - 2024 O&M expense (change)	\$1,772,806
2023 - 2024 depreciation (change)	-\$930,730
Return on rate base (change)	\$2,987,800

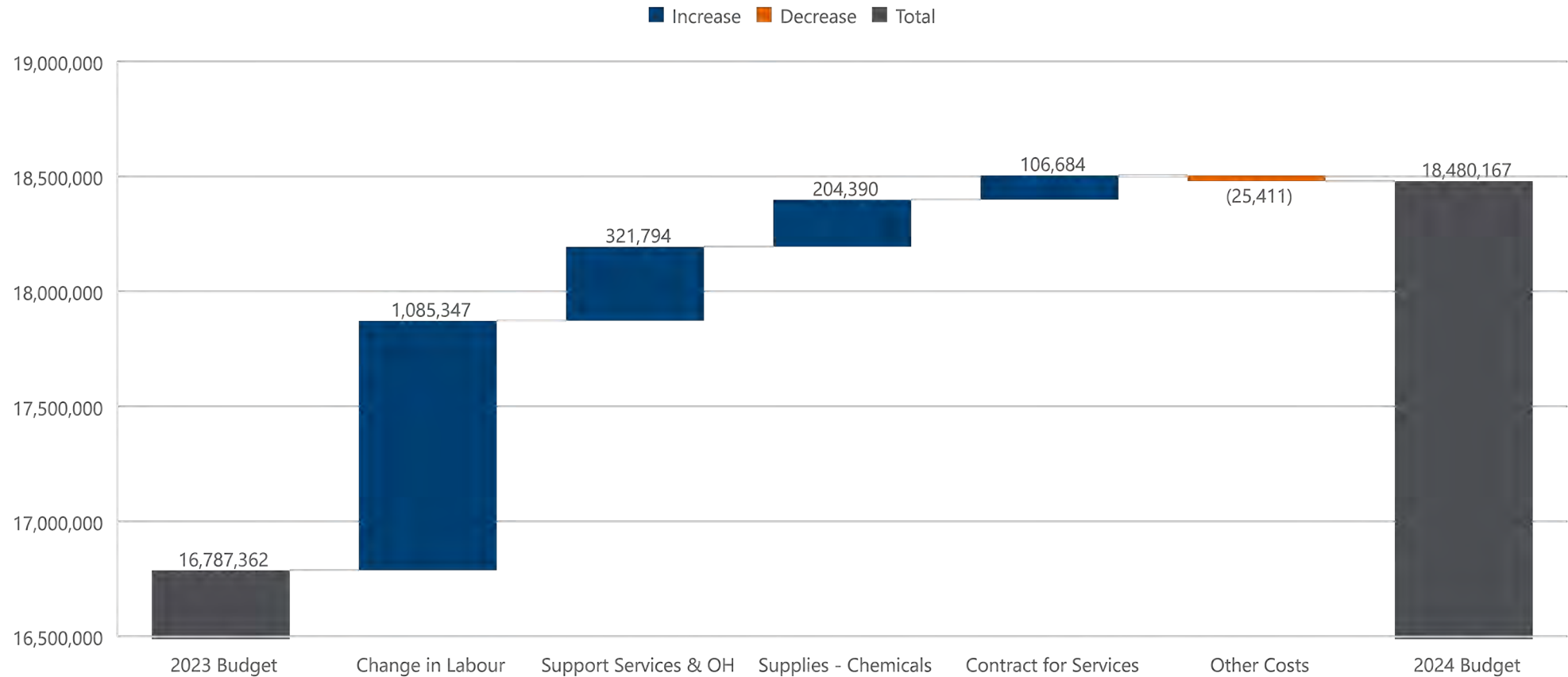
2024 Budget Overview Operating Expenditures

Overview:

Core Operations: \$18,480,167 (10.08%)

Highlights:

- Incorporates cost escalations in chemical identified in 2023
- Increases resulting from inflationary pressures and collective agreement obligations retroactive from 2023
- Includes four increased service level initiatives



2024 Budget Overview

Water Community Need Initiatives

Overview:

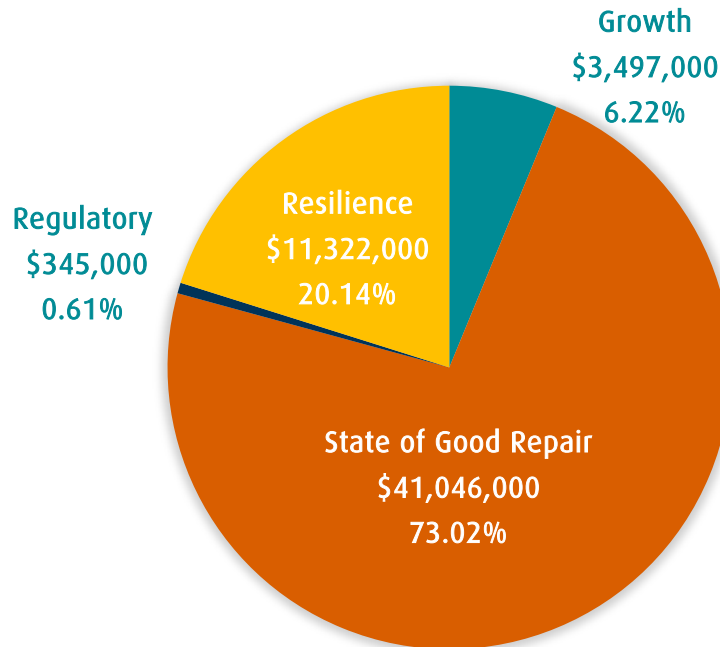
- Community Need Summary includes four Initiative Business Cases
- The new positions result in ongoing additional budget request of \$430,600 and a one-time expenditure of \$69,200.

Initiative Reference	Program Area	Business Driver - Rational	Staff impacts (2024)	Funding source
2a-2.1	Contracts Coordinator	Increased capacity to support water and wastewater capital programs	1 Auxiliary Converted	Fee-for-service
2a-2.2	Purchaser	Increased capacity to support water and wastewater capital programs	1 New Ongoing	Fee-for-service & Requisition
2a-8.1	Water Quality Sampling Technician	Additional capacity to meet growing drinking water monitoring requirements	Increase to daily hours	Fee-for-service & Requisition
2b-1.1	Dam Safety Program	Creation of a dedicated Dam Safety Team responsible for managing the 23 water supply dams (15 RWS) to ensure compliance with the Dam Safety Regulation and Water Sustainability Act.	2 New Ongoing	Fee-for-service

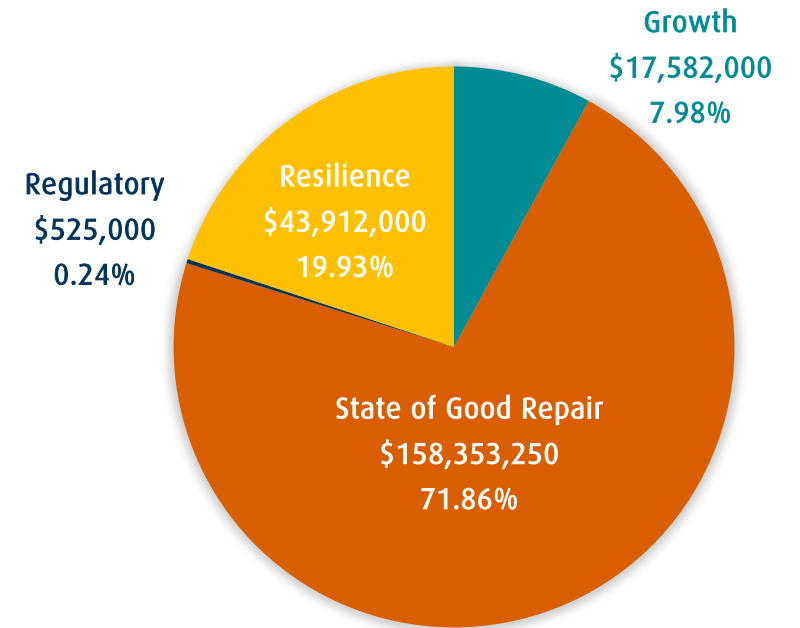
2024 Budget Overview Capital Plan

Overview (millions)	RWS	50% of JDF/RWS Combo	Total
Projects in Progress	\$ 32.523	\$ 1.060	\$ 33.583
2024 Capital Budget	\$56.210	\$ 1.455	\$57.665
5-Year Capital Budget	\$220.372	\$ 2.378	\$222.750

RWS 2024 TOTAL \$56,210,000



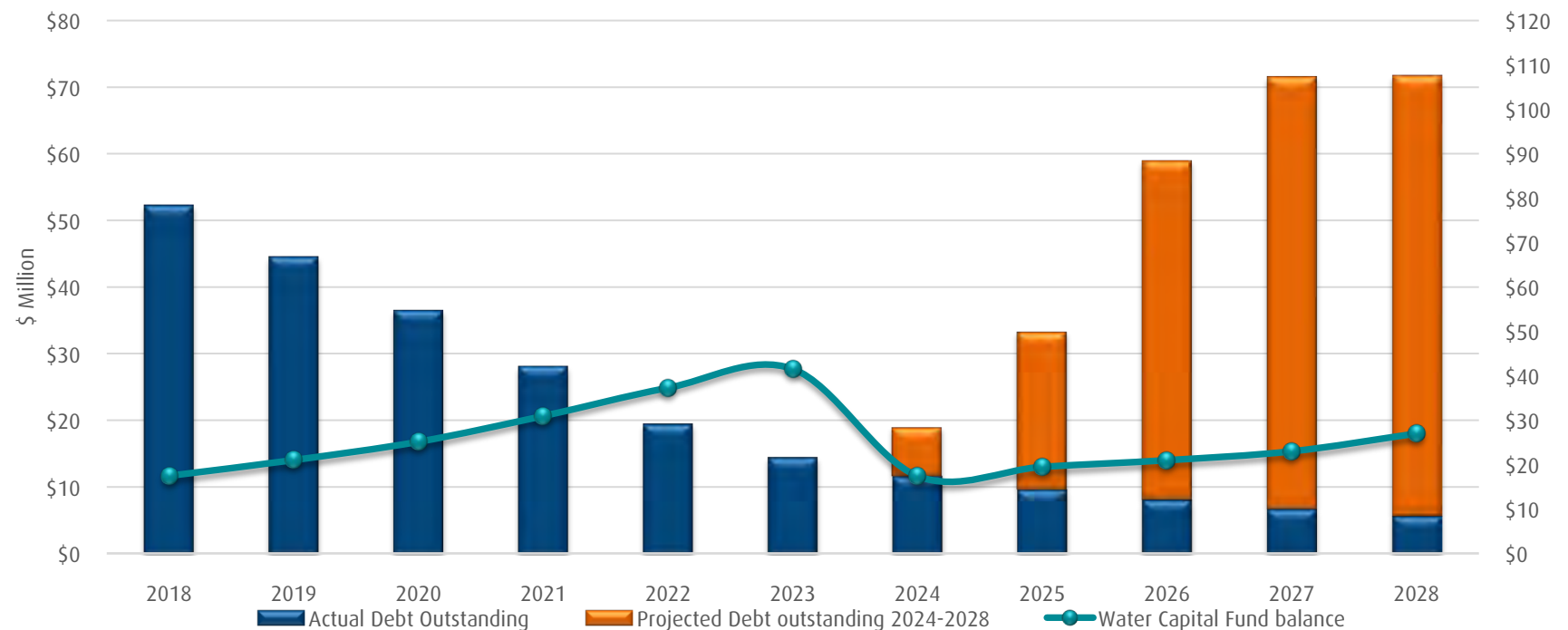
RWS 2024 -2028 TOTAL \$220,372,250



2024 Budget Overview

Outstanding Debt & Capital Funding

2024 Transfer	2024 Budget	Budget change (over 2023)
Water Capital Fund	\$17,450,000	\$5,147,896
Debt Reserve Fund	\$108,040	-\$13,660
Equipment Replacement Fund	\$479,755	\$86,102
Total Capital Transfers	\$18,037,795	\$5,220,338
Debt Servicing	\$2,896,242	\$(4,794,743)



2024 Budget Overview Water Rate Funding

First Nations Regional Water Service

2024 Conveyance Fee Budget

\$900,000 (+3.4%)

Agricultural Water Rate

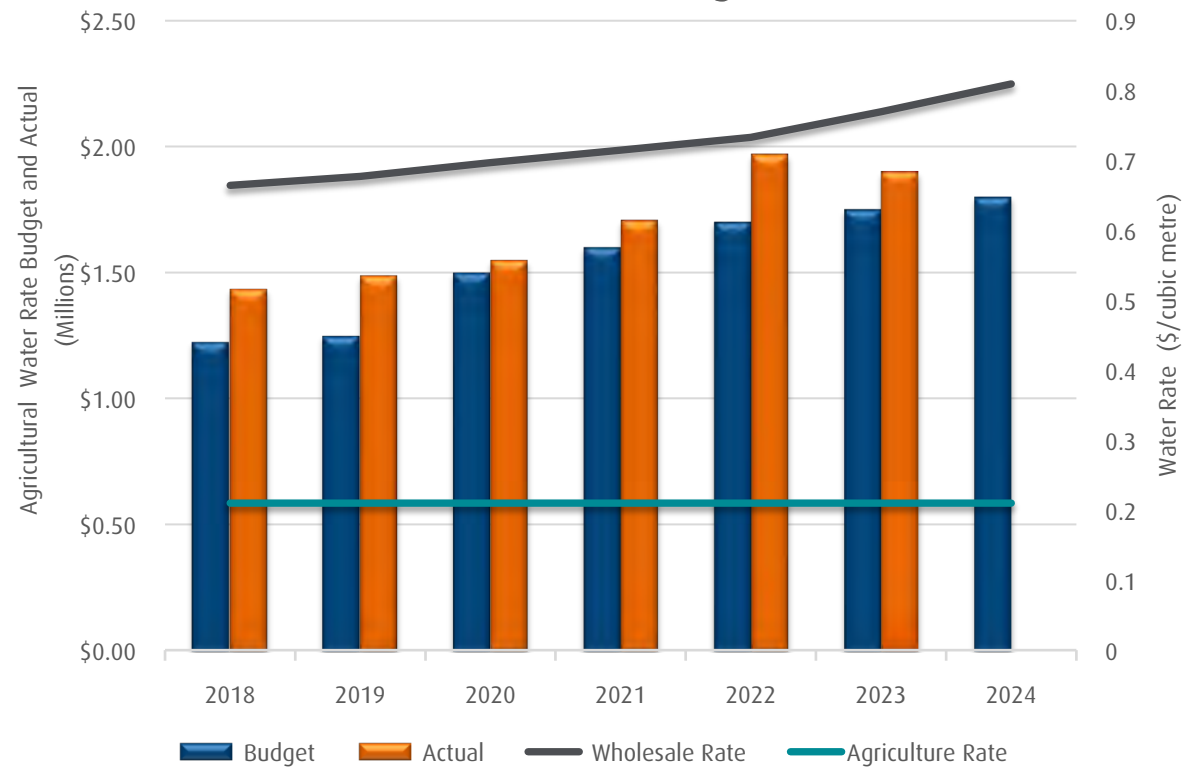
2024 Agricultural
Water Rate

\$0.2105 / m³ (0%)

2024 Agricultural
Water Rate Budget

\$1,800,000 (+2.86%)

Historic Wholesale Rate vs. Agriculture Water Rate



2024 Budget Overview

Wholesale Rate History & Projection

Overview:

2023 Projected Actual Demand:
52,000,000 cubic metres

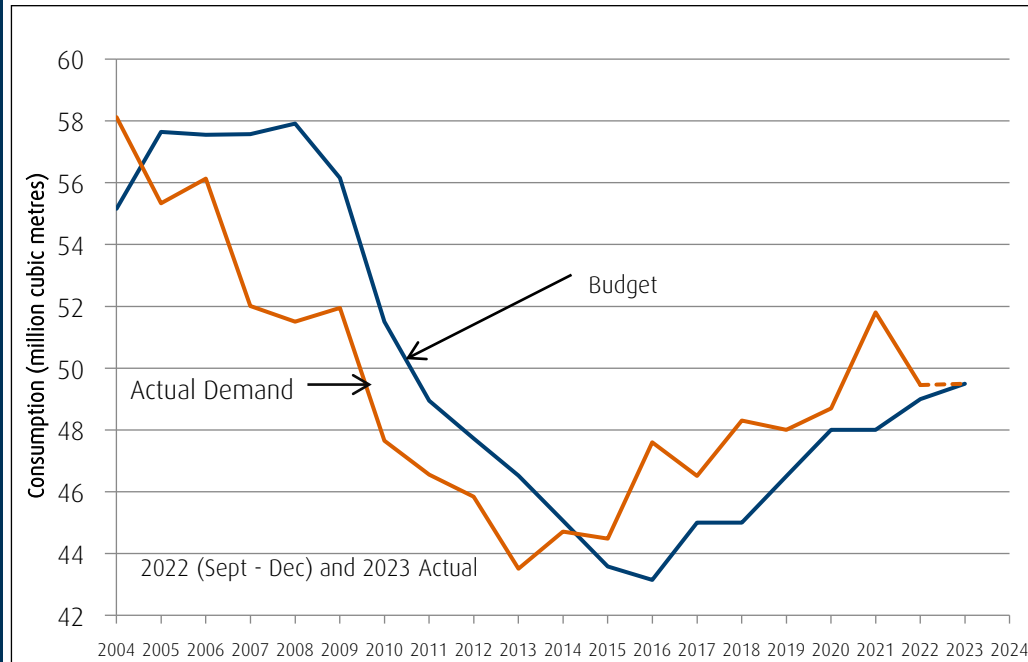
2024 Projected Water Demand:
51,000,000 cubic metres
(+ 1,500,000 cubic metres)

2023 Wholesale Rate: \$0.7698

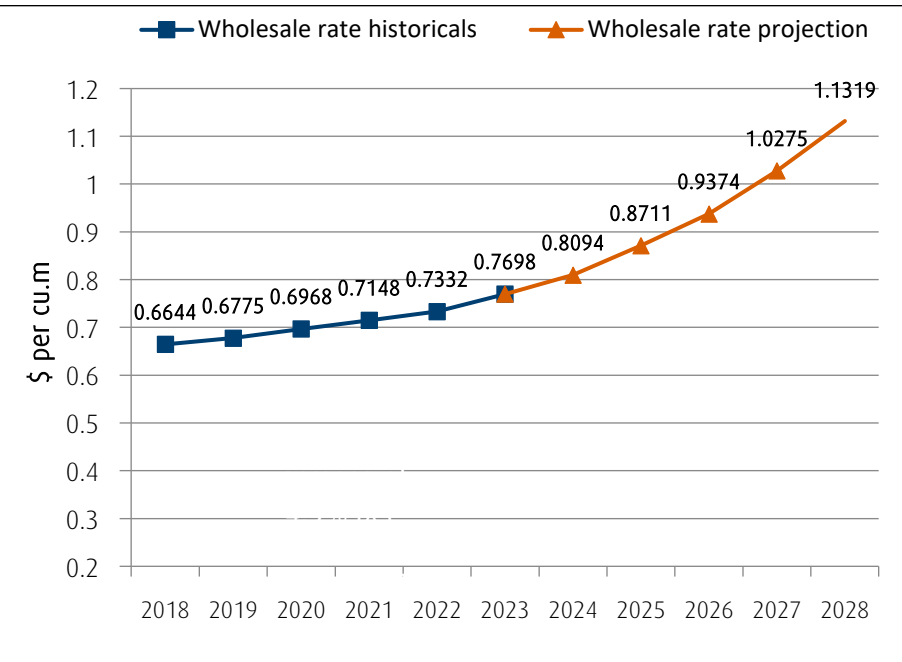
2024 Wholesale Rate: \$0.8094 (+5.14%)

2024 rate is below rate indicated for 2024 in 2023 budget (\$0.8228)

Regional Water Supply Annual Demand



Regional Water Supply Service (Greater Victoria)
Wholesale Water Rate Historicals & Projections



2024 Budget Overview

Water Demand and Rates

2024 Total Revenue Budget: \$42,114,204

- 2024 Budget Water Demand:
51,000,000 cubic metres (+1,500,000 cubic metres)
- 2024 Regional Water Supply Wholesale Rate:
\$0.8094 / cubic metre (+5.14%)
- 2024 Agricultural Rate:
\$0.2105 / cubic metre (0%)
- Annual cost increase to average
residential consumption:
\$9.31



Budget Overview

Multi-Year Projection

Overview:

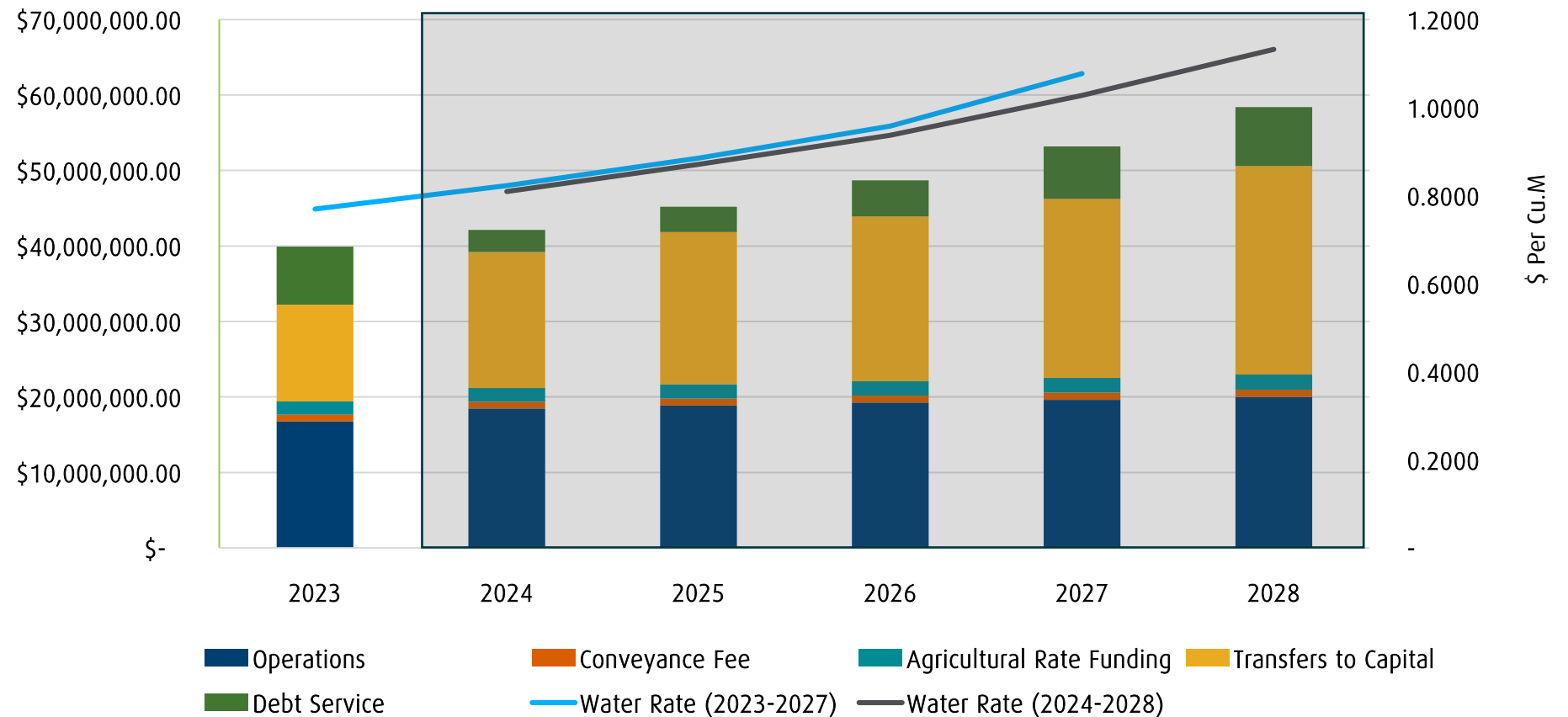
2023 RWS budget: \$39,915,804

2024 RWS budget: \$42,114,204 (+5.51%)

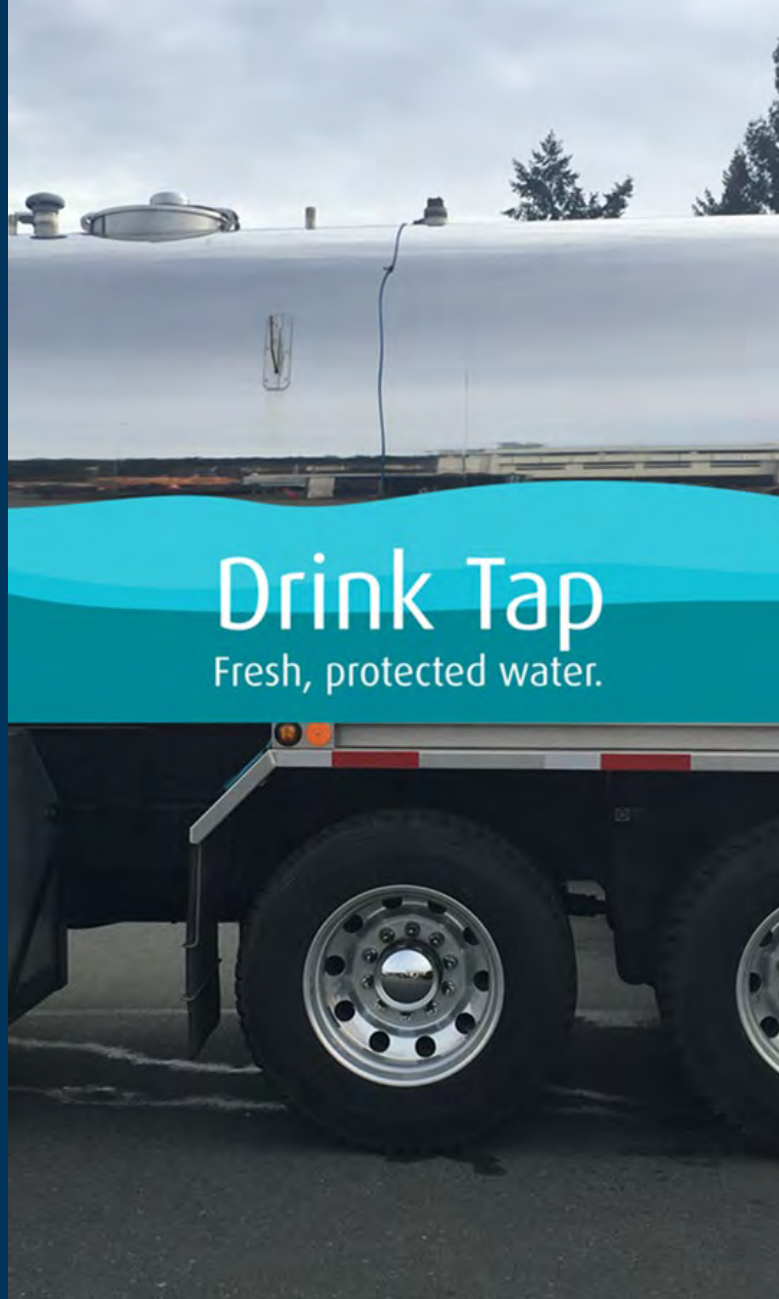
2024-2028 Average Water Rate Increase: 8%

Drivers:

Growing Capital Program linked to development, Master Plan and aging infrastructure



Budget Recommendations



1. Approve the 2024 Operating & Capital Budget & Five Year Capital Plan;
2. Approve the 2024 wholesale water rate of \$0.8094 per cubic metre;
3. Approve the 2024 agricultural water rate of \$0.2105 per cubic metre;
4. Direct staff to balance the 2023 actual revenue and expense on the transfer to the water capital fund;
5. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
6. Direct staff to amend the water rates bylaw accordingly.



Thank You



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Capital Regional District



CRDVictoria



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CAPITAL REGIONAL DISTRICT

2024 BUDGET

Regional Water Supply

COMMISSION REVIEW

OCTOBER 2023

Service: 2.670

Regional Water Supply

Commission: Regional Water Supply

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich

Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford

District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	Pre Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities		\$137,700,000
Borrowed:			\$91,400,000
Remaining:	Expired		<u>\$46,300,000</u>
Authorized:	LA Bylaw No. 3451 - Regional Water Supply Land Acquisition		\$60,000,000
Borrowed:			\$60,000,000
Remaining:			<u>\$0</u>
Authorized:	LA Bylaw No. 3902 - Regional Water Supply Water Works Facilities	2014	\$12,500,000
Borrowed:			\$9,500,000
Remaining:	Expired		<u>\$3,000,000</u>
Authorized:	LA Bylaw No. 4382 - Regional Water Supply Water Works Facilities	2021	\$46,000,000
Borrowed:			\$4,000,000
Remaining:	Active		<u>\$42,000,000</u>

FUNDING:

Costs are recovered through the sale of bulk water.

Change in Budget 2023 to 2024		Total Expenditure	Comments
Service:	2.670 Regional Water Supply		
2023 Budget		39,915,803	
Change in Labour:			
Salaries and benefits	694,136	Collective agreement changes	
1.0 FTE Contracts Coordinator	86,176	IBC 2a-2.1 IWS Administrative Contracts Coordinator	
1.0 FTE Purchaser + Auxiliary	168,300	IBC 2a-2.2 IWS Purchaser and Auxiliary support	
1.0 FTE Utility Operator	122,300	IBC 2b-1.1 Water Operator - Dam Safety Program	
1.0 FTE Manager Dam Safety	188,039	IBC 2b-1.1 Engineer - Dam Safety Program	
	(173,604)	Existing operating budgets IBC 2b-1.1 Engineer - Dam Safety Program	
Total Change in Labour	1,085,347		
Other Changes:			
Transfer to Capital	5,220,338	Increase in Capital Fund and Reserve transfers	
Support Services and Overhead Costs	321,794	Includes Standard Overhead, HR, Insurance, Customer and Technical Services allocations	
Supplies - Chemicals	204,390		
Contracts for Services	106,684		
Agriculture Water Rate Funding	50,000		
Principal & Interest Payments	(4,794,743)	Principal and interest savings for debt retirement of: LA3451-103 of \$60m; LA3419-103 of \$7m; LA3419-104 of \$8m	
Other Costs	4,590		
Total Other Changes	1,113,053		
2024 Budget		42,114,204	
Summary of % Expense Increase			
Change in labour costs	2.7%		
Change between capital and debt funding	1.1%		
Chemical Supplies	0.5%		
Contracts for Services	0.3%		
Balance of increase	0.9%		
% expense increase from 2023:	5.5%		

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Favourable water sales variance of \$1.9m (5%) due to higher than budgeted water demand largely a result of dry summer weather. This additional revenue is partially offset by Agricultural Subsidy exceeding budget by \$150k, and operational costs exceeding budget in the following areas: wages and benefits (\$200k) and chemical supplies (\$160k). The net surplus of \$1.4m will be transferred to the service's Water Capital Fund.

Rate Base for 2024 Revenue Year

	<u>2022</u> <u>Application</u>	<u>2023</u> <u>Application</u>	<u>End of 2023</u> <u>for '24 Applic.</u>	<u>Change</u>	
Wholesale System					
Physical Plant	\$ 233,870,414	\$ 235,712,793	\$ 232,362,092	\$ (3,350,700)	Note 1
Construction Work In Progress	9,949,386	11,671,851	11,685,562	13,711	Note 1
Cash Working Capital	2,188,278	2,627,965	2,611,253	(16,712)	
Inventory	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>-</u>	
Total Wholesale Rate Base	\$ 246,233,078	\$ 250,237,609	\$ 246,883,907	\$ (3,353,701)	

Note 1: Refer to the Schedule of Change in Physical Plant & work in Progress for details.

Revenue Requirements for 2024 Year

	2022 Application	2023 Application	2024 Application	Change	
Wholesale					
Operations & maintenance	\$ 17,749,367	\$ 19,407,361	\$ 21,180,167	\$ 1,772,806	
Depreciation	7,591,503	8,090,249	7,159,519	\$ (930,730)	
Return on rate base	<u>11,166,400</u>	<u>10,532,300</u>	<u>13,520,100</u>	<u>\$ 2,987,800</u>	Note 1
Subtotal of above	\$ 36,507,270	\$ 38,029,910	\$ 41,859,786	\$ 3,829,876	
Non-rate revenue including unaccounted water revenue	<u>(582,060)</u>	<u>(582,060)</u>	<u>(582,060)</u>	<u>\$ -</u>	
Total wholesale	\$ 35,925,210	\$ 37,447,850	\$ 41,277,726	\$ 3,829,876	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule of Change in Physical Plant & Work In Progress

Wholesale

Projected Asset Additions	Projected Assets Capitalized	Projected Construction Work In Progress (CWIP)	Projected Assets CWIP
Lubbe Dam Safety Improvements	\$ 2,899,427	Japan Gulch Treatment Plant Upgrades	\$ 1,718,269
Goldstream Gate Upgrade	2,319,860	Goldstream Field Operations Centre	1,316,820
Dam Breach Assessment	1,224,187	Dam Safety Review	1,183,024
Dam Improvements	666,172	Sooke Dam Safety Improvements	1,069,750
Post Disaster Emergency Water Supply	454,860	Major Main Repairs	936,110
Sooke River Road Disinfection Facility Upgrade	396,607	Road Upgrades	551,500
Replace disinfection equipment	394,697	Radio Upgrades	539,531
SCADA	387,218	Supply System	455,375
Japan Gulch Treatment Plant Upgrades	359,740	SCADA	364,260
Watershed Security Enhancements	332,869	Sooke Lake Hydrodynamic Model	299,470
Meter Replacement	311,412	Assesments	279,004
Valve Chamber Upgrades	280,114	Pump Stations	256,298
Transmission System Component Replacement	280,000	Reservior	223,543
PIPES	230,786	Hydrology Stations	206,312
Watershed Culvert Replacement	150,000	Lab Information Management System	200,000
WQ Main Lab Renovation	135,000	Powerhouse Interpretive Signage	200,000
Hydraulic Capacity Assessment	131,602	Strategic Asset Management Plan	197,465
Water Supply Eqpt Upgrades	115,000	SCADA Repairs and Equipment Replacement	168,217
Seismic Assessment	91,294	GVWSA	165,252
UV Plant Safety Audit	90,968	Meter Replacement	162,798
Swanson Creek Culvert	90,000	Goldstream Treatment Plant Drainage Improvements	155,061
Cathodic Protection Program	85,493	Dam Safety Improvements	103,816
Sooke and Goldstream Lakes Assessment	75,000	Critical Equip Storage Building	97,691
Goldstream WTP	72,802	Dam Decommissioning	92,665
ATV with Tracks	59,056	Water Quality Database Upgrade	91,881
ELEC-Hydrology Equipment 2023	57,825	Post Disaster Emergency Water Supply	80,000
Saddle Dam Feasibility Study	54,629	Sooke Lake Dam Spillway Hoist	62,738
Corrosion Protection	50,000	Transmission system component upgrades	59,855
Other Projects (32 minor projects under \$50k)	540,270	Treatment Plant Emergency Automation	57,626
Total projected assets capitalized	\$ 12,336,888	GVWSA Road Rehabilitation	52,034
Less: current year's depreciation	(6,231,899)	Cross Connection	52,022
Less: change in prior year forecast addition estimates, & disposals	(9,455,689)	Watershed Security Enhancements	50,000
Change in Physical Plant	\$ (3,350,700)	Other Projects (21 minor projects under \$50k)	237,175
		Projected CWIP	\$ 11,685,562
		Less Prior year's projected CWIP	(11,671,851)
		Change in CWIP	\$ 13,711

Schedule A
Asset Useful Life Assignments - PSAB

<u>Classes:</u>	<u>Code</u>	<u>Asset Categories</u>	<u>Useful Life, Years</u>
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (<i>sprinklers</i>)	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (<i>includes software</i>)	5
	ELEC	Electronic Equipment(<i>hydromet, weather stn eqpt</i>)	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes (<i>stop logs</i>)	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (<i>radios, phone systems</i>)	10
	WEQP	Water Works Eqpt(<i>W.Quality lab, Wshed eqpt</i>)	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

2024 Demand Estimate

Wholesale Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	46,515,000	45,000,000
2018	48,300,036	45,000,000
2019	47,734,121	46,500,000
2020	48,730,475	48,000,000
2021	51,797,082	48,000,000
2022	50,297,409	49,000,000
2023	52,000,000 ¹	49,500,000
2024 Demand Estimate	51,000,000	

1. Projected consumption for 2023

Summary of Wholesale Water Rates

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	Change \$ per cu.m.	%
Wholesale water rate							
Unit cost per cu.m.	\$0.6968	\$0.7148	\$0.7332	\$0.7698	\$0.8094	\$0.0396	5.14%

**Wholesale Water Rate Increase
Impact on Residential Water Bill**

Average Annual Consumption : 235.0 cubic metres

<u>Charge for Twelve Months Consumption</u>		<u>Annual Charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023 Year	\$ 180.90	
	2024	\$ 190.21	\$ 9.31
Half Average Consumption	2023 Year	\$ 90.45	
	2024	\$ 95.10	\$ 4.65
Twice Average Consumption	2023 Year	\$ 361.81	
	2024	\$ 380.42	\$ 18.61

APPENDIX A

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY			2024 BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	TOTAL (COL 4, 5 & 6)	2025	2026	2027	2028
1	2	3	4	5	6	7	8	9	10	11
<u>GENERAL PROGRAM EXPENDITURES:</u>										
WATERSHED PROTECTION	5,942,432	6,334,369	6,787,022	-	-	6,787,022	6,922,762	7,061,218	7,202,442	7,346,490
WATER OPERATIONS	6,683,286	6,902,405	7,212,805	172,500	-	7,385,305	7,590,398	7,742,209	7,897,051	8,054,965
WATER QUALITY	1,925,729	1,934,678	2,045,342	-	-	2,045,342	2,084,709	2,126,416	2,168,946	2,212,320
CROSS CONNECTION	770,923	760,773	800,530	-	-	800,530	816,651	833,088	849,858	866,949
DEMAND MANAGEMENT	726,084	734,722	761,302	-	-	761,302	776,648	792,297	786,596	802,431
INFRASTRUCTURE ENGINEERING	527,884	527,884	553,230	24,300	-	577,530	574,450	585,930	597,650	592,540
FLEET OPERATION & MAINTENANCE	(393,653)	(393,653)	(479,755)	-	-	(479,755)	(489,350)	(499,137)	(509,120)	(519,303)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	604,677	567,820	299,891	233,800	69,200	602,891	609,342	623,005	636,956	651,221
TOTAL OPERATING EXPENDITURES	16,787,362	17,368,998	17,980,367	430,600	69,200	18,480,167	18,885,610	19,265,026	19,630,379	20,007,613
<i>Percentage increase over prior year's board budget</i>			7.11%			10.08%	2.19%	2.01%	1.90%	1.92%
CONVEYANCE FEE FOR SERVICE TO FIRST NATIONS	870,000	870,000	900,000	-	-	900,000	918,000	936,360	955,090	974,190
AGRICULTURAL WATER RATE FUNDING	1,750,000	1,900,000	1,800,000	-	-	1,800,000	1,850,000	1,900,000	1,950,000	2,000,000
			2.86%			2.86%	2.78%	2.70%	2.63%	2.56%
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	12,302,104	13,735,852	17,450,000	-	-	17,450,000	19,500,000	21,000,000	23,000,000	27,000,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	393,653	393,653	479,755	-	-	479,755	489,350	499,137	509,120	519,302
TRANSFER TO DEBT RESERVE FUND	121,700	40,000	108,040	-	-	108,040	202,040	319,040	202,540	84,040
TOTAL CAPITAL EXPENDITURES & TRANSFERS	12,817,457	14,169,505	18,037,795	-	-	18,037,795	20,191,390	21,818,177	23,711,660	27,603,342
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
TOTAL DEBT EXPENDITURES	7,690,985	7,522,761	2,896,242	-	-	2,896,242	3,363,371	4,790,195	6,940,171	7,809,608
<u>DEFICIT TRANSFERRED TO FOLLOWING YR</u>										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	39,915,804	41,831,264	41,614,404	430,600	69,200	42,114,204	45,208,371	48,709,758	53,187,300	58,394,753
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(38,107,540)	(40,029,600)	(40,924,304)	(430,600)	76,752	(41,278,152)	(44,424,271)	(47,808,658)	(52,402,700)	(57,728,653)
REVENUE - OTHER	(1,808,264)	(1,801,664)	(690,100)	-	(145,952)	(836,052)	(784,100)	(901,100)	(784,600)	(666,100)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(39,915,804)	(41,831,264)	(41,614,404)	(430,600)	(69,200)	(42,114,204)	(45,208,371)	(48,709,758)	(53,187,300)	(58,394,753)
<i>Percentage increase over prior year's board budget</i>			4.26%			5.51%	7.35%	7.74%	9.19%	9.79%
Water Rate \$ per cu. m.	\$ 0.7698					\$ 0.8094	\$ 0.8711	\$ 0.9374	\$ 1.0275	\$ 1.1319
<i>Percentage increase over prior year</i>	4.99%					5.14%	7.62%	7.61%	9.61%	10.16%

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

Service No.	2.670 Regional Water Supply	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$3,120,000	\$7,760,000	\$3,350,000	\$0	\$0	\$0	\$11,110,000
Equipment	\$11,169,000	\$16,044,000	\$2,080,000	\$2,250,000	\$1,430,000	\$900,000	\$22,704,000
Land	\$2,288,000	\$3,829,000	\$807,000	\$292,000	\$220,000	\$180,000	\$5,328,000
Engineered Structures	\$15,646,000	\$26,776,000	\$30,165,000	\$47,375,000	\$39,680,000	\$32,625,000	\$176,621,000
Vehicles	\$300,000	\$1,801,000	\$685,250	\$773,000	\$855,000	\$495,000	\$4,609,250
	\$32,523,000	\$56,210,000	\$37,087,250	\$50,690,000	\$42,185,000	\$34,200,000	\$220,372,250

SOURCE OF FUNDS

Capital Funds on Hand	\$29,523,000	\$37,269,000	\$17,202,000	\$19,517,000	\$20,980,000	\$22,805,000	\$117,773,000
Debenture Debt (New Debt Only)	\$0	\$7,300,000	\$16,700,000	\$28,400,000	\$16,750,000	\$4,900,000	\$74,050,000
Equipment Replacement Fund	\$0	\$1,191,000	\$685,250	\$773,000	\$855,000	\$495,000	\$3,999,250
Grants (Federal, Provincial)	\$0	\$6,000,000	\$1,500,000	\$2,000,000	\$3,600,000	\$6,000,000	\$19,100,000
Donations / Third Party Funding	\$3,000,000	\$4,450,000	\$1,000,000	\$0	\$0	\$0	\$5,450,000
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$32,523,000	\$56,210,000	\$37,087,250	\$50,690,000	\$42,185,000	\$34,200,000	\$220,372,250

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

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$20,000	\$160,000	\$80,000	\$80,000	\$80,000	\$80,000	\$480,000
Equipment	\$2,100,000	\$2,730,000	\$465,000	\$350,000	\$365,000	\$266,000	\$4,176,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000

SOURCE OF FUNDS

Capital Funds on Hand	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$2,120,000	\$2,910,000	\$565,000	\$450,000	\$465,000	\$366,000	\$4,756,000

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

2.670

Service Name:

Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public	\$ 120,000	B	WU	\$ 20,000	\$ 20,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 70,000
17-01				\$ 376,000	B	Grant	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
18-10	Study	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	\$ 185,000	L	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA	\$ 75,000	L	WU	\$ 41,000	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ 41,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	\$ 180,000	L	WU	\$ 38,000	\$ 38,000	\$ -	\$ -	\$ -	\$ -	\$ 38,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	\$ 70,000	L	WU	\$ -	\$ 16,000	\$ 12,000	\$ 12,000	\$ -	\$ -	\$ 40,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	\$ 1,495,000	L	WU	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
20-27					L	Other	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	\$ 230,000	L	WU	\$ 65,000	\$ 65,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 125,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	\$ 320,000	L	WU	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 200,000
22-02	Renewal	GVWSA LIDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	\$ 300,000	L	WU	\$ 65,000	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000
22-04	Renewal	GVWSA Orthophotography	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.	\$ 95,000	L	WU	\$ -	\$ -	\$ 35,000	\$ -	\$ 40,000	\$ -	\$ 75,000
22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.	\$ 110,000	L	WU	\$ 23,000	\$ 43,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 83,000
22-10	New	GVWSA/RWS Educational Videos	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation, climate change, water supply master plan update.	\$ 60,000	L	WU	\$ 27,000	\$ 27,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 57,000
23-05	Study	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.	\$ 70,000	L	WU	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
24-03	Study	Biosecurity Risk Assessment & Procedures	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures	\$ 50,000	L	WU	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
Capital													
99-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	\$ 5,756,000	L	WU	\$ 180,000	\$ 380,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 580,000
16-06	Renewal	Goldstream IWS Field Office	Renewal of Water Quality field office/fish and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.	\$ 12,000,000	B	WU	\$ 100,000	\$ 3,540,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,540,000
16-06					B	Other	\$ 3,000,000	\$ 4,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	\$ 585,000	E	WU	\$ 71,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ 116,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	\$ 1,200,000	L	WU	\$ 51,000	\$ 151,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 551,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	\$ 330,000	S	WU	\$ 10,000	\$ 10,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 310,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	\$ 400,000	E	WU	\$ 13,000	\$ 183,000	\$ -	\$ -	\$ -	\$ -	\$ 183,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	\$ 1,050,000	S	WU	\$ 418,000	\$ 868,000	\$ 160,000	\$ -	\$ -	\$ -	\$ 1,028,000
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	\$ 650,000	S	WU	\$ -	\$ 100,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 300,000
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	\$ 360,000	L	WU	\$ 108,000	\$ 108,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 308,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and EBN rail line cross to improve security	\$ 600,000	S	WU	\$ -	\$ 50,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 350,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	\$ 340,000	S	WU	\$ -	\$ -	\$ -	\$ 325,000	\$ -	\$ -	\$ 325,000
22-04	Renewal	175/Sooke Main Bridge Replacement	Undersized bridge replacement	\$ 315,000	S	WU	\$ -	\$ -	\$ 15,000	\$ -	\$ 300,000	\$ -	\$ 315,000
22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.	\$ 60,000	E	WU	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
23-10	New	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.	\$ 30,000	E	WU	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
23-11	New	Purchase and Deployment of Second Wildlife Camera for Leech WSA, and Analytic software	A secondary wildlife camera to monitor for heat and smoke signatures in the Leech WSA during fire season.	\$ 100,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
23-23	Replacement	Brushcutting head for Excavator	The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.	\$ 30,000	V	WU	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
24-05	New	Dock for Sooke Lake Reservoir	Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.	\$ 100,000	S	WU	\$ -	\$ 10,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 100,000
25-05	New	Heli Fire Tank	A large water tank for helicopter bucketing to be deployed in Goldstream WSA.	\$ 20,000	E	WU	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
22-13	New	Replace Storage Sheds with Containers	Covered sand storage between sea containers that have been procured.	\$ 50,000	S	WU	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-06	Study	Post Wildfire Assessment Program	Acquiring access to existing software programs to model sediment and debris flows from burned areas.	\$ 55,000	L	WU	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
24-07	Replacement	Field Operations Centre - IT Infrastructure Upgrades	The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.	\$ 40,000	E	WU	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Watershed Protection Sub-Total				\$ 27,807,000			\$ 4,500,000	\$ 11,346,000	\$ 4,962,000	\$ 797,000	\$ 440,000	\$ 100,000	\$ 17,585,000
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	\$ 2,250,000	S	WU	\$ 150,000	\$ 350,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,150,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	\$ 400,000	S	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSA transmission system and conduct a transient pressure analysis	\$ 250,000	S	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	\$ 450,000	S	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	\$ 200,000	S	WU	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
22-05	Study	Level of Service Agreement	From R19-15 & R20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	\$ 150,000	S	WU	\$ 140,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000
22-14	Study	Sooke River Intake Feasibility	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.	\$ 50,000	S	WU	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
23-12	Study	Project Delivery Strategy	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.	\$ 200,000	S	WU	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
23-13	Study	Filtration Plant Planning & Design	Conduct a siting, conceptual design and detailed design for a filtration plant	\$ 16,300,000	S	WU	\$ 253,125	\$ -	\$ 400,000	\$ 500,000	\$ 5,400,000	\$ 10,000,000	\$ 16,300,000
23-14	Study	Council Creek Crossing Hydrology Review	Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.	\$100,000	S	WU	\$ -	\$100,000	\$ -	\$ -	\$ -	\$ -	\$100,000
23-24	New	East-West Connector (Filtration Plant to District of Sooke)	Planning and Conceptual Design of the East- West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)	\$ 400,000	S	WU	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 400,000
23-25	New	Deep Northern Intake and Sooke Lake Pump Station	Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)	\$ 12,200,000	S	WU	\$ 506,250	\$ -	\$ 600,000	\$ 3,600,000	\$ 4,000,000	\$ 4,000,000	\$ 12,200,000
23-26	New	Transmission Main - Sooke Lake Pump Station to Head Tank	Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)	\$ 3,400,000	S	WU	\$ 168,750	\$ -	\$ 200,000	\$ 1,000,000	\$ 1,200,000	\$ 1,000,000	\$ 3,400,000

APPENDIX A

Service #: 2.670
Service Name: Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
23-27	New	Gravity Main - Sooke Lake to Head Tank	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)	\$ 1,400,000	\$	WU	\$ 84,375	\$ -	\$ 300,000	\$ 400,000	\$ 700,000	\$ -	\$ 1,400,000
23-28	New	Goldstream Reservoir Connector	Planning and Design of the Goldstream Reservoir Connector transmission main	\$ 4,600,000	\$	WU	\$ 84,375	\$ -	\$ 400,000	\$ 2,000,000	\$ 2,200,000	\$ -	\$ 4,600,000
24-08	Study	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	Engineering Seismic Assessment of the spanned crossing of of Supply Main No 10 and 11 over the Sooke Lake Spillway channel	\$ 150,000	\$	WU	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
24-09	Study	Agricultural Water Rate Review	Phase 2	\$ 100,000	\$	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	\$ 11,500,000	E	WU	\$ 6,600,000	\$ 9,370,000	\$ -	\$ -	\$ -	\$ -	\$ 9,370,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	\$ 2,050,000	E	WU	\$ 950,000	\$ 950,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ -	\$ 1,500,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	\$ 1,150,000	\$	WU	\$ 300,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 600,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	\$ 15,600,000	\$	WU	\$ 500,000	\$ 1,600,000	\$ 10,000,000	\$ 3,600,000	\$ -	\$ -	\$ 15,200,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator	\$ 700,000	\$	WU	\$ 105,000	\$ 205,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 305,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	\$ 1,200,000	\$	WU	\$ 250,000	\$ 250,000	\$ 950,000	\$ -	\$ -	\$ -	\$ 1,200,000
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	\$ 1,000,000	\$	WU	\$ 450,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.	\$ 1,300,000	\$	WU	\$ 253,125	\$ 300,000	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,300,000
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	\$ 775,000	E	WU	\$ 470,000	\$ 470,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 720,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	\$ 200,000	\$	WU	\$ 170,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 2,150,000	E	WU	\$ 750,000	\$ 300,000	\$ 725,000	\$ 600,000	\$ 300,000	\$ -	\$ 1,925,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	\$ 33,900,000	\$	WU	\$ 3,000,000	\$ 3,000,000	\$ 600,000	\$ 20,000,000	\$ 10,000,000	\$ -	\$ 33,600,000
21-11			DMAAP Grant portion, grant submitted November 2021 and resubmitted in July 2023.	\$ 14,800,000	\$	Grant			\$ 1,200,000	\$ 2,000,000	\$ 3,600,000	\$ 6,000,000	\$ 12,800,000
22-15	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.	\$ 1,100,000	\$	WU	\$ 240,000	\$ 440,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 840,000
22-16	Renewal	Goldstream WTP Drainage Improvements	Construct drainage improvements for the Goldstream Water Treatment Plant and assess	\$ 200,000	\$	WU	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
22-17	New	Goldstream WTP Safety Improvements	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.	\$ 200,000	E	WU	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
23-16	Renewal	Humpback Channel Assessment and Upgrades	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.	\$ 200,000	\$	WU	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.	\$ 3,800,000	\$	WU	\$ 2,600,000	\$ 2,600,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 3,600,000
23-17				\$ 6,000,000	\$	Grant	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
25-03	Renewal	Transmission Main Upgrade Program	Identify, conceptually design, detail design and construct transmission main upgrades.	\$ 40,000,000	\$	WU	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 40,000,000
23-29	Renewal	Mt. Tolmie Control Valve Replacement	Supply and installation of the Mt. Tolmie Reservoir Control Valve	\$ 800,000	E	WU	\$ 250,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
24-10	Replacement	Sooke River Road WTP UPS Replacement	UPS at Sooke River Road WTP is 21 years old and in need of replacement.	\$ 50,000	E	WU	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
24-11	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.	\$ 420,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ -	\$ 130,000	\$ 250,000	\$ 420,000
24-12	Renewal	Head Tank Valve Replacement	Supply and installation of Head Tank valves and actuators.	\$ 450,000	E	WU	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Infrastructure Engineering and Operations Sub-Total				\$ 182,145,000			\$ 19,610,000	\$ 29,855,000	\$ 27,490,000	\$ 45,450,000	\$ 38,080,000	\$ 31,650,000	\$ 172,525,000
DAM SAFETY PROGRAM													\$ -
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	\$ 825,000	\$	WU	\$ 418,000	\$ 493,000	\$ -	\$ -	\$ -	\$ -	\$ 493,000
17-25	Renewal	Implications from 2016 Sooke Lake Dam Safety Review	Conduct dam improvements at the Sooke Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database)	\$ 1,210,000	\$	WU	\$ 637,000	\$ 637,000	\$ -	\$ -	\$ -	\$ -	\$ 637,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	\$ 2,200,000	\$	WU	\$ 290,000	\$ 1,290,000	\$ -	\$ -	\$ -	\$ -	\$ 1,290,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consultation study).	\$ 600,000	\$	WU	\$ 513,000	\$ 513,000	\$ -	\$ -	\$ -	\$ -	\$ 513,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	\$ 1,300,000	E	WU	\$ 600,000	\$ 600,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 1,200,000
19-09	New	Cabin Pond Dams Decommissioning (PES)	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	\$ 600,000	\$	WU	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	\$ 700,000	\$	WU	\$ 665,000	\$ 665,000	\$ -	\$ -	\$ -	\$ -	\$ 665,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	\$ 300,000	E	WU	\$ 200,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	\$ 300,000	\$	WU	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	\$ 1,800,000	\$	WU	\$ 350,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ -	\$ 1,800,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	\$ 800,000	\$	WU	\$ 165,000	\$ 450,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ -	\$ 800,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2022, installation in 2023	\$ 150,000	\$	WU	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	\$ 450,000	\$	WU	\$ 150,000	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 450,000
23-07	Study	Sooke Lake Dam Spillway and Gates Retrofit	Detailed design for seismic retrofits for the existing structures initially focusing on the spillway and gates structures. Construction to be budgetted subsequently.	\$ 450,000	\$	WU	\$ 150,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
23-08	Study	Regional Watershed Dams - Flood Forecasting System	Update the existing flood forecasting system (W04Cast) to a modern version including Standard Operating Procedures and training for staff.	\$ 300,000	\$	WU	\$ 100,000	\$ 200,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 250,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	\$	WU	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-18	Renewal	Sooke Lake Dam Spillway Channel Improvements	Construct bank protection for the Sooke Spillway Channel and clear the seepage weir blockage.	\$ 700,000	\$	WU	\$ 200,000	\$ 400,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 700,000
23-19	Renewal	Charters Dam - Implications from Dam Safety Review	Carry out recommendations from the 2022 Dam Safety Review for Charters Dam	\$ 200,000	\$	WU	\$ 20,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review to meet regulatory requirement.	\$ 200,000	\$	WU	\$ -	\$ -	\$ 200,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 425,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	\$ 150,000	\$	WU	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
25-06	Replacement	Goldstream Dam Spillway Replacement	Replacement of Goldstream Dam Spillway due to deteriorated condition.	\$ 500,000	\$	WU	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ -	\$ -	\$ 500,000
24-13	Replacement	Reservoir Log Boom Upgrade Program	Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.	\$ 500,000	\$	WU	\$ -	\$ 200,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 500,000
Dam Safety Program Sub-Total				\$ 14,435,000			\$ 5,508,000	\$ 7,968,000	\$ 2,050,000	\$ 1,250,000	\$ 850,000	\$ 75,000	\$ 12,119,000
WATER QUALITY													\$ -
20-04	Study	Sooke Lake HyDy Model Development	Critical data collection, model building-calibration, model utilization for 3 different scenarios	\$ 520,000	E	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
22-06	New	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	\$ 100,000	\$	WU	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-06	Study	GWDS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	\$ 50,000	\$	WU	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	\$ 60,000	E	WU	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

APPENDIX A

Service #:	2.670
Service Name:	Regional Water Supply

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-04	Study	Sooke Lake Drawdown Study	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.	\$ 100,000	S	WU	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers	\$ 20,000	E	WU	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
26-01	New	2 x Floating Water Quality Sensor Platforms	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms.	\$ 200,000	E	WU	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
27-01	Study	Drinking Water Safety Plan Update	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.	\$ 80,000	S	WU	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000
24-14	Replacement	Laboratory Equipment Replacements	Replacement of critical laboratory equipment.	\$ 75,000	E	WU	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
24-15	Replacement	Laboratory Renovations	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.	\$ 200,000	B	WU	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
24-16	Replacement	WQ Field Office IT Upgrades	The firewall, switches and telephony system are end of life and require replacement.	\$ 10,000	E	WU	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Water Quality Sub-Total				\$ 1,415,000			\$ 230,000	\$ 505,000	\$ 20,000	\$ 200,000	\$ 80,000	\$ -	\$ 805,000
ANNUAL PROVISIONAL													\$ -
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	\$ 600,000	E	WU	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	\$ 640,000	E	WU	\$ -	\$ 140,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 640,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	\$ 1,000,000	S	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	\$ 400,000	S	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	\$ 1,000,000	E	WU	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address item in the dam safety database/risk registry	\$ 1,500,000	S	WU	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	\$ 750,000	E	WU	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	\$ 250,000	S	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	\$ 1,500,000	S	WU	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	\$ 250,000	E	WU	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
21-18	Renewal	LIMS support	Support for LIMS database	\$ 125,000	E	WU	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
23-20	Study	Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.	\$ 400,000	L	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
Annual Provisional Sub-Total				\$ 9,515,000			\$ -	\$ 1,995,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 1,880,000	\$ 9,515,000
CUSTOMER AND TECHNICAL SERVICES													\$ -
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	\$ 2,873,000	V	ERF	\$ -	\$ 1,191,000	\$ 685,250	\$ 773,000	\$ 855,000	\$ 495,000	\$ 3,999,250
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	\$ 100,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	\$ 100,000	V	WU	\$ 100,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
21-30	New	Vehicle for Warehouse Operations	New pick up	\$ 90,000	V	WU	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
22-18	New	Electric Vehicle Charging Stations	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC	\$ 80,000	E	WU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22-18				\$ 855,000	E	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23-21	New	EV Charging Stations Electrical Infrastructure	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations	\$ 855,000	E	WU	\$ 650,000	\$ 855,000	\$ -	\$ 400,000	\$ -	\$ -	\$ 1,255,000
23-22	New	Fuel Truck	Fuel tender truck	\$ 200,000	E	WU	\$ 200,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 325,000
23-30	New	Fleet Shop Hoist	Heavy Capacity Hoist for fleet maintenance	\$ 35,000	E	WU	\$ 35,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
23-31	New	Purchase of land	Purchasing of land near 479 for future office space	\$ 1,500,000	L	WU	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
24-17	New	Pool Vehicles	2 new EV Pickups	\$ 180,000	V	WU	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
24-18	New	Vehicle for Watershed Hydrology Program	New pickup truck for watershed hydrology program	\$ 100,000	V	WU	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000
Customer and Technical Services Sub-Total				\$ 6,113,000			\$ 2,675,000	\$ 4,541,000	\$ 685,250	\$ 1,173,000	\$ 855,000	\$ 495,000	\$ 7,749,250
x				\$ 241,430,000			\$ 32,523,000	\$ 56,210,000	\$ 37,087,250	\$ 50,690,000	\$ 42,185,000	\$ 34,200,000	\$ 220,372,250
													\$ -

Service:		2.670Regional Water Supply			
Project Number	17-01	Capital Project Title	Historic Goldstream Powerhouse Building	Capital Project Description	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public
Project Rationale	Located near the Goldstream Treatment Plant and the Sooke Hills Wilderness Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Further masonry and major crack repair was completed on the south side in 2019 (\$10,000). A successful grant application (\$76,000) was used in 2022 to replace the roof membrane/envelope. The approved 2023 funds are to implement basic public interpretation signage and in 2025 to plan and seek grant funding or sponsors for security gates and fencing working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail.				
Project Number	18-10	Capital Project Title	Species-at-Risk Wildlife Habitat	Capital Project Description	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.
Project Rationale	An assessment (office and field) and conservation planning for management of wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 (\$35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 (\$50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 (\$25,000) are to develop GVWSA specific conservation plans based on office and field investigations. Funds added in 2023 are in anticipation of future habitat mapping and planning required to address BC Species-at-Risk requirements.				
Project Number	19-30	Capital Project Title	Leech WSA Lakes/Tributaries Assessment	Capital Project Description	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA
Project Rationale	To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).				
Project Number	20-05	Capital Project Title	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Capital Project Description	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. The project will also conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022. The project has been further moved forward from 2022 to 2023. It is advantageous to wait for advances in technology and partners (BC) which may improve the product and/or reduce costs.				

Service:		2.670Regional Water Supply			
Project Number	20-06	Capital Project Title	Addressing mining in Leech WSA (impacts, agreements)	Capital Project Description	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies and/or funds to buy and cancel mining claims to mitigate impacts from mining activities and with the goal of reducing mining claims in the Leech Water Supply Area. 2024: A minor increase in funding is required to continue buying and cancelling mining claims.				
Project Number	20-27	Capital Project Title	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Capital Project Description	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk and reduce inter tree moisture stress, such as prescribed fire and thinning. Increased funding is required in 2024 to conduct trial thinning treatments. Other income to the project is anticipated from disposal (sale) of thinned logs that are merchantable.				
Project Number	20-28	Capital Project Title	GVWSA Forest Resilience - Assessments of forest health and resilience	Capital Project Description	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023. Planned additional funding is being moved forward in the plan. 2025: Additional funds are required for forest health treatments.				
Project Number	21-20	Capital Project Title	West Leech Road	Capital Project Description	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. Funds to implement plans have been added for 2022-2024. 2024: The funds previously requested for 2024 have been moved forward to 2025. No change in overall budget.				

Service: 2.670 Regional Water Supply					
Project Number	23-02	Capital Project Title	GVWSA LiDAR Mapping	Capital Project Description	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR will be acquired when orthophotography or other data is collected from the air. LiDAR provides 3D information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data will be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes. Initial scoping has refined a required budget of \$250,000 rather than the previously planned \$120,000. The results will be used to plan forest fuel treatments across the GVWSA. 2024: An additional \$50,000 is required to complete fieldwork required to validate the LiDAR analyses.				
Project Number	22-04	Capital Project Title	GVWSA Orthophotography	Capital Project Description	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.
Project Rationale	Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosaic image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. The funding plan has been adjusted to provide funds every second year when it is needed rather than annually.				
Project Number	22-09	Capital Project Title	GVWSA Powerlines Wildfire Risk Mitigation Plan	Capital Project Description	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.
Project Rationale	A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option. 2024: Funds to take treatment action in 2024 (\$20,000) and 2025 (\$40,00) are requested.				
Project Number	22-10	Capital Project Title	GVWSA/RWS Educational Videos	Capital Project Description	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.
Project Rationale	The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop educational videos to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023. Given development of a corporate wide media strategy in 2022, approved funding has been moved forward to ensure additional videos are designed to fit with the strategy and new video branding templates. 2024: Funds for 2024 (\$30,000) are moved forward to 2025.				

Service:		2.670Regional Water Supply			
Project Number	23-05	Capital Project Title	Spill Management Plan and Implementation	Capital Project Description	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.
Project Rationale	The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year. 2024: A request for proposal solicitation in late 2022 did not garner any bids. A revised RFP is planned with additional funding request (\$20,000).				
Project Number	24-03	Capital Project Title	Biosecurity Risk Assessment & Procedures	Capital Project Description	Assess GVWSA biosecurity risks and develop mitigating protocols/procedures
Project Rationale	There has already been work done to identify and assess possible sources of biosecurity risk to the GVWSA in the forms of entry of pathogens, invasive plant and animal species, contaminated soils and materials. The project is intended to document the biosecurity assessment and prepare and work with staff to implement practical procedures to mitigate the highest risks. 2024: The project has been moved forward to 2025. No change in budget.				
Project Number	09-01	Capital Project Title	Leech River Watershed Restoration	Capital Project Description	A 17 year project to restore the Leech WSA lands for water supply.
Project Rationale	A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Funding allocated by end of 2025 will be \$5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges and inventory and assess forests is considered.				
Project Number	16-06	Capital Project Title	Goldstream IWS Field Office	Capital Project Description	Renewal of Water Quality field office/lab and equipment storage and Watershed Protection office, yard, training space and equipment storage, replacing longstanding temporary facilities.
Project Rationale	Watershed Protection staff (27 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another temporary facility, since their field office was on the gravel pit property that was sold to Langford. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. 2024: A design build procurement process has been selected to deliver the project with a rough total project cost of \$12 million. Funding of \$ 5 million to the project is guaranteed through the completion of sale of the IWS gravel pit to Langford.				

Service: 2.670 Regional Water Supply				
Project Number	17-02	Capital Project Title	Leech River HydroMet System	Capital Project Description
Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.				
Project Rationale	A 17 year \$ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Historically only one hydrological measuring station was capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented (\$10,000) prior to funding implementation beginning in 2018. 2024: Additional funding of \$45,000 is requested to upgrade and enhance the system.			
Project Number	18-05	Capital Project Title	GVWSA Forest Fuel Management/FireSmart Activities	Capital Project Description
Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.				
Project Rationale	Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from \$75,000 to \$100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.			
Project Number	19-02	Capital Project Title	Whiskey Creek Bridge Replacement (Sooke WSA)	Capital Project Description
Replacement of the existing undersized bridge with a longer and higher concrete structure.				
Project Rationale	Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. 2024: Project construction is moved forward from 2024 to 2025. No change in funding request.			
Project Number	19-19	Capital Project Title	Hydromet Upgrades Sooke and Goldstream	Capital Project Description
Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.				
Project Rationale	Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. 2024: \$170,000 additional funding is requested to continue to upgrade and enhance the system.			

Service:		2.670Regional Water Supply			
Project Number	20-01	Capital Project Title	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Capital Project Description	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.
Project Rationale	The existing culvert at Mile 1 on Kapoor Main (which is the primary access road to Sooke Lake Reservoir and Dam) is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. 2024: Consulting engineer design work indicates a total construction cost of \$868,000 for the bridge. A cost driver is the significant amount of fill to remove. The 2024 budget has been increased to reflect the engineered cost estimate and to move the asphalt budget forward to 2025.				
Project Number	20-29	Capital Project Title	GVWSA Gravel Crushing	Capital Project Description	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Project Rationale	Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026. The need for additional gravel crushing in 2023 has been pushed forward by one year to 2024.				
Project Number	21-26	Capital Project Title	Road Deactivation/Rehabilitation in the GVWSA	Capital Project Description	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Project Rationale	A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated. 2024: The budget for 2024 has been decreased to reflect the carryforward from 2023. The total project budget has been reduced by \$160,000.				
Project Number	21-27	Capital Project Title	Autogate Installations on Primary Access Routes	Capital Project Description	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate trespass into the GVWSA, and Drinking Water Protection Zone. Autogates improve security by 24 hour recorded keycard access operation and are located to increase security. Two autogates have been installed (2022 and 2023). 2024: The third and fourth autogate are being deferred by an additional year to 2025 to allow for additional design and provincial, Fortis Gas and Island Corridor Foundation approvals before the work can be tendered. \$50,000 is maintained in 2024 to add cameras to the newly installed autogates. No budget change.				

Service:		2.670Regional Water Supply			
Project Number	22-02	Capital Project Title	Muckpile Bridge Supply and Install (Deception)	Capital Project Description	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will also improve fish passage and western toad migration. Addition of funding for design work ahead of construction. 2024: Construction has been moved ahead by one year to 2025, no change in budget.				
Project Number	23-04	Capital Project Title	175/Sooke Main Bridge Replacement	Capital Project Description	Undersized bridge replacement
Project Rationale	The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. 2024: The project is moved forward by one year, no change in budget.				
Project Number	22-11	Capital Project Title	Additional Boom Anchors for Sooke Lake Reservoir debris boom	Capital Project Description	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower. An increased project budget (additional \$20,000) is required to design and install the anchors.				
Project Number	23-10	Capital Project Title	Work platform for Sooke Lake Reservoir	Capital Project Description	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.
Project Rationale	This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.				

Service:		2.670Regional Water Supply			
Project Number	23-11	Capital Project Title	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	Capital Project Description	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.
Project Rationale	Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades. Funding in 2023 is earmarked for analytic software for both wildfire cameras and funding in 2024 is earmarked for purchase and deployment of the additional Leech camera.				
Project Number	23-23	Capital Project Title	Brushcutting head for Excavator	Capital Project Description	The existing brushcutting head from the excavator used in roadside maintenance has reached end of life and requires replacement.
Project Rationale	The existing brush cutting head for the excavator is past end of life and requires replacement. The old head will be disposed of and offset the cost of the new head.				
Project Number	24-05	Capital Project Title	Dock for Sooke Lake Reservoir	Capital Project Description	Sooke Lake Reservoir requires a dock for safe deployment of boats, gear and crew.
Project Rationale	Water Quality and Watershed Protection staff are required to go out on Sooke Lake Reservoir routinely, as well as in emergency situations. Sooke Lake Reservoir does not have a dock, beyond lockblocks that extend into the lake. It is unsafe and difficult to load and unload onto boats using the existing lockblocks. Funding of \$10,000 in 2024 to design and plan a dock; with up to \$90,000 to construct the dock in 2025 is requested.				
Project Number	25-05	Capital Project Title	Heli Fire Tank	Capital Project Description	A large water tank for helicopter bucketing to be deployed in Goldstream WSA.
Project Rationale	In order to avoid potential contamination of GVWSA reserservoirs from helicopter bucketing operations during wildfire suppression, a "Heli Fire" water tank is planned to be purchased and installed seasonally in the GVWSA. These tanks are of a size and volume that allow helicopters to fill their buckets out of them.				
Project Number	22-13	Capital Project Title	Replace Storage Sheds with Containers	Capital Project Description	Covered sand storage between sea containers that have been procured.
Project Rationale	The existing storage facility (sheds) in the Pipeyard used for Infrastructure Operations and Watershed Protection equipment and supplies is enclosed but not sealed from the elements or rodents, and is at end of life. Due to health and safety concerns, the sheds are to be replaced with basic seacan storage containers that can be sealed and readily moved as needs change. 2024: additional funds (\$20,000) are requested for a cover between sea cans to store sand, for sanding the road and area around the Goldstream Water Treatment Plant and the Field Operations Centre.				

Service: 2.670 Regional Water Supply				
Project Number 24-06	Capital Project Title	Post Wildfire Assessment Program	Capital Project Description	Acquiring access to existing software programs to model sediment and debris flows from burned areas.
Project Rationale The amount and location of sediment and debris that would be generated from a large wildfire in the Sooke WSA has been modelled. New software is available that makes the existing modelling and results for the GVWSA more accessible, and compares results with post-wildfire events in the Pacific Northwest to help calibrate the results and make them more relevant to the GVWSA.				
Project Number 24-07	Capital Project Title	Field Operations Centre - IT Infrastructure Upgrades	Capital Project Description	The firewall, switches and telephony system are end of life and require replacement. The equipment will be transferred to the new building.
Project Rationale The firewall, switches and telephony system at the Field Operations Centre are at end of life and require replacement. The replaced equipment can be transferred to a new building when ready.				
Project Number 16-10	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description	Identify and procure emergency systems for post disaster preparedness.
Project Rationale In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to continue implementing these additional works and equipment.				
Project Number 17-13	Capital Project Title	Asset Management Plan	Capital Project Description	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Project Rationale This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.				
Project Number 19-15	Capital Project Title	Hydraulic Capacity Assessment and Transient Pressure Analysis	Capital Project Description	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				

Service:		2.670Regional Water Supply			
Project Number	20-08	Capital Project Title	Regional Water DCC Program	Capital Project Description	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				
Project Number	20-10	Capital Project Title	Condition & Vulnerability Assessment	Capital Project Description	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				
Project Number	21-05	Capital Project Title	Level of Service Agreement	Capital Project Description	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.				
Project Number	22-14	Capital Project Title	Sooke River Intake Feasibility	Capital Project Description	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.				
Project Number	23-12	Capital Project Title	Project Delivery Strategy	Capital Project Description	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan.
Project Rationale	Develop a strategy to deliver the identified projects from the 2022 RWS Master Plan. With over \$2 billion in planned spending over the next 30 years, including individual projects up to \$1 billion, a strategy is required on how to deliver the projects including project delivery models, assessment of consulting resources, contracting resources and internal staff resources.				

Service: 2.670 Regional Water Supply				
Project Number	23-13	Capital Project Title	Filtration Plant Planning & Design	Capital Project Description Conduct a siting, conceptual design and detailed design for a filtration plant
Project Rationale	Identified in the 2022 Master Plan, planning, design and future construction of a Filtration Plant is required. Initial steps will include confirming site requirements, overview of integration with other system components, review of current and future technologies and preliminary engineering studies such as geotechnical once a site is confirmed.			
Project Number	23-14	Capital Project Title	Council Creek Crossing Hydrology Review	Capital Project Description Conduct a hydrology review of the Council Creek crossing of water mains to ensure pipe resilience during high rainfall events.
Project Rationale	Council Creek runs through currently undersized culverts that need hydraulic assessment as well as hydrological confirmation of what flows they are expected to carry. If these culverts failed in an extreme storm event then supply mains may be affected negatively.			
Project Number	23-24	Capital Project Title	East-West Connector (Filtration Plant to District of Sooke)	Capital Project Description Planning and Conceptual Design of the East-West Supply Main from the proposed filtration plant to the District of Sooke (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and conceptual design of an East- West Supply Main from the proposed filtration plant to the District of Sooke to maintain level of service and to account for growth.			
Project Number	23-25	Capital Project Title	Deep Northern Intake and Sooke Lake Pump Station	Capital Project Description Planning and Design of the Deep Northern Intake and Sooke Lake Pump Station (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of the Deep Northern Intake and Sooke Lake Pump Station is required to provide water supply and transmission capability from currently inaccessible parts of Sooke Lake into the water supply and treatment systems.			
Project Number	23-26	Capital Project Title	Transmission Main - Sooke Lake Pump Station to Head Tank	Capital Project Description Planning and Design of the Transmission Main from the Sooke Lake Pump Station to Head Tank (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of a pumped transmission main from the future Sooke Lake Pump Station to the existing Head Tank.			

Service: 2.670		Regional Water Supply			
Project Number	23-27	Capital Project Title	Gravity Main - Sooke Lake to Head Tank	Capital Project Description	Planning and Design of a Gravity Transmission Main (redundancy) from Sooke Lake to Head Tank (identified in the 2022 Master Plan)
Project Rationale	Identified in the 2022 Master Plan, planning and design of a gravity transmission main from Sooke Lake to the Head Tank to provide redundant water supply to the system.				
Project Number	23-28	Capital Project Title	Goldstream Reservoir Connector	Capital Project Description	Planning and Design of the Goldstream Reservoir Connector transmission main
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.				
Project Number	24-08	Capital Project Title	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	Capital Project Description	Engineering Seismic Assessment of the spanned crossing of Supply Main No 10 and 11 over the Sooke Lake Spillway channel
Project Rationale					
Project Number	24-09	Capital Project Title	Aggricultural Water Rate Review	Capital Project Description	Phase 2
Project Rationale	Identified in the 2022 Master Plan, planning and design of a transmission main to connect the Goldstream Reservoir to the Sooke system to ensure transmission safety and reliability when using the Goldstream system to supplement flows to the Sooke system.				
Project Number	18-07	Capital Project Title	Replacement of UV System	Capital Project Description	Replacement of the UV system at the Goldstream Water Treatment Plant
Project Rationale	The UV trains and associated electrical equipment at Goldstream Water Treatment Plant require upgrade and replacement.				
Project Number	18-08	Capital Project Title	Bulk Supply Meter Replacement Program	Capital Project Description	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances. Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements. Somerset Valve Chamber replacement will also be completed under this project which is also tied to backflow prevention.				

Service:		2.670Regional Water Supply			
Project Number	18-15	Capital Project Title	Corrosion Protection Program	Capital Project Description	Study deficiencies in the current material protection and implement recommendations.
Project Rationale	This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.				
Project Number	18-18	Capital Project Title	Main No.3 Segment Replacement	Capital Project Description	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment of Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will start in 2023 with detailed design and construction commencing in 2024 to 2027. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				
Project Number	19-05	Capital Project Title	Repairs - Kapoor Shutdown	Capital Project Description	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				
Project Number	19-23	Capital Project Title	Critical Spare Equipment Storage & Pipe Yard	Capital Project Description	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to plan, design and construct an equipment storage building accessible by loading vehicles.				
Project Number	20-16	Capital Project Title	Cecelia Meter Replacement	Capital Project Description	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				
Project Number	20-17	Capital Project Title	Decommission & Conceptual Design of the Smith Hill Site	Capital Project Description	Plan for decommission the conceptual design for the replacement of the Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				

APPENDIX A

Service:		2.670Regional Water Supply			
Project Number	21-06	Capital Project Title	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Capital Project Description	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is				
Project Number	21-09	Capital Project Title	Goldstream Water Chlorination Gas System Removal	Capital Project Description	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				
Project Number	21-10	Capital Project Title	SCADA Masterplan and System Upgrades	Capital Project Description	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				
Project Number	21-11	Capital Project Title	RWS Supply Main No. 4 Upgrade	Capital Project Description	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 \$21,975,000; Watkiss Way section of Main #1 \$950,000; Watkiss PRV \$1,250,000; Millstream PRV \$1,350,000; Humpback PRV improvements \$825,000; Five new PRVs \$9,050,000.				
Project Number	22-15	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed. Supports current and future fire detection cameras.				

Service:		2.670Regional Water Supply			
Project Number	22-16	Capital Project Title	Goldstream WTP Drainage Improvements	Capital Project Description	Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	The Goldstream Water Treatment Plant is located near the Goldstream waterway, drainage improvements are required so that the Goldstream waterway is not impacted if there were to be a chlorine or ammonia spill.				
Project Number	22-17	Capital Project Title	Goldstream WTP Safety Improvements	Capital Project Description	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Water Treatment Plant is located near a public trail, safety improvements such as a notification system are required. Funds will be for design and construction.				
Project Number	23-16	Capital Project Title	Humpback Channel Assessment and Upgrades	Capital Project Description	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.
Project Rationale	Hydraulically assess the Humpback Overflow channel and conduct a condition assessment of the culverts at the Gatehouse.				
Project Number	23-17	Capital Project Title	Main No. 4 - Mt Newton to Highway 17	Capital Project Description	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works.
Project Rationale	Replacement of a approximately 1.9km of the Main No. 4 concrete pipe from Mt Newton and Central Saanich Road south to where it crosses Highway 17. A Strategic Priorities Fund grant has been applied to fund a portion of the works. Replacement of this pipe is required to improve the seismic resilience of the supply main.				
Project Number	25-03	Capital Project Title	Transmission Main Upgrade Program	Capital Project Description	Identify, conceptually design, detail design and construct transmission main upgrades.
Project Rationale	Transmission mains that are nearing end of life due to long service require condition assessments and then design and construction of replacement mains where needed. This will be the start of an ongoing replacement program as transmission mains near end of life.				
Project Number	23-29	Capital Project Title	Mt. Tolmie Control Valve Replacement	Capital Project Description	Supply and installation of the Mt. Tolmie Reservoir Control Valve
Project Rationale	The Mt. Tolmie Reservoir Control Valve chamber improvements				

Service: 2.670		Regional Water Supply		
Project Number	24-10	Capital Project Title	Sooke River Road WTP UPS Replacement	Capital Project Description UPS at Sooke River Road WTP is 21 years old and in need of replacement.
Project Rationale	Sooke River Road WTP UPS has been identified in need of prioritized replacement prior to failure.			
Project Number	24-11	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.
Project Rationale	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life. Includes IT equipment located at tower sites within the RWS system.			
Project Number	24-12	Capital Project Title	Head Tank Valve Replacement	Capital Project Description Supply and installation of Head Tank valves and actuators.
Project Rationale	Supply and installation of Head Tank valves and actuators.			
Project Number	16-16	Capital Project Title	Implications from Goldstream Dam Safety Review	Capital Project Description Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.			
Project Number	16-17	Capital Project Title	#N/A	Capital Project Description #N/A
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019. Phase 1 of the revised program is complete and the dam is now in the monitoring stage.			
Project Number	17-25	Capital Project Title	Implications from 2016 Sooke Lake Dam Safety Review	Capital Project Description Conduct dam improvements at the Sookel Lake Dam that resulted from the 2016 Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.			

Service: 2.670		Regional Water Supply		
Project Number	18-19	Capital Project Title	Sooke Lake Dam - Instrumentation System Improvements	Capital Project Description Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.			
Project Number	18-20	Capital Project Title	Sooke Lake Dam - Breach Risk Reduction Measures	Capital Project Description Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping project was completed in 2017 by an engineering consultant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.			
Project Number	19-07	Capital Project Title	Integrate Dam Performance and Hydromet to SCADA	Capital Project Description Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.			
Project Number	19-09	Capital Project Title	Cabin Pond Dams Decommissioning (PES)	Capital Project Description The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams have been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.			
Project Number	19-12	Capital Project Title	Goldstream Dams Instrumentation Improvements	Capital Project Description Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.			

Service: 2.670 Regional Water Supply				
Project Number	19-13	Capital Project Title	Dam Safety Instrumentation	Capital Project Description The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.			
Project Number	20-19	Capital Project Title	Goldstream System High Level Outlet Valve Replacements	Capital Project Description The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.			
Project Number	21-03	Capital Project Title	Deception Dam - Dam Safety Review 2021 & Improvements	Capital Project Description Conduct a Dam Safety Review and improvements for the Deception Dam.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.			
Project Number	21-04	Capital Project Title	Saddle Dam - Dam Safety Review 2021 & Improvements	Capital Project Description Conduct a Dam Safety Review and improvements for the Saddle Dam.
Project Rationale	Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.			
Project Number	21-21	Capital Project Title	Goldstream Dams - 4 Low Level Gate Improvements	Capital Project Description Logistics planning in 2022, installation in 2023
Project Rationale	Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.			
Project Number	22-08	Capital Project Title	Deception Dam Surveillance Improvements	Capital Project Description Replace and supplement the Dam Safety Instrumentation at Deception Dam.
Project Rationale	The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.			

Service: 2.670 Regional Water Supply				
Project Number	23-07	Capital Project Title	Sooke Lake Dam Spillway and Gates Retrofit	Capital Project Description
Project Rationale The seismic assessment completed in 2017 included recommendations for seismic retrofits for Sooke Lake Dam including seismic anchoring of the spillway, gate structure and the intake tower bridge.				
Project Number	23-08	Capital Project Title	Regional Watershed Dams – Flood Forecasting System	Capital Project Description
Project Rationale The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.				
Project Number	23-09	Capital Project Title	Sooke Lake Dam - Dam Safety Review 2023	Capital Project Description
Project Rationale Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				
Project Number	23-18	Capital Project Title	Sooke Lake Dam Spillway Channel Improvements	Capital Project Description
Project Rationale The Sooke Lake Dam spillway channel requires upgrading to prevent erosion when the sluice gates are fully open. Concurrently, the seepage weir blockage will be removed.				
Project Number	23-19	Capital Project Title	Charters Dam - Implications from Dam Safety Review	Capital Project Description
Project Rationale The Dam Safety Review for Charters Dam was completed in 2022. Funding is required to carry out recommendations from the review.				

Service:		2.670Regional Water Supply			
Project Number	25-01	Capital Project Title	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Capital Project Description	Conduct a Dam Safety Review to meet regulatory requirement.
Project Rationale	The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				
Project Number	25-02	Capital Project Title	Probable Maximum Flood and Inflow Design Flood Updates	Capital Project Description	Update the previous edition from 2015 (recommended 10 year review cycle).
Project Rationale	The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.				
Project Number	25-06	Capital Project Title	Goldstream Dam Spillway Replacement	Capital Project Description	Replacement of Goldstream Dam Spillway due to deteriorated condition.
Project Rationale	Goldstream Dam Spillway replacement.				
Project Number	24-13	Capital Project Title	Reservoir Log Boom Upgrade Program	Capital Project Description	Review, analysis and upgrades to log booms, prioritizing Sooke Lake Reservoir.
Project Rationale	Sooke Lake Reservoir currently contains two log booms. The upstream saddle dam log boom is flaking plastics and has been identified for replacement. Hydrotechnical assessment of the log boom requirements on this reservoir and upgrades to follow this assessment.				
Project Number	20-04	Capital Project Title	Sooke Lake HyDy Model Development	Capital Project Description	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Service: 2.670		Regional Water Supply		
Project Number	22-06	Capital Project Title	Sooke Lake Food Web Study	Capital Project Description Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.			
Project Number	23-06	Capital Project Title	GVDWS Nitrification Study	Capital Project Description Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.			
Project Number	24-02	Capital Project Title	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	Capital Project Description 50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.			
Project Number	24-04	Capital Project Title	Sooke Lake Drawdown Study	Capital Project Description Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.
Project Rationale	Investigate drawdown effects on Sooke Lake water quality and ecosystem impacts with max drawdown and determine a safe max drawdown level for SOL.			
Project Number	25-04	Capital Project Title	4 x multi-parameter field analyzers (SL1000)	Capital Project Description Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers
Project Rationale	Replace 4 multi-parameter (total/free/mono/ammonia) field analyzers			

Service: 2.670 Regional Water Supply					
Project Number	26-01	Capital Project Title	2 x Floating Water Quality Sensor Platforms	Capital Project Description	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms
Project Rationale	To support and confirm water quality data in SOL for Deep Norther Intake, install 2 floating sensor platforms				
Project Number	27-01	Capital Project Title	Drinking Water Safety Plan Update	Capital Project Description	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.
Project Rationale	Review and update existing DWSP spreadsheet and risk registry. Consider planned system expansions/upgrades.				
Project Number	24-14	Capital Project Title	Laboratory Equipment Replacements	Capital Project Description	Replacement of critical laboratory equipment.
Project Rationale	Replacement of critical laboratory equipment.				
Project Number	24-15	Capital Project Title	Laboratory Renovations	Capital Project Description	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.
Project Rationale	Renovation for main lab cabinetry, floor, aquatic ecology lab and prep room.				
Project Number	24-16	Capital Project Title	WQ Field Office IT Upgrades	Capital Project Description	The firewall, switches and telephony system are end of life and require replacement.
Project Rationale	The firewall, switches and telephony system are end of life and require replacement.				
Project Number	17-27	Capital Project Title	Watershed Bridge and Culvert Replacement	Capital Project Description	Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.				

Service: 2.670 Regional Water Supply					
Project Number	17-28	Capital Project Title	Watershed Security Infrastructure Upgrade and Replacement	Capital Project Description	New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with separate capital projects for autogates.				
Project Number	17-29	Capital Project Title	Water Supply Area Equipment Replacement	Capital Project Description	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional \$50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by \$20,000 as water quality equipment will be funded under a separate line item (21-17). A revised level of funding is requested beginning in 2023 that reflects forecasted needs.				
Project Number	17-30	Capital Project Title	Transmission Main Repairs	Capital Project Description	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				
Project Number	17-31	Capital Project Title	Transmission System Components Replacement	Capital Project Description	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				
Project Number	17-33	Capital Project Title	Disinfection Equipment Parts Replacement	Capital Project Description	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				
Project Number	17-34	Capital Project Title	Supply System Computer Model Update	Capital Project Description	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				

Service: 2.670		Regional Water Supply			
Project Number	19-16	Capital Project Title	Dam Improvements	Capital Project Description	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address item in the dam safety database/risk registry
Project Rationale	Dam Safety Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.				
Project Number	19-22	Capital Project Title	SCADA Repairs & Equipment Replacement	Capital Project Description	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.				
Project Number	21-15	Capital Project Title	Corrosion Protection	Capital Project Description	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.				
Project Number	21-16	Capital Project Title	Valve Chamber Upgrades	Capital Project Description	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				
Project Number	21-17	Capital Project Title	Water Quality Equipment Replacement	Capital Project Description	Replacement of water quality equipment for the
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, \$20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				
Project Number	21-18	Capital Project Title	LIMS support	Capital Project Description	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Service: 2.670		Regional Water Supply		
Project Number	23-20	Capital Project Title	Land Exchange/Acquisition	Capital Project Description Land surveys, appraisals to support decisions regarding land exchange to increase catchment area, buffer water supply areas and other possible land exchange and acquisition within the RWS system.
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. From time to time, the RWS System requires acquisition of lands for infrastructure purposes. Funds will be used when needed to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands for the Regional Water Supply Area or System.			
Project Number	17-35	Capital Project Title	Vehicle & Equipment Replacement (Funding from Replacement Fund)	Capital Project Description This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.			
Project Number	20-22	Capital Project Title	Vehicle for the Dam Safety Program	Capital Project Description New Transit Van
Project Rationale	An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.			
Project Number	20-23	Capital Project Title	Vehicle for the CSE Support Program	Capital Project Description New Transit Van
Project Rationale	A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.			
Project Number	21-30	Capital Project Title	Vehicle for Warehouse Operations	Capital Project Description New pick up
Project Rationale	For use of the warehouse worker to source supplies and materials in support of the remote sites. This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.			
Project Number	22-18	Capital Project Title	Electric Vehicle Charging Stations	Capital Project Description 7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC
Project Rationale	EV Charging Stations Are required at 479 Island Hwy and the Watershed Protection FOC in order to charge the EV's being purchased during 2021, 2022 and future budget periods. The installation costs per charger is reduced when more than one is installed at a time. There are grants available that will cover approx. 50% of all costs.			

Service: 2.670 Regional Water Supply					
Project Number	23-21	Capital Project Title	EV Charging Stations Electrical Infrastructure	Capital Project Description	Electrical System upgrades at 479 Island Hwy to power up 44 charging stations
Project Rationale	In support of the CRD's Climate Action Strategy to reduce the corporate GHG emissions. The CRD Fleet of vehicles is one of the larger contributors to the generation of GHG's. Integrated Water Services identified 44 of the approx. 100 vehicles that operate out of the 479 Island location for replacement with Electrical Vehicles by 2030. I preparation for providing the proper charging network at 479 an Electric Vehicle Fleet Conversion Study was completed in 2021.The results of the study was to upgrade the electrical infrastructure to accommodate the power needs of 44 charging points. It is proposed that phase 1 is started in 2023 to upgrade the electrical distribution system and provide 17 charging points. The larger portion of the costs will be to upgrade the electrical system. Phase 2 to allow for a further 27 charging points can be planned to accommodate the balance of EV vehicles pending their purchasing and delivery.				
Project Number	23-22	Capital Project Title	Fuel Truck	Capital Project Description	Fuel tender truck
Project Rationale	At present the fueling of stationary emergency generators and equipment is done using a tidy tank. This requires several trips to the gas station. During the period when fuel was difficult to source it became apparent that Corporate Fleet needs to find a solution to the possibility that during an emergency fuel is available. The fuel truck will also be used during a watershed emergency to fuel equipment and vehicles.				
Project Number	23-30	Capital Project Title	Fleet Shop Hoist	Capital Project Description	Heavy Capacity Hoist for fleet maintenance
Project Rationale	The new larger and heavier vehicles are proving to be a challenge for the two hoists presently used in the Fleet worksho at 479 Island Hwy. Currently our hoists are rated for 18,000 lbs. It is proposed to replace one of the hoists with a 24,000 lbs hoist in the centre bay.				
Project Number	23-31	Capital Project Title	Purchase of land	Capital Project Description	Purchasing of land near 479 for future office space
Project Rationale	Purchasing of land near 479 for future office space				
Project Number	24-17	Capital Project Title	Pool Vehicles	Capital Project Description	2 new EV Pickups
Project Rationale	2 new EV Pickups				
Project Number	24-18	Capital Project Title	Vehicle for Watershed Hydrology Program	Capital Project Description	New pickup truck for watershed hydrology program
Project Rationale	New pickup truck required for watershed hydrology program.				

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$ 320,000	B	WU	\$ 20,000	\$ 160,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 480,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$ 2,395,000	E	WU	\$ 2,100,000	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000
20-01	New	Portable Pump Station	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	\$ 750,000	E	WU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24-01	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT Infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 250,000	E	WU	\$ -	\$ 80,000	\$ 125,000	\$ 10,000	\$ 25,000	\$ 6,000	\$ 246,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$ 3,195,000			\$ 2,120,000	\$ 2,540,000	\$ 205,000	\$ 90,000	\$ 105,000	\$ 86,000	\$ 3,026,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$ 225,000	E	WU	\$ -	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$ 850,000	E	WU	\$ -	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$ 150,000	E	WU	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$ 400,000	E	WU	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$ 85,000	E	WU	\$ -	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 85,000
24-02	Study	Capital Projects Delivery Optimization	Ongoing internal improvement of templates, tools and processes used in the delivery of capital projects.	\$ 100,000	S	WU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Sub-Total for Annual Provisional Capital Items				\$ 1,650,000			\$ -	\$ 370,000	\$ 360,000	\$ 360,000	\$ 360,000	\$ 280,000	\$ 1,730,000
x			GRAND TOTAL	\$ 4,845,000			\$ 2,120,000	\$ 2,910,000	\$ 565,000	\$ 450,000	\$ 465,000	\$ 366,000	\$ 4,756,000

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Project Number	16-01	Capital Project Title	Upgrades to Buildings at 479 Island Highway	Capital Project Description	Maintenance and changes to buildings and office layouts.
Project Rationale	<p>The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:</p> <ul style="list-style-type: none"> • Improvements, Repairs, upgrades and changes to the buildings (provisional \$45,000) • Painting of the buildings. (provisional \$20,000 annually) • Repair and replacement of carpets, floors and walls. (provisional \$40,000 annually) • Climate Action initiatives and feasibility studies (\$55,000) 				
Project Number	17-01	Capital Project Title	Voice Radio Upgrade	Capital Project Description	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Project Rationale	<p>Service Life and projected replacement:</p> <ul style="list-style-type: none"> • The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005. • The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015. • Support for repairs and maintenance of the present radio will continue for the next 3 years at least. • There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment. 				
Project Number	20-01	Capital Project Title	Portable Pump Station	Capital Project Description	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Project Rationale	<p>The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station with a generator is required to maintain the level of service. Portable PS was delivered in 2023 but some deficiencies, including the associated generator remain and may carry into 2024 to fully address.</p>				
Project Number	17-03	Capital Project Title	Office Equipment, Upgrades and Replacements	Capital Project Description	Upgrade and replacement of office equipment as required.
Project Rationale	<p>Funds will be used for the replacement and upgrading of office equipment and furniture, as required.</p>				

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Project Number	17-04	Capital Project Title	Computer Upgrades	Capital Project Description	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
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Project Rationale This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$170,000 annually to reflect actual costs.

Capital Budget
 Network Switch Maintenance \$10,000
 Additional Wireless Access Points and Maintenance \$15,000
 Photocopier Replacement \$20,000
 Additional Data Storage \$15,000
 Replacement Computers \$75,000
 Equipment Maintenance (contingency) \$23,000
 Replace Access Control System - Gates/ Video Cameras \$12,000
 Total Capital \$170,000

Project Number	17-05	Capital Project Title	Development of the Maintenance Management Systems	Capital Project Description	Develop maintenance management system.
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Project Rationale The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	17-06	Capital Project Title	Small Equipment & Tool Replacement (Water Operations)	Capital Project Description	Replacement of tools and small equipment for Water Operations as required.
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Project Rationale Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2024 - 2028 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454

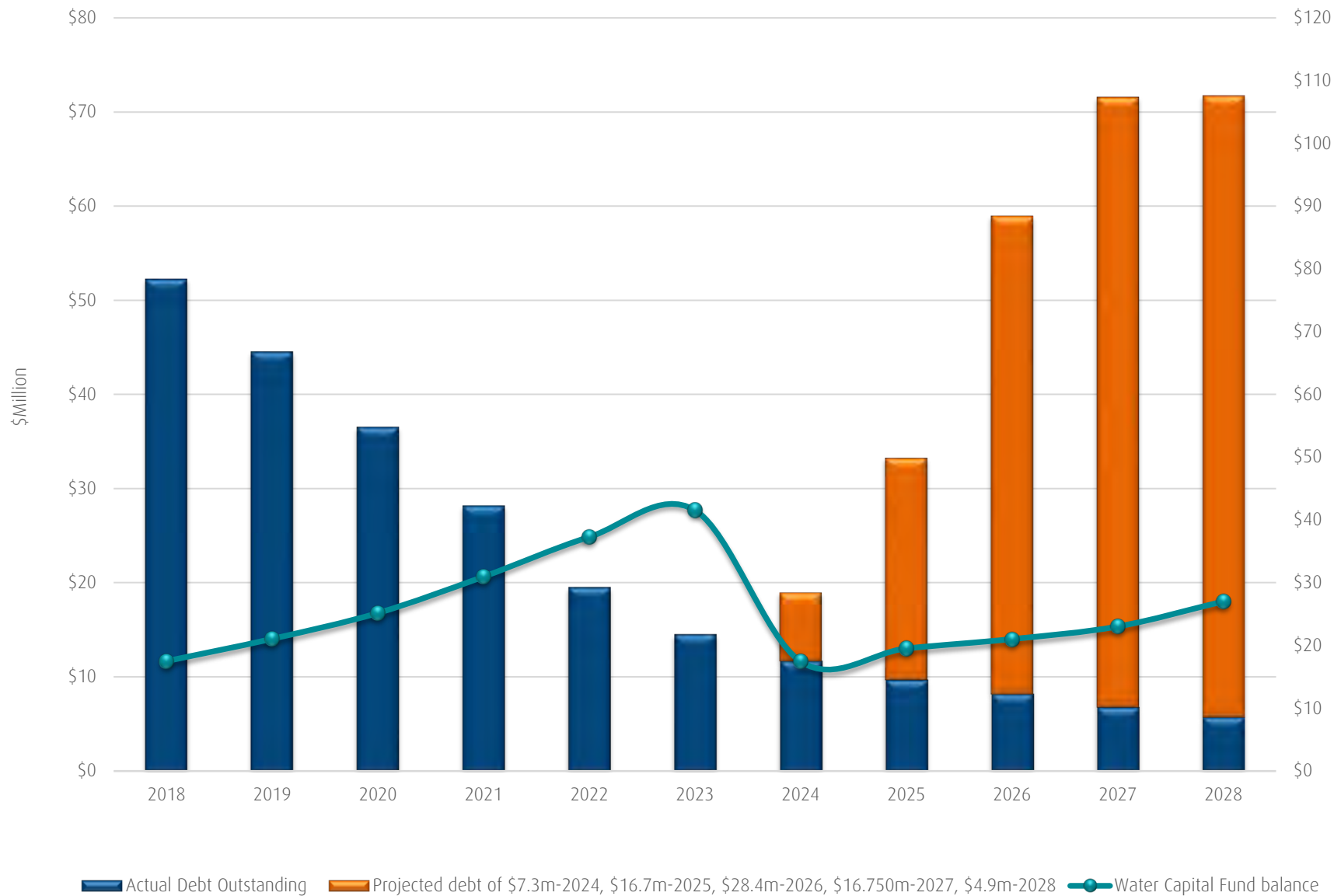
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,762,670	2,326,323	1,793,728	1,700,616	1,542,703	1,325,073
Equipment purchases (Based on Capital Plan)	(995,000)	(1,191,000)	(685,250)	(773,000)	(855,000)	(495,000)
Transfer of assets intracompany	-					
Transfer from Operating Budget	393,653	479,755	489,350	499,137	509,120	519,302
Proceeds on disposals	150,000	178,650	102,788	115,950	128,250	74,250
Interest Income*	15,000					
Ending Balance \$	2,326,323	1,793,728	1,700,616	1,542,703	1,325,073	1,423,625

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

Regional Water Supply Services (Greater Victoria) Debt Outstanding vs. Water Capital Fund Balance



REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2022

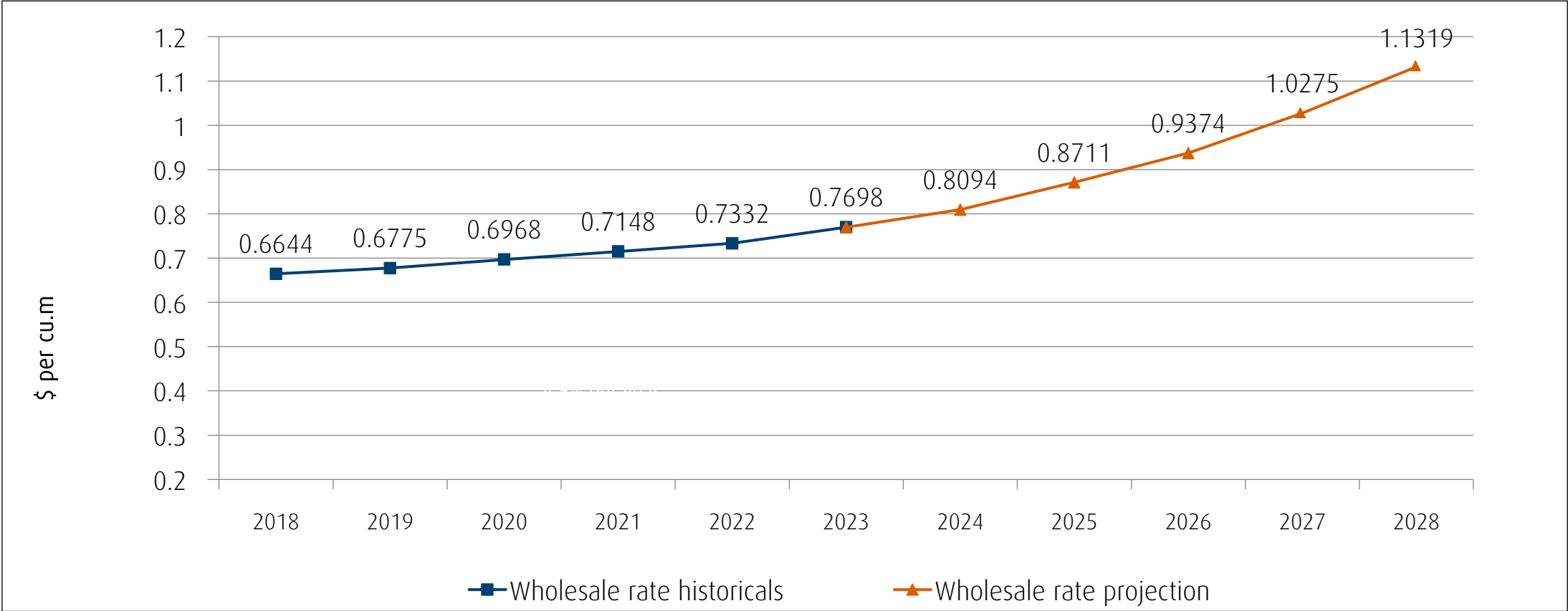
		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost \$ (Paid/Accts)	%age of Total Paid out	Rate Differential		
													Municipal Rate m3	Agri Rate m3	Muni-CRD Diff m3
													A	B	A - B
Western Communities & Sooke *	2022	85	17	45,564	37,292	536	2,194	\$ 181,612	\$ -	\$ 181,612	\$ 1,781	10.6%	\$ 2,4024	\$ 0.2105	\$ 2,1919
	2021	84	16	53,773	63,222	640	3,951	\$ 245,409	\$ -	\$ 245,409	\$ 2,454	12.3%	\$ 2,3081	\$ 0.2105	\$ 2,0976
	2020	84	15	42,432	51,118	505	3,408	\$ 187,605	\$ -	\$ 187,605	\$ 1,895	11.9%	\$ 2,2159	\$ 0.2105	\$ 2,0054
	2019	86	14	36,598	50,277	426	3,591	\$ 165,297	\$ -	\$ 165,297	\$ 1,653	11.1%	\$ 2,1132	\$ 0.2105	\$ 1,9027
	2018	95	18	40,657	19,669	428	1,093	\$ 112,411	\$ -	\$ 112,411	\$ 995	7.9%	\$ 2,0739	\$ 0.2105	\$ 1,8634
	2017	81	11	33,458	11,628	413	1,057	\$ 76,754	\$ -	\$ 76,754	\$ 834	5.6%	\$ 1,9129	\$ 0.2105	\$ 1,7024
	2016	80	11	41,248	8,652	516	787	\$ 84,950	\$ -	\$ 84,950	\$ 934	5.9%	\$ 1,9129	\$ 0.2105	\$ 1,7024
	2015	79	11	33,537	7,078	425	643	\$ 64,968	\$ -	\$ 64,968	\$ 722	5.1%	\$ 1,8101	\$ 0.2105	\$ 1,5996
	2014	79	11	29,419	9,074	372	825	\$ 60,769	\$ -	\$ 60,769	\$ 675	5.6%	\$ 1,7892	\$ 0.2105	\$ 1,5787
	2013	80	11	25,532	5,578	319	507	\$ 46,438	\$ -	\$ 46,438	\$ 510	4.7%	\$ 1,7032	\$ 0.2105	\$ 1,4927
	2012	79	13	23,617	5,932	299	456	\$ 40,828	\$ -	\$ 40,828	\$ 444	4.3%	\$ 1,5922	\$ 0.2105	\$ 1,3817
	2011	75	11	27,910	4,893	372	445	\$ 43,641	\$ -	\$ 43,641	\$ 507	5.2%	\$ 1,5409	\$ 0.2126	\$ 1,3283
Central Saanich	2022	277	50	398,069	279,385	1,437	5,588	\$ 1,005,694	\$ 7,050	\$ 1,012,744	\$ 3,097	59.3%	\$ 1,8600	\$ 0.2105	\$ 1,6495
	2021	277	50	466,809	307,970	1,685	6,159	\$ 1,150,198	\$ 7,050	\$ 1,157,248	\$ 3,539	57.9%	\$ 1,8600	\$ 0.2105	\$ 1,6495
	2020	278	49	375,646	233,214	1,351	4,759	\$ 873,579	\$ 6,768	\$ 880,347	\$ 2,692	56.0%	\$ 1,8047	\$ 0.2105	\$ 1,5942
	2019	276	47	421,804	210,499	1,528	4,479	\$ 862,430	\$ 2,162	\$ 864,592	\$ 2,677	58.0%	\$ 1,7260	\$ 0.2105	\$ 1,5155
	2018	278	49	378,593	297,433	1,362	6,070	\$ 866,699	\$ 7,003	\$ 873,702	\$ 2,672	61.3%	\$ 1,6350	\$ 0.2105	\$ 1,4245
	2017	296	49	398,087	298,522	1,345	6,092	\$ 792,125	\$ 7,003	\$ 799,128	\$ 2,316	58.7%	\$ 1,5575	\$ 0.2105	\$ 1,3470
	2016	297	51	446,241	303,419	1,502	5,949	\$ 879,396	\$ 7,191	\$ 886,587	\$ 2,548	61.1%	\$ 1,5139	\$ 0.2105	\$ 1,3034
	2015	294	51	412,060	246,292	1,402	4,829	\$ 739,282	\$ 7,144	\$ 746,426	\$ 2,164	58.4%	\$ 1,4582	\$ 0.2105	\$ 1,2477
	2014	294	49	361,801	190,895	1,231	3,896	\$ 596,515	\$ 6,808	\$ 603,323	\$ 1,759	55.7%	\$ 1,4033	\$ 0.2105	\$ 1,1928
	2013	296	45	321,518	194,848	1,086	4,330	\$ 542,837	\$ 4,186	\$ 547,023	\$ 1,604	55.7%	\$ 1,3799	\$ 0.2105	\$ 1,0525
	2012	280	41	325,663	210,906	1,163	5,144	\$ 518,454	\$ 5,658	\$ 524,112	\$ 1,633	55.6%	\$ 1,2841	\$ 0.2105	\$ 0,9662
	2011	210	38	312,702	169,206	1,489	4,453	\$ 462,183	\$ 5,244	\$ 467,427	\$ 1,885	56.1%	\$ 1,2867	\$ 0.2126	\$ 0,9667
North Saanich **	2022	107	19	52,167	107,838	488	5,676	\$ 235,367	\$ -	\$ 235,367	\$ 1,868	13.8%	\$ 1,6815	\$ 0.2105	\$ 1,4710
	2021	105	18	62,904	126,579	599	7,032	\$ 265,276	\$ -	\$ 265,276	\$ 2,157	13.3%	\$ 1,6105	\$ 0.2105	\$ 1,4000
	2020	102	16	57,433	108,453	563	6,778	\$ 223,532	\$ -	\$ 223,532	\$ 1,894	14.2%	\$ 1,5580	\$ 0.2105	\$ 1,3475
	2019	94	15	58,278	95,030	620	6,335	\$ 201,370	\$ -	\$ 201,370	\$ 1,847	13.5%	\$ 1,5240	\$ 0.2105	\$ 1,3135
	2018	100	16	97,574	70,726	976	4,420	\$ 220,982	\$ -	\$ 220,982	\$ 1,905	15.5%	\$ 1,5240	\$ 0.2105	\$ 1,3135
	2017	100	13	151,773	53,551	1,518	4,119	\$ 245,456	\$ -	\$ 245,456	\$ 2,172	18.0%	\$ 1,4643	\$ 0.2105	\$ 1,2538
	2016	100	12	148,450	36,774	1,485	3,065	\$ 230,697	\$ -	\$ 230,697	\$ 2,060	15.9%	\$ 1,4560	\$ 0.2105	\$ 1,2455
	2015	106	14	151,656	38,066	1,431	2,719	\$ 230,948	\$ -	\$ 230,948	\$ 1,925	18.1%	\$ 1,4278	\$ 0.2105	\$ 1,2173
	2014	98	14	133,853	30,372	1,366	2,169	\$ 194,919	\$ -	\$ 194,919	\$ 1,740	18.0%	\$ 1,3974	\$ 0.2105	\$ 1,1869
	2013	102	13	141,845	30,647	1,391	2,357	\$ 200,004	\$ -	\$ 200,004	\$ 1,739	20.4%	\$ 1,3700	\$ 0.2105	\$ 1,1595
	2012	99	13	117,497	45,227	1,187	3,479	\$ 188,679	\$ -	\$ 188,679	\$ 1,685	20.0%	\$ 1,3700	\$ 0.2105	\$ 1,1595
	2011	101	13	106,393	34,921	1,053	2,686	\$ 163,558	\$ -	\$ 163,558	\$ 1,435	19.6%	\$ 1,3700	\$ 0.2126	\$ 1,1574
Saanich	2022	66	56	36,146	129,467	548	2,312	\$ 267,879	\$ 11,330	\$ 279,209	\$ 2,289	16.3%	\$ 1,8280	\$ 0.2105	\$ 1,6175
	2021	74	55	49,933	158,309	675	2,878	\$ 318,923	\$ 11,050	\$ 329,973	\$ 2,558	16.5%	\$ 1,7420	\$ 0.2105	\$ 1,5315
	2020	68	53	40,416	144,443	594	2,725	\$ 268,877	\$ 10,867	\$ 279,745	\$ 2,312	17.8%	\$ 1,6650	\$ 0.2105	\$ 1,4545
	2019	68	51	37,086	140,512	545	2,755	\$ 249,436	\$ 10,278	\$ 259,714	\$ 2,182	17.4%	\$ 1,6150	\$ 0.2105	\$ 1,4045
	2018	70	49	37,503	111,896	536	2,284	\$ 208,786	\$ 9,996	\$ 218,782	\$ 1,839	15.3%	\$ 1,5910	\$ 0.2105	\$ 1,3805
	2017	80	50	38,201	132,092	478	2,642	\$ 229,604	\$ 9,719	\$ 239,324	\$ 1,841	17.6%	\$ 1,5600	\$ 0.2105	\$ 1,3495
	2016	71	53	36,409	139,764	513	2,637	\$ 237,745	\$ 10,056	\$ 247,802	\$ 1,998	17.1%	\$ 1,5600	\$ 0.2105	\$ 1,3495
	2015	75	51	74,841	129,225	998	2,534	\$ 226,276	\$ 9,727	\$ 236,003	\$ 1,873	18.5%	\$ 1,5420	\$ 0.2105	\$ 1,3315
	2014	72	53	46,230	177,633	642	3,352	\$ 213,981	\$ 9,883	\$ 223,863	\$ 1,791	20.7%	\$ 1,4560	\$ 0.2105	\$ 1,2455
	2013	65	50	35,745	122,456	550	2,449	\$ 179,004	\$ 9,655	\$ 188,659	\$ 1,641	19.2%	\$ 1,3420	\$ 0.2105	\$ 1,1315
	2012	68	47	38,212	138,455	562	2,946	\$ 180,466	\$ 9,235	\$ 189,701	\$ 1,650	20.1%	\$ 1,2320	\$ 0.2105	\$ 1,0215
	2011	71	46	101,235	121,896	1,426	2,650	\$ 149,584	\$ 9,118	\$ 158,703	\$ 1,356	19.0%	\$ 1,1530	\$ 0.2126	\$ 0,9404
Totals	2022	535	142	531,946	553,982	994	3,901	\$ 1,690,553	\$ 18,380	\$ 1,708,933	\$ 2,524	100%			
	2021	540	139	633,419	656,080	1,173	4,720	\$ 1,979,806	\$ 18,100	\$ 1,997,906	\$ 2,942	100%			
	2020	532	133	515,927	537,228	970	4,039	\$ 1,553,594	\$ 17,635	\$ 1,571,229	\$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	\$ 1,478,533	\$ 12,440	\$ 1,490,973	\$ 2,290	100%			
	2018	543	132	554,327	499,724	1,021	3,786	\$ 1,408,879	\$ 16,999	\$ 1,425,878	\$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	\$ 1,343,940	\$ 16,722	\$ 1,360,663	\$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	\$ 1,432,788	\$ 17,247	\$ 1,450,036	\$ 2,148	100%			
	2015	554	127	672,094	420,661	1,213	3,312	\$ 1,261,474	\$ 16,871	\$ 1,278,344	\$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	\$ 1,066,184	\$ 16,691	\$ 1,082,874	\$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	\$ 968,283	\$ 13,841	\$ 982,124	\$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	\$ 928,426	\$ 14,893	\$ 943,320	\$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	\$ 818,967	\$ 14,362	\$ 833,329	\$ 1,475	100%			

* Western Communities do not charge a fixed charge

** North Saanich charges the fixed charge on property taxes

*** AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

Regional Water Supply Services (Greater Victoria) Wholesale Water Rate Projections



**REPORT TO SAANICH PENINSULA WATER COMMISSION
MEETING OF THURSDAY, OCTOBER 19, 2023**

SUBJECT Saanich Peninsula Water Service - 2024 Operating and Capital Budget

ISSUE SUMMARY

To provide an overview of the 2024 Saanich Peninsula Water Service operating and capital budget, highlighting the changes from the 2023 budget and the proposed 2024 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2024 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2024 budget has been prepared considering the CRD Board's 2024 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2023 Year End Financial Projections

The actual 2023 operating expense is projected to be \$1,700 under budget at year end. The actual bulk water purchase expense is estimated to be \$204,000 over budget at \$5,080,680, which corresponds with water sales revenue that is projected to be \$303,000 over budget. To balance the budget at year end, the proposed transfer to the capital reserve fund has been increased by \$100,565 to \$900,565.

Operating Budget

An increase in the 2024 operating expense in the amount of \$79,400 is planned and results primarily from non-discretionary expense adjustments such as wage/salary increases, corporate support service allocations, insurance costs, and other operating expense increases such as electricity costs. This represents a 4.72% increase from 2023.

The bulk water purchase expense, based on the proposed 2024 Regional Water Supply wholesale water rate and the 2024 Saanich Peninsula Water budget demand volume, has been set at \$5,180,160, an increase of \$303,000 over 2023.

Capital Budget

The planned transfer to the capital reserve fund in 2024 is \$800,000, this is consistent with the 2023 contribution. At year-end 2023, the capital reserve fund balance is estimated to be \$3,228,620 which is available to fund major capital projects. A new loan authorization in the amount of \$12,900,000 was approved in 2021 to allow continued partial funding of the five-year capital plan. The debt servicing costs associated with this loan will begin in 2024.

The planned transfer to the equipment replacement fund in 2024 is \$50,000. At year-end 2023, the equipment replacement fund balance is estimated to be \$1,700,620, which is available to fund minor capital and operational equipment replacements including vehicles.

There are a number of capital projects planned for 2024 with a total value of \$11,155,000 including \$4,005,000 in projects that are in progress or multi-year projects, including the Saanich Peninsula Water System Upgrades and Expansion project which includes the Bear Hill Reservoir interconnect project along East Saanich Road, the Hamsterly Pump Station Backup Generator installation project, and the Keating fly-over water main replacement project (funding agreement). The value of the five-year (2024-2028) capital plan is currently \$21,509,000 including an on-going budget allowance for post-disaster water supply equipment and infrastructure improvements.

The Development Cost Charge (DCC) program represents \$659,579 of the five-year (2024-2028) capital plan, and reflects the projects included in the DCC program update. At year-end 2023, the DCC reserve fund balance is estimated to be \$2,035,605.

Water Demand

Total water demand across the Saanich Peninsula Water Service area has generally continued to increase year over year recently due to the continued rate of development and growth. This trend, combined with a dry summer season, is expected to result in actual demand exceeding budget demand in 2023: the 2023 year-end demand is projected to be 265,000 cubic metres over budget at 6,600,000 cubic metres.

The recommended 2024 water rate has been calculated using a budget demand of 6,400,000 cubic metres (Page 3 of the budget document, Appendix A), which is 65,000 cubic metres more than the volume used in the 2023 budget.

2024 Water Rates

The 2024 CRD Regional Water Supply wholesale water rate of \$0.8094 per cubic metre, a 5.14% increase over the 2023 rate, is being recommended to the Regional Water Supply Commission. The 2024 agricultural rate of \$0.2105 per cubic metre will also be recommended. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. An agricultural water rate review and options study is being undertaken in 2022/2023 under the Regional Water Supply Service. The consultation phase of the study will involve the key stakeholders on the Saanich Peninsula including the Commission. It is anticipated that any changes to the rate or rate methodology resulting from the study would take effect in 2025. A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2022 is attached as Appendix C.

The recommended Saanich Peninsula Bulk Water Rate is \$1.1978 per cubic metre, a 4.71% increase over the 2023 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be \$12.67.

The Agricultural Research Station Rate has been set at \$1.2330 per cubic metre.

The Saanich Peninsula Water rate and Regional Water Supply rate history and projection is attached as Appendix B. The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1

The Saanich Peninsula Water Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 operating and capital budget;
2. Approve the 2024 Saanich Peninsula bulk water rate of \$1.1978 per cubic metre, and the Agricultural Research Station water rate of \$1.2330 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

Alternative 2

The Saanich Peninsula Water Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 operating and capital budget as amended;
2. Approve the 2024 Saanich Peninsula bulk water rate, and the Agricultural Research Station water rate as amended, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. 'One-time' reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

The draft 2024 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's consideration. The budget has been prepared considering the Commission and CRD Board's 2024 service planning and financial expectations. A proposed increase in operating and capital funding that includes an increase in the wholesale water costs from the Regional Water Supply Service, combined with an adjusted revenue budget, is resulting in a recommended bulk water rate of \$1.1978 per cubic metre, a 4.71% increase over the 2023 rate.

RECOMMENDATION

The Saanich Peninsula Water Commission recommends that the Committee of the Whole recommend that the Capital Regional District Board:

1. Approve the 2024 operating and capital budget;
2. Approve the 2024 Saanich Peninsula bulk water rate of \$1.1978 per cubic metre, and the Agricultural Research Station water rate of \$1.2330 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund;
4. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and,
5. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

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

ATTACHMENTS

Appendix A: 2024 Saanich Peninsula Water Service Budget

Appendix B: Saanich Peninsula Water Rate and Regional Water Supply Rate History and Projection

Appendix C: Agricultural Water Volumes and Rate Payments 2011 - 2022

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Water Supply

COMMISSION REVIEW

OCTOBER 2023

Service: 2.610

Saanich Peninsula Water Supply

Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:**MAXIMUM CAPITAL DEBT:**

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	\$12,900,000 2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	\$0
Remaining:	\$12,900,000

Change in Budget 2023 to 2024**Service: 2.610 Saanich Peninsula Water Supply****Total Expenditure****Comments****2023 Budget****7,407,397****Change in Labour:**

59,300

Labour charges (salaries and overhead)

Total Change in Labour

59,300

Other Changes:

Bulk Water Purchase

303,477

Principal and Interest Costs

102,392

Standard Overhead Allocation

7,276

Electricity

6,055

Other Costs

6,369

Total Other Changes

425,569

2024 Budget**7,892,266**

Summary of % Expense Increase

Increased bulk water consumption

3.5%

Additional cost due to increased bulk water rate

0.7%

Principal and Interest costs

1.4%

Balance of increase

1.0%

% expense increase from 2022:

6.5%**Overall 2023 Budget Performance**

(expected variance to budget and surplus treatment)

Favourable water sales variance of \$300,000 (4%) due to higher than budgeted water demand largely a result of dry summer weather. This additional revenue will be used to offset bulk water purchase overages. The net surplus of \$100,000 will be transferred to the Capital Reserve Fund.

SAANICH PENINSULA WATER SUPPLY

2024 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2018	7,044,786	6,300,000
2019	6,928,173	6,500,000
2020	6,860,322	6,800,000
2021	7,556,244	6,800,000
2022	7,239,389	6,900,000
2023	6,600,000 *	6,335,000 **
2024 Demand Estimate	<u>6,400,000</u>	

* *Projected consumption for 2023*

** 2023 Demand estimate reduction reflects First Nations becoming wholesale customers of Regional Water Supply

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Sannich Peninsula Retail cost per cu.m.	\$1.0223	\$1.0536	\$1.0886	\$1.1439	\$1.1978	\$0.0539	4.7%
Agricultural Research Station cost per cu.m.	\$1.0575	\$1.0888	\$1.1238	\$1.1791	\$1.2330	\$0.0539	4.6%

Summary of Bulk Water Purchase Rates from Regional Water Supply

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
CRD Bulk water purchase cost per cu.m.	\$0.6968	\$0.7148	\$0.7332	\$0.7698	\$0.8094	\$0.0396	5.14%

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Unit cost per cu.m.	\$ 1.0223	\$ 1.0536	\$ 1.0886	\$ 1.1439	1.1978	\$ 0.0539	4.71%

Retail Water Rate Increase Impact on Participating Municipalities Water Bill

Average consumption: 235.0 cubic meters

<u>Charge for Twelve Months Consumption</u>	<u>Year</u>	<u>Annual charge</u>	<u>2024 Annual Change \$</u>
Average Consumption	2023	\$ 268.82	
	2024	\$ 281.48	\$ 12.67
Half Average Consumption	2023	\$ 134.41	
	2024	\$ 140.74	\$ 6.33
Twice Average Consumption	2023	\$ 537.63	
	2024	\$ 562.97	\$ 25.34

APPENDIX A

Program Group: CRD-Saanich Peninsula Water Supply	2024 BUDGET REQUEST						FUTURE PROJECTIONS			
	2023 BOARD BUDGET 2	2023 ESTIMATED ACTUAL 3	2024 CORE BUDGET 4	2024 ONGOING 5	2024 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2025 8	2026 9	2027 10	2028 11
SUMMARY										
1										
<u>OPERATING EXPENDITURES:</u>										
ALLOCATION - OPERATIONS	1,110,880	1,084,410	1,171,082	-	-	1,171,082	1,194,502	1,218,388	1,242,755	1,267,612
UTILITIES	225,129	225,000	231,205	-	-	231,205	237,443	242,191	247,035	251,976
OPERATING - OTHER COSTS	183,910	208,790	189,748	-	-	189,748	194,541	200,100	205,531	211,153
ALLOCATION - STANDARD OVERHEAD	160,795	160,795	168,071	-	-	168,071	171,433	174,861	178,359	181,926
TOTAL OPERATING EXPENDITURES	1,680,714	1,678,995	1,760,106	-	-	1,760,106	1,797,919	1,835,540	1,873,680	1,912,667
*Percentage increase over prior year board budget			4.72%			4.72%	2.15%	2.09%	2.08%	2.08%
TOTAL BULK WATER EXPENDITURES	4,876,683	5,080,680	5,180,160	-	-	5,180,160	5,618,595	6,093,100	6,730,125	7,470,540
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO CAPITAL RESERVE FUND	800,000	900,565	800,000	-	-	800,000	400,000	400,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	100,000	150,000	150,000	200,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	850,000	950,565	850,000	-	-	850,000	500,000	550,000	550,000	600,000
<u>DEBT SERVICING</u>										
DEBT-INTEREST & PRINCIPAL	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL DEBT EXPENDITURES	-	-	102,000	-	-	102,000	674,950	953,426	1,142,301	1,186,796
TOTAL EXPENDITURES	7,407,397	7,710,240	7,892,266	-	-	7,892,266	8,591,464	9,432,066	10,296,106	11,170,003
<u>SOURCES OF FUNDING-OPERATIONS</u>										
REVENUE - WATER SALES	(7,246,597)	(7,549,740)	(7,665,966)	-	-	(7,665,966)	(8,386,794)	(9,223,666)	(10,108,094)	(10,981,330)
REVENUE - OTHER	(160,800)	(160,500)	(226,300)	-	-	(226,300)	(204,670)	(208,400)	(188,012)	(188,673)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
<u>SOURCES OF FUNDING-REQUISITION</u>										
PROPERTY TAX REQUISITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUISITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,407,397)	(7,710,240)	(7,892,266)	-	-	(7,892,266)	(8,591,464)	(9,432,066)	(10,296,106)	(11,170,003)
Percentage increase over prior year's board budget			6.55%			6.55%	8.86%	9.78%	9.16%	8.49%
Water Rate \$ per cu. m.	\$ 1.1439					\$ 1.1978	\$ 1.3003	\$ 1.4190	\$ 1.5432	\$ 1.6638
Percentage increase	5.08%					4.71%	8.55%	9.13%	8.75%	7.82%

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

Service No.	2.610	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saanich Peninsula Water Supply							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$450,000	\$800,000	\$300,000	\$300,000	\$100,000	\$0	\$1,500,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$3,555,000	\$10,355,000	\$4,404,000	\$3,400,000	\$1,000,000	\$850,000	\$20,009,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$4,005,000	\$11,155,000	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$21,509,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$6,000,000	\$3,000,000	\$3,000,000	\$600,000	\$300,000	\$12,900,000
Equipment Replacement Fund	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$4,005,000	\$4,955,000	\$1,504,000	\$500,000	\$300,000	\$350,000	\$7,609,000

\$4,005,000	\$11,155,000	\$4,704,000	\$3,700,000	\$1,100,000	\$850,000	\$21,509,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 2.610

Service Name: Saanich Peninsula Water Supply

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													\$ -
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness	\$ 1,200,000	\$	Res	\$ 100,000	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	\$ 1,100,000	\$	Res	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	\$ 75,000	\$	Res	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	\$ 1,150,000	E	Res	\$ 450,000	\$ 650,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 1,050,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	\$ 14,700,000	\$	Res	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
21-05					\$	Debt	\$ -	\$ 6,000,000	\$ 3,000,000	\$ 3,000,000	\$ 600,000	\$ 300,000	\$ 12,900,000
22-01	Study	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 116,972	\$	Res	\$ 77,981	\$ 77,981	\$ -	\$ -	\$ -	\$ -	\$ 77,981
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 450,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 450,000
22-03	New	Keating Cross Road Water Main	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI. agreement not in place yet	\$ 1,000,000	\$	Res	\$ 990,000	\$ 990,000	\$ -	\$ -	\$ -	\$ -	\$ 990,000
23-01	Study	DCC Program Update	5-year update of the DCC program.	\$ 500	\$	Res	\$ 400	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ 400
23-04	Renewal	RTU & PLC Upgrade and Replacement	Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.	\$ 140,000	E	ENF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	\$ 6,040	\$	Res	\$ -	\$ -	\$ 6,040	\$ -	\$ -	\$ -	\$ 6,040
24-01	Decommission	Dean Park Road Well Decommissioning	Decommissioning of a groundwater well at 1557 Dean Park Road.	\$ 250,000	\$	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000	\$ 250,000
24-02	New	Reservoir Seismic Isolation Valves	Addition of seismic isolation valves at various Saanich Peninsula tanks.	\$ 800,000	\$	Res	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 800,000
26-01	Decommission	Decommissioning of Various Sites/Components	Various existing facilities within SPWS have redundant valves and piping that require removal.	\$ 150,000	\$	Res	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000
Sub-Total System Upgrades and Replacements				\$ 21,138,512			\$ 3,943,381	\$ 10,893,381	\$ 3,906,040	\$ 3,500,000	\$ 900,000	\$ 650,000	\$ 19,849,421
ANNUAL PROVISIONAL ITEMS													\$ -
24-03	Renewal	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	Planned and unplanned infrastructure and equipment renewal.	\$ 1,000,000	\$	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Sub-Total Annual Provisional Items				\$ 1,000,000			\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													\$ -
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	\$ 33,028	\$	Res	\$ 22,019	\$ 22,019	\$ -	\$ -	\$ -	\$ -	\$ 22,019
23-01	New	DCC Program Update	5-year update of the DCC program.	\$ 49,500	\$	Res	\$ 39,600	\$ 39,600	\$ -	\$ -	\$ -	\$ -	\$ 39,600
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	\$ 597,960	\$	Res	\$ -	\$ -	\$ 597,960	\$ -	\$ -	\$ -	\$ 597,960
Sub-Total Development Cost Charge (DCC) Program				\$ 680,488			\$ 61,619	\$ 61,619	\$ 597,960	\$ -	\$ -	\$ -	\$ 659,579
x			GRAND TOTAL	\$ 22,819,000			\$ 4,005,000	\$ 11,155,000	\$ 4,704,000	\$ 3,700,000	\$ 1,100,000	\$ 850,000	\$ 21,509,000
													\$ -
													\$ -

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	18-04	Capital Project Title	Post Disaster Emergency Water Supply	Capital Project Description	Identify and procure emergency systems for post disaster preparedness
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.				
Project Number	20-02	Capital Project Title	Hamsterly Pump Station Backup Power Generator	Capital Project Description	Addition of a backup power generator at the Hamsterly Pump Station
Project Rationale	From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.				
Project Number	21-01	Capital Project Title	Level of Service Agreement	Capital Project Description	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.
Project Rationale	The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water supply.				

Service: 2.610 Saanich Peninsula Water Supply					
Project Number	21-04	Capital Project Title	SCADA Upgrades	Capital Project Description	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				
Project Number	21-05	Capital Project Title	SPW System Upgrade and Expansion	Capital Project Description	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bear Hill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bear Hill Section design and construction of new transmission main and PRV station \$14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road \$500,000. Budget also includes preliminary design for replacement of permastrand and AC pipe between Dean Park Feeder Main between Dean Park Lower and Dean Park Middle Tanks.				
Project Number	22-01	Capital Project Title	Water Strategic Plan Update	Capital Project Description	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

APPENDIX A

Service: 2.610 Saanich Peninsula Water Supply			
Project Number 22-03	Capital Project Title Keating Cross Road Water Main	Capital Project Description MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet	Project Rationale MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI
Project Number 23-01	Capital Project Title DCC Program Update	Capital Project Description 5-year update of the DCC program.	Project Rationale Review of the DCC program and identify any projects that may require a full DCC update.
Project Number 23-04	Capital Project Title RTU & PLC Upgrade and Replacement	Capital Project Description Upgrade RTU programming within the SPWS service, upgrade the PLC at the Deep Cove pump station, and upgrade the telecommunications from the Hamsterly PS.	Project Rationale Equipment and programming upgrades are required system wide but specifically at the Deep Cove and Hamsterly pump stations to deal with equipment and technology nearing end of life.
Project Number 25-01	Capital Project Title Hamsterly Pump Station Capacity Upgrade	Capital Project Description Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	Project Rationale In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.

APPENDIX A

Service: 2.610 Saanich Peninsula Water Supply			
Project Number	24-01	Capital Project Title	Dean Park Road Well Decommissioning
Capital Project Description	Decommissioning of a groundwater well at 1557 Dean Park Road.		
Project Rationale	Decommissioning of a former groundwater well at 1557 Dean Park Road. Initial decommissioning may only including well sealing for compliance with provincial regulations but eventually the electrical and concrete structure will also need to be decommissioned.		
Project Number	24-02	Capital Project Title	Reservoir Seismic Isolation Valves
Capital Project Description	Addition of seismic isolation valves at various Saanich Peninsula tanks.		
Project Rationale	Seismic valve upgrades at Cloake Hill, Bear Hill, Dawson and Lower Dean Tanks.		
Project Number	26-01	Capital Project Title	Decommissioning of Various Sites/Components
Capital Project Description	Various existing facilities within SPWS have redundant valves and piping that require removal.		
Project Rationale	Various decommissioning. Also see See SPW020SOW and Drinking Water Safety Plan DWSP-SP-003.		
Project Number	24-03	Capital Project Title	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.
Capital Project Description	Planned and unplanned infrastructure and equipment renewal.		
Project Rationale	Annual Provisional Account to address planned and unplanned infrastructure and equipment renewals.		
Project Number		Capital Project Title	#N/A
Capital Project Description	#N/A		
Project Rationale			

2.610 Saanich Peninsula Water
Summary Schedule
2024 - 2028 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
DCC Reserve Account	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645	1,437,645
Equipment Replacement Fund	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620	1,450,620
Capital Reserve	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055	2,124,055
Total	6,864,280	6,614,280	5,062,320	4,912,320	4,962,320	5,012,320

**2.610 Saanich Peninsula Water
Development Cost Charges
2024 - 2028 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	2,073,133	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645
Transfers to Reserve						
Transfers from Reserve based on DCC-capital plan	(82,528)	-	(597,960)	-		-
DCC's received from Member Municipalities						
Interest Income*	45,000					
Ending Balance \$	2,035,605	2,035,605	1,437,645	1,437,645	1,437,645	1,437,645

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalities.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Development Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

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

**2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2024 - 2028 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,857,620	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620
Equipment purchases (Based on Capital Plan)	(220,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer from Operating Budget	50,000	100,000	150,000	150,000	150,000	200,000
Interest Income*	13,000					
Ending Balance \$	1,700,620	1,600,620	1,550,620	1,500,620	1,450,620	1,450,620

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

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

**2.610 Saanich Peninsula Water
Capital Reserve Fund
2024 - 2028 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	3,330,527	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055
Transfers from Reserve based on capital plan	(1,092,472)	(950,000)	(1,504,000)	(500,000)	(300,000)	(350,000)
Transfer from Capital Reserve (Unspent)	-	-	-	-	-	-
Transfer from Other (MFA etc.)	-	-	-	-	-	-
Transfer unspent capital funds from LA funds						
Transfer from Operating Budget	800,000	800,000	600,000	400,000	400,000	400,000
Interest Income*	90,000					
Ending Balance \$	3,128,055	2,978,055	2,074,055	1,974,055	2,074,055	2,124,055

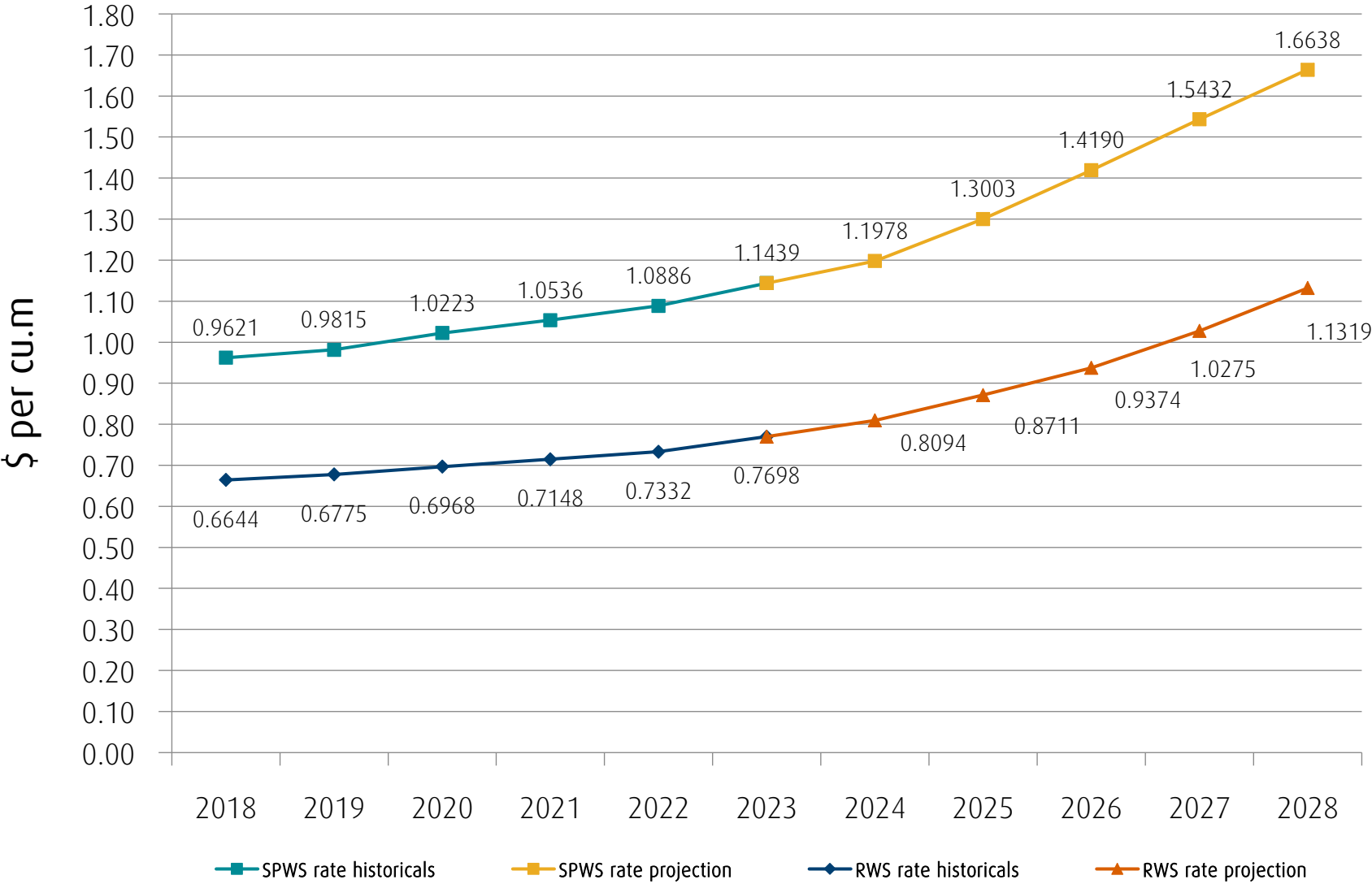
General Comments:

Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

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

Saanich Peninsula Water Rate and Regional Water Supply Rate, History and Projection



REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2022

		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost \$ (Paid/Accts)	%age of Total Paid out	Rate Differential		
													Municipal Rate m3	Agri Rate m3	Muni-CRD Diff m3
													A	B	A - B
Western Communities & Sooke *	2022	85	17	45,564	37,292	536	2,194	\$ 181,612	\$ -	\$ 181,612	\$ 1,781	10.6%	\$ 2,4024	\$ 0.2105	\$ 2,1919
	2021	84	16	53,773	63,222	640	3,951	\$ 245,409	\$ -	\$ 245,409	\$ 2,454	12.3%	\$ 2,3081	\$ 0.2105	\$ 2,0976
	2020	84	15	42,432	51,118	505	3,408	\$ 187,605	\$ -	\$ 187,605	\$ 1,895	11.9%	\$ 2,2159	\$ 0.2105	\$ 2,0054
	2019	86	14	36,598	50,277	426	3,591	\$ 165,297	\$ -	\$ 165,297	\$ 1,653	11.1%	\$ 2,1132	\$ 0.2105	\$ 1,9027
	2018	95	18	40,657	19,669	428	1,093	\$ 112,411	\$ -	\$ 112,411	\$ 995	7.9%	\$ 2,0739	\$ 0.2105	\$ 1,8634
	2017	81	11	33,458	11,628	413	1,057	\$ 76,754	\$ -	\$ 76,754	\$ 834	5.6%	\$ 1,9129	\$ 0.2105	\$ 1,7024
	2016	80	11	41,248	8,652	516	787	\$ 84,950	\$ -	\$ 84,950	\$ 934	5.9%	\$ 1,9129	\$ 0.2105	\$ 1,7024
	2015	79	11	33,537	7,078	425	643	\$ 64,968	\$ -	\$ 64,968	\$ 722	5.1%	\$ 1,8101	\$ 0.2105	\$ 1,5996
	2014	79	11	29,419	9,074	372	825	\$ 60,769	\$ -	\$ 60,769	\$ 675	5.6%	\$ 1,7892	\$ 0.2105	\$ 1,5787
	2013	80	11	25,532	5,578	319	507	\$ 46,438	\$ -	\$ 46,438	\$ 510	4.7%	\$ 1,7032	\$ 0.2105	\$ 1,4927
	2012	79	13	23,617	5,932	299	456	\$ 40,828	\$ -	\$ 40,828	\$ 444	4.3%	\$ 1,5922	\$ 0.2105	\$ 1,3817
	2011	75	11	27,910	4,893	372	445	\$ 43,641	\$ -	\$ 43,641	\$ 507	5.2%	\$ 1,5409	\$ 0.2126	\$ 1,3283
Central Saanich	2022	277	50	398,069	279,385	1,437	5,588	\$ 1,005,694	\$ 7,050	\$ 1,012,744	\$ 3,097	59.3%	\$ 1,8600	\$ 0.2105	\$ 1,6495
	2021	277	50	466,809	307,970	1,685	6,159	\$ 1,150,198	\$ 7,050	\$ 1,157,248	\$ 3,539	57.9%	\$ 1,8600	\$ 0.2105	\$ 1,6495
	2020	278	49	375,646	233,214	1,351	4,759	\$ 873,579	\$ 6,768	\$ 880,347	\$ 2,692	56.0%	\$ 1,8047	\$ 0.2105	\$ 1,5942
	2019	276	47	421,804	210,499	1,528	4,479	\$ 862,430	\$ 2,162	\$ 864,592	\$ 2,677	58.0%	\$ 1,7260	\$ 0.2105	\$ 1,5155
	2018	278	49	378,593	297,433	1,362	6,070	\$ 866,699	\$ 7,003	\$ 873,702	\$ 2,672	61.3%	\$ 1,6350	\$ 0.2105	\$ 1,4245
	2017	296	49	398,087	298,522	1,345	6,092	\$ 792,125	\$ 7,003	\$ 799,128	\$ 2,316	58.7%	\$ 1,5575	\$ 0.2105	\$ 1,3470
	2016	297	51	446,241	303,419	1,502	5,949	\$ 879,396	\$ 7,191	\$ 886,587	\$ 2,548	61.1%	\$ 1,5139	\$ 0.2105	\$ 1,3034
	2015	294	51	412,060	246,292	1,402	4,829	\$ 739,282	\$ 7,144	\$ 746,426	\$ 2,164	58.4%	\$ 1,4582	\$ 0.2105	\$ 1,2477
	2014	294	49	361,801	190,895	1,231	3,896	\$ 596,515	\$ 6,808	\$ 603,323	\$ 1,759	55.7%	\$ 1,4033	\$ 0.2105	\$ 1,1928
	2013	296	45	321,518	194,848	1,086	4,330	\$ 542,837	\$ 4,186	\$ 547,023	\$ 1,604	55.7%	\$ 1,3799	\$ 0.2105	\$ 1,0525
	2012	280	41	325,663	210,906	1,163	5,144	\$ 518,454	\$ 5,658	\$ 524,112	\$ 1,633	55.6%	\$ 1,2841	\$ 0.2105	\$ 0,9662
	2011	210	38	312,702	169,206	1,489	4,453	\$ 462,183	\$ 5,244	\$ 467,427	\$ 1,885	56.1%	\$ 1,2867	\$ 0.2126	\$ 0,9667
North Saanich **	2022	107	19	52,167	107,838	488	5,676	\$ 235,367	\$ -	\$ 235,367	\$ 1,868	13.8%	\$ 1,6815	\$ 0.2105	\$ 1,4710
	2021	105	18	62,904	126,579	599	7,032	\$ 265,276	\$ -	\$ 265,276	\$ 2,157	13.3%	\$ 1,6105	\$ 0.2105	\$ 1,4000
	2020	102	16	57,433	108,453	563	6,778	\$ 223,532	\$ -	\$ 223,532	\$ 1,894	14.2%	\$ 1,5580	\$ 0.2105	\$ 1,3475
	2019	94	15	58,278	95,030	620	6,335	\$ 201,370	\$ -	\$ 201,370	\$ 1,847	13.5%	\$ 1,5240	\$ 0.2105	\$ 1,3135
	2018	100	16	97,574	70,726	976	4,420	\$ 220,982	\$ -	\$ 220,982	\$ 1,905	15.5%	\$ 1,5240	\$ 0.2105	\$ 1,3135
	2017	100	13	151,773	53,551	1,518	4,119	\$ 245,456	\$ -	\$ 245,456	\$ 2,172	18.0%	\$ 1,4643	\$ 0.2105	\$ 1,2538
	2016	100	12	148,450	36,774	1,485	3,065	\$ 230,697	\$ -	\$ 230,697	\$ 2,060	15.9%	\$ 1,4560	\$ 0.2105	\$ 1,2455
	2015	106	14	151,656	38,066	1,431	2,719	\$ 230,948	\$ -	\$ 230,948	\$ 1,925	18.1%	\$ 1,4278	\$ 0.2105	\$ 1,2173
	2014	98	14	133,853	30,372	1,366	2,169	\$ 194,919	\$ -	\$ 194,919	\$ 1,740	18.0%	\$ 1,3974	\$ 0.2105	\$ 1,1869
	2013	102	13	141,845	30,647	1,391	2,357	\$ 200,004	\$ -	\$ 200,004	\$ 1,739	20.4%	\$ 1,3700	\$ 0.2105	\$ 1,1595
	2012	99	13	117,497	45,227	1,187	3,479	\$ 188,679	\$ -	\$ 188,679	\$ 1,685	20.0%	\$ 1,3700	\$ 0.2105	\$ 1,1595
	2011	101	13	106,393	34,921	1,053	2,686	\$ 163,558	\$ -	\$ 163,558	\$ 1,435	19.6%	\$ 1,3700	\$ 0.2126	\$ 1,1574
Saanich	2022	66	56	36,146	129,467	548	2,312	\$ 267,879	\$ 11,330	\$ 279,209	\$ 2,289	16.3%	\$ 1,8280	\$ 0.2105	\$ 1,6175
	2021	74	55	49,933	158,309	675	2,878	\$ 318,923	\$ 11,050	\$ 329,973	\$ 2,558	16.5%	\$ 1,7420	\$ 0.2105	\$ 1,5315
	2020	68	53	40,416	144,443	594	2,725	\$ 268,877	\$ 10,867	\$ 279,745	\$ 2,312	17.8%	\$ 1,6650	\$ 0.2105	\$ 1,4545
	2019	68	51	37,086	140,512	545	2,755	\$ 249,436	\$ 10,278	\$ 259,714	\$ 2,182	17.4%	\$ 1,6150	\$ 0.2105	\$ 1,4045
	2018	70	49	37,503	111,896	536	2,284	\$ 208,786	\$ 9,996	\$ 218,782	\$ 1,839	15.3%	\$ 1,5910	\$ 0.2105	\$ 1,3805
	2017	80	50	38,201	132,092	478	2,642	\$ 229,604	\$ 9,719	\$ 239,324	\$ 1,841	17.6%	\$ 1,5600	\$ 0.2105	\$ 1,3495
	2016	71	53	36,409	139,764	513	2,637	\$ 237,745	\$ 10,056	\$ 247,802	\$ 1,998	17.1%	\$ 1,5600	\$ 0.2105	\$ 1,3495
	2015	75	51	74,841	129,225	998	2,534	\$ 226,276	\$ 9,727	\$ 236,003	\$ 1,873	18.5%	\$ 1,5420	\$ 0.2105	\$ 1,3315
	2014	72	53	46,230	177,633	642	3,352	\$ 213,981	\$ 9,883	\$ 223,863	\$ 1,791	20.7%	\$ 1,4560	\$ 0.2105	\$ 1,2455
	2013	65	50	35,745	122,456	550	2,449	\$ 179,004	\$ 9,655	\$ 188,659	\$ 1,641	19.2%	\$ 1,3420	\$ 0.2105	\$ 1,1315
	2012	68	47	38,212	138,455	562	2,946	\$ 180,466	\$ 9,235	\$ 189,701	\$ 1,650	20.1%	\$ 1,2320	\$ 0.2105	\$ 1,0215
	2011	71	46	101,235	121,896	1,426	2,650	\$ 149,584	\$ 9,118	\$ 158,703	\$ 1,356	19.0%	\$ 1,1530	\$ 0.2126	\$ 0,9404
Totals	2022	535	142	531,946	553,982	994	3,901	\$ 1,690,553	\$ 18,380	\$ 1,708,933	\$ 2,524	100%			
	2021	540	139	633,419	656,080	1,173	4,720	\$ 1,979,806	\$ 18,100	\$ 1,997,906	\$ 2,942	100%			
	2020	532	133	515,927	537,228	970	4,039	\$ 1,553,594	\$ 17,635	\$ 1,571,229	\$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	\$ 1,478,533	\$ 12,440	\$ 1,490,973	\$ 2,290	100%			
	2018	543	132	554,327	499,724	1,021	3,786	\$ 1,408,879	\$ 16,999	\$ 1,425,878	\$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	\$ 1,343,940	\$ 16,722	\$ 1,360,663	\$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	\$ 1,432,788	\$ 17,247	\$ 1,450,036	\$ 2,148	100%			
	2015	554	127	672,094	420,861	1,213	3,312	\$ 1,261,474	\$ 16,871	\$ 1,278,344	\$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	\$ 1,066,184	\$ 16,691	\$ 1,082,874	\$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	\$ 968,283	\$ 13,841	\$ 982,124	\$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	\$ 928,426	\$ 14,893	\$ 943,320	\$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	\$ 818,967	\$ 14,362	\$ 833,329	\$ 1,475	100%			

* Western Communities do not charge a fixed charge

** North Saanich charges the fixed charge on property taxes

*** AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

**REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION
MEETING OF THURSDAY, OCTOBER 19, 2023**

SUBJECT **Saanich Peninsula Wastewater Service 2024 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2024 Saanich Peninsula Wastewater Service operating and capital budget, highlighting the variances from the 2023 budget and the proposed 2024 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2024 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's (the Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2024 budget has been prepared considering the CRD Board's 2024 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2023 Year-end Financial Projections

The estimated 2023 operating costs are projected to be \$3,723,725, which is a savings of \$520,000. Of this savings, \$433,070 is due to the operational challenges with the final commissioning of the Core Area Residual Treatment Facility and its ability to receive dewatered wastewater residuals from other facilities. An additional \$80,000 of the surplus is attributed to lower labour costs, partially offset by an increase in interest expenses of \$27,500. Furthermore, revenue from the Panorama Recreation Center exceeded the budget by \$33,000. The net effect of these revenue and expenditure variances amounts to \$520,000, which will be allocated equally to the two funds: the operating reserve fund and the equipment replacement fund, with each receiving \$260,000.

2024 Operating Budget

The 2024 combined operations and reserve budget is \$4,993,159, which represents a 5.17% increase over the 2023 budget.

The operating budget includes a \$203,192 reduction from the 2023 budget. This reduction primarily due to a temporary savings of \$400,000 in operating expenses resulted from the lack of readiness to receive waste sludge disposal at the Residual Treatment Facility. To ensure there are sufficient funds available for future infrastructure replacement needs, this savings was offset by a one-time contribution of \$400,000 to the Equipment Replacement Fund.

Within the operating budget, there is a one-time allocation of \$180,000 for cyclical maintenance expenses, covering tasks such as odour control system media replacement, collection system flushing, and Closed-Circuit Television inspection that would be considered over and above

routine maintenance. These cyclical maintenance expenses are funded through a transfer from the Operating Reserve Fund.

The remaining variances are attributed to non-discretionary expense adjustments, including wage and salary increases, departmental support service allocations, and adjustments to other operating expenses such as Provincial discharge fees, equipment repairs, electricity costs, and chemical costs.

The 2024 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets have also been prepared, and include the LWMP budget, the Saanich Peninsula Stormwater Quality Management Program budget, the Saanich Peninsula Stormwater Source Control budget, and the Peninsula Harbour Environmental Action budget. The budgets are reflecting less than a 3.5% requisition increase. The marine monitoring program costs are included in the overall conveyance and treatment operating budget.

2024 Capital Budget

The planned capital expenditures for 2024 is \$2,520,000, this includes \$75,000 Development Cost Charges (DCC) related work, and \$1,525,000 in work that was initiated in 2023 or prior. Most of the carry forward projects are instream or part of the multi-year projects.

The 2024 capital program consists of projects related to replacement of equipment that is at the end of the service life and projects required to address operational issues. In 2024 some notable projects include: odour control upgrades at the wastewater treatment plant, replacement of pumps at Keating pump station and electrical and controls upgrades at the Sidney pump station.

Existing reserves will be used to fund the 2024 capital program with \$1,570,000 drawn from the Capital Reserve and \$950,000 from the Equipment Replacement Funds.

The value of the five-year (2024 to 2028) capital plan is \$12,320,000. With the current capital reserve and equipment replacement fund balances, planned contributions, transfers, and expenditures, there is insufficient funding available for the five-year capital plan. Although there are projected funds remaining in the capital reserve after the application of the five-year plan, there is a limited balance available for unplanned expenditures. The budget assumes capital financing will be required beginning in 2025. Based on Capital Reserve Guidelines, debt will be required. The loan authorization approval process is planned for 2024, to authorize \$10 million to fund the 2025 to 2029 capital plan in part. There is currently no debt authorized for the Saanich Peninsula Wastewater Service.

Reserve Funding

There are currently three reserve funds established for this service. Reserves serve several specified purposes including stabilizing revenue requirements and funding capital renewal and replacement. The service has the following reserve funds:

Operating Reserve: This reserve is available to fund significant maintenance tasks that do not occur annually, such as odour control system carbon replacement, outfall inspections, and District Energy System (DES) heat exchanger cleaning. The planned transfer to the operating reserve fund in 2024 is \$74,880. At year-end 2023, the operating reserve fund balance is estimated to be \$823,376, inclusive of a \$260,000 estimated surplus transfer.

Capital Reserve: There are two portions in the Reserve Fund: Development Cost Charges (DCC) is deposited in the DCC portion and expenditures are restricted to fund growth. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works. In 2024, the planned transfer to the capital reserve fund is \$380,273. At year-end 2023 the capital reserve fund balance is estimated to be \$519,615. It is anticipated that will be a \$170,000 addition to the DCC program in 2024. At year-end in 2023 the DCC reserve fund balance is estimated to be \$167,339.

Equipment Replacement Reserve: This reserve is available to fund minor capital and operating machinery and equipment replacements. The planned transfer to the equipment replacement fund in 2024 is \$530,274. At year-end 2023, the equipment replacement fund balance is estimated to be \$1,445,408.

Internal Recovery – Other

Partially offsetting the operating expenses are internal recoveries of \$154,483. This includes revenue received from the DES. The DES revenue is allocated based on each participants' percentage of total wastewater input, the DES is budgeted to generate \$78,800 in revenue in 2024 from the sale of energy to the Panorama Recreation Centre. The estimated revenue is determined by annual energy rate adjustments based on prior year natural gas market rates and projected energy consumption. The rate used to determine the 2024 revenue is based on the 2023 natural gas rate and anticipated demand. 2024 cost sharing percentages for the DES, based on prior year flows, will be finalized in October, and are not expected to change significantly from the 2023 cost sharing figures. The remaining internal recoveries relate to Saanich Peninsula Wastewater Laboratory and Facilities activities provided to other services.

Requisition

Seven participants in the area distributed the requisition based on the percentage allocation of actual flow data from the previous year, from October 1, 2022 to September 30, 2023. The cost-sharing percentages for 2024 will be determined in October and are not anticipated to undergo significant changes compared to the figures for 2023. The 2024 requisition is \$4,650,904 after incorporating the requisition for capital, existing conveyance and treatment system works, and system operations. The 2024 requisition represents an 5.39% increase over the 2023 requisition.

ALTERNATIVES

Alternative 1

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommends that the Capital Regional District Board:

1. Approve the 2024 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2024 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund.

Alternative 2

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommends that the Capital Regional District Board:

1. Approve as amended, the 2024 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2024 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. 'One-time' reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

This 2024 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board for final budget approval in March 2024. The 2024 budget reflects the operating costs of the Saanich Peninsula Wastewater Treatment Plant and the conveyance system, as well as the environmental program and capital costs. The financial implications of the 2024 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

RECOMMENDATION

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommends that the Capital Regional District Board:

1. Approve the 2024 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2024 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget, and the Harbours Environmental Action Service (Peninsula) budget;
2. Direct staff to update carry forward balances in the 2024 Capital Budget for changes after year end; and
3. Direct staff to balance the 2023 actual revenue and expense on the transfer to capital reserve fund.

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

ATTACHMENT(S)

Appendix A: 2024 Saanich Peninsula Wastewater Service Budget

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula Wastewater

COMMISSION REVIEW

OCTOBER 2023

Service: 3.718 Saanich Peninsula Wastewater

Committee: Environmental Services

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

<u>Location</u>	<u>Allocation for 2023</u>
Airport	1.76%
Sidney	39.24%
Pauquachin	1.09%
Central Saanich	41.75%
North Saanich	15.58%
Tseycum	0.45%
IOS	0.13%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - Saanich Peninsula Wastewater	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Operating	2,812,580	2,763,810	2,816,880	-	180,000	2,996,880	2,955,459	3,130,286	3,086,336	3,248,726
Laboratory	178,305	178,305	179,180	-	-	179,180	182,761	186,409	190,128	193,917
Heat Recovery	117,080	111,720	125,753	-	-	125,753	128,262	130,840	133,449	136,116
Biosolids Mgmt.	1,020,070	587,000	1,021,700	-	(400,000)	621,700	1,024,140	1,026,622	1,029,146	1,031,732
Allocation - Standard Overhead	82,890	82,890	84,219	-	-	84,219	85,903	87,621	89,373	91,161
TOTAL OPERATING COSTS	4,210,925	3,723,725	4,227,733	-	(220,000)	4,007,733	4,376,525	4,561,778	4,528,432	4,701,652
*Percentage Increase over prior year		-11.57%	0.40%	0.00%	-5.22%	-4.83%	9.20%	4.23%	-0.73%	3.83%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	50,640	310,640	74,880	-	-	74,880	75,170	85,480	95,790	106,100
Transfer to Equipment Replacement Fund	118,020	378,020	130,274	-	400,000	530,274	190,880	201,500	212,130	222,770
Transfer to Capital Reserve Fund	367,930	367,930	380,273	-	-	380,273	385,980	396,700	407,430	418,180
Debt Reserve Fund	-	-	-	-	-	-	36,000	11,200	4,000	26,000
MFA Principal Payment	-	-	-	-	-	-	-	125,997	165,196	179,196
MFA Interest Payment	-	-	-	-	-	-	38,700	166,840	207,260	248,110
TOTAL CAPITAL / RESERVES	536,590	1,056,590	585,427	-	400,000	985,427	726,730	987,717	1,091,806	1,200,356
TOTAL COSTS	4,747,515	4,780,315	4,813,159	-	180,000	4,993,159	5,103,255	5,549,495	5,620,238	5,902,008
*Percentage Increase over prior year		0.69%	1.38%	0.00%	3.79%	5.17%	2.20%	8.74%	1.27%	5.01%
Internal Recovery - Other	(134,320)	(167,120)	(154,483)	-	-	(154,483)	(157,580)	(160,730)	(163,950)	(167,220)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,613,195	4,613,195	4,658,676	-	180,000	4,838,676	4,945,675	5,388,765	5,456,288	5,734,788
*Percentage Increase over prior year		0.00%	0.99%	0.00%	3.90%	4.89%	2.21%	8.96%	1.25%	5.10%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(7,772)	(7,772)	(7,772)	-	-	(7,772)	(5,295)	(5,295)	(5,295)	(5,295)
Transfer from Own Funds	(192,523)	(192,523)	-	-	(180,000)	(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
TOTAL REVENUE	(200,295)	(200,295)	(7,772)	-	(180,000)	(187,772)	(25,295)	(140,295)	(35,295)	(135,295)
REQUISITION	(4,412,900)	(4,412,900)	(4,650,904)	-	-	(4,650,904)	(4,920,380)	(5,248,470)	(5,420,993)	(5,599,493)
*Percentage increase over prior year		0.00%	5.39%	0.00%	0.00%	5.39%	5.79%	6.67%	3.29%	3.29%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

Change in Budget 2023 to 2024**Service: 3.718 Saanich Peninsula Wastewater****Total Expenditure****Comments****2023 Budget****4,747,515****Change in Salaries:**

Base salary change	-
Step increase/paygrade change	-
Other (explain as necessary)	-
Total Change in Salaries	-

Other Changes:

Labour Allocation	84,610
Reserve Contributions	449,724
Waste Sludge	(400,000)
BC Permit	27,340
Chemical	23,610
Other	60,361
Total Other Changes	245,644

IWS labour charge out rate lift
A one-time increase contribution to ERF and a minor contribution increment to the ORF
One-time saving due to delay from the OMS receiving facility
Fee to discharge increased by the province
Over 20% increase on chemical expense
Increase in utilities, cyclical maintenance costs, etc.

2024 Budget**4,993,159**

Transfer Reserve	9.47%
% expense increase from 2023:	5.17%
% Requisition increase from 2023 (if applicable):	5.39%

Requisition funding is 96.1% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

There is a one time favourable variance of \$520k due mainly to tipping solids at Hartland instead of the Residual Treatment Facility. This amount will be split into two funds: the Operating Reserve Fund and Equipment Replacement Fund, with each fund receiving \$260k.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	3.718	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Saanich Peninsula Wastewater							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$160,000	\$530,000	\$1,050,000	\$1,270,000	\$250,000	\$430,000	\$3,530,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$1,365,000	\$1,990,000	\$2,850,000	\$350,000	\$800,000	\$2,800,000	\$8,790,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,525,000	\$2,520,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,320,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$3,600,000	\$1,120,000	\$400,000	\$2,600,000	\$7,720,000
Equipment Replacement Fund	\$260,000	\$950,000	\$200,000	\$400,000	\$200,000	\$380,000	\$2,130,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,265,000	\$1,570,000	\$100,000	\$100,000	\$450,000	\$250,000	\$2,470,000
	\$1,525,000	\$2,520,000	\$3,900,000	\$1,620,000	\$1,050,000	\$3,230,000	\$12,320,000

CAPITAL REGIONAL DISTRICT

<p>Project Number</p> <p>Project number format is "yy-##"</p> <p>"yy" is the last two digits of the year the project is planned to start.</p> <p>"##" is a numerical value. For example, 23-01 is a project planned to start in 2023.</p>	<p>Capital Project Description</p> <p>Briefly describe project scope and service benefits.</p> <p>For example: <i>"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system meets current energy standards with an expected service life of 35 years".</i></p>	<p>Carryforward from 2022</p> <p>Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.</p>	<p>Project Drivers</p> <p>Maintain Level of Service = Project maintains existing or improved level of service.</p> <p>Advance Board or Corporate Priority = Project is a Board or Corporate priority.</p> <p>Emergency = Project is required for health or safety reasons.</p> <p>Cost Benefit = Project provide economic benefit to the organization.</p>
<p>For projects in previous capital plans, use the same project numbers previously assigned.</p>	<p>Total Project Budget</p> <p>Provide the total project budget, even if it extends beyond the 5 years of this capital plan.</p>	<p>Funding Source Codes</p> <p>Debt = Debenture Debt (new debt only)</p> <p>ERF = Equipment Replacement Fund</p> <p>Grant = Grants (Federal, Provincial)</p> <p>Cap = Capital Funds on Hand</p> <p>Other = Donations / Third Party Funding</p> <p>Res = Reserve Fund</p> <p>STLoan = Short Term Loans</p> <p>WU = Water Utility</p> <p>If there is more than one funding source, use additional rows for the project.</p>	<p>Long-term Planning</p> <p>Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.</p> <p>Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.</p> <p>Replacement Plan = Plan that identifies asset replacements based primarily on asset age and for asset ^{asset} replacement ^{type} type.</p> <p>Condition Assessment = Assessment that identifies asset replacements based on asset condition.</p>
<p>Capital Expenditure Type</p> <p>Study - Expenditure for feasibility and business case report.</p> <p>New - Expenditure for new asset only</p> <p>Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service</p> <p>Replacement - Expenditure replaces an existing asset</p>	<p>Asset Class</p> <p>L - Land</p> <p>S - Engineering Structure</p> <p>B - Buildings</p> <p>V - Vehicles</p>	<p>Cost Estimate Class</p> <p>Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.</p> <p>Class B (±15-25%) = Estimate based on investigations, studies or preliminary design; used for budget planning.</p> <p>Class C (±25-40%) = Estimate based on limited site information; used for program planning.</p> <p>Class D (±50%) = Estimate based on little/no site information; used for long-term planning.</p>	
<p>Capital Project Title</p> <p>Input title of project. For example "Asset Name - Roof Replacement", "Main</p>			

Service #:	3.718
Service Name:	Saanich Peninsula Wastewater

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
WASTEWATER TREATMENT PLANT													
20-02	Study	Oxidation Ditch Optimization	The WWTP was getting low dissolved oxygen during low flow, high load periods. Equipment is being optimized and reviewed for potential automation improvements.	\$ 200,000	E	Res	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
23-03	Renewal	Odour Control Upgrade Construction	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.	\$ 1,000,000	S	Res	\$ 950,000	\$ 950,000					\$ 950,000
23-03	Renewal	Odour Control Upgrade Construction	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.	\$ 1,500,000	S	Debt	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 1,500,000
26-01	Renewal	Replace Covers on Primary Clarifiers	Replace covers over clarifiers to more easily removable geomembrane cover system.	\$ 200,000	E	ERF	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
23-04	Replacement	Replace SCADA Servers and Ethernet Upgrades	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards	\$ 250,000	S	ERF	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
24-01	Renewal	Sludge Tanks and Process Sump Cleaning and Repairs	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.	\$ 500,000	S	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
27-01	Renewal	SPWWTP Road Upgrades	Construct drainage and pavement replacement on the SPWWTP access road.	\$ 300,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 300,000
28-01	Study	Bazan Bay Outfall Inspection	Follow-up inspection of Bazan Bay Outfall	\$ 250,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
24-02	Replacement	Standby Power Assessment and Replacement	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.	\$ 30,000	E	Res	\$ -	\$ 30,000		\$ -	\$ -	\$ -	\$ 30,000
24-02	Replacement	Standby Power Assessment and Replacement	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.	\$ 920,000	E	Debt			\$ 200,000	\$ 720,000			\$ 920,000
24-03	Replacement	SCADA Equipment Replacement	Project to review and address the maturation of SCADA hardware throughout the service areas.	\$ 1,000,000	E	Debt	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
24-04	Replacement	SPWWTP PLC Replacement	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.	\$ 500,000	E	Debt	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

Service #:3.718

Service Name:Saanich Peninsula Wastewater

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
PUMP STATIONS												\$ -	\$ -
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	\$ 250,000	S	Debt	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
24-05	Replacement	Keating Pump Station - Pump Replacement	The existing pumps are nearing end of life and are becoming more difficult to maintain.	\$ 300,000	S	ERF	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
GENERAL												\$ -	\$ -
19-06	Renewal	Odour Control Upgrades	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.	\$ 575,000	S	Res	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	\$ 85,000	E	ERF	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	\$ 1,000,000	S	ERF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
22-02	New	Microwave Radio Upgrades	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.	\$ 350,000	E	Res	\$ -	\$ 150,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 350,000
23-02	Renewal	Electrical & Control Upgrades	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.	\$ 295,000	E	ERF	\$ 100,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
24-06	Replacement	IT Core Infrastructure Replacement	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life	\$ 195,000	E	ERF	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 180,000	\$ 195,000
GRAVITY SEWERS & MANHOLES													\$ -
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.	\$ 1,100,000	S	Res	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 50,000	S	Res		\$ 50,000					\$ 50,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.	\$ 850,000	S	Debt	\$ -	\$ -	\$ 400,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 850,000
27-02	Renewal	Trunk Sewer Relining - Ph2	Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.	\$ 2,200,000	S	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000	\$ 2,200,000
27-03	Renewal	Flushing and CCTV Inspection	SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.	\$ 150,000	S	Res	\$ -	\$ -	\$ -	\$ -	\$ 150,000		\$ 150,000
PRESSURE PIPES & APPERTUNANCES													\$ -
DEVELOPMENT COST CHARGE (DCC) PROJECTS													\$ -
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	\$ 75,000	S	Res	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 14,125,000			\$ 1,525,000	\$ 2,520,000	\$ 3,900,000	\$ 1,620,000	\$ 1,050,000	\$ 3,230,000	\$ 12,320,000

Service:	3.718	Saanich Peninsula Wastewater
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Project Number	20-02	Capital Project Title	Oxidation Ditch Optimization	Capital Project Description	The WWTP was getting low dissolved oxygen during low flow, high load periods. Equipment is being optimized and reviewed for potential automation improvements.
Project Rationale	The current aerators were underperforming and needed to be assessed to improve performance. Preliminary studies have led to optimization with the existing equipment which may negate the need for full replacement in the near future. A consultant is finalizing a design report and recommendations.				

Project Number	23-03	Capital Project Title	Odour Control Upgrade Construction	Capital Project Description	Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.
Project Rationale	Construction improvements to be implemented based on recommendations made in the KWL report. Odour control upgrades are required in numerous rooms and spaces at the treatment plant in order to meet health and safety requirements and prevent ongoing corrosion in some concrete tanks.				

Project Number	26-01	Capital Project Title	Replace Covers on Primary Clarifiers	Capital Project Description	Replace covers over clarifiers to more easily removable geomembrane cover system.
Project Rationale	The existing aluminum checker plate covers on the clarifiers are difficult to remove. A more easily removeable geomembrane cover system will allow for better operation and maintenance of the clarifiers and prolong carbon life in the odour control system.				

Service: 3.718 Saanich Peninsula Wastewater			
Project Number	23-04	Capital Project Title	Replace SCADA Servers and Ethernet Upgrades
Capital Project Description	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards		
Project Rationale	Existing servers are End of life and need to be replaced prior to failure and to meet current CRD specifications and standards		
Project Number	24-01	Capital Project Title	Sludge Tanks and Process Sump Cleaning and Repairs
Capital Project Description	Detailed Structural assessment of the primary clarifier No. 2 and sludge tanks to determine whether repairs are required. Cleaning, repair and apply protective coating on concrete surfaces inside of the sludge tanks and process sump is required to prevent ongoing corrosion and extensive structural damage.		
Project Rationale	Primary Clarifier No. 1 and the oxidation tanks have had detailed structural assessments, funds are required to conduct a detailed assessment of primary clarifier No. 2 and the sludge tanks to determine whether concrete repairs are required similar to the oxidation tanks and primary clarifier No. 1.		
Project Number	27-01	Capital Project Title	SPWWTP Road Upgrades
Capital Project Description	Construct drainage and pavement replacement on the SPWWTP access road.		
Project Rationale	The access road to the SPWWTP will be 27 years old and is showing localized pavement failure. Additionally, the road drainage system requires some rehabilitation to maintain its function. Funds are required to design the drainage improvements and pavement repairs, and carry out the improvements.		

Service:	3.718	Saanich Peninsula Wastewater
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Project Number	28-01	Capital Project Title	Bazan Bay Outfall Inspection	Capital Project Description	Follow-up inspection of Bazan Bay Outfall
Project Rationale	Follow up 2028 inspection of Bazan Bay outfall to meet MWR requirements for 5-years inspection frequencies following the 2023 inspection. Considerations for ROV, Electromagnetic and dye tracing.				

Project Number	24-02	Capital Project Title	Standby Power Assessment and Replacement	Capital Project Description	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.
Project Rationale	Original standby genset is nearing end of life and AECOM recommended completing a power load assessment and upgrading to a new genset that can provide standby power to the whole treatment plant.				

Project Number	24-03	Capital Project Title	SCADA Equipment Replacement	Capital Project Description	Project to review and address the maturation of SCADA hardware throughout the service areas.
Project Rationale	Project to review and address the maturation of SCADA hardware throughout the service areas.				

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	24-04	Capital Project Title	SPWWTP PLC Replacement	Capital Project Description	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and will no longer be supported as of 2026.
Project Rationale	PLC and CPUs at SPWWTP are at the end of life and must be replaced. The Schneider product currently used at the SPWWTP was discontinued in 2018 and all support will be terminated in 2026.				

Project Number	21-02	Capital Project Title	Sidney Pump Station Wet Well Upgrades	Capital Project Description	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized. Engineering and Operations are working together to determine whether maintenance improvements can extend the longevity or whether complete replacements will be required. Inlet isolation gates are required to function in order to conduct maintenance at the pump station wet well.				

Project Number	24-05	Capital Project Title	Keating Pump Station - Pump Replacement	Capital Project Description	The existing pumps are nearing end of life and are becoming more difficult to maintain.
Project Rationale	Replacement of Keating PS pumps that are at end of life and beginning to result in maintenance issues.				

Service: 3.718 Saanich Peninsula Wastewater				
Project Number	19-06	Capital Project Title	Odour Control Upgrades	Capital Project Description
Project Rationale	Continuing on from the 2018 KWL Odour Control Program study, HDR has been retained to complete the detailed design of the odour control upgrades at SPWWTP.			
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design ; SPWWTP Odour Control Improvements Construction .			
Project Number	21-04	Capital Project Title	Voice Radio Replacement	Capital Project Description
Project Rationale	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.			
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.			
Project Number	18-10	Capital Project Title	Equipment Replacement - Annual Provisional	Capital Project Description
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.			
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.			
Project Number	22-02	Capital Project Title	Microwave Radio Upgrades	Capital Project Description
Project Rationale	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.			
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.			

Service: 3.718 Saanich Peninsula Wastewater					
Project Number	23-02	Capital Project Title	Electrical & Control Upgrades	Capital Project Description	Replacement of the Sidney PS PLC and RTUs before failure, and updating programming of facilities to supported hardware and operating systems. WWTP Capacitor replacement is planned for 2024.
Project Rationale	The Sidney PS PLC and RTU have been discontinued by the manufacturer, leaving no support if they fail. Additionally, the Sidney PS, Keating PS and SPWWTP have control systems on outdated control software no longer supported by current hardware and operating systems. Funds are required to replace the Sidney PS PLC and RTU and update the programming of the control software to a supported hardware and operating system.				
Project Number	24-06	Capital Project Title	IT Core Infrastructure Replacement	Capital Project Description	Replacement of Core IT infrastructure such as servers, network switches, UPS, etc for equipment end of life
Project Rationale	Project for IT Core Infrastructure Replacement associated with SPWWS. Program to be managed by IT.				
Project Number	20-03	Capital Project Title	Trunk Sewer Relining	Capital Project Description	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2022. Another 1600m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting at the most northern section of the Sidney Trunk main. This project will be substantially complete in 2023 with only minor close out works expected to continue into 2024.				

Service: 3.718 Saanich Peninsula Wastewater			
Project Number	20-04	Capital Project Title	Manhole Repairs and Replacement
Capital Project Description	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney. Repairs/relining will be scheduled in the next 5 years.		
Project Rationale	During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.		
Project Number	27-02	Capital Project Title	Trunk Sewer Relining - Ph2
Capital Project Description	Based upon CCTV inspection, about another 1600m of 500mm dia asbestos cement sewer should be lined in 2029.		
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 800 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining starting where Phase 1 left.		
Project Number	27-03	Capital Project Title	Flushing and CCTV Inspection
Capital Project Description	SPWW sewers should be cleaned and inspected on a 5-basis. The next 5-year inspection is planned for 2027.		
Project Rationale	Flushing and CCTV inspection program for pipe condition of SPWW sewers.		
Project Number	23-01	Capital Project Title	DCC Program - 5-year Update
Capital Project Description	5-year update of the DCC program.		
Project Rationale	This item is for a planned review and update of the DCC Program.		

Summary Schedule
2024 - 2028 Financial Plan

Asset Profile
Saanich Peninsula Wastewater Assets
Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary						
	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Capital Reserve Fund	686,953	932,226	1,388,206	1,854,906	1,982,336	2,320,516
Equipment Replacement Fund	1,445,408	1,025,682	1,016,562	818,062	830,192	672,962
Operating Reserve Fund	823,376	718,256	773,426	723,906	789,696	765,796
Total	2,955,737	2,676,164	3,178,194	3,396,874	3,602,224	3,759,274

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012

Fund Center: 101356

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	193,170	167,339	112,339	132,339	152,339	172,339
Planned Capital Expenditure (Based on Capital Plan)	-	(75,000)	-	-	-	-
Transfer OUT - To Capital Reserve	(300,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Fund Return	169					
Transfer IN - DCC Funding	274,000	170,000	170,000	170,000	170,000	170,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	167,339	112,339	132,339	152,339	172,339	192,339

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012

Fund Center: 102022

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	948,685	519,615	819,888	1,255,868	1,702,568	1,809,998
Planned Capital Expenditure	(1,000,000)	(305,000)	(100,000)	(100,000)	(450,000)	(250,000)
Correction	(102,000)					
Transfer from Ops Budget	367,930	380,273	385,980	396,700	407,430	418,180
Planned transfer from DCC Funds	300,000	225,000	150,000	150,000	150,000	150,000
Funding return						
Interest Income*	5,000	-	-	-	-	-
Ending Balance \$	519,615	819,888	1,255,868	1,702,568	1,809,998	2,128,178

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

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

Total both funds	686,953	932,226	1,388,206	1,854,906	1,982,336	2,320,516
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ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps... There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP Fund: 1022 Fund Center: 101700	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	1,167,388	1,445,408	1,025,682	1,016,562	818,062	830,192
Planned Purchase (Based on Capital Plan)	(100,000)	(950,000)	(200,000)	(400,000)	(200,000)	(380,000)
Estimated Surplus	260,000					
Transfer IN (from Ops Budget)	118,020	530,274	190,880	201,500	212,130	222,770
Interest Income*						
Ending Balance \$	1,445,408	1,025,682	1,016,562	818,062	830,192	672,962

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105204	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	658,259	823,376	718,256	773,426	723,906	789,696
Planned Purchase	(162,523)	(180,000)	(20,000)	(135,000)	(30,000)	(130,000)
Estimated Surplus	260,000					
Transfer from Ops Budget	50,640	74,880	75,170	85,480	95,790	106,100
Interest Income*	17,000	-	-	-	-	-
Ending Balance \$	823,376	718,256	773,426	723,906	789,696	765,796

Assumptions/Background:
Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMISSION REVIEW

OCTOBER 2023

Service: 1.537 Saanich Peninsula - Stormwater Quality Management

Commission: Saanich Peninsula Waste Water

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of \$106,017 or \$0.0103/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one -sixth in proportion to the population of the participating areas, one-sixth in proportion to the land area of the participating areas, one-sixth in proportion to the length of shoreline in each of the participating areas, and one-half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management

Commission: Saanich Peninsula Waste Water

	<u>Stormwater</u>
Central Saanich	25.00%
North Saanich	37.12%
Sidney	23.07%
Tsawout Nations	4.83%
Tsartlip Nations	6.20%
Pauquachin Nations	2.24%
Tseycum Nations	1.54%
Total	<u>100.00%</u>

Note:

* Service established effective 2010; previously provided by agreement

APPENDIX A

1.537 Saanich Peninsula - Stormwater Quality Mgmt			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	81,256	81,471	83,975	-	-	83,975	85,650	87,362	89,121	90,671
Contract For Services	20,676	20,676	21,001	-	-	21,001	21,333	21,669	22,004	22,444
Consultant Expenses	20,000	18,000	20,400	-	-	20,400	20,810	21,230	21,650	22,083
TOTAL OPERATING COSTS	121,932	120,147	125,376	-	-	125,376	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		-1.5%	2.8%	0.0%	0.0%	2.8%	1.9%	1.9%	1.9%	1.8%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	1,785	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	1,785	-	-	-	-	-	-	-	-
TOTAL COSTS	121,932	121,932	125,376	-	-	125,376	127,793	130,261	132,775	135,198
*Percentage Increase over prior year		0.0%	2.8%	0.0%	0.0%	2.8%	1.9%	1.9%	1.9%	1.8%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(4,454)	(4,454)	(4,454)	-	-	(4,454)	(4,455)	(4,455)	(4,455)	(4,455)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(4,454)	(4,454)	(4,454)	-	-	(4,454)	(4,455)	(4,455)	(4,455)	(4,455)
REQUISITION	(117,478)	(117,478)	(120,922)	-	-	(120,922)	(123,338)	(125,806)	(128,320)	(130,743)
*Percentage Increase over prior year	0.00%	0.00%	2.93%	0.00%	0.00%	2.93%	2.00%	2.00%	2.00%	1.89%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105520	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	44,157	47,743	47,743	47,743	47,743	47,743
Planned Purchase	-	-	-	-	-	-
Transfer from/to Ops Budget	1,785	-	-	-	-	-
Interest Income*	1,801	-	-	-	-	-
Total projected year end balance	47,743	47,743	47,743	47,743	47,743	47,743

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMISSION REVIEW

OCTOBER 2023

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses
Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of \$51,715 or \$0.005/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:

- a) The population of the participating areas; and
- b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater

Commission: Saanich Peninsula Waste Water

	<u>2023</u>
Central Saanich	42.54%
North Saanich	28.84%
Sidney	28.61%
Total	<u><u>100.00%</u></u>

Note:

Bylaw No. 3906 (adopted August, 2013).

APPENDIX A

1.538 San Pen - Source Control Stormwater			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	52,720	52,720	52,388	-	-	52,388	53,452	54,514	55,595	56,675
Contract For Services	5,937	5,937	6,985	-	-	6,985	7,076	7,185	7,323	7,466
TOTAL OPERATING COSTS	58,657	58,657	59,373	-	-	59,373	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.2%	0.0%	0.0%	1.2%	1.9%	1.9%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	58,657	58,657	59,373	-	-	59,373	60,528	61,699	62,918	64,141
*Percentage Increase over prior year		0.0%	1.2%	0.0%	0.0%	1.2%	1.9%	1.9%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,763)	(1,763)	(1,763)	-	-	(1,763)	(1,763)	(1,763)	(1,763)	(1,763)
Transfer From Operating Reserve	(1,058)	(1,058)	(657)	-	-	(657)	(673)	(682)	(716)	(730)
TOTAL REVENUE	(2,821)	(2,821)	(2,420)	-	-	(2,420)	(2,436)	(2,445)	(2,479)	(2,493)
REQUISITION	(55,836)	(55,836)	(56,953)	-	-	(56,953)	(58,092)	(59,254)	(60,439)	(61,648)
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures (such as legal challenges and investigations), unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Projected year end balance						
Beginning Balance	48,179	49,086	48,429	47,756	47,074	46,358
Planned Purchase	(1,058)	(657)	(673)	(682)	(716)	(730)
Transfer from/to Ops Budget		-	-	-	-	-
Interest Income*	1,965	-	-	-	-	-
Total projected year end balance	49,086	48,429	47,756	47,074	46,358	45,628

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

L.W.M.P. (Peninsula)

COMMISSION REVIEW

OCTOBER 2023

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula)

Saanich Peninsula Wastewater Commission

	<u>Operating</u>
Central Saanich	43.23%
North Saanich (*see note below)	16.14%
Sidney	40.63%
Total	<u><u>100.00%</u></u>

Note:

* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

APPENDIX A

3.720 - LWMP (PENINSULA)			BUDGET REQUEST							
	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:</u>										
Operating Expenditures	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
TOTAL OPERATING COSTS	36,262	36,262	34,200	-	-	34,200	34,881	35,574	36,281	37,013
*Percentage Increase over prior year		0.0%	-5.7%	0.0%	0.0%	-5.7%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	19,985	19,985	23,334	-	-	23,334	23,801	24,277	24,763	25,247
TOTAL CAPITAL / RESERVES	19,985	19,985	23,334	-	-	23,334	23,801	24,277	24,763	25,247
TOTAL COSTS	56,247	56,247	57,534	-	-	57,534	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.3%	0.0%	0.0%	2.3%	2.0%	2.0%	2.0%	2.0%
OPERATING COSTS LESS INTERNAL RECOVERIES	56,247	56,247	57,534	-	-	57,534	58,681	59,851	61,044	62,260
*Percentage Increase over prior year		0.0%	2.3%	0.0%	0.0%	2.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,320)	(2,320)	(2,320)	-	-	(2,320)	(2,320)	(2,320)	(2,320)	(2,320)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(2,320)	(2,320)	(2,320)	-	-	(2,320)	(2,320)	(2,320)	(2,320)	(2,320)
REQUISITION	(53,927)	(53,927)	(55,214)	-	-	(55,214)	(56,361)	(57,531)	(58,724)	(59,940)
*Percentage Increase over prior year		0.0%	2.4%	0.0%	0.0%	2.4%	2.1%	2.1%	2.1%	2.1%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2024 - 2028 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105527	Estimate	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	135,311	160,814	184,148	207,948	232,225	256,988
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	19,985	23,334	23,801	24,277	24,763	25,247
Interest Income*	5,518	-	-	-	-	-
Total projected year end balance	160,814	184,148	207,948	232,225	256,988	282,235

Assumptions/Background:

Retain reserve balance for future LWMP planning projects.

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Harbours Environmental Actions Service - Peninsula

COMMISSION REVIEW

OCTOBER 2023

Service: **3.756 Harbours Environmental Actions Service - Peninsula**

Committee: **Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Environmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiatives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2023
Sidney	28.61%
District of North Saanich	28.84%
District of Central Saanich	42.54%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of \$75,000 or \$0.0049 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA			BUDGET REQUEST							
	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:</u>										
Allocations	47,834	47,834	52,655	-	-	52,655	53,708	54,782	55,879	56,997
Consultant Expenses	13,850	13,850	14,130	-	-	14,130	14,411	14,700	14,990	15,290
Contract For Services	4,429	4,429	4,520	-	-	4,520	4,610	4,700	4,790	4,890
Operating - other costs	4,639	4,639	865	-	-	865	877	889	898	868
TOTAL OPERATING COSTS	70,752	70,752	72,170	-	-	72,170	73,606	75,071	76,557	78,045
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	70,752	70,752	72,170	-	-	72,170	73,606	75,071	76,557	78,045
*Percentage Increase over prior year		0.0%	2.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	1.9%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(2,165)	(2,165)	(2,165)	-	-	(2,165)	(2,165)	(2,165)	(2,165)	(2,165)
TOTAL REVENUE	(2,165)	(2,165)	(2,165)	-	-	(2,165)	(2,165)	(2,165)	(2,165)	(2,165)
REQUISITION	(68,587)	(68,587)	(70,005)	-	-	(70,005)	(71,441)	(72,906)	(74,392)	(75,880)
*Percentage Increase over prior year		0.0%	2.1%	0.0%	0.0%	2.1%	2.1%	2.1%	2.0%	2.0%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-



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
<u>OPERATING COSTS:</u>										
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%
<u>CAPITAL / TRANSFER RESERVES</u>										
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%
<u>FUNDING SOURCES (REVENUE)</u>										
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
<u>OPERATING COSTS</u>										
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%
<u>CAPITAL / RESERVE</u>										
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
<u>DEBT CHARGES</u>										
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
<u>FUNDING SOURCES (REVENUE)</u>										
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**

OPERATING COSTS - ARENA

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Utility
Other Internal Allocations & Insurance
Maintenance & Operating Supplies
Contingency

OPERATING COSTS - GOLF COURSE

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Utility
Maintenance & Supplies & Operating Cost

OPERATING COSTS - RECREATION PROGRAMS

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Operating Other
Contingency

OPERATING COSTS - FITNESS GYM

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Operating Other
Instructional 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
100,303	109,743	115,879	-	-	115,879	118,499	121,182	123,918	126,718
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
119,500	142,000	146,000	-	-	146,000	148,920	151,900	154,940	158,040
189,358	189,358	110,176	-	-	110,176	118,226	122,613	124,492	128,498
89,147	91,972	79,387	-	-	79,387	80,980	82,610	84,270	85,960
10,404	-	-	-	-	-	-	-	-	-
508,712	533,073	451,442	-	-	451,442	466,625	478,305	487,620	499,216
120,849	150,300	130,470	40,000	-	170,470	172,565	176,240	179,985	185,432
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
1,700	5,700	6,035	-	-	6,035	1,820	1,860	1,900	6,550
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
341,332	307,500	317,365	-	-	317,365	324,405	331,591	338,947	346,465
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
67,462	53,630	61,600	-	-	61,600	62,830	64,080	65,350	66,650
-	-	-	-	-	-	-	-	-	-
408,794	361,130	378,965	-	-	378,965	387,235	395,671	404,297	413,115
112,676	109,500	130,244	-	-	130,244	133,049	135,912	138,834	141,825
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
9,500	7,625	11,235	-	-	11,235	11,450	11,670	11,890	12,120
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

FUNDING SOURCES (REVENUE)

Arena - Fee Charges
Arena - Rental Income
Golf Course - Fee Charges
Golf Course - Rental and Sales Income
Recreation - Fee Charges
Recreation - Other Misc Income
Fitness Gym - Fee Charges
Multi-Purpose Room - Rental Income
Concession - Sales and Commissions
Transfer from Operating Reserve Fund
Sport Box - Rental

TOTAL REVENUE

REQUISITION, PILT & PRIOR YEAR SURPLUS

Percentage Increase

PARTICIPANTS: District of Sooke, Portion of JDF

AUTHORIZED POSITIONS:

AUTHORIZED POSITIONS: Salaried

		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
(49,977)	(67,818)	(53,080)	(24,880)	-	(77,960)	(79,530)	(81,120)	(82,730)	(84,380)
(267,801)	(288,881)	(274,080)	(34,920)	-	(309,000)	(316,200)	(322,520)	(328,970)	(335,540)
(137,000)	(213,200)	(145,800)	(80,200)	-	(226,000)	(230,520)	(235,120)	(239,820)	(244,610)
(28,019)	(35,740)	(37,612)	-	-	(37,612)	(38,360)	(39,130)	(39,920)	(40,720)
(257,225)	(224,212)	(250,230)	(3,870)	-	(254,100)	(259,856)	(265,060)	(270,354)	(275,040)
(5,524)	(14,010)	(16,682)	-	-	(16,682)	(17,020)	(17,360)	(17,710)	(18,060)
(152,500)	(304,000)	(164,400)	(170,600)	-	(335,000)	(341,700)	(348,540)	(355,510)	(362,630)
(8,550)	(18,000)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,290)	(22,740)
(47,340)	(66,100)	(91,680)	-	-	(91,680)	(93,510)	(95,380)	(97,280)	(99,220)
-	-	-	-	-	-	-	-	-	-
(1,000)	(2,250)	(3,250)	-	-	(3,250)	(3,320)	(3,390)	(3,460)	(3,530)
(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)
(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)
	-10.9%	4.37%			4.28%	1.7%	2.3%	2.2%	2.8%
15.45	15.45	15.45	1.00	0.00	16.45	16.95	16.95	16.95	16.95

SEAPARC - SWIMMING POOL

OPERATION COSTS

Salaries and Wages
Internal Allocations - Maintenance
Internal Allocations - Operations
Utility
Operating - Supplies
Other Internal Allocations & Insurance
Maintenance
Contingency

TOTAL OPERATING COSTS

*Percentage Increase

TOTAL COSTS

Internal Recoveries
Recoveries - Other

OPERATING COSTS LESS INTERNAL RECOVERIES

FUNDING SOURCES (REVENUE)

Revenue - Fees
Other Income
Rental Income

TOTAL REVENUE

REQUISITION, PILT & PRIOR YEAR SURPLUS

Percentage Increase

PARTICIPANTS: District of Sooke, Portion of JDF
AUTHORIZED POSITIONS:
AUTHORIZED POSITIONS: Salaried

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
	643,683	696,000	661,036	126,553	-	787,589	848,962	867,303	886,036	905,175
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	122,000	133,274	114,500	-	-	114,500	116,790	119,130	121,510	123,940
	65,715	71,750	76,400	-	-	76,400	77,920	79,450	81,050	82,660
	50,472	50,472	22,856	-	-	22,856	24,750	25,539	25,565	26,191
	60,000	60,000	62,000	-	-	62,000	63,240	64,500	65,790	67,110
	10,200	-	-	-	-	-	-	-	-	-
	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
		6.2%	-1.60%			11.69%				
	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
	952,070	1,011,496	936,792	126,553	-	1,063,345	1,131,662	1,155,922	1,179,951	1,205,076
	(317,000)	(486,000)	(398,770)	(126,230)	-	(525,000)	(535,500)	(546,220)	(557,140)	(568,280)
	(9,500)	(15,600)	(16,500)	-	-	(16,500)	(16,830)	(17,170)	(17,510)	(17,860)
	(16,500)	(21,000)	(22,000)	-	-	(22,000)	(22,440)	(22,890)	(23,350)	(23,820)
	(343,000)	(522,600)	(437,270)	(126,230)	-	(563,500)	(574,770)	(586,280)	(598,000)	(609,960)
	(609,070)	(488,896)	(499,522)	(323)	-	(499,845)	(556,892)	(569,642)	(581,951)	(595,116)
		-19.7%	-17.99%			-17.93%	11.4%	2.3%	2.2%	2.3%
	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
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	
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%
% expense increase from 2023:	14.7%

% Requisition increase from 2023 (if applicable):	2.8%	Requisition funding is 63% of service revenue
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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
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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
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				PROJECT BUDGET & SCHEDULE										
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total	
20-09	Replacement	Domestic Hot Water Replacement	Replacement of hot water storage tanks and update system	\$ 100,000	E	Nes	=====	\$ 100,000					\$ 100,000	
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	\$ 500,000	B	Nes		\$ 165,000	\$ 250,000	\$ 85,000			\$ 500,000	
22-04	Replacement	Pool Lecternator System	Replacement of lecternator cells	\$ 30,000	E	ERF		\$ 15,000	\$ 15,000				\$ 30,000	
22-07	Renewal	Golf Course Irrigation Upgrade	Renewal irrigation renewal	\$ 30,000	B	Nes		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	\$ 1,000,000	S	Nes		\$ 225,000					\$ 225,000	
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal		S	Grant		\$ 750,000					\$ 750,000	
23-04	Renewal	Building Assessment and Renewal	Building assessment and repairs	\$ 250,000	B	Nes		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	
23-06	Replacement	Grounds Equipment - SEAPARC	Mower/tractor Replacement	\$ 40,000	E	ERF		\$ 40,000					\$ 40,000	
23-07	Renewal	Parking Lot Remediation	Renewal parking lot remediation	\$ 33,000	E	ERF	=====	\$ 25,000			\$ 27,000		\$ 52,000	
23-08	Renewal	Reception area redesign	Redesign and renewal of reception/clnt facng	\$ 115,000	S	Nes		\$ 100,000					\$ 100,000	
23-13	Replacement	Arena Dehumidifier Wheel Replacement	Arena Dehumidifier Wheel Replacement	\$ 30,000	E	ERF	=====	\$ 30,000					\$ 30,000	
24-01	New	Land Acquisition	New land acquisition	\$ 500,000	L	Debt			\$ 500,000				\$ 500,000	
24-02	Replacement	Security System Replacement	Security System Replacement	\$ 75,000	E	ERF		\$ 75,000					\$ 75,000	
24-03	Replacement	Grounds Equipment - golf course	Mower/tractor Replacement	\$ 75,000	E	ERF	=====					\$ 30,000	\$ 30,000	
24-04	Renewal	Roof Repairs	General Roof Repairs	\$ 5,000	B	Nes		\$ 8,000				\$ 7,000	\$ 15,000	
24-05	Renewal	Recoat Pool Metal Roof	Recoat Pool Metal Roof - Area 6	\$ 30,000	B	Nes	=====		\$ 30,000				\$ 30,000	
24-06	Renewal	Replace Ventilation Fans	Replace Ventilation Fans	\$ 7,000	B	Nes		\$ 4,500					\$ 9,500	
24-07	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 25,700	E	ERF		\$ 25,700			\$ 5,000		\$ 25,700	
24-08	Replacement	Upgrade BAS Software/Network	Upgrade BAS Software/Network	\$ 20,000	E	ERF		\$ 20,000					\$ 20,000	
24-08	Replacement	EV Charger Replacement	EV Charger Replacement	\$ 14,000	E	ERF		\$ 14,000					\$ 14,000	
24-09	New	EV Charger Installation	Install 6 new EV Chargers	\$ 28,000	E	Grant		\$ 28,000					\$ 28,000	
24-10	Renewal	Road Sign Replacement	Replacement of digital advertising road sign		E	Nes		\$ 45,000					\$ 45,000	
24-11	Replacement	Pool Valve Replacement	Replacement of valves for pool circulation system	\$ 17,500	E	ERF		\$ 17,500					\$ 17,500	
24-12	Replacement	Accessibility Lift System	Replacement of accessibility lift track	\$ 25,000	E	Nes		\$ 25,000					\$ 25,000	
24-13	Renewal	Arena Compressor Overhaul	Refrigeration plant compressor overhaul	\$ 14,000	E	Nes		\$ 14,000	\$ 15,500		\$ 16,000	\$ 16,500	\$ 62,000	
24-14	Replacement	Heating System Replacement-Thrup Rd. House	Replace heating system at Thrup Rd house	\$ 17,500	E	ERF		\$ 17,500					\$ 17,500	
25-01	Renewal	Pool Equipment Replacement	Replacement of 11 equipment and computers	\$ 87,000	B	Debt		\$ 20,000	\$ 21,100	\$ 13,800	\$ 13,100		\$ 67,900	
25-01	Renewal	Implement Heat Recovery System Phase 1	Implementation of phase 1 of heat recovery system	\$ 2,200,000	B	Debt		\$ 200,000	\$ 1,850,000				\$ 2,050,000	
25-01	Renewal	Implement Heat Recovery System Phase 1	Implementation of phase 1 of heat recovery system		B	Grant				\$ 150,000			\$ 150,000	
25-02	Replacement	Ice resurfacer	Replacement of ice resurfacer	\$ 200,000	E	ERF			\$ 200,000				\$ 200,000	
25-03	Renewal	Recoat Arena Purlins & Frames	Recoat Arena Purlins & Frames	\$ 27,000	B	Nes				\$ 5,000	\$ 35,000		\$ 40,000	
25-04	Study	Exterior Wall Evaluation	Exterior Wall Evaluation	\$ 12,000	B	Nes			\$ 15,000				\$ 15,000	
25-05	Replacement	Replace Sewage & Storm Pump System	Replace sewage & storm Pump System	\$ 17,500	B	Nes			\$ 23,500				\$ 23,500	
25-06	Replacement	Replace Backflow Preventer on Fire Line	Replace Backflow Preventer on Fire Line	\$ 13,000	B	Nes			\$ 17,000				\$ 17,000	
25-07	Study	Thermal Evaluation of Electrical System	Thermal Evaluation of Electrical System	\$ 5,000	B	Nes			\$ 5,000				\$ 5,000	
25-09	New	Outdoor Activity Space Development	New outdoor activity space development	\$ 1,525,000	B	Nes			\$ 25,000	\$ 250,000			\$ 275,000	
25-09	New	Outdoor Activity Space Development	New outdoor activity space development		E	Grant				\$ 1,250,000			\$ 1,250,000	
25-10	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 84,500	E	ERF		\$ 84,500		\$ 95,500			\$ 180,000	
25-11	Renewal	Repaint Arena & Pool Exterior	Repaint Arena Metal Cladding & Pool Exterior Walls	\$ 120,000	B	Nes			\$ 120,000				\$ 120,000	
26-04	Renewal	Overhaul Cooling Tower - Arena	Overhaul Cooling Tower - Arena	\$ 28,000	B	Nes			\$ -	\$ 38,000			\$ 38,000	
26-06	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 87,500	E	ERF		\$ -	\$ 137,900				\$ 137,900	
26-07	Renewal	Entrance sign replacement	Replace exterior entrance sign	\$ 30,000	B	Nes			\$ 30,000				\$ 30,000	
26-08	Renewal	Duct cleaning	Duct cleaning	\$ 15,000	B	Nes			\$ 15,000				\$ 15,000	
26-09	Replacement	Pool Lecternator System	Replacement of lecternator cells	\$ 30,000	E	ERF			\$ 15,000		\$ 15,000	\$ 15,000	\$ 45,000	
27-01	Replacement	Replace Pool Circulation Pumps	Replace Pool Circulation Pumps	\$ 12,000	E	ERF					\$ 16,000		\$ 16,000	
27-03	Renewal	Replace Arena Rubber Mat Flooring	Replace Arena Rubber Mat Flooring	\$ 150,000	B	Nes					\$ 135,000		\$ 135,000	
27-04	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 27,500	E	ERF					\$ 74,750		\$ 74,750	
28-01	Renewal	Recoat Arena Change Room & Pool Interior Roof	Locally recoat arena interior change room roof steel deck & pool interior roof deck, purlins and beams	\$ 84,500	B	Nes						\$ 84,500	\$ 84,500	
28-02	Renewal	Repaint Pool Fitness Facility Exterior	Repaint Pool & Fitness Facility Exterior	\$ 59,000	B	Nes						\$ 25,000	\$ 25,000	
28-03	Renewal	Recoat Arena Metal Roof	Recoat Arena Metal Roof	\$ 120,000	B	Nes						\$ 20,000	\$ 20,000	
28-04	Renewal	Pool Change Room Renovation	Pool change Room Renovation	\$ 15,000	B	Nes						\$ 10,000	\$ 10,000	
28-05	Study	Pool Secondary Boiler Replacement	Design for replacement of secondary pool boilers (oil to electric)	\$ 471,000	E	Nes						\$ 45,000	\$ 45,000	
28-06	Replacement	Equipment Replacement (pooled)	Equipment Replacement	\$ 50,800	E	ERF						\$ 64,800	\$ 64,800	
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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
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Project Rationale	Sections of the parking lot are starting to show signs of deterioration and require remediation.
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Project Number	23-08	Capital Project Title	Reception area redesign	Capital Project Description	Redesign and renewal of reception/client facing
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Project Rationale	Improve security, customer experience and efficient use of space.
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Project Number	23-13	Capital Project Title	Arena Dehumidifier Wheel Replacement	Capital Project Description	Arena Dehumidifier Wheel Replacement
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Project Rationale	End of life replacement
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Project Number	24-01	Capital Project Title	Land Acquisition	Capital Project Description	New land acquisition
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Project Rationale	Identified in strategic plan as ongoing priority to address continued growth in the service area and demand for recreational opportunities.
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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 Lectorator System Capital Project Description Replacement of lectrinator cells

Project Rationale Annual replacement of lectrinator 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 Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
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: <div></div>						

* 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.

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 27, 2023**

SUBJECT 2024 Budget for Arts and Culture Support Service

ISSUE SUMMARY

The 2024 service plan and budget for the Arts and Culture Support Service has been prepared by staff and is ready for review by the Arts Commission in preparation for presentation to the CRD Committee of the Whole and subsequent adoption by the Board.

BACKGROUND

On May 10, 2023, the CRD Board approved the 2024 Service Financial Planning Guidelines, which proposed to limit increases in core operations kept to 3.5% in the planning process.

In the budget recommendation for 2024, the requisition increase for the Arts and Culture Service for participating areas is \$99,962 or 3.5%, which is within the planning guideline limits (Appendix A). The total budgeted costs are \$3,208,277, an increase of \$76,240 or 2.4% over 2023. Key budget components include:

- Grants budget of \$2,738,363, an increase of \$53,693, or 2%; and
- Administrative costs of \$468,914, an increase of \$21,547, or 4.8%.
- The increase is primarily related to the new collective agreement with unionized staff pay increases, standard overhead allocation, building occupancy, human resources adjustments, and projected contract increases.

The Community Need summary sets out the service parameters for the Arts and Culture Support Service for 2024 (Appendix B). This summary includes performance targets for social and economic contributions for all the arts and recreation services. The information relevant to this service and budget is in the sections referred to, or titled as, "Arts and Culture Support Service".

The budget recommendation from the Arts Commission will be reviewed by the CRD Committee of the Whole on October 25th, 2023 as part of the provisional budget review process.

ALTERNATIVES

Alternative 1

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

That the 2024 Arts & Culture Service Support Budget be approved as presented.

Alternative 2

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

That the 2024 Arts & Culture Service Support Budget be approved as amended.

IMPLICATIONS

Financial Implications

On May 25, 2022, the Arts Commission approved the utilization of the Operating Reserve funds to support expenses related to the EDI Implementation Framework, including a doubling of the budget for Equity Grants and additional funds to support reducing barriers to access in the application and adjudication processes. As presented in this financial plan, the Operating Reserve would be drawn down by \$49,500 in 2024 to support these expenses and meet financial planning constraints.

The balance of the Operating Reserve is estimated to be \$258,472 by the end of 2024 including interest. Currently, \$40,000 of EDI initiatives are funded on a pilot basis from the Operating Reserve on an annual basis. Due to limited Operating Reserve funds, these initiatives will need to be evaluated and, depending on the results of that evaluation, incorporated into the core budget in a future year.

Service Delivery Implications

The core budget will enable the Arts and Culture Support Service to continue delivering five key granting programs in 2024: Operating Grants; Project, Series and Extending Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Incubator Grants. In 2023, the Arts and Culture Support Service will continue to develop and champion regional arts through convening events and workshops that champion the value of the arts and connect the region's arts communities to funding, while continuing to expand the reach of the service's robust social media channels and e-newsletter dedicated to CRD Arts.

CONCLUSION

The Arts & Culture Support Service Budget for 2024 notes changes and additions in alignment with direction provided by the Commission and accommodates increases related to contract increases and internal allocations within the CRD approved Financial Planning Guidelines.

RECOMMENDATION

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

That the 2024 Arts & Culture Service Support Budget be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: 2024 Arts & Culture Support Service Budget

Appendix B: Community Need Summary 2024 – Arts & Recreation

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Arts Grants and Development

Arts Commission Review

Service: 1.297 Arts Grants and Development

Committee: Finance

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin, Southern Gulf Islands and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of \$1,980,000 or \$0.102 / \$1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Arts

			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
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,349,670	2,306,270	2,360,363	-	-	2,360,363	2,407,570	2,455,721	2,504,835	2,554,932
Project Grants	335,000	390,400	378,000	-	-	378,000	385,560	393,271	401,136	409,159
Total Grants Payment	2,684,670	2,696,670 0.45%	2,738,363 2.00%	-	-	2,738,363 2.00%	2,793,130 2.00%	2,848,992 2.00%	2,905,971 2.00%	2,964,091 2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	319,108	276,780	341,668	-	-	341,668	349,863	358,249	366,830	375,611
Internal Allocations	79,551	79,551	85,627	-	-	85,627	88,417	90,715	92,696	94,975
Insurance Cost	660	660	770	-	-	770	810	850	890	930
Opearting Cost - Other	48,048	46,653	40,849	-	-	40,849	41,666	42,499	43,348	44,214
Total Administration Costs	447,367	403,644 -9.77%	468,914 4.82%	-	-	468,914 5%	480,756 2.53%	492,313 2.40%	503,764 2.33%	515,730 2.38%
TOTAL OPERATING COSTS	3,132,037	3,100,314 -1.0%	3,207,277 2.4%	-	-	3,207,277 2.4%	3,273,886 2.08%	3,341,305 2.06%	3,409,735 2.05%	3,479,821 2.06%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	31,723	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL CAPITAL / RESERVES TRANSFER	-	31,723	1,000	-	-	1,000	1,020	1,040	1,061	1,082
TOTAL COSTS	3,132,037	3,132,037 0.00%	3,208,277 2.43%	-	-	3,208,277 2.43%	3,274,906 2.08%	3,342,345 2.06%	3,410,796 2.05%	3,480,903 2.06%
Internal Recoveries	(13,893)	(13,893)	(15,130)	-	-	(15,130)	(15,490)	(15,860)	(16,240)	(16,630)
OPERATING LESS RECOVERIES	3,118,144	3,118,144 0.00%	3,193,147 2.41%	-	-	3,193,147 2.41%	3,259,416 2.08%	3,326,485 2.06%	3,394,556 2.05%	3,464,273 2.05%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(74,459)	(74,459)	(49,500)	-	-	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Payments In Lieu of Taxes	(178,754)	(178,754)	(178,754)	-	-	(178,754)	(178,754)	(178,754)	(178,754)	(178,754)
					-	-				
TOTAL REVENUE	(253,213)	(253,213) 0.00%	(228,254) -9.86%	-	-	(228,254) -9.86%	(218,754) -4.16%	(218,754) 0.00%	(218,754) 0.00%	(218,754) 0.00%
REQUISITION	(2,864,931)	(2,864,931)	(2,964,893) 3.49%	-	-	(2,964,893) 3.49%	(3,040,662) 2.56%	(3,107,731) 2.21%	(3,175,802) 2.19%	(3,245,519) 2.20%
AUTHORIZED POSITIONS:	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00

Change in Budget 2023 to 2024			
Service:	1.297 Arts Grants and Development	Total Expenditure	Comments
2023 Budget		3,132,037	
Change in Salaries:			
	Base salary and benefit change	22,560	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	-	
	Other (explain as necessary)	-	
	Total Change in Salaries	22,560	
Other Changes:			
	External Grants	53,693	
	Human Resources Allocation	2,591	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Standard Overhead Allocation	2,513	Increase in 2023 operating costs
	Building Occupancy	969	
	Other Costs	(6,086)	
	Total Other Changes	53,680	
2024 Budget		3,208,277	
Summary of % Expense Increase			
	2024 Base salary and benefit change	0.7%	
	External Grants	1.7%	
	Balance of increase	0.0%	
	% expense increase from 2023:	2.4%	
	% Requisition increase from 2023 (if applicable):	3.5%	Requisition funding is 93% of service revenue

Overall 2023 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estmiated one-time favourable variance of \$31,723 to saving in salaries. This variance will be returned to Operating Reserve,

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

Service No.	1.297	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	Arts Grants and Development							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$5,900	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$5,900	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$5,900	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$5,900	

5 YEAR CAPITAL PLAN

Service #:

1.297

Service Name:

Arts Grants and Development

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 2,100	E	ERF		\$ 2,100					\$ 2,100
26-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 3,800	E	ERF				\$ 3,800			\$ 3,800
													\$ -
													\$ -
													\$ -
													\$ -
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													\$ -
GRAND TOTAL				\$ 5,900			\$ -	\$ 2,100	\$ -	\$ 3,800	\$ -	\$ -	\$ 5,900

Service:

1.297

Arts Grants and Development

Project Number	24-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

Project Number	26-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

1.297 Arts grants and Development
Asset and Reserve Summary
2024 - 2028 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,857	5,907	4,857	5,857	3,057	4,057
Planned Purchase (Based on Capital Plan)	-	(2,100)	-	(3,800)	-	-
Transfer from Ops Budget	-	1,000	1,000	1,000	1,000	1,000
Interest Income*	50	50	-	-	-	-
Ending Balance \$	5,907	4,857	5,857	3,057	4,057	5,057

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

1.297 Arts and Cultural Grants
 Operating Reserve Summary
 2024 - 2028 Financial Plan

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

Operating Reserve Schedule - FC 105300						
Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	322,108	295,972	258,472	218,472	178,472	138,472
Planned Purchase	(74,459)	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Transfer from Ops Budget	31,723					
Interest Income*	16,600	12,000				
Total projected year end balance	295,972	258,472	218,472	178,472	138,472	98,472
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.

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

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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](#)

REPORT TO THE ROYAL & MCPHERSON THEATRES SERVICES ADVISORY COMMITTEE MEETING OF WEDNESDAY, OCTOBER 04, 2023

SUBJECT **2024 Budget for the Royal Theatre Service and the McPherson Playhouse Service**

ISSUE SUMMARY

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

BACKGROUND

The bylaws governing the theatre services specify a contribution of up to \$580,000 for the Royal Theatre (supported by the participating jurisdictions Oak Bay, Saanich, and Victoria) and \$750,000 for the McPherson Playhouse (supported by the participating jurisdiction of Victoria). Historically the contribution to both theatres has been approved at the maximum amount.

The Capital Regional District (CRD) provides these contributions, along with management agreements, to the Royal and McPherson Theatres Society (RMTS), a non-profit organization of theatre management professionals established for the purpose of operating and leading building improvements for the Royal Theatre and McPherson Playhouse. Each year RMTS is required to provide audited financial statements to the CRD as part of their reporting requirements (Appendix A).

These recommendations are based on the current bylaws for these subregional services. Currently amending Bylaw No. 4560 for the Royal Theatre Service and amending Bylaw No. 4561 for the McPherson Playhouse Service have been distributed for council consent. The timeline for receiving the results of this process is unknown at this time, as it is dependent on when participating jurisdictions consider the matter at their respective councils and then notify the CRD of the results of their deliberations.

The RMTSAC reports to the Finance Committee, which does not meet before the consideration of the provisional budget on October 25. Input from RMTSAC on budget levels will flow through the Finance Committee to be considered as part for the final budget package.

IMPLICATIONS

Financial Implications

In addition to operational expenses, RMTS has also planned approximately \$1.2 million in building improvement capital expenses in 2024 for necessary repairs and upgrades. These improvements include building envelope repairs at the Royal Theatre and upgrades to the audio and lighting systems at the McPherson Playhouse (see Appendix B and C for full list of capital projects). RMTS collects a building improvement fee as part of its ticket sales and those proceeds also assist in funding capital projects.

Increasing support for these facilities is noted as a goal in the Community Needs Summary for CRD Arts and Recreation (Appendix D, page 11).

Service Delivery Implications

Notably, RMTS supported the presentation of the largest-ever production at the Royal Theatre in May 2023, the musical *Come From Away*, which sold out many shows and contributed to 39,568 total attendees in a single month (across both theatres), a record-high. This achievement demonstrates agile leadership and pent-up audience demand for high-quality presentations.

In 2024, high inflation continues to degrade the purchasing power of the fixed contribution amounts to the Royal Theatre and McPherson Playhouse. RMTS has indicated that it may need to program more commercial shows, which generate higher rental fees and shared revenue than community non-profit shows, to remain financially sustainable.

CONCLUSION

Annual funding of the Royal Theatre through Bylaw No. 2587 and for the McPherson Playhouse through Bylaw No. 2685 are part of the budget approval process. The Royal and McPherson Theatres Society has provided audited financial statements, and Five-Year capital plans for the Royal Theatre and McPherson Playhouse to provide more context and rationale for the CRD contribution levels.

RECOMMENDATION

The Royal and McPherson Theatres Services Advisory Committee recommends the Finance Committee recommend to the Capital Regional District Board:

1. That the maximum allowable contribution amount of \$580,000 be approved for the Royal Theatre Service; and
2. That the maximum allowable contribution amount of \$750,000 be approved for the McPherson Playhouse Service.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: 2022 Financial Statements for the Royal & McPherson Theatres Society
Appendix B: 2024 Budget for the Royal Theatre Service
Appendix C: 2024 Budget for the McPherson Playhouse Service
Appendix D: 2024 Community Needs Summary 2024 - Arts & Recreation

Financial Statements of

**THE ROYAL AND MCPHERSON
THEATRES SOCIETY**

And Independent Auditor's Report thereon

Year ended December 31, 2022



KPMG LLP
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Victoria BC V8W 3Y7
Canada
Telephone (250) 480-3500
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INDEPENDENT AUDITOR'S REPORT

To the Members of The Royal and McPherson Theatres Society

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of The Royal and McPherson Theatres Society (the Society), which comprise:

- the statement of financial position as at December 31, 2022
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Society as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our Auditor's report.

We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

A handwritten signature in black ink that reads 'KPMG LLP' with a long horizontal line underneath.

Chartered Professional Accountants

Victoria, Canada
April 14, 2023

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Statement of Financial Position

December 31, 2022, with comparative information for 2021

	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 2,905,884	\$ 1,229,751
Accounts receivable	3,859	120,571
Due from Capital Regional District	134,301	132,086
Inventory	17,987	14,574
Prepaid expenses	100,959	77,948
	3,162,990	1,574,930
Investments (note 2)	5,617,691	4,534,879
Capital assets (note 3)	544,434	631,775
	\$ 9,325,115	\$ 6,741,584

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 317,000	\$ 359,398
Deferred revenue (note 4b)	6,700	22,735
Deferred ticket sales	4,398,889	2,159,875
	4,722,589	2,542,008
Deferred contributions (note 4a)	401,450	386,301
Fund balances:		
Unrestricted:		
McPherson Playhouse Operating Fund	-	-
Royal Theatre Operating Fund	-	-
Invested in capital assets – capital asset fund	544,434	631,775
Internally restricted (note 5):		
McPherson Playhouse Operating Reserve Fund	113,140	195,119
Royal Theatre Operating Reserve Fund	875,567	563,782
McPherson Playhouse Capital Fund	117,965	74,524
Royal Theatre Capital Fund	2,549,970	2,348,075
	4,201,076	3,813,275
	\$ 9,325,115	\$ 6,741,584

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Statement of Operations and Changes in Fund Balances

Year ended December 31, 2022, with comparative information for 2021

	McPherson Playhouse			Royal Theatre			Capital Asset Fund	Combined	
	Operating Fund	Reserve Fund	Capital Fund	Operating Fund	Reserve Fund	Capital Fund		Total 2022	Total 2021
Revenue (Schedule)	\$ 1,525,009	\$ -	\$ -	\$ 2,608,990	\$ -	\$ -	\$ -	\$ 4,133,999	\$ 1,668,690
Deferred contributions (note 4a)	-	-	128,591	-	-	46,260	-	174,851	68,850
Deferred revenue (note 4b)	-	-	-	-	-	16,035	-	16,035	55,265
Interest income	-	3,485	1,148	-	10,066	41,023	-	55,722	36,950
	1,525,009	3,485	129,739	2,608,990	10,066	103,318	-	4,380,607	1,829,755
Expenses (Schedule)	(1,555,619)	-	-	(2,130,855)	-	-	-	(3,686,474)	(2,160,569)
Amortization of capital assets	-	-	-	-	-	-	(112,580)	(112,580)	(112,419)
Building and equipment:									
Owner (note 4a) and externally funded (note 4b)	-	-	(128,591)	-	-	(62,295)	-	(190,886)	(124,115)
Society funded	-	-	(386)	-	-	(2,480)	-	(2,866)	(18,830)
	(1,555,619)	-	(128,977)	(2,130,855)	-	(64,775)	(112,580)	(3,992,806)	(2,415,933)
Excess (deficiency) of revenue over expenses	(30,610)	3,485	762	478,135	10,066	38,543	(112,580)	387,801	(586,178)
Fund balances, beginning of year	-	195,119	74,524	-	563,782	2,348,075	631,775	3,813,275	4,399,453
Funding capital improvements	-	-	(12,175)	-	-	(13,064)	25,239	-	-
Transfer of user fees to capital funds (note 5)	(54,854)	-	54,854	(176,416)	-	176,416	-	-	-
Transfer to (from) reserve funds (from) to operating funds (note 5)	85,464	(85,464)	-	(301,719)	301,719	-	-	-	-
Fund balances, end of year	\$ -	\$ 113,140	\$ 117,965	\$ -	\$ 875,567	\$ 2,549,970	\$ 544,434	\$ 4,201,076	\$ 3,813,275

See accompanying notes to financial statements.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ 387,801	\$ (586,178)
Amortization of capital assets	112,580	112,419
Amortization of deferred contributions	(174,851)	(68,850)
Contributions received	190,000	192,000
Net change in non-cash working capital (note 6)	2,268,654	1,675,220
	2,784,184	1,324,611
Investing:		
Net change in investments	(1,082,812)	(791,877)
Purchase of capital assets	(25,239)	(110,082)
	(1,108,051)	(901,959)
Increase in cash and cash equivalents	1,676,133	422,652
Cash and cash equivalents, beginning of year	1,229,751	807,099
Cash and cash equivalents, end of year	\$ 2,905,884	\$ 1,229,751

See accompanying notes to financial statements.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

The Royal and McPherson Theatres Society (the “Society”) operates and manages the McPherson Playhouse on behalf of the City of Victoria (the “owner”) and Royal Theatre on behalf of the Capital Regional District (the “owner”). The Society was incorporated under the Society Act of British Columbia on March 3, 1977 and transitioned into the new Societies Act (British Columbia) on June 28, 2017. The Society is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

1. Significant accounting policies:

(a) Basis of presentation:

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the standards for government not-for-profit organizations. The following is a summary of the significant accounting policies used in the preparation of the financial statements.

(b) Fund accounting:

Revenue and expenses related to operating the McPherson Playhouse are reported in the McPherson Playhouse Operating Fund. Revenue and expenses related to operating the Royal Theatre are reported in the Royal Theatre Operating Fund. The Capital Asset Fund reports the revenue and expenses on capital assets owned by the Society.

The McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund report revenue and expenses related to capital expenses at the McPherson Playhouse and the Royal Theatre respectively. Building and other capital costs are not recorded as assets because the Society is the manager and not the owner of these venues. Fundraising amounts and capital expenses, relating to these facilities, are recorded as revenue and expenses in these funds.

The McPherson Playhouse Operating Reserve Fund and the Royal Theatre Operating Reserve Fund report assets held for the purpose of supporting day-to-day operations and managing risk associated with unforeseen shortfalls or disruption.

Donations are reported in the appropriate fund designated by the donor.

(c) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with terms to maturity of three months or less at the date of purchase.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

1. Significant accounting policies (continued):

(d) Capital assets:

Purchased capital assets owned by the Society are recorded in the capital fund at cost. Contributed assets are recorded in the capital fund at estimated fair value at the date of the contribution. Amortization is provided on a straight-line basis over the assets' estimated useful lives. Pianos are amortized over 25 years, box office ticketing enterprise system and website over 10 years, furniture and equipment over 5 years and office leasehold improvements over 10 years. Building and leasehold improvements, including stage and front of house equipment, are shown as expenses within the appropriate capital fund and not capitalized, as the benefit of the asset accrues to the owner.

(e) Revenue recognition:

The Society follows the deferral method of accounting for contributions. Restricted contributions are deferred and recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from production recoveries, box office, and theatre rentals are recognized once the event has occurred.

Restricted investment income is recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted investment income is recognized in the appropriate operating fund when earned.

(f) Allocations:

Certain operations of the operating funds are conducted jointly. Revenue and expenses, which are not directly attributable to either operating fund, are allocated equally between the funds.

(g) Contributed services:

The Society receives certain benefits from volunteers. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

(h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to record any financial instruments at fair value.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

1. Significant accounting policies (continued)

(i) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Items requiring the use of estimates include amortization of capital assets, valuation of gift certificate liabilities and the collectability of accounts receivable. Actual results could differ from these estimates.

2. Investments:

Investments consist of bankers' acceptances and term deposits bearing interest at rates varying between 0.80% and 4.50% and maturity dates varying between 90 days and up to three years. It is the Society's intention to hold these assets on a long-term basis.

3. Capital assets:

2022			
	Cost	Accumulated amortization	Net book value
Furniture and equipment	\$ 657,495	\$ 604,859	\$ 52,636
Box office ticketing enterprise system and website	967,059	681,973	285,086
Pianos	188,568	126,700	61,868
Office leasehold improvements	241,418	96,574	144,844
	\$ 2,054,540	\$ 1,510,106	\$ 544,434

2021			
	Cost	Accumulated amortization	Net book value
Furniture and equipment	\$ 632,256	\$ 568,179	\$ 64,077
Box office ticketing enterprise system and website	967,059	637,753	329,306
Pianos	188,568	119,164	69,404
Office leasehold improvements	241,418	72,430	168,988
	\$ 2,029,301	\$ 1,397,526	\$ 631,775

The above tables only reflect those capital assets owned by the Society. Any building and other capital costs incurred by the Society are recorded as expenses in either the McPherson Playhouse Capital Fund or Royal Theatre Capital Fund in the year incurred.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

4. Deferred contributions and revenue:

- (a) Deferred contributions, received from the owners and reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund, pertain to restricted contributions for each building.

The changes for the year in the deferred contributions balances reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund are as follows:

	McPherson Playhouse Capital Fund	Royal Theatre Capital Fund	Total
Balance, December 31, 2020	\$ 195,726	\$ 67,425	\$ 263,151
Contributions	92,000	100,000	192,000
Amounts recognized to revenue	(22,874)	(45,976)	(68,850)
Balance, December 31, 2021	264,852	121,449	386,301
Contributions	88,000	102,000	190,000
Amounts recognized to revenue	(128,591)	(46,260)	(174,851)
Balance, December 31, 2022	\$ 224,261	\$ 177,189	\$ 401,450

- (b) Deferred revenue, received externally and reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund, pertain to restricted revenues for each building.

The changes for the year in the deferred revenue balances reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund are as follows:

	McPherson Playhouse Capital Fund	Royal Theatre Capital Fund	Total
Balance, December 31, 2020	\$ -	\$ 44,000	\$ 44,000
Contributions	34,000	-	34,000
Amounts recognized to revenue	(34,000)	(21,265)	(55,265)
Balance, December 31, 2021	-	22,735	22,735
Contributions	-	-	-
Amounts recognized to revenue	-	(16,035)	(16,035)
Balance, December 31, 2022	\$ -	\$ 6,700	\$ 6,700

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

5. Internally restricted fund balances:

The Society levies a user fee for all patrons attending performances at each theatre. The Board has internally restricted these resources to be expended subject to certain restrictions. These funds are transferred from the operating funds to the corresponding capital fund. In 2022, the Society transferred user fees totaling \$54,854 (2021 - \$8,930) to the McPherson Playhouse Capital Fund and \$176,416 (2021 - \$35,872) to the Royal Theatre Capital Fund respectively.

In 2019, the Society formally established the McPherson Playhouse Operating Reserve Fund and the Royal Theatre Operating Reserve Fund. The purpose of these Funds is to hold sufficient reserves to help ensure the operational stability and resilience of the Society. The Board has internally restricted these funds to be expended subject to certain restrictions. In 2019, the Society transferred \$505,202 from the McPherson Playhouse Operating Fund and \$1,131,211 from the Royal Theatre Operating Fund to establish the Reserve Fund balances. In 2022, the Society transferred \$85,464 (2021 - \$117,010) from the McPherson Playhouse Reserve Fund to the McPherson Playhouse Operating Fund and \$301,719 from the Royal Theatre Operating Fund to the Royal Theatre Reserve Fund (2021 - \$385,975 from the Royal Theatre Reserve Fund to the Royal Theatre Operating Fund.)

6. Net change in non-cash working capital:

	2022	2021
Accounts receivable decrease (increase)	\$ 116,712	\$ (40,216)
Due from Capital Regional District decrease (increase)	(2,215)	(24,861)
Inventory decrease (increase)	(3,413)	(8,505)
Prepaid expenses decrease (increase)	(23,011)	(39,734)
Accounts payable and accrued liabilities increase (decrease)	(42,398)	173,124
Deferred revenue increase (decrease)	(16,035)	(21,265)
Deferred ticket sales increase (decrease)	2,239,014	1,636,677
	<u>\$ 2,268,654</u>	<u>\$ 1,675,220</u>

7. Financial risks and concentration of credit risk:

It is management's opinion that the Society is not exposed to significant interest, currency or credit risks.

Liquidity risk is the risk that the Society will not be able to meet its financial obligations as they become due. The Society uses budgets to monitor actual and forecasted cash flows to ensure operations are within resources available and sufficient cash is generated to sustain operations. Liquidity risk is mitigated in part by maintaining adequate working capital and sufficient fund balances. It is management's opinion that the exposure to liquidity risk has reduced from 2021.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

8. Pension plan:

The Society and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2021, the Plan has about 227,000 active members and approximately 118,000 retired members. Active members include approximately 30 contributors from the Society.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2024 with the results available in 2025.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The Society paid \$141,216 (2021 - \$106,739) for employer contributions to the Plan in fiscal 2022.

9. Remuneration paid to Directors, Employees and Contractors:

Under the British Columbia Societies Act, the Society is required to disclose in the annual financial statements all remuneration paid to directors and the annual remuneration paid to employees and contractors receiving greater than \$75,000.

For the fiscal year ending December 31, 2022, the Society paid total remuneration of nil (2021 - nil) to directors. The Society paid \$931,659 to 10 employees (2021 - \$379,326 to four employees) for services, each of whom received total annual remuneration of \$75,000 or greater. No contractors were paid a total annual remuneration of \$75,000 or greater in either 2022 or 2021.

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

10. Commitments:

The Society is committed to an operating lease agreement for office premises from April 2019 to March 2024, with an option to renew for a further term of five years. Future minimum lease payments until renewal are as follows:

2023	\$ 48,166
2024	12,119

11. Government COVID-19 subsidies

The Society received the following subsidies which have been included in revenue of the McPherson Playhouse and Royal Theatre Operating funds:

	2022	2021
Canada Emergency Wage Subsidy (CEWS)	\$ -	\$ 381,911
Canada Emergency Rent Subsidy (CERS)	-	43,129
Tourism and Hospitality Recovery Program (THRP) Wage Subsidy	234,612	76,184
Tourism and Hospitality Recovery Program (THRP) Rent Subsidy	13,682	4,824
	\$ 248,294	\$ 506,048

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Notes to Financial Statements

Year ended December 31, 2022

12. Statement of Operations and Fund Balances comparative information:

The comparative information for the McPherson Playhouse and Royal Theatre operating funds is presented in the Schedule of Operating Fund Revenue and Expenses. The comparative information for the other funds is as follows:

	2021 McPherson Playhouse		2021 Royal Theatre		2021
	Reserve	Capital	Reserve	Capital	Capital
	Fund	Fund	Fund	Fund	Asset
					Fund
Revenue:					
Deferred contributions (note 4a)	\$ -	\$ 22,874	\$ -	\$ 45,976	\$ -
Deferred revenue (note 4b)	-	34,000	-	21,265	-
Interest income	1,843	1,058	5,607	28,442	-
	1,843	57,932	5,607	95,683	-
Expenses:					
Amortization of capital assets	-	-	-	-	(112,419)
Building and equipment: Owner (note 4a) and externally funded (note 4b)	-	(56,874)	-	(67,241)	-
Society funded	-	(2,972)	-	(15,858)	-
	-	(59,846)	-	(83,099)	(112,419)
Excess (deficiency) of revenue over expenses	1,843	(1,914)	5,607	12,584	(112,419)
Fund balances, beginning of year	310,286	122,755	944,150	2,354,454	634,112
Funding capital improvements	-	(55,247)	-	(54,835)	110,082
Transfer of user fees to capital funds (note 5)	-	8,930	-	35,872	-
Transfer of operating funds to reserve fund (note 5)	(117,010)	-	(385,975)	-	-
Fund balances, end of year	\$ 195,119	\$ 74,524	\$ 563,782	\$ 2,348,075	\$ 631,775

THE ROYAL AND MCPHERSON THEATRES SOCIETY

Schedule of Operating Fund Revenue and Expenses

Year ended December 31, 2022, with comparative information for 2021

	McPherson Playhouse Operating Fund	Royal Theatre Operating Fund	Total 2022	McPherson Playhouse Operating Fund	Royal Theatre Operating Fund	Total 2021
Revenue:						
Production recoveries	\$ 274,820	\$ 832,795	\$ 1,107,615	\$ 46,770	\$ 166,381	\$ 213,151
Grants from owners	350,000	100,000	450,000	350,000	100,000	450,000
Box office charges	410,190	410,190	820,380	85,198	85,198	170,396
Rental income	109,160	501,945	611,105	23,515	90,763	114,278
User fee charges (note 5)	54,854	176,416	231,270	8,930	35,872	44,802
Concession sales	91,426	353,085	444,511	19,803	85,414	105,217
OnStage revenue	14,360	14,360	28,720	-	-	-
Interest income	23,025	23,025	46,050	2,225	2,225	4,450
Government COVID-19 subsidies (note 11)	124,147	124,147	248,294	253,024	253,024	506,048
Other	73,027	73,027	146,054	30,174	30,174	60,348
	1,525,009	2,608,990	4,133,999	819,639	849,051	1,668,690
Expenses:						
Administration:						
Salaries, contracts and benefits	464,603	464,603	929,206	353,006	353,006	706,012
Office	137,452	137,452	274,904	107,714	107,714	215,428
Professional fees	16,844	16,844	33,688	14,264	14,264	28,528
Conventions, conferences and travel	3,077	3,077	6,154	122	122	244
Administration and management fees	12,810	12,810	25,620	12,663	12,663	25,326
Bad debt expense (recovery)	-	(330)	(330)	-	-	-
Production expenses	295,495	678,120	973,615	109,547	191,101	300,648
Box office operations	279,238	279,238	558,476	170,007	170,007	340,014
Building operations	118,751	172,504	291,255	91,869	201,869	293,738
Building maintenance	140,951	166,469	307,420	74,701	106,669	181,370
Concession operations	60,172	169,738	229,910	19,102	44,849	63,951
OnStage expenses	24,860	24,860	49,720	-	-	-
Community services	1,366	5,470	6,836	-	5,310	5,310
	1,555,619	2,130,855	3,686,474	952,995	1,207,574	2,160,569
Excess of revenue over expenses	(30,610)	478,135	447,525	(133,356)	(358,523)	(491,879)
Transfer of user fees to capital funds (note 5)	(54,854)	(176,416)	(231,270)	(8,930)	(35,872)	(44,802)
Change in operating funds before transfer from operating reserve funds (note 5)	\$ (85,464)	\$ 301,719	\$ 216,255	\$ (142,286)	\$ (394,395)	\$ (536,681)

CAPITAL REGIONAL DISTRICT

2024 BUDGET

Royal Theatre

Royal and McPherson Theatres Services Advisory Committee Review

October 2023

Service: 1.290 Royal Theatre

Committee: Finance

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

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

FUNDING:

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

Service No.	1.290	Carry						
	Royal Theatre	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$867,000	\$2,337,000	\$93,000	\$0	\$0	\$3,297,000
Equipment	\$0	\$0	\$462,000	\$44,000	\$0	\$16,500	\$522,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$112,000	\$0	\$0	\$0	\$112,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$680,000	\$0	\$0	\$0	\$680,000
Donations / Third Party Funding	\$0	\$350,000	\$1,055,000	\$0	\$0	\$0	\$1,405,000
Reserve Fund	\$0	\$517,000	\$952,000	\$137,000	\$0	\$16,500	\$1,622,500
	\$0	\$867,000	\$2,799,000	\$137,000	\$0	\$16,500	\$3,819,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.290

Service Name:

Royal Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	\$ 75,000	B	Res			\$ 75,000				\$ 75,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure	\$ 2,293,000	B	Res		\$ 350,000	\$ 375,000	\$ 93,000			\$ 818,000
	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure		B	Other		\$ 350,000	\$ 375,000				\$ 725,000
21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	\$ 115,000	B	Cap			\$ 112,000				\$ 112,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle light	Repour and refinish concrete main floor and replacement of seats and aisle lights	\$ 700,000	B	Other			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle light	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Grant			\$ 280,000				\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle light	Repour and refinish concrete main floor and replacement of seats and aisle lights.		B	Res			\$ 140,000				\$ 140,000
24-02	Replacement	Replace Orchestra Shel	Replace 40 year old orchestra shel	\$ 750,000	B	Other			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shel	Replace 40 year old orchestra shel		E	Grant			\$ 300,000				\$ 300,000
	Replacement	Replace Orchestra Shel	Replace 40 year old orchestra shel		E	Res			\$ 150,000				\$ 150,000
24-03	Defer	Emergency Repairs	Unforeseen emergency repairs	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-04	Renewal	Wardrobe Department Upgrade	Upgrade wardrobe department	\$ 83,000	B	Res		\$ 83,000	\$ 100,000				\$ 183,000
24-05	Renewal	Restore Stage Surface	Deep restoration and refinish of stage surface	\$ 9,000	B	Res		\$ 9,000	\$ 50,000				\$ 59,000
24-06	New	Install Loading Bay Safety Lighting	Install new loading bay safety lighting	\$ 25,000	B	Res		\$ 25,000					\$ 25,000
25-01	Replacement	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony	\$ 250,000	B	Other			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony		B	Grant			\$ 100,000				\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony		B	Res			\$ 50,000				\$ 50,000
25-02	Replacement	Replace APs and UPS	Replace wireless access points and back up batteries	\$ 12,000	E	Res			\$ 12,000				\$ 12,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 44,000	E	Res				\$ 44,000			\$ 44,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
													\$ -
			GRAND TOTAL	\$ 4,422,500			\$ -	\$ 867,000	\$ 2,799,000	\$ 137,000	\$ -	\$ 16,500	\$ 3,819,500

Service:

1.290

Royal Theatre

Project Number 20-03

Capital Project Title Add Balcony & Pit Railings

Capital Project Description Add railings to ensure patron safety and comfort

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

Project Number 21-12

Capital Project Title Repair Building Envelope

Capital Project Description Repairing building envelope of the 1914 structure.

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

Project Number 21-13

Capital Project Title Plan, Rebuild and Expand Orchestra Pit

Capital Project Description Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers

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

Project Number 24-01

Capital Project Title Repour and refinish concrete main floor and replacement of seats and aisle lights

Capital Project Description Repour and refinish concrete main floor and replacement of seats and aisle lights

Project Rationale Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life.

Service: 1.290 Royal Theatre

Project Number 24-02 Capital Project Title Replace Orchestra Shell Capital Project Description Replace 40 year old orchestra shell

Project Rationale Replace 40 year old inappropriate orchestra shell with custom designed shell for professional symphony orchestra to provide the best quality product for patrons and clients.

Project Number 24-03 Capital Project Title Emergency Repairs Capital Project Description Unforeseen emergency repairs.

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

Project Number 24-04 Capital Project Title Wardrobe Department Upgrade Capital Project Description Upgrade wardrobe department

Project Rationale Upgrade wardrobe department with electrical upgrade, extensive plumbing upgrades, dropped ceiling and drywall to accommodate two more stacked washers and dryers in order to meet clients' requirements.

Project Number 24-05 Capital Project Title Restore Stage Surface Capital Project Description Deep restoration and refinish of stage surface

Project Rationale Deep restoration and refinish of stage surface to return to fixed level.

1.290 Royal Theatre
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile
<div>Royal Theatre</div> <div>Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.</div>

Capital Reserve Fund Schedule						
Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)						
Cost Centre: 101607 (PLO)						
Capital Reserve Fund	Est Actual	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
Beginning Balance	1,235,072	737,072	602,072	25,072	259,072	630,072
Planned Capital Expenditure (Based on Capital Plan)	(927,000)	(517,000)	(952,000)	(137,000)	-	(16,500)
Transfer from Operating Budget	379,000	375,000	375,000	371,000	371,000	371,000
Interest Income**	50,000	7,000				
Total projected year end balance	737,072	602,072	25,072	259,072	630,072	984,572

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

CAPITAL REGIONAL DISTRICT

2024 BUDGET

McPherson Theatre

Royal and McPherson Theatres Services Advisory Committee Review

Service: 1.295 McPherson Theatre

Committee: Finance

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

- (a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be \$400,000.
- (b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be \$350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

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

FUNDING:

McPHERSON THEATRE			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:</u>										
Third Party Payments	307,342	307,342	306,765	-	-	306,765	305,886	304,988	304,070	303,133
Internal Allocations	41,947	41,947	42,524	-	-	42,524	43,403	44,301	45,219	46,156
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	349,589	349,589	349,589	-	-	349,589	349,589	349,589	349,589	349,589
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
<u>CAPITAL / RESERVE</u>										
Capital Equipment Purchases	88,000	88,000	90,000	-	-	90,000	90,000	90,000	94,000	94,000
Transfer to Reserve Fund	348,233	348,233	346,233	-	-	346,233	346,233	346,233	342,233	342,233
TOTAL CAPITAL / RESERVES	436,233	436,233	436,233	-	-	436,233	436,233	436,233	436,233	436,233
TOTAL COSTS	785,822	785,822	785,822	-	-	785,822	785,822	785,822	785,822	785,822
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year	-	-								
Grants In Lieu of Taxes	(35,822)	(35,822)	(35,822)	-	-	(35,822)	(35,822)	(35,822)	(35,822)	(35,822)
TOTAL REVENUE	(35,822)	(35,822)	(35,822)	-	-	(35,822)	(35,822)	(35,822)	(35,822)	(35,822)
REQUISITION	(750,000)	(750,000)	(750,000)	-	-	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

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

Service No.	1.295 McPherson Theatre	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$270,000	\$300,000	\$238,000	\$190,000	\$0	\$998,000
Equipment	\$0	\$57,000	\$15,000	\$55,000	\$0	\$16,500	\$143,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500
	\$0	\$327,000	\$315,000	\$293,000	\$190,000	\$16,500	\$1,141,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #:

1.295

Service Name:

McPherson Theatre

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
21-13	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	\$ 1,163,000	B	Res		\$ 110,000	\$ 300,000	\$ 238,000	\$ 190,000		\$ 838,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	\$ 26,000	B	Res		\$ 26,000					\$ 26,000
22-07	Renewal	Repair Stand-alone canopy	Repair stand-alone canopy	\$ 5,000	B	Res		\$ -					\$ -
24-01	Defer	Emergency Repairs	For Unforeseen Emergency Repair	\$ 50,000	B	Res		\$ 50,000					\$ 50,000
24-02	Replacement	Replace Architectural Detail Lightin	Replace tungsten and quartz architectural lights with LED technolog	\$ 20,000	B	Res		\$ 20,000					\$ 20,000
24-03	New	Install Loading Bay Safety Lightin	Intall new loading bay safety lightin	\$ 24,000	B	Res		\$ 24,000					\$ 24,000
24-04	New	Wireless Microphone Expansion Projec	Expand wireless microphone inventor	\$ 57,000	E	Res		\$ 57,000					\$ 57,000
24-05	Replacement	Remove Concrete Canopies	Remove concrete canopies	\$ 40,000	B	Res		\$ 40,000					\$ 40,000
25-01	Replacement	Replace APs and UPS	Replace wireless access points and back up batterie	\$ 15,000	E	Res			\$ 15,000				\$ 15,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 55,000	E	Res				\$ 55,000			\$ 55,000
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res						\$ 16,500	\$ 16,500
			GRAND TOTAL	\$ 1,471,500			\$ -	\$ 327,000	\$ 315,000	\$ 293,000	\$ 190,000	\$ 16,500	\$ 1,141,500

Service:

1.295

McPherson Theatre

Project Number 21-13

Capital Project Title Repair Building Envelope and Restore Façade

Capital Project Description Repair building envelope and restore façade

Project Rationale Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.

Project Number 22-06

Capital Project Title Recoating of Fibreglass Façade

Capital Project Description Recoating of fibreglass façade

Project Rationale Flagged as immediate priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Recoating the fibreglass façade will reduce shredding and breaking down.

Project Number 22-07

Capital Project Title Repair Stand-alone canopies

Capital Project Description Repair stand-alone canopies

Project Rationale As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., develop plan to remove concrete roof slabs and replace with a lightweight steel structure which will reduce seismic weight of the canopies by 80%.

Project Number 24-01

Capital Project Title Emergency Repairs

Capital Project Description For Unforeseen Emergency Repairs

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

Service: 1.295 McPherson Theatre

Project Number 24-02

Capital Project Title Replace Architectural Detail Lighting

Capital Project Description Replace tungsten and quartz architectural lights with LED technology

Project Rationale Replace tungsten and quartz architectural lights with LED fixtures for reduced heat load, reduced electrical consumption and brighter, higher quality of light for patron comfort and safety in the audience chamber

Project Number 24-03

Capital Project Title Install Loading Bay Safety Lighting

Capital Project Description Install new loading bay safety lighting

Project Rationale Install new safety lighting for loading and unloading to the McPherson stage. The City of Victoria bike lane install has altered the location that the majority of the stage crew work when loading trucks and there is no safety lighting in this area.

Project Number 24-04

Capital Project Title Wireless Microphone Expansion Project

Capital Project Description Expand wireless microphone inventory

Project Rationale Expanding the inventory of wireless microphones to meet the service level requirements of clients.

Project Number 24-05

Capital Project Title Remove Concrete Canopies

Capital Project Description Remove concrete canopies

Project Rationale As indicated in the 2022 McPherson Playhouse Detailed Seismic Assessment by Stantec Consulting Ltd., the current concrete canopies are deficient under current seismic loads and will become a safety risk. In preparation of replacing with a lightweight steel structure, the concrete roof slabs must be removed.

Service: 1.295 McPherson Theatre

Project Number 25-01

Capital Project Title Replace APs and UPS

Capital Project Description Replace wireless access points and back up batteries

Project Rationale Replace APs and UPS to update the network infrastructure as required by CRD Information Technology replacement plan.

Project Number 26-01

Capital Project Title Replace Switches

Capital Project Description Replace network switches

Project Rationale Replace switches in the network infrastructure as required by CRD Information Technology replacement plan.

Project Number 28-01

Capital Project Title Replace SRST

Capital Project Description Replace Cisco phone communications system

Project Rationale Replace Cisco phone communications as required by CRD Information Technology replacement plan.

1.295 McPherson Theatre
 Asset and Reserve Summary
 2024 - 2028 Financial Plan

Asset Profile
McPherson Theatre
Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule
Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)
Cost Centre: 101899 (PLO)
Capital Reserve Fund
Projected year end balance
Beginning Balance
Planned Capital Expenditure (Based on Capital Plan)
Transfer from Operating Budget
Interest Income*
Total projected year end balance

Est Actual	Budget				
2022	2023	2024	2025	2026	2027
2,390,503	2,220,736	2,341,969	2,373,202	2,426,435	2,582,668
(618,000)	(327,000)	(315,000)	(293,000)	(190,000)	(16,500)
348,233	348,233	346,233	346,233	346,233	342,233
100,000	100,000				
2,220,736	2,341,969	2,373,202	2,426,435	2,582,668	2,908,401

* 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.

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

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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

Appendix D : Community Need Summary 2024

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

Appendix D : Community Need Summary 2024

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](#)

Memorandum



TO: Local Community Commission

FROM: Karla Campbell, Senior Manager, Salt Spring Island Administration

DATE: September 8, 2023

SUBJECT: 2024 Preliminary Local Community Commission Budget Review

ISSUE SUMMARY

To present the 2024 Local Community Commission (LCC) budgets and obtain recommendations from the LCC to forward, along with initiatives for implementation as of January 1, 2024, to the Capital Regional District Board (Board) for approval.

BACKGROUND

Budgets for review are specific to the LCC services. These services delivered are established by the *Local Government Act and Service Establishment Bylaws*, the Board strategic plan, and corporate service plans.

Under budget direction provided by the Board, review, and recommendation for approval of 14 Salt Spring Island service budgets are delegated to the LCC. These budgets are preliminary for review, and it is expected the LCC will make changes and may or may not be included in the preliminary 2024 CRD Financial Plan to be presented to the CRD Board on October 25, 2023. Changes from the LCC budget review will be considered by the Board for final budget approval in March 2024.

IMPLICATIONS

Financial Implications

Requisition

Table 1 summarizes the change in tax requisition from the 2023 final to 2024 provisional for each service.

Table 1: 2024 Provisional vs 2023 Final Requisition

Salt Spring Island Services	Requisition/Parcel Tax			
	2024	2023	\$ Chg	% Chg
Septage*	412,586	376,975	35,611	9.4%
Grant-in-Aid	48,752	21,558	27,194	126.1%
Economic Development	73,699	95,958	(22,259)	-23.2%
Library	783,810	675,683	108,127	16.0%
Street Lighting	31,928	27,842	4,086	14.7%
Fernwood Dock*	21,380	15,888	5,492	34.6%
Transit	378,863	261,262	117,601	45.0%
Transportation	147,829	147,826	3	0.0%
Arts	133,032	123,090	9,942	8.1%
Community Parks	592,659	584,647	8,012	1.4%
Community Rec	111,442	77,640	33,802	43.5%
Pool & Park Land	2,116,362	1,614,486	501,876	31.1%
Livestock Injury Comp.	105	105	-	0.0%
Search & Rescue	25,704	25,704	-	0.0%
	4,878,151	4,048,664	829,487	20.5%

*services funded by Parcel Tax

The actual tax rate impact to residents will vary depending on the specified and defined service areas in which they reside, in addition to their individual 2023 property assessment values. The 2024 preliminary requisition impact shown in Table 1 (above) reflects the 2023 assessment values from BC Assessments. New assessment information will be incorporated in the final budget when revised data is released by BC Assessments in early February 2024.

Operating Budget Overview

Table 2 summarizes the change in expenditures for each service the 2024 provisional budget compared to the 2023 final budget.

Table 2: Summary of Operating Budget (2024 Provisional vs 2023 Final)

Salt Spring Island Services	Total Expenditure			
	2024	2023	\$ Chg	% Chg
Septage	1,150,132	1,028,430	121,702	11.8%
Grant-in-Aid	49,799	60,772	(10,973)	-18.1%
Economic Development	74,349	96,581	(22,232)	-23.0%
Library	785,466	677,239	108,227	16.0%
Street Lighting	31,968	27,882	4,086	14.7%
Fernwood Dock	21,547	16,055	5,492	34.2%
Transit	631,864	599,884	31,980	5.3%
Transportation	148,259	148,993	(734)	-0.5%
Arts	133,122	123,180	9,942	8.1%
Community Parks	1,002,277	1,021,929	(19,652)	-1.9%
Community Rec	381,702	285,642	96,060	33.6%
Pool and Park Land	2,665,202	2,154,490	510,712	23.7%
Livestock Injury Comp.	3,158	3,158	-	0.0%
Search & Rescue	25,804	25,804	-	0.0%
	7,174,878	6,373,533	801,345	12.6%

The provisional 2024 operating budget is \$7.1 million, an increase of \$0.8 million or 12.6% from 2023. The changes in operating expenditures are primarily due to the following:

- Septage: Increase in sludge hauling costs, allocations, labour, and composting facility operating deficit.
- Public Library: \$104K increase in contributions to Library Association
- Street Lighting: \$4K increase in allocation and streetlight relocation
- Community Transit: \$26K increase in BC transit Contract for services; \$50K reduced transfer from ORF and \$28K Safe Restart Funds.
- Community Parks: \$56K reduction in salary (reallocated to Park Land), \$5K increase in Contract for Services (dangerous tree removal), \$13K increase to transfers to reserves, \$86K loss in market revenue combined with reduced expenses netting \$43.8K loss in revenue.
- Community Rec: \$39K increase in salaries which is offset by \$39K increase in recreation program revenue; \$26.5K increase in recreation programming service levels; \$5,000 increase in transfers to reserves.
- Pool & Park Land: \$92.5K increase in salaries (\$56K reallocation from Community Parks / \$35,000 Pool opening Sundays); \$47.5K increase in transfer to pool reserves; \$124K increase in transfer to Park Land reserves; \$13K increase in pool revenue; \$13.5K increase in Park Land revenue.

Capital Budget Overview

Capital plan highlights including capital projects for each service are listed within each budget package.

Capital plans are developed through a process of reviewing:

- projects in progress
- condition of existing assets and infrastructure
- regulatory, environmental, risk, health and safety
- new or renewal initiatives prioritized by each service

The following table summarizes the capital plan for LCC services.

Table 3 - Summary of Capital Plan (in \$'000)

	2024 Capital Plan	2023 Capital Plan	\$△ Change	% Change
Park Land Rec Prog.	3.7	10.0	-6.3	-63.1%
Community Rec.	0.5	0.4	0.1	25.0%
Community Parks	5.7	4.5	1.3	28.1%
Fernwood Dock	0.7	0.5	0.2	32.1%
Septage	2.1	0.4	1.7	485.7%
Transportation	4.9	3.9	0.9	23.9%
Transit	1.1	0.5	0.6	120.0%
Library	0.1	0.1	0.0	0.0%
Total	18.7	20.3	-1.6	-7.8%

The 2024 Provisional capital plan is \$1.87 million, a decrease of approximately \$160K or 7.8% from 2023.

Advanced Approvals

Advanced approval is requested in situations where the commencement or continuity of work before March 2024 is required to address operational needs. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders must be issued and where a delay can have negative impacts on service delivery. Items identified in Appendix N as required activities to begin in advance of the March final budget are:

- Recreation: Staffing positions for SIMS - \$40,504 for 0.5 FTE Facility Maintenance Worker, \$17,350 incremental increase due to 0.6 FTE Recreation Program Assistant
- Recreation: Recreation Programming equipment \$15K.
- Septage: Storage Building Upgrades \$30K
- Septage: Referendum or Alternative Approval Process Funding for Future Projects \$35K

Summary

The attached 2024 LCC budget packages in Appendix A include operating and capital, are provided for provisional approval.

The provisional budget is subject to change as a result of the final 2023 surplus/deficits, receipt of revised assessment and any adjustments recommended by the LCC prior to final approval of the Financial Plan bylaw by March 31.

CONCLUSION

The 2024 LCC budgets have been delegated to the LCC by the CRD Board for review and provisional approval. Overall, the 2024 LCC preliminary budget has been prepared based on the service plans and provide ongoing CRD services that respond to the varying needs of the Salt Spring Island.

RECOMMENDATION

This memo is for information only.

ATTACHMENT(S)

Appendix A: SSI Parks and Recreation
Appendix B: Fernwood Dock
Appendix C: SSI Community Transit
Appendix D: BC Transit 2024-2025 Transit Service Expansion MOU
Appendix E: SSI Transportation
Appendix F: SSI Economic Development
Appendix G: SSI Septage
Appendix H: SSI Public Library
Appendix I: SSI Arts
Appendix J: SSI Grant In Aid
Appendix K: Livestock Injury Compensation
Appendix L: SSI Search and Rescue
Appendix M: SSI Street Lighting
Appendix N: 2024 January Approval



CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Pool, Park Land, Community Recreation and Parks

Local Community Commission (LCC) Review

OCTOBER 2023

1.455 / 1.458 / 1.459 / 1.236

**Salt Spring Island Parks & Rec -
All Service Areas**

OPERATING COSTS

Swimming Pool
Park Land
Community Recreation
Community Parks
Fernwood Dock

TOTAL OPERATING COSTS

*Percentage Increase

CAPITAL / RESERVE

Swimming Pool
Park Land
Community Recreation
Community Parks
Fernwood Dock

DEBT CHARGES

TOTAL CAPITAL / RESERVES / DEBT

TOTAL COSTS

Internal Recoveries

OPERATING LESS RECOVERIES

FUNDING SOURCES (REVENUE)

Swimming Pool
Park Land
Community Recreation
Community Parks
Fernwood Dock

TOTAL REVENUE

REQUISITION

*Percentage increase over prior year requisition

AUTHORIZED POSITIONS:

Salaried

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Swimming Pool	947,815	992,882	1,006,191	92,504	-	1,098,695	1,137,162	1,114,222	1,138,029	1,162,362
Park Land	1,065,130	1,119,703	1,102,402	132,912	-	1,235,314	1,264,369	1,304,556	1,332,515	1,356,416
Community Recreation	285,642	335,523	311,370	65,332	-	376,702	385,107	393,413	401,712	410,323
Community Parks	1,006,929	1,007,391	1,059,143	(51,309)	-	1,007,834	1,031,082	1,053,843	1,076,483	1,100,072
Fernwood Dock	16,055	14,753	16,547	-	-	16,547	17,074	17,622	18,162	18,723
TOTAL OPERATING COSTS	3,321,571	3,470,252	3,495,653	239,439	-	3,735,092	3,834,794	3,883,656	3,966,901	4,047,896
*Percentage Increase			5.2%	7.2%		12.4%	2.7%	1.3%	2.1%	2.0%
<u>CAPITAL / RESERVE</u>										
Swimming Pool	47,500	51,500	95,000	-	-	95,000	145,000	150,000	150,000	150,000
Park Land	52,124	52,124	176,000	-	-	176,000	242,500	225,500	220,500	217,500
Community Recreation	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
Community Parks	15,000	15,000	28,000	-	-	28,000	25,500	25,500	25,500	25,500
Fernwood Dock	-	1,302	-	5,000	-	5,000	10,000	16,000	18,000	20,000
DEBT CHARGES	-	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL CAPITAL / RESERVES / DEBT	114,624	119,926	304,000	5,000	-	309,000	465,725	533,566	530,316	528,896
TOTAL COSTS	3,436,195	3,590,178	3,799,653	244,439	-	4,044,092	4,300,519	4,417,222	4,497,217	4,576,792
Internal Recoveries	(476,328)	(476,328)	(492,990)	-	-	(492,990)	(502,850)	(512,900)	(523,160)	(533,630)
OPERATING LESS RECOVERIES	2,959,867	3,113,850	3,306,663	244,439	-	3,551,102	3,797,669	3,904,322	3,974,057	4,043,162
<u>FUNDING SOURCES (REVENUE)</u>										
Swimming Pool	(264,991)	(314,058)	(290,330)	(13,000)	36,877	(266,453)	(324,390)	(315,580)	(321,900)	(328,340)
Park Land	(147,654)	(202,227)	(143,590)	(13,500)	23,316	(133,774)	(154,110)	(157,200)	(160,340)	(163,550)
Community Recreation	(208,002)	(257,883)	(236,330)	(38,930)	5,000	(270,260)	(280,770)	(286,370)	(292,090)	(297,920)
Community Parks	(46,392)	(46,854)	(36,720)	-	31,672	(5,048)	(37,460)	(38,220)	(38,990)	(39,770)
Fernwood Dock	(167)	(167)	(167)	-	-	(167)	(170)	(170)	(170)	(170)
TOTAL REVENUE	(667,206)	(821,189)	(707,137)	(65,430)	96,865	(675,702)	(796,900)	(797,540)	(813,490)	(829,750)
REQUISITION	(2,292,661)	(2,292,661)	(2,599,526)	(179,009)	(96,865)	(2,875,400)	(3,000,769)	(3,106,782)	(3,160,567)	(3,213,412)
*Percentage increase over prior year requisition			13.4%	7.8%	4.2%	25.4%	4.4%	3.5%	1.7%	1.7%
AUTHORIZED POSITIONS:										
Salaried	12.325		12.325	0.10		12.425	12.425	12.425	12.425	12.425

1.455 / 1.458 / 1.459

**Salt Spring Island Parks & Rec -
All Service Areas**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL
Swimming Pool	947,815	992,882
Park Land	1,065,130	1,119,703
Community Recreation	285,642	335,523
Community Parks	1,006,929	1,007,391
TOTAL OPERATING COSTS	3,305,516	3,455,499

*Percentage Increase

CAPITAL / RESERVE

Swimming Pool	47,500	51,500
Park Land	52,124	52,124
Community Recreation	-	-
Community Parks	15,000	15,000

DEBT CHARGES - -

TOTAL CAPITAL / RESERVES / DEBT 114,624 118,624

TOTAL COSTS 3,420,140 3,574,123

Internal Recoveries (476,328) (476,328)

OPERATING LESS RECOVERIES 2,943,812 3,097,795

FUNDING SOURCES (REVENUE)

Swimming Pool	(264,991)	(314,058)
Park Land	(147,654)	(202,227)
Community Recreation	(208,002)	(257,883)
Community Parks	(46,392)	(46,854)

TOTAL REVENUE (667,039) (821,022)

REQUISITION (2,276,773) (2,276,773)

*Percentage increase over prior year requisition

AUTHORIZED POSITIONS:
Salaried 12.325

BUDGET REQUEST

2024			
CORE BUDGET	ONGOING	ONE-TIME	TOTAL
1,006,191	92,504	-	1,098,695
1,102,402	132,912	-	1,235,314
311,370	65,332	-	376,702
1,059,143	(51,309)	-	1,007,834
3,479,106	239,439	-	3,718,545

5.3% 7.2% 12.5%

95,000	-	-	95,000
176,000	-	-	176,000
5,000	-	-	5,000
28,000	-	-	28,000

- - - -

304,000 - - 304,000

3,783,106 239,439 - 4,022,545

(492,990) - - (492,990)

3,290,116 239,439 - 3,529,555

(290,330)	(13,000)	36,877	(266,453)
(143,590)	(13,500)	23,316	(133,774)
(236,330)	(38,930)	5,000	(270,260)
(36,720)	-	31,672	(5,048)

(706,970) (65,430) 96,865 (675,535)

(2,583,146) (174,009) (96,865) (2,854,020)

13.5% 7.6% 4.3% 25.4%

12.325 0.10 12.425

FUTURE PROJECTIONS

2025	2026	2027	2028
1,137,162	1,114,222	1,138,029	1,162,362
1,264,369	1,304,556	1,332,515	1,356,416
385,107	393,413	401,712	410,323
1,031,082	1,053,843	1,076,483	1,100,072
3,817,720	3,866,034	3,948,739	4,029,173

2.7% 1.3% 2.1% 2.0%

145,000	150,000	150,000	150,000
242,500	225,500	220,500	217,500
9,350	8,900	8,650	8,230
25,500	25,500	25,500	25,500

33,375 107,666 107,666 107,666

455,725 517,566 512,316 508,896

4,273,445 4,383,600 4,461,055 4,538,069

(502,850) (512,900) (523,160) (533,630)

3,770,595 3,870,700 3,937,895 4,004,439

(324,390)	(315,580)	(321,900)	(328,340)
(154,110)	(157,200)	(160,340)	(163,550)
(280,770)	(286,370)	(292,090)	(297,920)
(37,460)	(38,220)	(38,990)	(39,770)

(796,730) (797,370) (813,320) (829,580)

(2,973,865) (3,073,330) (3,124,575) (3,174,859)

4.2% 3.3% 1.7% 1.6%

12.425 12.425 12.425 12.425

1.45X SSI Pool, Park Land, Community Recreation, Community Parks, and Fernwood Dock
Reserves Summary
2024 - 2028 Financial Plan

Reserve/Fund Summary						
Reserve/Fund Summary	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund - SSI Pool & Park Land	1,389	11,389	41,389	71,389	101,389	131,389
Capital Reserve Fund - SSI Pool	85,521	60,521	145,521	210,521	300,521	390,521
Capital Reserve Fund - SSI Park Land	177,028	97,028	172,028	257,028	342,028	427,028
Capital Reserve Fund - Park Land Acquisition	615,818	615,818	615,818	615,818	615,818	615,818
Equipment Replacement Fund - SSI Pool	9,601	24,601	44,601	54,601	64,601	74,601
Subtotal	889,358	809,358	1,019,358	1,209,358	1,424,358	1,639,358
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	150,693	111,693	35,693	34,693	33,693	32,693
Equipment Replacement Fund	6,212	6,212	6,212	6,212	6,212	6,212
Subtotal	157,378	123,378	56,728	64,628	72,278	79,508
1.455 SSI Community Parks						
Operating Reserve Fund	5,000	12,500	17,500	22,500	27,500	32,500
Capital Reserve Fund - Community Parks	87,019	27,019	32,019	15,019	35,019	55,019
Capital Reserve Fund - Community Park Facilities	3,189	18,189	43,189	73,189	101,189	126,189
Equipment Replacement Fund	81,534	37,034	23,534	25,034	26,534	28,034
Subtotal	176,742	94,742	116,242	135,742	190,242	241,742
1.236 Fernwood Dock						
Operating Reserve Fund	172,511	107,511	62,511	18,511	26,511	36,511
Ending Balance \$	1,223,478	1,027,478	1,192,328	1,409,728	1,686,878	1,960,608

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Parks

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.455 SSI Community Parks

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks. Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$498,297 or \$0.15 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$1,039,608.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

1.455 - Salt Spring Island Recreation - Community Parks	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries	487,519	509,128	542,303	(56,309)	-	485,994	497,367	509,002	520,905	533,071
Maintenance, Security & Insurance	35,690	21,695	39,170	-	-	39,170	40,150	41,170	42,210	43,270
Internal Allocations	124,672	116,757	131,200	-	-	131,200	134,915	137,831	140,218	143,111
Utilities & Operating - Supplies	39,489	36,323	39,470	-	-	39,470	40,230	41,000	41,780	42,560
Contract for Services	36,295	51,309	10,140	5,000	-	15,140	15,450	15,760	16,070	16,390
Travel - Vehicles	24,090	23,500	24,940	-	-	24,940	25,440	25,950	26,460	26,980
Parks Maintenance Labour	195,610	202,450	202,450	-	-	202,450	206,510	210,620	214,850	219,150
Bylaw Labour	63,564	46,229	69,470	-	-	69,470	71,020	72,510	73,990	75,540
TOTAL OPERATING COSTS	1,006,929	1,007,391	1,059,143	(51,309)	-	1,007,834	1,031,082	1,053,843	1,076,483	1,100,072
*Percentage Increase		0.0%	5.2%	-5.1%		0.1%	2.3%	2.2%	2.1%	2.2%
<u>CAPITAL / RESERVES</u>										
Transfer to Equipment Replacement Fund	5,000	5,000	5,500	-	-	5,500	5,500	5,500	5,500	5,500
Transfer to Capital Reserve Fund	5,000	5,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Transfer to Operating Reserve Fund	5,000	5,000	7,500	-	-	7,500	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	15,000	15,000	28,000	-	-	28,000	25,500	25,500	25,500	25,500
DEBT CHARGES	-	-	-	-	-	-	-	-	-	-
TOTAL COST	1,021,929	1,022,391	1,087,143	(51,309)	-	1,035,834	1,056,582	1,079,343	1,101,983	1,125,572
*Percentage Increase		0.0%	6.4%	-5.0%		1.4%	2.0%	2.2%	2.1%	2.1%
Internal Time Recovery	(390,890)	(390,890)	(404,570)	-	-	(404,570)	(412,660)	(420,910)	(429,330)	(437,920)
TOTAL COSTS NET OF RECOVERIES	631,039	631,501	682,573	(51,309)	-	631,264	643,922	658,433	672,653	687,652
*Percentage Increase		0.1%	8.2%	-8.1%		0.0%	2.0%	2.3%	2.2%	2.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(31,672)	-	-	31,672	31,672	-	-	-	-
Deficit c/fwd from 2022 to 2023	75,757	75,757	-	-	-	-	-	-	-	-
Rental Income	(111,100)	(87,500)	(25,280)	-	-	(25,280)	(25,790)	(26,310)	(26,840)	(27,370)
Grants in Lieu of Taxes	(339)	(339)	(350)	-	-	(350)	(360)	(370)	(380)	(390)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Other Grant	-	-	-	-	-	-	-	-	-	-
Revenue-Other	(10,710)	(3,100)	(11,090)	-	-	(11,090)	(11,310)	(11,540)	(11,770)	(12,010)
TOTAL REVENUE	(46,392)	(46,854)	(36,720)	-	31,672	(5,048)	(37,460)	(38,220)	(38,990)	(39,770)
REQUISITION	(584,647)	(584,647)	(645,853)	51,309	(31,672)	(626,216)	(606,462)	(620,213)	(633,663)	(647,882)
*Percentage increase over prior year requisition			10.5%	-8.8%	5.4%	7.1%	-3.2%	2.3%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	5.1		5.1	(1.0)		4.1	4.1	4.1	4.1	4.1
User Funding	17.6%					4.0%	4.0%	4.0%	4.0%	4.0%

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

Service No.	1.455	Carry						
	SSI Community Parks	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$60,000	\$60,000	\$30,000	\$55,000	\$15,000	\$15,000	\$175,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$275,000	\$360,000	\$70,000	\$10,000	\$10,000	\$10,000	\$460,000
Vehicles	\$40,000	\$150,000	\$0	\$0	\$0	\$0	\$150,000
	\$375,000	\$570,000	\$100,000	\$65,000	\$25,000	\$25,000	\$785,000

SOURCE OF FUNDS

Capital Funds on Hand	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$30,000	\$60,000	\$30,000	\$15,000	\$15,000	\$15,000	\$135,000
Grants (Federal, Provincial)	\$230,000	\$320,000	\$20,000	\$0	\$0	\$0	\$340,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$75,000	\$150,000	\$50,000	\$50,000	\$10,000	\$10,000	\$270,000
	\$375,000	\$570,000	\$100,000	\$65,000	\$25,000	\$25,000	\$785,000

5 YEAR CAPITAL PLAN

Service #:

1.455

SSI Community Parks

[illegible]

Service:

1.455

SSI Community Parks

Project Number

25-01

Capital Project Title

Cushion Lake Beach Access Upgrades

Capital Project Description

Upgrades and improvements required for existing beach accesses on MOTI right of ways.

Project Rationale

Upgrades required for existing beach accesses

Project Number

24-02

Capital Project Title

Maintenance Equipment replacement

Capital Project Description

Replace maintenance equipment (Floor scrubber, Lighting, Flat deck trailer, push mower, weed eater, chainsaws)

Project Rationale

Replacement of equipment that has reached its end of life.

Project Number

25-02

Capital Project Title

Grace Point Boardwalk Upgrades

Capital Project Description

Preventative maintenance to existing Grace Point boardwalk based on 2020 structural assessment

Project Rationale

Project Number

24-01

Capital Project Title

Ganges Harbour Walk (Detailed Design & Construction Documents)

Capital Project Description

Detailed design & construction for the Ganges Harbour Walk are required to secure a Statutory Right of Way needed for future construction

Project Rationale

Detailed designs to secure Statutory Right of Way

Project Number	20-08	Capital Project Title	Centennial Park Upgrades	Capital Project Description	Upgrades or replacement of park features and amenities
Project Rationale	Upgrades based on the 2016 Centennial Park Master Plan				

Project Number	21-01	Capital Project Title	Linear Park Development	Capital Project Description	Trial and parking upgrades or development
Project Rationale	Upgrade existing trail network, develop new trails, improve or expand parking				

Project Number	23-01	Capital Project Title	New Maintenance Machinery	Capital Project Description	New mower, gator, tractor, skid steer
Project Rationale					

Project Number	23-02	Capital Project Title	New Maintenance Truck	Capital Project Description	New truck to replace lease vehicle
Project Rationale	Additional vehicle required for park maintenance (replace lease vehicle)				

Project Number	23-03	Capital Project Title	Playground Upgrades	Capital Project Description	Drummon Park Playground Replacement
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
1.455 SSI Community Parks						
Operating Reserve Fund	5,000	12,500	17,500	22,500	27,500	32,500
Capital Reserve Fund - Community Parks	87,019	27,019	32,019	15,019	35,019	55,019
Capital Reserve Fund - Community Park Facilities	3,189	18,189	43,189	73,189	101,189	126,189
Equipment Replacement Fund	81,534	37,034	23,534	25,034	26,534	28,034
Ending Balance \$	176,742	94,742	116,242	135,742	190,242	241,742

<p><u>Assumptions/Background:</u></p>
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Reserve Schedule

1.455 - Community Parks - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.
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Reserve Cash Flow

Fund: 1500 Fund Centre: 105548	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	-	5,000	12,500	17,500	22,500	27,500
Transfer from Ops Budget	5,000	7,500	5,000	5,000	5,000	5,000
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance \$	5,000	12,500	17,500	22,500	27,500	32,500

<u>Assumptions/Background:</u>

Reserve Schedule

1.455 - Community Parks - Capital Reserve Fund

Bylaw 3085

Reserve Cash Flow

Fund: 1064 Fund Centre: 101792	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	63,699	87,019	27,019	32,019	15,019	35,019
Transfer from Ops Budget	20,000	30,000	30,000	33,000	30,000	30,000
Expenditures (Based on Capital Plan)	-	(90,000)	(25,000)	(50,000)	(10,000)	(10,000)
Interest Income	3,320					
Ending Balance \$	87,019	27,019	32,019	15,019	35,019	55,019

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.455 SSI Parks - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101444	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	71,534	81,534	37,034	23,534	25,034	26,534
Transfer from Ops Budget	10,000	15,500	16,500	16,500	16,500	16,500
Expenditures (Based on Capital Plan)	-	(60,000)	(30,000)	(15,000)	(15,000)	(15,000)
Interest Income	-					
Ending Balance \$	81,534	37,034	23,534	25,034	26,534	28,034

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Schedule

1.455 - Community Park Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: Fund Centre:	1060 102030	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		3,189	3,189	18,189	43,189	73,189	101,189
Transfer from Ops Budget		20,000	75,000	50,000	30,000	28,000	25,000
Surplus Return from Closed Project		-					
Expenditures (Based on Capital Plan)		(20,000)	(60,000)	(25,000)	-	-	-
Interest Income		-					
Ending Balance \$		3,189	18,189	43,189	73,189	101,189	126,189

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Community Recreation

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.458 SSI Community Recreation

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$262,436 or \$0.079 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$547,527.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Change in Budget 2023 to 2024
Service: 1.458 SSI Recreation

Total Expenditure

Comments

2023 Budget **285,642**

Change in Salaries:

0.6 FTE: Rec program assistant	53,832	2024 IBC 16b-1.1 SSI Parks Recreation SIMS Staffing
0.175 FTE: Rec coordinator	15,081	0.175 FTE transferred in from Parkland budget (1.459)
Wages and benefits - Daycamp (on-going)	(15,000)	Summer day camp supervisor under regular salaries in 2024
Other	(2,214)	Reduction in aux wages
Total Change in Salaries	51,699	

Other Changes:

Rec Centre Programs costs	33,585	Increase in service level (recreation programs)
Staff training & develop	1,240	increase in staff training costs
Standard OH Allocation	1,042	Increase in 2023 expenses
HR Allocation	1,829	Increase in allocation from HR
Reserve Transfer	5,000	\$5,000 increase to ORF transfer
Other	1,665	
Total Other Changes	44,361	

2024 Budget **381,702**

Summary of % Expense Change

2024 IBC Costs	18.8%
Rec centre & day camps	11.8%
OH & HR allocations	1.0%
Reserve transfer	1.8%
Balance of change	0.3%
% expense increase from 2023:	33.6%

% Requisition increase from 2023 (if applicable): 43.5% Requisition funding is 28.8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

Revenues are projected at \$44,881 (15.7%) higher than budget mainly due to higher tennis court and day camp program fees, grants and donations. Operating costs are projected at \$49,881 (17.5%) higher than budget mainly due to higher auxiliary wages and benefits and recreation program expenses. Therefore, there is an estimated one-time unfavourable variance of \$5,000 (1.8%). This variance will be carried over to 2024 budget.

**1.458 - Salt Spring Island - Community
Recreation Programs**

OPERATING COSTS

	2023 BOARD BUDGET	ESTIMATED ACTUAL	BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
Salaries and Wages	149,068	167,728	161,935	38,832	-	200,767	205,297	209,930	214,666	219,509
Recreation Programs	83,920	120,835	91,005	26,500	-	117,505	119,860	122,260	124,710	127,200
Program Supplies	8,540	12,251	8,470	-	-	8,470	8,640	8,810	8,980	9,160
Internal Allocations	37,974	28,230	41,585	-	-	41,585	42,750	43,673	44,436	45,354
Travel and Insurance	2,230	1,930	2,370	-	-	2,370	2,430	2,490	2,550	2,610
Other Operating	3,910	4,549	6,005	-	-	6,005	6,130	6,250	6,370	6,490
TOTAL OPERATING COSTS	285,642	335,523	311,370	65,332	-	376,702	385,107	393,413	401,712	410,323

*Percentage Increase

CAPITAL / RESERVES

Transfer to Operating Reserve Fund	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
TOTAL CAPITAL / RESERVES	-	-	5,000	-	-	5,000	9,350	8,900	8,650	8,230
TOTAL COSTS	285,642	335,523	316,370	65,332	-	381,702	394,457	402,313	410,362	418,553

FUNDING SOURCES (REVENUE)

Estimated Balance c/fwd from 2023 to 2024	-	(5,000)	-	-	5,000	5,000	-	-	-	-
Deficit c/fwd from 2022 to 2023	27,737	27,737	-	-	-	-	-	-	-	-
Revenue - Fees	(225,699)	(257,705)	(226,290)	(38,930)	-	(265,220)	(270,530)	(275,930)	(281,440)	(287,060)
Grants in Lieu of Taxes	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Federal Grant	(10,000)	(10,096)	(10,000)	-	-	(10,000)	(10,200)	(10,400)	(10,610)	(10,820)
Provincial Grant	-	(7,779)	-	-	-	-	-	-	-	-
Revenue - Other	-	(5,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(208,002)	(257,883)	(236,330)	(38,930)	5,000	(270,260)	(280,770)	(286,370)	(292,090)	(297,920)

REQUISITION

(77,640)	(77,640)	(80,040)	(26,402)	(5,000)	(111,442)	(113,687)	(115,943)	(118,272)	(120,633)
*Percentage increase over prior year requisition		3.1%	34.0%	6.44%	43.5%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:									
Salaried	0.70	0.70	0.775		1.475	1.475	1.475	1.475	1.475
User Funding %	79.0%		71.5%		69.5%	68.6%	68.6%	68.6%	68.6%

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

Service No.	1.458	Carry						
	SSI Community Recreation	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000	\$80,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$5,000	\$10,000	\$77,500	\$2,500	\$2,500	\$2,500	\$95,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$5,000	\$50,000	\$87,500	\$12,500	\$12,500	\$12,500	\$175,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$5,000	\$45,000	\$82,500	\$7,500	\$7,500	\$7,500	\$150,000
	\$5,000	\$50,000	\$87,500	\$12,500	\$12,500	\$12,500	\$175,000

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
24-01	Replacement	Office and Computer Equipmen	Upgrade and replace office and computer equipme	\$ 35,000	E	ERF	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
25-01	New	Rainbow Recreation Tennis Court Design	Designs to relocate four tennis courts to Rainbow Recreation Cent	\$ 75,000	S	Res	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
22-01	Study	Skate Board Park Condition Assessment	Assess Kanaka skate board pari	\$ 5,000	S	Res	\$ 5,000	\$ 7,500	\$ -	\$ -	\$ -	\$ -	\$ 7,500
22-02	Renewal	Bike Park Annual Repairs and Upgrades	Upgrades and repairs to Lions Bike Par	\$ 17,500	S	Res	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
23-06	New	Recreation Program Equipment	Purchase of large equipment for new programs i.e. mats, bars, foam, mirro	\$ 40,000	E	Res	\$ -	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 35,000
24-04	Study	Accessibility Assessments	Accessibility assessments for Rainbow Recreation Centre, SIMS, Portlock, Master Plan	\$ 20,000	E	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
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Service:

1.458

SSI Community Recreation

Project Number	25-01	Capital Project Title	Rainbow Recreation Tennis Court Designs	Capital Project Description	Designs to relocate four tennis courts to Rainbow Recreation Centre
Project Rationale	Relocate tennis courts as per 2022 Master Plan				

Project Number	22-01	Capital Project Title	Skate Board Park Condition Assessment	Capital Project Description	Assess Kanaka skate board park
Project Rationale	Asset management				

Project Number	22-02	Capital Project Title	Bike Park Annual Repairs and Upgrades	Capital Project Description	Upgrades and repiars to Lions Bike Park
Project Rationale	annual preventative maintenance				

Project Number	23-06	Capital Project Title	Recreation Program Equipment	Capital Project Description	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors
Project Rationale	New Program Development				

Project Number	22-02	Capital Project Title	Bike Park Annual Repairs and Upgrades	Capital Project Description	Upgrades and repiars to Lions Bike Park
Project Rationale					

Project Number	23-06	Capital Project Title	Recreation Program Equipment	Capital Project Description	Purchase of large equipment for new programs i.e. mats, bars, foam, mirrors
Project Rationale					

Project Number	24-01	Capital Project Title	Office and Computer Equipment	Capital Project Description	Upgrade and replace office and computer equipment
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
1.458 SSI Community Recreation						
Operating Reserve Fund	473	5,473	14,823	23,723	32,373	40,603
Capital Reserve Fund - Community Recreation Facilities	150,693	111,693	35,693	34,693	33,693	32,693
Equipment Replacement Fund	6,212	6,212	6,212	6,212	6,212	6,212
Ending Balance \$	157,378	123,378	56,728	64,628	72,278	79,508

<u>Assumptions/Background:</u>

Reserve Schedule

1.458 - Community Recreation - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105549	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	451	473	5,473	14,823	23,723	32,373
Transfer from Ops Budget	-	5,000	9,350	8,900	8,650	8,230
Expenditures	-	-	-	-	-	-
Interest Income	22					
Ending Balance \$	473	5,473	14,823	23,723	32,373	40,603

Assumptions/Background:

Reserve Schedule

1.458 - Community Recreation Facilities - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101786	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	153,561	150,693	111,693	35,693	34,693	33,693
Transfer from Ops Budget	-	6,000	6,500	6,500	6,500	6,500
Expenditures (Based on Capital Plan)	(10,000)	(45,000)	(82,500)	(7,500)	(7,500)	(7,500)
Interest Income	7,132					
Ending Balance \$	150,693	111,693	35,693	34,693	33,693	32,693

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

Reserve Schedule

1.458 SSI Recreation - Equipment Replacement Fund

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101445	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	6,212	6,212	6,212	6,212	6,212	6,212
Transfer from Ops Budget	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (Based on Capital Plan)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income	-	-	-	-	-	-
Ending Balance \$	6,212	6,212	6,212	6,212	6,212	6,212

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment.

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island - Pool & Park Land

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.459 SSI Pool & Park Land

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004). Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$1,896,612 or \$0.6325 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$4,383,681.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2023 to 2024**Service: 1.459 SSI Pool & Parkland****Total Expenditure****Comments****2023 Budget****2,112,569****Change in Salaries:**

SSI Pool	115,912
SSI Park Land	(13,927)
<hr/>	
Total Change in Salaries	101,985

Other Changes:

SSI Pool	82,468
SSI Park Land	307,987
<hr/>	
Total Other Changes	390,455

2024 Budget**2,605,009****Summary of % Expense Change**

Pool - Regular salaries increase	3.8%
Pool - Auxiliary wages increase	1.7%
Pool - Programs and supplies costs	0.9%
Pool - Transfer to reserves	2.2%
Park Land - 2024 IBC - 0.5 FTE	1.9%
Park Land - Transfer to reserves	5.9%
Park Land - Utilities/Rent/Contracts/Education/Supplies	3.8%
Park Land - SSI EA Admin allocations (Admin & Engineering support)	3.5%
Balance of change	-0.4%
% expense increase from 2023:	23.3%

% Requisition increase from 2023 (if applicable):

31.1%

Requisition funding is 82.1% of service revenue

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Pool: expenses are projected to be \$45,067 (4.8%) over the budget mainly due to higher salaries & wages, contract for services and program development charges. Revenue is projected to \$12,190 (1.2%) over the budget mainly due to higher pool fees revenue. These result in projected one-time unfavorable variance of \$36,877 (3.7%) which will be carried over to 2024 budget. Park land: expenses are projected to be \$54,573 (4.9%) over the budget mainly due to higher repairs & maintenance costs, contract for services, rents and parks maintenance labour charges. Revenue is projected to \$31,257 (2.8%) over the budget mainly due to higher lease income. These result in projected one-time unfavorable variance of \$23,316 (2.1%) which will be carried over to 2024 budget. Combined: There is a one-time unfavorable variance of \$60,193 (2.8%) which will be carried over to 2024 budget.

1.459 - Salt Spring Island - Pool & Park Land	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Pool	947,815	992,882	1,006,191	92,504	-	1,098,695	1,137,162	1,114,222	1,138,029	1,162,362
Park Land	1,065,130	1,119,703	1,102,402	132,912	-	1,235,314	1,264,369	1,304,556	1,332,515	1,356,416
TOTAL OPERATING COSTS	2,012,945	2,112,585	2,108,593	225,416	-	2,334,009	2,401,531	2,418,778	2,470,544	2,518,778
*Percentage Increase			4.8%	11.2%		15.9%	2.9%	0.7%	2.1%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Pool CRF	7,500	7,500	40,000	-	-	40,000	85,000	90,000	90,000	90,000
Transfer to Pool ERF	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Pool ORF	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
Transfer to Park, Land & Recreation CRF	42,124	42,124	156,000	-	-	156,000	206,500	189,500	184,500	181,500
Transfer to Park, Land & Recreation ERF	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Park, Land & Recreation ORF	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	99,624	103,624	271,000	-	-	271,000	387,500	375,500	370,500	367,500
DEBT CHARGES	-	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL COSTS	2,112,569	2,216,209	2,379,593	225,416	-	2,605,009	2,822,406	2,901,944	2,948,710	2,993,944
*Percentage Increase			12.6%	10.7%		23.3%	8.3%	2.8%	1.6%	1.5%
Internal Recoveries	(85,438)	(85,438)	(88,420)	-	-	(88,420)	(90,190)	(91,990)	(93,830)	(95,710)
OPERATING LESS RECOVERIES	2,027,131	2,130,771	2,291,173	225,416	-	2,516,589	2,732,216	2,809,954	2,854,880	2,898,234
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(60,193)	-	-	60,193	60,193	-	-	(10)	(10)
Deficit Carry Forward 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(22,160)	(22,160)	-	-	-	-	(15,000)	-	-	-
Pool Fees	(279,810)	(290,000)	(282,800)	(13,000)	-	(295,800)	(301,710)	(307,750)	(313,900)	(320,180)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Lease and Rental Income	(139,360)	(159,652)	(142,930)	(13,500)	-	(156,430)	(153,440)	(156,520)	(159,650)	(162,850)
Payments in Lieu	(1,146)	(1,146)	(1,190)	-	-	(1,190)	(1,210)	(1,230)	(1,250)	(1,270)
Revenue - Other	(12,000)	(24,965)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(412,645)	(516,285)	(433,920)	(26,500)	60,193	(400,227)	(478,500)	(472,780)	(482,240)	(491,890)
REQUISITION	(1,614,486)	(1,614,486)	(1,857,253)	(198,916)	(60,193)	(2,116,362)	(2,253,716)	(2,337,174)	(2,372,640)	(2,406,344)
*Percentage increase over prior year requisition			15.0%	12.3%	3.7%	31.1%	6.5%	3.7%	1.5%	1.4%
AUTHORIZED POSITIONS:										
Salaried	6.525		6.525	0.325		6.850	6.850	6.850	6.850	6.850
User Funding %	13.2%					11.4%	10.7%	10.6%	10.6%	10.7%

Change in Budget 2023 to 2024**Service: 1.459 SSI Pool****Total Expenditure****Comments****2023 Budget****995,315****Change in Salaries:**

Base salary change	4,387	Inclusive of estimated collective agreement changes
0.29 FTE: Rec Program Coordinator	29,544	0.29 FTE transferred in from Park land budget (1.459)
0.5 FTE: Facility Maintenance Worker	40,504	0.5 FTE transferred in from Parks budget (1.455)
Step increase/paygrade change	5,137	
Other wages and benefits - Service level increase	35,000	Pool opening on Sundays (ongoing)
Other	1,340	
Total Change in Salaries	115,912	

Other Changes:

Contract for services	3,400	Ongoing fire safety inspection
Supplies	15,712	Office, first aid, operating, chemical, janitorial, etc.
Reserve transfers	47,500	Transfer Increase to CRF \$32,500, ERF \$10,000, and ORF \$5,000
Pool repair & maintenance	7,940	Increase in pool R & M expenses
Standard overhead allocations	3,468	Increase in 2023 operating costs
Other	4,448	
Total Other Changes	82,468	

2024 Budget**1,193,695**

Summary of % Expense Change	
0.79 FTE transfer in	7.0%
Base salaries and paygrade/step increase	1.0%
Pool auxiliary wages	3.5%
Supplies and pool R&M	2.4%
Transfer to reserves	4.8%
Fire safety inspection	0.3%
Balance of change	0.9%
% expense increase from 2023:	19.9%
% Requisition increase from 2023 (if applicable):	27.7%

Requisition funding is 74.9% of service revenue

1.459 - Salt Spring Island Recreation - Swimming Pool	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	577,490	618,231	617,898	75,504	-	693,402	708,754	692,559	707,960	723,695
Contract for Services	4,230	4,500	4,500	3,400	-	7,900	8,060	8,220	8,380	8,550
Utilities	138,190	128,000	137,050	-	-	137,050	139,790	142,590	145,440	148,350
Supplies - Chemicals	53,000	50,046	54,860	-	-	54,860	55,960	57,080	58,220	59,380
Programs and Other Operating	65,040	81,320	82,710	-	-	82,710	84,370	86,030	87,740	89,490
Maintenance & Insurance	43,740	44,660	38,080	13,600	-	51,680	67,710	53,770	54,840	55,940
Internal Allocations	23,265	23,265	26,733	-	-	26,733	27,268	27,813	28,369	28,937
Parks Maintenance Labour	42,860	42,860	44,360	-	-	44,360	45,250	46,160	47,080	48,020
TOTAL OPERATING COSTS	947,815	992,882	1,006,191	92,504	-	1,098,695	1,137,162	1,114,222	1,138,029	1,162,362
*Percentage Increase			6.2%	9.8%		15.9%	3.5%	-2.0%	2.1%	2.1%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	7,500	7,500	40,000	-	-	40,000	85,000	90,000	90,000	90,000
Transfer to Equipment Replacement Fund	40,000	40,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transfer to Operating Reserve Fund	-	4,000	5,000	-	-	5,000	10,000	10,000	10,000	10,000
DEBT CHARGES	-	-	-	-	-	-	33,375	107,666	107,666	107,666
TOTAL CAPITAL / RESERVES / DEBT	47,500	51,500	95,000	-	-	95,000	178,375	257,666	257,666	257,666
TOTAL COSTS	995,315	1,044,382	1,101,191	92,504	-	1,193,695	1,315,537	1,371,888	1,395,695	1,420,028
*Percentage Increase			10.6%	9.3%		19.9%	10.2%	4.3%	1.7%	1.7%
Internal Recoveries	(21,270)	(21,270)	(22,010)	-	-	(22,010)	(22,450)	(22,900)	(23,360)	(23,830)
OPERATING LESS RECOVERIES	974,045	1,023,112	1,079,181	92,504	-	1,171,685	1,293,087	1,348,988	1,372,335	1,396,198
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(36,877)	-	-	36,877	36,877	-	-	(10)	(10)
Deficit c/fwd from 2022 to 2023	41,831	41,831	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(20,000)	(20,000)	-	-	-	-	(15,000)	-	-	-
Revenue - Fees	(279,810)	(290,000)	(282,800)	(13,000)	-	(295,800)	(301,710)	(307,750)	(313,900)	(320,180)
Grants in Lieu of Taxes	(512)	(512)	(530)	-	-	(530)	(540)	(550)	(560)	(570)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(6,500)	(8,500)	(7,000)	-	-	(7,000)	(7,140)	(7,280)	(7,430)	(7,580)
TOTAL REVENUE	(264,991)	(314,058)	(290,330)	(13,000)	36,877	(266,453)	(324,390)	(315,580)	(321,900)	(328,340)
REQUISITION	(709,054)	(709,054)	(788,851)	(79,504)	(36,877)	(905,232)	(968,697)	(1,033,408)	(1,050,435)	(1,067,858)
*Percentage increase over prior year requisition			11.3%	11.2%	5.2%	27.7%	7.0%	6.7%	1.6%	1.7%
AUTHORIZED POSITIONS:										
Salaried	3.31		3.31	0.79		4.10	4.10	4.10	4.10	4.10
User Funding %	28.1%					24.8%	22.9%	22.4%	22.5%	22.5%

Change in Budget 2023 to 2024
Service: 1.459 SSI Park Land

Total Expenditure

Comments

2023 Budget

1,117,254

Change in Salaries:

Base salary change	3,606	Inclusive of estimated collective agreement changes
0.5 FTE: Facility maintenance worker	40,504	2024 IBC 16b-1.1 SSI Parks Recreation SIMS Staffing
0.29 FTE: Rec Program Coordinator	(29,544)	0.29 FTE transferred to Pool budget (1.459)
0.175 FTE: Program Assistant	(15,081)	0.175 FTE transferred to Rec budget (1.458)
0.5 FTE: Senior maintenance worker	65,106	0.5 FTE transferred in from Parks budget (1.455)
1.0 FTE: Technician	(98,873)	1.0 FTE transferred to SSI Admin budget (1.111)
Auxiliary wages and benefit	18,000	Ongoing aux support for SSI Community Centre
Other	2,355	
Total Change in Salaries	(13,927)	

Other Changes:

Standard overhead allocation	9,590	Increase in 2023 expenses
HR allocation	10,777	Increase in allocation from HR
SSI Admin engineering allocation	56,141	New allocation from SSI Admin budget (1.111) reflecting the transfer of 1.0 FTE Technician
Rent - SSI Community Centre	17,470	Ongoing SIMS rent increase-Community Centre
Utilities	35,050	Ongoing increase in Community Centre fuel-propane costs \$30,000 and others \$5,050
Contract Services - SSI Community Centre	17,120	Fire safety inspection & repairs
Allocation from SSI EA Admin	17,690	Increase in allocation from SSI EA Admin support
Information and education	6,000	Trail guides
Supplies	5,546	Operating, janitorial and office supplies
Parks Maintenance Labour allocation	3,230	Increase in parks maintenance allocation from Parks budget (1.455)
Transfers to reserves	123,876	Transfer to CRF \$113,876 increase, ORF \$5,000 increase, and ERF \$5,000 increase
Other	5,497	
Total Other Changes	307,987	

2024 Budget

1,411,314

Summary of % Expense Change

2024 IBC - 0.5 FTE	3.6%
(0.97) FTE reduction	-7.0%
Aux staff wages	1.6%
Reserve transfers	11.1%
SSI EA Admin Allocations (Admin & Engineering support)	6.6%
Utilities/Rent/Contracts/Education/Supplies	7.3%
OH & HR allocations	1.8%
Balance of change	1.3%
% expense increase from 2023:	26.3%

% Requisition increase from 2023 (if applicable):

33.8%

Requisition funding is 88.5% of service revenue

1.459 - Salt Spring Island - Park Land	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Salaries & Wages	431,029	375,160	395,331	21,771	-	417,102	426,846	436,809	447,002	456,161
Allocation to SSI Admin	146,230	146,230	163,920	-	-	163,920	166,920	170,630	174,130	177,940
Maintenance, Disposal & Security	43,140	37,841	45,100	-	-	45,100	46,000	46,914	47,867	48,407
Utilities	90,060	113,619	97,110	28,000	-	125,110	127,630	130,193	132,794	133,484
Contract for Services, Rent & Legal	76,350	111,168	89,770	27,000	-	116,770	119,100	133,048	135,684	136,524
Program Development	-	86	1,000	-	-	1,000	1,020	1,040	1,060	1,080
Advertsing, Promotion & Planning	9,540	2,509	14,220	-	-	14,220	14,510	14,796	15,083	15,363
Internal Allocations	102,394	101,361	123,221	56,141	-	179,362	185,333	189,694	192,904	197,116
Travel & Training	4,620	7,300	5,520	-	-	5,520	5,630	5,740	5,850	5,970
Licences, Fees & Insurance	40,793	53,297	39,970	-	-	39,970	41,610	43,323	45,126	46,966
Supplies & Other	26,274	31,350	31,820	-	-	31,820	32,450	33,099	33,765	34,125
Parks Maintenance Labour	92,190	137,761	95,420	-	-	95,420	97,320	99,270	101,250	103,280
Bylaw Labour	2,510	2,021	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	1,065,130	1,119,703	1,102,402	132,912	-	1,235,314	1,264,369	1,304,556	1,332,515	1,356,416
*Percentage Increase			3.5%	12.5%		16.0%	2.4%	3.2%	2.1%	1.8%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund - Parkland	42,124	42,124	156,000	-	-	156,000	206,500	189,500	184,500	181,500
Transfer to Equipment Replacement Fund	10,000	10,000	15,000	-	-	15,000	16,000	16,000	16,000	16,000
Transfer to Operating Reserve Fund - Parkland	-	-	5,000	-	-	5,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	52,124	52,124	176,000	-	-	176,000	242,500	225,500	220,500	217,500
TOTAL COSTS	1,117,254	1,171,827	1,278,402	132,912	-	1,411,314	1,506,869	1,530,056	1,553,015	1,573,916
*Percentage Increase			14.4%	11.9%		26.3%	6.8%	1.5%	1.5%	1.3%
Internal Recoveries	(64,168)	(64,168)	(66,410)	-	-	(66,410)	(67,740)	(69,090)	(70,470)	(71,880)
OPERATING LESS RECOVERIES	1,053,086	1,107,659	1,211,992	132,912	-	1,344,904	1,439,129	1,460,966	1,482,545	1,502,036
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance CFW from 2023 to 2024	-	(23,316)	-	-	23,316	23,316	-	-	-	-
Transfer from Operating Reserve	(2,160)	(2,160)	-	-	-	-	-	-	-	-
Lease Income	(12,250)	(12,250)	(12,680)	-	-	(12,680)	(12,930)	(13,190)	(13,450)	(13,720)
Rental Income	(127,110)	(147,402)	(130,250)	(13,500)	-	(143,750)	(140,510)	(143,330)	(146,200)	(149,130)
Grants in Lieu of Taxes	(634)	(634)	(660)	-	-	(660)	(670)	(680)	(690)	(700)
Revenue - Other	(5,500)	(16,465)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(147,654)	(202,227)	(143,590)	(13,500)	23,316	(133,774)	(154,110)	(157,200)	(160,340)	(163,550)
REQUISITION	(905,432)	(905,432)	(1,068,402)	(119,412)	(23,316)	(1,211,130)	(1,285,019)	(1,303,766)	(1,322,205)	(1,338,486)
*Percentage increase over prior year requisition			18.0%	13.2%	2.6%	33.8%	6.1%	1.5%	1.4%	1.2%
AUTHORIZED POSITIONS:										
Salaried	3.215		3.215	(0.465)		2.750	2.750	2.750	2.750	2.750
User Funding %	11.4%					10.2%	9.3%	9.4%	9.4%	9.5%

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

Service No.	1.459	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Park Land & Rec Programs							

EXPENDITURE

Buildings	\$0	\$110,000	\$1,500,000	\$25,000	\$0	\$0	\$1,635,000
Equipment	\$0	\$35,000	\$40,000	\$40,000	\$40,000	\$40,000	\$195,000
Land	\$15,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Engineered Structures	\$50,000	\$195,000	\$0	\$0	\$0	\$0	\$195,000
Vehicles	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
	\$95,000	\$370,000	\$1,590,000	\$115,000	\$90,000	\$90,000	\$2,255,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000
Equipment Replacement Fund	\$0	\$35,000	\$30,000	\$40,000	\$40,000	\$40,000	\$185,000
Grants (Federal, Provincial)	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$95,000	\$205,000	\$60,000	\$75,000	\$50,000	\$50,000	\$440,000
	\$95,000	\$370,000	\$1,590,000	\$115,000	\$90,000	\$90,000	\$2,255,000

5 YEAR CAPITAL PLAN

Service #:

1.459

SSI Park Land & Rec Programs

[illegible]

Service: 1.459 SSI Park Land & Rec Programs

Project Number	24-01	Capital Project Title	Alternative Approval Process	Capital Project Description	An alternative approval process to fund repairs to pool structural and other capital
Project Rationale	Capital improvements to pool building				

Project Number	19-15	Capital Project Title	Pool equipment replacements	Capital Project Description	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Project Rationale					

Project Number	25-01	Capital Project Title	Pool Building Structural Repairs	Capital Project Description	Repairs to pool structural and other capital
Project Rationale					

Project Number	24-03	Capital Project Title	Pool expansion (Design Phase)	Capital Project Description	Designs and costing for leisure pool expansion
Project Rationale					

Project Number	20-14	Capital Project Title	Park Maintenance Facility	Capital Project Description	Fesability study, design and construction of a new park maintenance facility.
Project Rationale					

Project Number	25-02	Capital Project Title	Firehall Repurpose	Capital Project Description	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	23-02	Capital Project Title	New EV Maintenance Truck	Capital Project Description	Partial funding to purchase new EV vehicle. Comm parks CRF has additional funding
Project Rationale					

Project Number	25-03	Capital Project Title	Life Rings	Capital Project Description	Replace four life rings at waterfront access points
Project Rationale					

Project Number	23-06	Capital Project Title	SIMS Upgrades	Capital Project Description	Capital improvements to the Salt Spring Island Multi Space (SIMS)
Project Rationale					

Project Number	25-01	Capital Project Title	Pool Building Structural Repairs	Capital Project Description	Repairs to pool structural and other capital
Project Rationale					

Project Number	25-02	Capital Project Title	Firehall Repurpose	Capital Project Description	Repurpose, remediate or demolition of Ganges Fire Hall
Project Rationale					

Project Number	23-06	Capital Project Title	SIMS Upgrades	Capital Project Description	Capital improvements to the Salt Spring Island Multi Space (SIMS)
Project Rationale					

Reserve/Fund Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	2023	2024	2025	2026	2027	2028
1.459 SSI Pool & Park Land						
Operating Reserve Fund	1,389	11,389	41,389	71,389	101,389	131,389
Capital Reserve Fund - SSI Pool	85,521	60,521	145,521	210,521	300,521	390,521
Capital Reserve Fund - SSI Park Land	177,028	97,028	172,028	257,028	342,028	427,028
Park Land Acquisition	615,818	615,818	615,818	615,818	615,818	615,818
Equipment Replacement Fund - SSI Pool	9,601	24,601	44,601	54,601	64,601	74,601
Ending Balance \$	889,358	809,358	1,019,358	1,209,358	1,424,358	1,639,358

Assumptions/Background:

Reserve Schedule

1.459 - Pool & Park Land - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105550	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	18,581	1,389	11,389	41,389	71,389	101,389
Transfer from Ops Budget	4,000	10,000	30,000	30,000	30,000	30,000
Expenditures	(22,160)	-	-	-	-	-
Interest Income	968					
Ending Balance \$	1,389	11,389	41,389	71,389	101,389	131,389

Assumptions/Background:

2023 - \$22,160 One-time transfer to Pool and Park Land to support core budget
 2025 - \$15,000 HVAC duct cleaning - cyclical expense every 5-years

Reserve Schedule

1.459 - Salt Spring Island Pool - Capital Reserve Fund

Bylaw 3686

Reserve Cash Flow

Fund: 1078 Fund Centre: 102045	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	73,457	85,521	60,521	145,521	210,521	300,521
Transfer from Ops Budget	7,500	40,000	85,000	90,000	90,000	90,000
Transfer from Cap Fund	-					
Expenditures (Based on Capital Plan)	-	(65,000)	-	(25,000)	-	-
Interest Income	4,564					
Ending Balance \$	85,521	60,521	145,521	210,521	300,521	390,521

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.459 - Park Land - Capital Reserve Fund

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101603	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	228,848	177,028	97,028	172,028	257,028	342,028
Transfer from Ops Budget	7,124	60,000	135,000	135,000	135,000	135,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(70,000)	(140,000)	(60,000)	(50,000)	(50,000)	(50,000)
Interest Income	11,056					
Ending Balance \$	177,028	97,028	172,028	257,028	342,028	427,028

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund: 1035 Fund Centre: 101379	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	585,418	615,818	615,818	615,818	615,818	615,818
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Interest Income	30,400					
Ending Balance \$	615,818	615,818	615,818	615,818	615,818	615,818

Assumptions/Background: Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.
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Reserve Schedule

1.459 SSI Pool - Equipment Replacement Fund

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101412	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	27,101	9,601	24,601	44,601	54,601	64,601
Transfer from Ops Budget	40,000	50,000	50,000	50,000	50,000	50,000
Expenditures (Based on Capital Plan)	(57,500)	(35,000)	(30,000)	(40,000)	(40,000)	(40,000)
Interest Income	-					
Ending Balance \$	9,601	24,601	44,601	54,601	64,601	74,601

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

CAPITAL REGIONAL DISTRICT

2024 Budget

Fernwood Dock (SSI)

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)

Committee: Salt Spring Island Parks & Recreation

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately \$280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Parks and Recreation Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$162,800 or \$0.05 / \$1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of \$346,536.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).
Salt Spring Island Parks and Recreation Commission (Bylaw #4293 No.1, 2019)

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Repairs & Maintenance	6,190	6,190	6,410	-	-	6,410	6,530	6,670	6,800	6,940
Insurance	3,256	3,256	3,350	-	-	3,350	3,520	3,700	3,880	4,070
Supplies	790	-	820	-	-	820	840	860	880	900
Allocations	3,562	3,562	3,670	-	-	3,670	3,743	3,817	3,894	3,972
Other Operating Expenses	2,257	1,745	2,297	-	-	2,297	2,441	2,575	2,708	2,841
TOTAL OPERATING COSTS	16,055	14,753	16,547	-	-	16,547	17,074	17,622	18,162	18,723
*Percentage Increase over prior year			3.1%			3.1%	3.2%	3.2%	3.1%	3.1%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	-	1,302	-	5,000	-	5,000	10,000	16,000	18,000	20,000
TOTAL CAPITAL / RESERVE	-	1,302	-	5,000	-	5,000	10,000	16,000	18,000	20,000
TOTAL COSTS	16,055	16,055	16,547	5,000	-	21,547	27,074	33,622	36,162	38,723
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(37)	(37)	(37)	-	-	(37)	(40)	(40)	(40)	(40)
TOTAL REVENUE	(167)	(167)	(167)	-	-	(167)	(170)	(170)	(170)	(170)
REQUISITION - PARCEL TAX	(15,888)	(15,888)	(16,380)	(5,000)	-	(21,380)	(26,904)	(33,452)	(35,992)	(38,553)
*Percentage increase over prior year Requisition			3.1%	31.5%		34.6%	25.8%	24.3%	7.6%	7.1%

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

Service No. 1.236	Carry						
SSI Small Craft Harbour (Fernwood Dock)	Forward	2024	2025	2026	2027	2028	TOTAL
	from 2023						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$70,000	\$55,000	\$60,000	\$10,000	\$10,000	\$205,000

\$0	\$70,000	\$130,000	\$60,000	\$10,000	\$10,000	\$280,000
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Service Name: SSI Small Craft Harbour (Fernwood Dock)

[illegible]

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock)

Project Number	23-01	Capital Project Title	Annual Preventative Maintenance and Repairs	Capital Project Description	Paint and replace rotten deck boards, float rail and antislip gangway.
Project Rationale	Annual preventative maintenance and repiars to extend useful life.				

Project Number	24-02	Capital Project Title	Anticipated work from 2023 inspection	Capital Project Description	Replace and repair damaged sections
Project Rationale	Lifecycle replacement				

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund - Bylaw 3808

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1080 102111	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		215,513	172,511	107,511	62,511	18,511	26,511
Transfer from Ops Budget		-	5,000	10,000	16,000	18,000	20,000
Transfer from Cap Fund		-					
Transfer to Cap Fund		(53,000)	(70,000)	(55,000)	(60,000)	(10,000)	(10,000)
Interest Income*		9,998					
Ending Balance \$		172,511	107,511	62,511	18,511	26,511	36,511

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transit (SSI)

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.238 SSI Community Transit & Transportation
1.238A Community Transit (SSI)

Commission: SSI Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$245,000 or \$0.076 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$526,735.

COMMISSION:

Salt Spring Island Transportation Commission

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

1.238A - Community Transit (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Gross Municipal Obligation	537,754	538,149	564,200	-	-	564,200	581,487	593,117	604,979	617,079
Allocations	24,650	24,650	30,084	-	-	30,084	30,699	31,315	31,953	32,592
Other Operating Expenses	2,480	2,627	2,580	-	-	2,580	2,640	2,700	2,760	2,830
TOTAL OPERATING COSTS	564,884	565,426	596,864	-	-	596,864	614,826	627,132	639,692	652,501
*Percentage Increase over prior year			5.7%			5.7%	3.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	35,000	35,000	35,000	-	-	35,000	35,000	40,000	40,000	40,000
Transfer to Operating Reserve Fund	-	1,397	-	-	-	-	-	8,520	9,460	10,425
TOTAL CAPITAL / RESERVES	35,000	36,397	35,000	-	-	35,000	35,000	48,520	49,460	50,425
TOTAL COSTS	599,884	601,823	631,864	-	-	631,864	649,826	675,652	689,152	702,926
*Percentage Increase over prior year						5.3%	2.8%	4.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(120,000)	(120,000)	(70,000)	-	-	(70,000)	-	-	-	-
Transit Pass Revenue	(195,482)	(190,413)	(210,608)	-	-	(210,608)	(221,178)	(225,602)	(230,114)	(234,716)
Safe Restart Funding Allocation (2021)	(22,476)	(28,804)	-	-	-	-	-	-	-	-
Other Income	(520)	(1,200)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Grants in Lieu of Taxes	(144)	(144)	(150)	-	-	(150)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(338,622)	(340,561)	(281,278)	-	-	(281,278)	(221,858)	(226,282)	(230,794)	(235,396)
REQUISITION	(261,262)	(261,262)	(350,586)	-	-	(350,586)	(427,968)	(449,370)	(458,358)	(467,530)
*Percentage increase over prior year Requisition			34.2%			34.2%	22.1%	5.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

Service No.	1.238A Community Transit (SSI)	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000

\$50,000	\$110,000	\$60,000	\$60,000	\$60,000	\$60,000	\$350,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 1.238A

Service Name Community Transit (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
23-01	New	Bus Shelters	Bus Shelter program. Location TBA. Construction. (BCAT Grant)	\$ 300,000	S	Grant	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
23-01		Bus Shelters	Bus Shelter program. Location TBA. Site and foundation design. (CWF Grant)		S	Grant	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
23-01		Bus Shelters	Bus Shelter program. Location TBA. CRD Project Management.		S	Res	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
23-02	New	O & M Facility Plan	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.	\$ 50,000	S	Cap	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 350,000			\$ 50,000	\$ 110,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 350,000

Service: 1.238A Community Transit (SSI)

Project Number	23-01	Capital Project Title	Bus Shelters	Capital Project Description	Bus Shelter program. Location TBA. Construction. (BCAT Grant)
Project Rationale	Continuation of the Art Inspired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.				

Project Number	23-01	Capital Project Title	Bus Shelters	Capital Project Description	Bus Shelter program. Location TBA. Construction. (BCAT Grant)
Project Rationale	Continuation of the Art Inspired Bus Shelter program. The plan is to design and build one bus shelter per year with the design one year and the construction the next. Location TBA.				

Project Number	23-02	Capital Project Title	O & M Facility Plan	Capital Project Description	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.
Project Rationale	O & M Facility Plan with secure vehicle parking and battery electric bus (BEB) charging infrastructure.				

Community Transit (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	77,996	7,996	7,996	16,516	25,976	36,401
Capital Reserve Fund	8,925	33,925	58,925	88,925	118,925	148,925
Total	86,921	41,921	66,921	105,441	144,901	185,326

Reserve Schedule

Reserve Fund: 1.238 SSI Transit - Operating Reserve Fund - Bylaw 4146

Reserve Cash Flow

Fund: Fund Centre:	1500 105409	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		192,796	77,996	7,996	7,996	16,516	25,976
Transfer from Ops Budget		-	-	-	8,520	9,460	10,425
Transfer to Ops Budget		(120,000)	(70,000)	-	-	-	-
Interest Income*		5,200					
Ending Balance \$		77,996	7,996	7,996	16,516	25,976	36,401

Assumptions/Background:

To fund service expansions & bus leasing costs

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

Reserve Schedule

Reserve Fund: SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1091 102201	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		23,915	8,925	33,925	58,925	88,925	118,925
Transfer from Ops Budget		35,000	35,000	35,000	40,000	40,000	40,000
Planned Purchase		(50,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest Income*		10					
Ending Balance \$		8,925	33,925	58,925	88,925	118,925	148,925

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilities, land acquisition as well as machinery or equipment necessary for capital works and related debt servicing.

*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.

BC Transit 2024-2025 Transit Service Expansion MOU

1.238A - Community Transit (SSI)	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Gross Municipal Obligation	537,754	538,149	564,200	28,277	-	592,477	682,875	696,532	710,463	724,673
Allocations	24,650	24,650	30,084	-	-	30,084	30,699	31,315	31,953	32,592
Other Operating Expenses	2,480	2,627	2,580	-	-	2,580	2,640	2,700	2,760	2,830
TOTAL OPERATING COSTS	564,884	565,426	596,864	28,277	-	625,141	716,214	730,547	745,176	760,095
*Percentage Increase over prior year			5.7%	5.0%		10.7%	14.6%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVES</u>										
Transfer to Capital Reserve Fund	35,000	35,000	35,000	-	-	35,000	35,000	40,000	40,000	40,000
Transfer to Operating Reserve Fund	-	1,397	-	-	-	-	-	8,520	9,460	10,425
TOTAL CAPITAL / RESERVES	35,000	36,397	35,000	-	-	35,000	35,000	48,520	49,460	50,425
TOTAL COSTS	599,884	601,823	631,864	28,277	-	660,141	751,214	779,067	794,636	810,520
*Percentage Increase over prior year						10.0%	13.8%	3.7%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(120,000)	(120,000)	(70,000)	-	-	(70,000)	-	-	-	-
Transit Pass Revenue	(195,482)	(190,413)	(210,608)	-	-	(210,608)	(221,178)	(225,602)	(230,114)	(234,716)
Safe Restart Funding Allocation (2021)	(22,476)	(28,804)	-	-	-	-	-	-	-	-
Other Income	(520)	(1,200)	(520)	-	-	(520)	(520)	(520)	(520)	(520)
Grants in Lieu of Taxes	(144)	(144)	(150)	-	-	(150)	(160)	(160)	(160)	(160)
TOTAL REVENUE	(338,622)	(340,561)	(281,278)	-	-	(281,278)	(221,858)	(226,282)	(230,794)	(235,396)
REQUISITION	(261,262)	(261,262)	(350,586)	(28,277)	-	(378,863)	(529,356)	(552,785)	(563,842)	(575,124)
*Percentage increase over prior year Requisition			34.2%	10.8%		45.0%	39.7%	4.4%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

Community Transportation (SSI)

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.238 SSI Community Transit & Transportation
1.238B Community Transportation (SSI)

Commission: SSI Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$146,250 or \$0.044 / \$1,000 of actual assesses value of land and improvements. To a maximum of \$304,952.

COMMISSION:

Salt Spring Island Transportation Commission

FUNDING:

Requisition

1.238B - Community Transportation (SSI)

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contract for Services	-	-	-	-	-	-	-	-	-	-
Pathway Maintenance	-	1,448	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Allocations	57,301	57,301	21,809	-	-	21,809	22,201	22,677	23,125	23,597
Labour Cost	22,030	31,730	23,130	-	-	23,130	23,612	24,102	24,602	25,118
Other Operating Expenses	1,662	1,521	1,550	-	-	1,550	1,560	1,570	1,580	1,590
TOTAL OPERATING COSTS	80,993	92,000	48,489	-	-	48,489	49,373	50,349	51,307	52,305
*Percentage Increase over prior year			-40.1%			-40.1%	1.8%	2.0%	1.9%	1.9%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	68,000	56,253	90,000	-	-	90,000	90,000	80,000	80,000	86,000
Transfer to Operating Reserve Fund	-	-	9,770	-	-	9,770	4,730	2,000	2,000	2,000
MFA Debt Reserve Fund	-	-	-	-	-	-	3,200	1,350	3,150	4,100
Principal Payment	-	-	-	-	-	-	-	9,368	13,321	22,542
Interest Payment	-	-	-	-	-	-	3,920	17,334	30,013	47,775
TOTAL DEBT / RESERVES	68,000	56,253	99,770	-	-	99,770	101,850	110,052	128,484	162,417
TOTAL COSTS	148,993	148,253	148,259	-	-	148,259	151,223	160,401	179,791	214,722
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Income	(1,040)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(127)	(127)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	(1,167)	(427)	(430)	-	-	(430)	(430)	(430)	(430)	(430)
REQUISITION	(147,826)	(147,826)	(147,829)	-	-	(147,829)	(150,793)	(159,971)	(179,361)	(214,292)
*Percentage increase over prior year Requisition						0.0%	2.0%	6.1%	12.1%	19.5%

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

Service No.	1.238B Community Transportation (SSI)	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$320,000	\$135,000	\$315,000	\$410,000	\$1,180,000	
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$210,000	\$840,000	\$320,000	\$700,000	\$1,015,000	\$3,085,000	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$275,000	\$95,000	\$60,000	\$85,000	\$145,000	\$660,000	

\$0	\$485,000	\$1,255,000	\$515,000	\$1,100,000	\$1,570,000	\$4,925,000
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CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #

1.2388

Service N

Community Transportation (SSI)

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)	\$ 230,000	\$	Grant	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	CRD Project Management		\$	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.	\$ 95,000	\$	Grant	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ 80,000
24-01	New	Strategic Asset Management Plan & Accessibility Assessment	CRD Project Management		\$	Res	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
22-06	New	Lower Ganges Road - Barrier removal or relocation.	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.	\$ 14,000	\$	Res	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000
22-08	New	Lower Ganges Road - Concrete Barrier removal or relocation.	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.	\$ 69,000	\$	Res	\$ -	\$ 69,000	\$ -	\$ -	\$ -	\$ -	\$ 69,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.	\$ 1,075,000	\$	Res	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ 10,000	\$ 700,000	\$ -	\$ 710,000
22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR. Includes construction administration and CRD project management. (30%)		\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 305,000	\$ -	\$ 305,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.	\$ 485,000	\$	Res	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ 10,000	\$ 310,000	\$ -	\$ -	\$ 320,000
22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	Construction of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent. Includes construction administration and CRD project management. (30%)		\$	Debt	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ -	\$ 135,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management	\$ 190,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,000	\$ 105,000
23-01	New	Design and Construction of Pathway - Park Drive (200 m)	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road. (30%) Includes construction administration and CRD project management.		\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 60,000	\$ 65,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.	\$ 1,180,000	\$	Res	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (70% BCAT)		\$	Grant	\$ -	\$ 10,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 760,000
23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Construction of a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road. Includes construction administration and CRD project management. (30%)		\$	Debt	\$ -	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ 320,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Detailed design and obtain permits and regulatory approvals - Whims Road from Malview to North End Road, and CRD Project Management.	\$ 255,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
24-02	New	Design and Construction of Pathway - Whims Road (300 m)	Construction of a pathway along Whims Road from Malview to North End Road, and CRD Project Management. (30%) Includes construction administration and CRD project management.		\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 85,000	\$ 90,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.	\$ 465,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,000	\$ 310,000
25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	Construction of a pathway along Sunset Road from Vesuvius Bay Road to Duck Creek Park. Includes construction administration and CRD project management. (30%)		\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000	\$ 130,000
22-09	New	Pathway Standards and Maintenance Development	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.	\$ 22,000	\$	Res	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000
23-05	New	Pathway Maintenance Equipment	Purchase of equipment for snow removal and pathway repairs and maintenance.	\$ 45,000	\$	Res	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.	\$ 270,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 90,000	\$ 130,000
24-03	New	McPhillips Avenue Pedestrian Facilities	Construction of pedestrian facilities along McPhillips Avenue. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road.	\$ 485,000	\$	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management. (70% BCAT)		\$	Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ 320,000
28-01	New	Design and Construction of Pathway - Drake Road (650 m)	Construction of a pathway from Lower Ganges Road to 221 Drake Road along Drake Road. Includes construction administration and CRD project management.		\$	Debt	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ 135,000
24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	\$	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
													\$ -
													\$ -
			GRAND TOTAL	\$ 4,915,000			\$ -	\$ 485,000	\$ 1,255,000	\$ 515,000	\$ 1,100,000	\$ 1,570,000	\$ 4,925,000

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-04	Capital Project Title	Construction Program for Pathway Network Merchant Mews (300 m)	Capital Project Description	Construction of pathway at Merchant Mews to just south of Leisure Lane. (70% BCAT 30% CWF)
Project Rationale	This is a pathway to benefit users from a safety and access perspective from the Merchant Mews commercial area connecting it to pathways that lead to Ganges.				

Project Number	22-06	Capital Project Title	Lower Ganges Road - Barrier removal or relocation.	Capital Project Description	Removal of barriers along Lower Ganges Road from Baker Road south. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated.				

Project Number	22-08	Capital Project Title	Lower Ganges Road - Concrete Barrier removal or relocation.	Capital Project Description	Remove and/or relocate concrete barriers along Lower Ganges Road from Booth Canal Road north. Includes CRD project management.
Project Rationale	Subsequent to community feedback and concerns around the recently completed pathway from the Booth Canal Road to north of Baker Road certain barriers will be removed or relocated from Booth Canal Road north along Lower Ganges Road				

Project Number	22-12	Capital Project Title	Design and Construction of Pathway - Rainbow Road (350 m)	Capital Project Description	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road including left turn lane near LGR.
Project Rationale	This project is part of the Active Transportation network. Design and construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	22-14	Capital Project Title	Design and Construction of Pathway - Swanson Road (600 m)	Capital Project Description	Design of pathway network sections that has been designed in the previous year - Swanson Road from Atkins to end of Lakeview Crescent.
Project Rationale	This project is part of the Active transportation. Design and construction of pathway network sections that have been designed in the previous year - Swanson Road from Atkins to Lakeview Crescent.				

Project Number	23-01	Capital Project Title	Design and Construction of Pathway - Park Drive (200 m)	Capital Project Description	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management
Project Rationale	This project is part of the Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road and CRD Project Management.				

Project Number	23-03	Capital Project Title	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	Capital Project Description	Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.
Project Rationale	This project is part of the Active Transportation network. Design and engineering for a pathway along Lower Ganges Road on the harbour side from Upper Ganges Road to the intersection at Rainbow Road.				

Project Number	24-01	Capital Project Title	Strategic Asset Management Plan & Accessibility Assessment	Capital Project Description	Identify condition of pathways, develop prioritized list of maintenance and long term planning including accessibility assessment.
Project Rationale	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.				

Service:	1.238B	Community Transportation (SSI)
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Project Number	25-01	Capital Project Title	Design and Construction of Pathway - Sunset Road (500 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.
Project Rationale	Active Transportation network. Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Road to Duck Creek Park.				

Project Number	22-09	Capital Project Title	Pathway Standards and Maintenance Development	Capital Project Description	Develop a set of standards and specifications for pathway design, construction and maintenance. Includes CRD project management.
Project Rationale	Develop a set of standards and specifications for pathway design, construction and maintenance.				

Project Number	23-05	Capital Project Title	Pathway Maintenance Equipment	Capital Project Description	Purchase of equipment for snow removal and pathway repairs and maintenance.
Project Rationale	Purchase of equipment for snow removal and pathway repairs and maintenance.				

Project Number	24-02	Capital Project Title	Design and Construction of Pathway - Whims Road (300 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road, and CRD Project Management.
Project Rationale					

Service: 1.238B Community Transportation (SSI)

Project Number	24-03	Capital Project Title	McPhillips Avenue Pedestrian Facilities	Capital Project Description	Design of pedestrian facilities along McPhillips Avenue. Includes 30% of construction and CRD project management.
Project Rationale					

Project Number	28-01	Capital Project Title	Design and Construction of Pathway - Drake Road (650 m)	Capital Project Description	Detailed design and obtain permits and regulatory approvals - Lower Ganges Road to 221 Drake Road along Drake Road
Project Rationale					

Project Number	24-04	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale					

Community Transportation (SSI)
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	20,251	30,021	34,751	36,751	38,751	40,751
Pathways CRF	286,689	101,689	96,689	116,689	111,689	52,689
Sidewalks CRF-Closed	-	-	-	-	-	-
North Ganges Transportation Plan-Closed	-	-	-	-	-	-
Total	306,940	131,710	131,440	153,440	150,440	93,440

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund: Fund Centre:	1500 105539	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		19,068	20,251	30,021	34,751	36,751	38,751
Transfer from Ops Budget		-	9,770	4,730	2,000	2,000	2,000
Planned Purchase		-	-	-	-	-	-
Interest Income*		1,183					
Ending Balance \$		20,251	30,021	34,751	36,751	38,751	40,751

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund: Fund Centre:	1086 102142	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		391,522	286,689	101,689	96,689	116,689	111,689
Transfer from Ops Budget		56,253	90,000	90,000	80,000	80,000	86,000
Transfer from Capital Fund		-					
Planned Purchase		(175,000)	(275,000)	(95,000)	(60,000)	(85,000)	(145,000)
Interest Income*		13,914					
Ending Balance \$		286,689	101,689	96,689	116,689	111,689	52,689

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servicing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Economic Sustainability

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.124 SSI Economic Development

Committee: Electoral Area

DEFINITION:

Community Economic Sustainability Commission Establishing Bylaw No. 3727 (amendment 4482), with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated

COMMISSION:

Salt Spring Island Community Economic Sustainability Commission

FUNDING:

Requisition

1.124 - SSI Economic Sustainability

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Website Maintenance	15,000	100	100	-	-	100	100	100	100	100
Project Costs	40,000	20,000	40,000	-	-	40,000	40,000	40,000	40,000	40,000
Third Payment Payments	20,000	20,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Allocations	12,181	12,181	13,239	-	-	13,239	13,486	13,784	14,065	14,347
Operating - Other	9,400	7,665	6,010	-	-	6,010	6,130	6,250	6,370	6,500
TOTAL OPERATING COSTS	96,581	59,946	69,349	-	-	69,349	69,716	70,134	70,535	70,947
*Percentage Increase over prior year			-28.2%			-28.2%	0.5%	0.6%	0.6%	0.6%
<u>CAPITAL / RESERVE</u>										
Transfer to Operating Reserve Fund	-	36,635	5,000	-	-	5,000	45,200	5,000	5,000	5,000
TOTAL COSTS	96,581	96,581	74,349	-	-	74,349	114,916	75,134	75,535	75,947
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(73)	(73)	(80)	-	-	(80)	(60)	(60)	(60)	(60)
Other Income	(550)	(550)	(570)	-	-	(570)	(580)	(590)	(600)	(610)
TOTAL REVENUE	(623)	(623)	(650)	-	-	(650)	(640)	(650)	(660)	(670)
REQUISITION	(95,958)	(95,958)	(73,699)	-	-	(73,699)	(114,276)	(74,484)	(74,875)	(75,277)
*Percentage increase over prior year Requisition			-23.2%			-23.2%	55.1%	-34.8%	0.5%	0.5%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 Fund Centre: 105534	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	25,197	26,517	31,517	36,517	41,517	46,517
Transfer from Ops Budget	-	5,000	5,000	5,000	5,000	5,000
Interest Income*	1,320					
Ending Balance \$	26,517	31,517	36,517	41,517	46,517	51,517

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Septage/Composting

Local Community Commission (LCC) Review

OCTOBER 2023

Service: **3.705 SSI Liquid Waste Disposal**

Committee: Electoral Area

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of \$126,650 or \$0.10 / \$1,000 on actual assessments for land and improvements. To a maximum of \$693,072.

COMMISSION:

Salt Spring Island Local Community Commission (SSI LCC)

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	\$0.455 per imperial gallon (Bylaw No. 4470, November 2021)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

Change in Budget 2023 to 2024
Service: 3.705 SSI Septage/Composting

Total Expenditure

Comments

2023 Budget **1,028,430**

Other Changes:

Standard OH Allocation	3,270	Increased expenses in 2023
Sludge Hauling Contract	104,625	Estimated \$0.075/IGAL increase (17.6% over 2023 rate) in sludge disposal costs at 1,395,000 IGAL volume
Repairs & Maintenance	(9,000)	2023 One time cyclical maintenance
IWS Labour Allocation	14,180	Increase in IWS operations labour charge out costs
Contribution to composting facility operations	5,000	Ongoing contribution to third party to assist with possible deficit for abbatoir
Reserve Transfers	2,000	Transfer to CRF \$6,000 increase and ORF \$(4,000) decrease
Other Expenses	1,627	
Total Other Changes	121,702	

2024 Budget **1,150,132**

Summary of % Expense

Increased sludge disposal costs	10.2%
IWS Labour Allocation	1.4%
Increased reserve transfers	0.2%
Balance of increase	0.1%
% expense increase from 2023:	11.8%

% Requisition increase from 2023 (if applicable): **9.4%** *Requisition funding is 35.9% of service revenue*

Overall 2023 Budget Performance

(expected variance to budget and surplus treatment)

Revenue is projected at \$5,250 (0.8%) higher than budget due to higher than expected revenue from tipping fees. Operating expenses are projected at \$1,088 (0.1%) lower than budget mainly due to lower maintenance and labour charges. The \$6,338 favourable variance will be transferred to the Capital Reserve Fund, which has an expected year end balance of \$125,334 before this transfer.

3.705 - SSI Septage/Composting

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Sludge Hauling Contract	592,875	602,000	697,500	-	-	697,500	711,450	725,680	740,190	754,990
Grit & Waste Sludge Disposal	3,600	2,700	3,730	-	-	3,730	3,800	3,880	3,960	4,040
Repairs & Maintenance	16,880	9,040	8,160	-	-	8,160	17,320	23,660	8,820	8,990
Allocations	41,973	41,973	45,325	-	-	45,325	46,231	47,156	48,098	49,059
Electricity	6,500	7,940	6,680	-	-	6,680	6,810	6,950	7,090	7,230
Supplies	7,910	15,700	8,190	-	-	8,190	8,350	8,520	8,690	8,860
Labour Charges	167,596	156,776	182,494	-	-	182,494	186,163	189,912	193,734	197,634
Contribution Composting Facility Operation	5,000	5,000	5,000	5,000	-	10,000	9,000	12,000	8,000	1,000
Other Operating Expenses	15,053	15,170	15,490	-	-	15,490	15,840	16,200	16,560	16,950
TOTAL OPERATING COSTS	857,387	856,299	972,569	5,000	-	977,569	1,004,964	1,033,958	1,035,142	1,048,753
*Percentage Increase over prior year			13.4%	0.6%		14.0%	2.8%	2.9%	0.1%	1.3%
<u>DEBT / RESERVES</u>										
MFA Debt Reserve	470	470	1,820	-	-	1,820	23,420	1,445	620	620
MFA Debt Principal	107,308	107,308	107,308	-	-	107,308	76,389	99,257	101,347	101,347
MFA Debt Interest	53,265	53,265	51,435	-	-	51,435	63,595	133,852	136,513	136,513
Transfer to Operating Reserve Fund	10,000	10,000	6,000	-	-	6,000	15,000	10,000	15,000	15,000
Transfer to Capital Reserve Fund	-	6,338	6,000	-	-	6,000	15,075	19,685	25,390	38,050
TOTAL DEBT / RESERVES	171,043	177,381	172,563	-	-	172,563	193,479	264,239	278,870	291,530
TOTAL COSTS	1,028,430	1,033,680	1,145,132	5,000	-	1,150,132	1,198,443	1,298,197	1,314,012	1,340,283
*Percentage Increase over prior year			11.3%	0.5%		11.8%	4.2%	8.3%	1.2%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve Fund	(9,000)	-	-	-	-	-	(9,000)	(15,000)	-	-
Sale - Septage Sludge	(427,500)	(432,250)	(490,500)	-	-	(490,500)	(500,310)	(510,320)	(520,530)	(530,940)
Sale - Sewage Sludge	(213,750)	(223,250)	(245,250)	-	-	(245,250)	(250,160)	(255,160)	(260,260)	(265,470)
Grants in Lieu of Taxes	(535)	(535)	(796)	-	-	(796)	(810)	(830)	(850)	(870)
Recoveries	-	-	-	-	-	-	-	-	-	-
Other Revenue	(670)	(670)	(1,000)	-	-	(1,000)	(820)	(820)	(820)	(820)
TOTAL REVENUE	(651,455)	(656,705)	(737,546)	-	-	(737,546)	(761,100)	(782,130)	(782,460)	(798,100)
REQUISITION - PARCEL TAX	(376,975)	(376,975)	(407,586)	(5,000)	-	(412,586)	(437,343)	(516,067)	(531,552)	(542,183)
*Percentage increase over prior year Requisition			8.1%	1.2%		9.4%	6.0%	18.0%	3.0%	2.0%

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

Service No.	3.705	Carry Forward from 2023	2024	2025	2026	2027	2028	TOTAL
	SSI Septage / Composting							

EXPENDITURE

Buildings	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$20,000	\$175,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,587,500
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,000	\$205,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,617,500

SOURCE OF FUNDS

Capital Funds on Hand	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
Debenture Debt (New Debt Only)	\$0	\$120,000	\$2,280,000	\$82,500	\$0	\$0	\$0	\$2,482,500
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$65,000	\$0	\$10,000	\$0	\$0	\$0	\$75,000
	\$20,000	\$205,000	\$2,280,000	\$132,500	\$0	\$0	\$0	\$2,617,500

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2024 - 2028

Service #: 3.705

Service Name: SSI Septage / Composting

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	\$ 50,000	S	Grant	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
21-01	Study		CRD Project Management		S	Res	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000
23-01	New	Grit Chamber	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management.	\$ 20,000	S	Cap	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
24-01	New	Storage Building Upgrades	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.	\$ 30,000	B	Res	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.	\$ 35,000	S	Res	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
25-01	New	Burgoyne Septage Treatment Facility	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management.	\$ 2,482,500	S	Debt	\$ -	\$ 120,000	\$ 2,280,000	\$ 82,500	\$ -	\$ -	\$ 2,482,500
													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 2,617,500			\$ 20,000	\$ 205,000	\$ 2,280,000	\$ 132,500	\$ -	\$ -	\$ 2,617,500

Service:	3.705	SSI Septage / Composting
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Project Number	21-01	Capital Project Title	Strategic Asset management plan	Capital Project Description	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.
Project Rationale	Develop an asset management plan to develop asset inventory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects. Will be done after the new facilities are constructed.				

Project Number	23-01	Capital Project Title	Grit Chamber	Capital Project Description	Design review, sizing, and installation of Grit Chamber to substantially reduce maintenance costs. Includes CRD Project Management.
Project Rationale	Installation of a grit chamber as suggested by Operations to substantially reduce maintenance costs.				

Project Number	24-01	Capital Project Title	Storage Building Upgrades	Capital Project Description	Storage Building new mandoor, interior H&S improvements, close in wall. Includes CRD Project Management.
Project Rationale					

Service:	3.705	SSI Septage / Composting
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Project Number	24-02	Capital Project Title	Referendum or Alternative Approval Process - Funding for Future Projects	Capital Project Description	Seek service area electors approval to fund projects. Public Engagement for Future Projects. Undertake a referendum or AAP to borrow funds.
Project Rationale					

Project Number	25-01	Capital Project Title	Burgoyne Septage Treatment Facility	Capital Project Description	Burgoyne Septage Treatment Facility - Design, Construction, Construction Services, Lagoon Closure and CRD Project Management.
Project Rationale					

SSI Septage/Composting
Reserve Summary Schedule
2024 - 2028 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2023	2024	2025	2026	2027	2028
Operating Reserve Fund	31,706	37,706	43,706	38,706	53,706	68,706
Capital Reserve Fund	125,334	66,334	81,409	91,094	116,484	154,534
Total	157,040	104,040	125,115	129,800	170,190	223,240

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for the purposes of unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc.

Reserve Cash Flow

Fund: Fund Centre:	1500 105209	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		20,630	31,706	37,706	43,706	38,706	53,706
Transfer from Ops Budget		10,000	6,000	15,000	10,000	15,000	15,000
Expenditures		-	-	(9,000)	(15,000)	-	-
Planned Maintenance Activity				Power Line Maintenance	Power Line Maintenance		
Interest Income*		1,076					
Ending Balance \$		31,706	37,706	43,706	38,706	53,706	68,706

Assumptions/Background:

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

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund - Bylaw 2274

Reserve fund used for the purposes of capital expenditures including planning, engineering and legal costs for providing, accessing, altering or expanding liquid waste disposal and co-composting facilities related directly or indirectly to the Saltspring Island Liquid Waste Disposal Facilities.

Reserve Cash Flow

Fund: Fund Centre:	1087 102146	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		153,382	125,334	66,334	81,409	91,094	116,484
Transfer from Ops Budget		-	6,000	15,075	19,685	25,390	38,050
Transfer from Cap Fund		-					
Transfer to Cap Fund		(35,000)	(65,000)	-	(10,000)	-	-
Interest Income*		6,952					
Ending Balance \$		125,334	66,334	81,409	91,094	116,484	154,534

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Public Library

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.141 SSI Public Library

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of \$600,000 or \$0.186 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$1,289,114.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	\$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
	LA Bylaw No. 3308 (2005)	(250,000)
EXPIRED:		
REMAINING AUTHORIZATION		<u>\$ -</u>

FUNDING:

Requisition

Change in Budget 2023 to 2024
Service: 1.141 SSI Public Library

	Total Expenditure	Comments
2023 Budget	677,239	
Other Changes:		
Annual contribution to SSI Public Library Association	104,150	Increase in requested contribution to SSI Public Library Association
Other Costs	4,077	Increase in other costs such as insurance, maintenance, and interest etc.
Total Other Changes	108,227	
2024 Budget	785,466	
Summary of % Expense Change		
2024 contribution to SSI Public Library Association	15.4%	
Balance of change	0.6%	
% expense increase from 2023:	16.0%	
% Requisition increase from 2023 (if applicable):	16.0%	Requisition funding is 99.8% of service revenue

Overall 2023 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$780 (0.1%) mainly due to lower repairs and maintenance expenses. This variance will be moved to Capital Reserve, which has an expected year end balance of \$73,100 before this transfer.

1.141 - SSI Public Library

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to Library	465,850	465,850	570,000	-	-	570,000	581,400	593,030	604,890	616,990
Allocations	24,644	24,644	25,419	-	-	25,419	25,927	26,446	26,975	27,514
Insurance	8,150	8,150	8,250	-	-	8,250	8,660	9,090	9,540	10,020
Other Operating Expenses	6,693	8,413	9,815	-	-	9,815	9,890	9,970	10,050	10,130
Contingency	2,500	-	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL OPERATING COSTS	507,837	507,057	615,984	-	-	615,984	628,377	641,036	653,955	667,154
*Percentage Increase over prior year			21.3%			21.3%	2.0%	2.0%	2.0%	2.0%
<u>DEBT / RESERVE</u>										
Transfer to Capital Reserve Fund	23,255	24,035	23,255	-	-	23,255	26,570	29,920	170,090	173,545
MFA Debt Reserve Fund	540	540	620	-	-	620	620	620	30	30
MFA Principal Payment	112,357	112,357	112,357	-	-	112,357	112,357	112,357	4,994	4,994
MFA Interest Payment	33,250	33,250	33,250	-	-	33,250	33,250	33,250	3,850	3,850
TOTAL DEBT / RESERVE	169,402	170,182	169,482	-	-	169,482	172,797	176,147	178,964	182,419
TOTAL COSTS	677,239	677,239	785,466	-	-	785,466	801,174	817,183	832,919	849,573
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(492)	(492)	(512)	-	-	(512)	(520)	(530)	(540)	(550)
MFA Debt reserve fund earnings	(540)	(540)	(620)	-	-	(620)	(620)	(620)	(30)	(30)
Other Income	(524)	(524)	(524)	-	-	(524)	(540)	(550)	(560)	(570)
TOTAL REVENUE	(1,556)	(1,556)	(1,656)	-	-	(1,656)	(1,680)	(1,700)	(1,130)	(1,150)
REQUISITION	(675,683)	(675,683)	(783,810)	-	-	(783,810)	(799,494)	(815,483)	(831,789)	(848,423)
*Percentage increase over prior year Requisition			16.0%			16.0%	2.0%	2.0%	2.0%	2.0%

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

Service No.	1.141	Carry						
	SSI Public Library	Forward	2024	2025	2026	2027	2028	TOTAL
		from 2023						

EXPENDITURE

Buildings	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0

\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000
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SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000

\$0	\$10,000	\$0	\$0	\$0	\$15,000	\$25,000
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SSI Public Library

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total auto-populates
23-01	New	Emergency Repairs	Unforseen Emergency Repairs	\$ 10,000	B	Res	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
28-01	New	Roof Repairs	Repair Roof	\$ 15,000	B	Res	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000
													\$ -
													\$ -
													\$ -
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													\$ -
													\$ -
													\$ -
			GRAND TOTAL	\$ 25,000			\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 15,000	\$ 25,000

Service: 1.141 SSI Public Library

Project Number	23-01	Capital Project Title	Emergency Repairs	Capital Project Description	Unforeseen Emergency Repairs
Project Rationale					

Project Number	28-01	Capital Project Title	Roof Repairs	Capital Project Description	Repair Roof
Project Rationale					

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
 -Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
 -Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund: Fund Centre:	1084 102136	Estimated	Budget				
		2023	2024	2025	2026	2027	2028
Beginning Balance		56,881	73,100	86,355	112,925	142,845	312,935
Transfer from Ops Budget		23,255	23,255	26,570	29,920	170,090	173,545
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(10,000)	(10,000)	-	-	-	(15,000)
Interest Income*		2,964					
Ending Balance \$		73,100	86,355	112,925	142,845	312,935	471,480

Assumptions/Backgrounds:

Building and capital reserve fund are new. Fund should be maintained at level required to pay for capital improvements and repairs.

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

CAPITAL REGIONAL DISTRICT

2024 Budget

Salt Spring Island Arts

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.299 SSI Arts

Committee: Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$93,050 or \$0.031 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$214,852.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Art Centre Society	83,993	83,993	86,933	-	-	86,933	88,669	90,440	92,246	94,094
Gulf Islands Community Arts Council	35,997	35,997	37,257	-	-	37,257	38,001	38,760	39,534	40,326
Allocations	2,404	2,404	2,452	-	-	2,452	2,501	2,551	2,602	2,654
Other Operating Expenses	210	500	500	5,690	-	6,190	6,300	6,420	6,540	6,660
TOTAL COSTS	122,604	122,894	127,142	5,690	-	132,832	135,471	138,171	140,922	143,734
*Percentage Increase over prior year			3.7%	-95.4%		8.3%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(290)	290	-	-	290	-	-	-	-
Balance c/fwd from 2022 to 2023	576	576	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	486	196	200	-	-	200	(90)	(90)	(90)	(90)
REQUISITION	(123,090)	(123,090)	(127,342)	(5,690)	-	(133,032)	(135,381)	(138,081)	(140,832)	(143,644)
*Percentage increase over prior year Requisition			3.5%	4.6%		8.1%	1.8%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Grants in Aid

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.116 SSI Grants in Aid

Committee: Electoral Area

DEFINITION:

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

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of \$152,452 or \$0.05 / \$1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of \$346,536.

COMMITTEE:

Electoral Areas Committee

FUNDING:

Requisition

1.116 - SSI Grants in Aid

	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Grants in Aid	53,484	53,000	45,000	-	-	45,000	45,000	45,000	45,000	45,000
Allocations	7,288	7,288	4,799	-	-	4,799	4,904	5,011	5,119	5,228
Other Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	60,772	60,288	49,799	-	-	49,799	49,904	50,011	50,119	50,228
*Percentage Increase over prior year			-18.1%			-18.1%	0.2%	0.2%	0.2%	0.2%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	787	(787)	-	-	(787)	-	-	-	-
Balance c/fwd from 2022 to 2023	(33,964)	(33,964)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(37)	(37)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Other Revenue	(5,213)	(5,516)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	(39,214)	(38,730)	(1,047)	-	-	(1,047)	(260)	(260)	(260)	(260)
REQUISITION	(21,558)	(21,558)	(48,752)	-	-	(48,752)	(49,644)	(49,751)	(49,859)	(49,968)
*Percentage increase over prior year Requisition			126.1%			126.1%	1.8%	0.2%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Livestock Injury Compensation

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.342 SSI Livestock Injury Compensation

Committee: Electoral Area

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act*.
(Livestock Injury Compensation Service (Salt Spring Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Salt Spring Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.342 - SSI Livestock Injury Compensation	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2024 ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Allocations	158	158	158	-	-	158	161	164	168	171
Compensation Claim Payments	3,000	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	3,158	158	3,158	-	-	3,158	3,161	3,164	3,168	3,171
*Percentage Increase over prior year						0.0%	0.1%	0.1%	0.1%	0.1%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	3,053	(3,053)	-	-	(3,053)	-	-	-	-
Balance c/fwd from 2022 to 2023	(3,053)	(3,053)	-	-	-	-	-	-	-	-
Other Income	-	(53)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,053)	(53)	(3,053)	-	-	(3,053)	-	-	-	-
REQUISITION	(105)	(105)	(105)	-	-	(105)	(3,161)	(3,164)	(3,168)	(3,171)
*Percentage increase over prior year Requisition						0.0%	2910.5%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Search and Rescue

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.378 SSI Search and Rescue

Committee: Electoral Area

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of \$15,000 or \$0.0053 / \$1,000 on actual assessed value of land and improvements. To a maximum of \$36,733.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Contribution to SSI SAR Society	23,403	23,400	23,500	-	-	23,500	24,187	24,151	24,115	24,079
Allocations	1,639	1,639	1,252	-	-	1,252	1,277	1,303	1,329	1,355
Other Expenses	-	692	330	-	-	330	340	350	360	370
TOTAL COSTS	25,042	25,731	25,082	-	-	25,082	25,804	25,804	25,804	25,804
*Percentage Increase over prior year			0.2%			0.2%	2.9%	0.0%	0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(722)	722	-	-	722	-	-	-	-
Balance c/fwd from 2022 to 2023	762	762	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(82)	(49)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
			-			-				
TOTAL REVENUE	662	(27)	622	-	-	622	(100)	(100)	(100)	(100)
REQUISITION	(25,704)	(25,704)	(25,704)	-	-	(25,704)	(25,704)	(25,704)	(25,704)	(25,704)
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2024 Budget

SSI Street Lighting

Local Community Commission (LCC) Review

OCTOBER 2023

Service: 1.234 SSI Street Lighting

Committee: Electoral Area

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of \$24,370 or \$0.0075 / \$1,000 of actual assessed value of land and improvements. To a maximum of \$50,917.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2023		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2025	2026	2027	2028
<u>OPERATING COSTS</u>										
Electricity	25,650	25,550	26,400	-	-	26,400	27,000	27,500	28,000	28,500
Allocations	1,310	1,310	1,348	2,000	-	3,348	3,415	3,492	3,571	3,649
Contribution projects	-	-	-	2,000	-	2,000	2,000	2,000	2,000	2,000
Other Operating Expenses	-	220	100	-	-	100	100	100	100	100
TOTAL COSTS	26,960	27,080	27,848	4,000	-	31,848	32,515	33,092	33,671	34,249
*Percentage Increase over prior year			3.3%	14.8%		18.1%	2.1%	1.8%	1.7%	1.7%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated Balance c/fwd from 2023 to 2024	-	(120)	120	-	-	120	-	-	-	-
Balance c/fwd from 2022 to 2023	922	922	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	882	762	80	-	-	80	(40)	(40)	(40)	(40)
REQUISITION	(27,842)	(27,842)	(27,928)	(4,000)	-	(31,928)	(32,475)	(33,052)	(33,631)	(34,209)
*Percentage increase over prior year Requisition			0.3%	14.4%		14.7%	1.7%	1.8%	1.8%	1.7%

January 2024 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans

Service	Budget Item	FTE	IBC (If applicable)	Operating Budget	Capital Budget	Funding Source
Recreation	Programming Assistant	0.6	2024 IBC 16b-1.1 SSI Parks Recreation SIMS Staffing	\$17,350		Operating
	Facility Maintenance	0.5	2024 IBC 16b-1.1 SSI Parks Recreation SIMS Staffing	\$40,504		Operating
Septage	Programming Equipment Storage Building Upgrades				\$15,000	Equipment Reserve
	Referendum or Alternative Approval Process – Funding for Future Projects				\$30,000	Capital Reserve
					\$35,000	Capital Reserve
Total				\$57,854	\$80,000	