Fiscal Year 2024

Annual Fiscal Plan

Capital Regional District | British Columbia

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GFOA Awards

The Government Finance Officers' Association of the United States and Canada (GFOA) has given an award for the Distinguished Budget Presentation Award to Capital Regional District (CRD) for the Fiscal year beginning January 1, 2023.

The Award for Distinguished Budget Presentation is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government budgets.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Capital Regional District
British Columbia

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrill

Executive Director

In order to receive an Award for Distinguished Budget Presentation, a government unit must publish a Budget Report, whose contents conform to program standards of creativity, presentation understandability and reader appeal.

An Award for Distinguished Budget Presentation is valid for a period of one year only. The CRD has continuously won this award from 2018 to 2023; and we believe our current report continues to conform to the Distinguished Budget Presentation requirements.

The Capital Regional District

The Capital Regional District (CRD) is the regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 450,000 people.

The capital region spans the Territories of approximately 20 First Nations, of which 11 have Reserve lands and 9 have settlement populations, made up of 4,100 members.

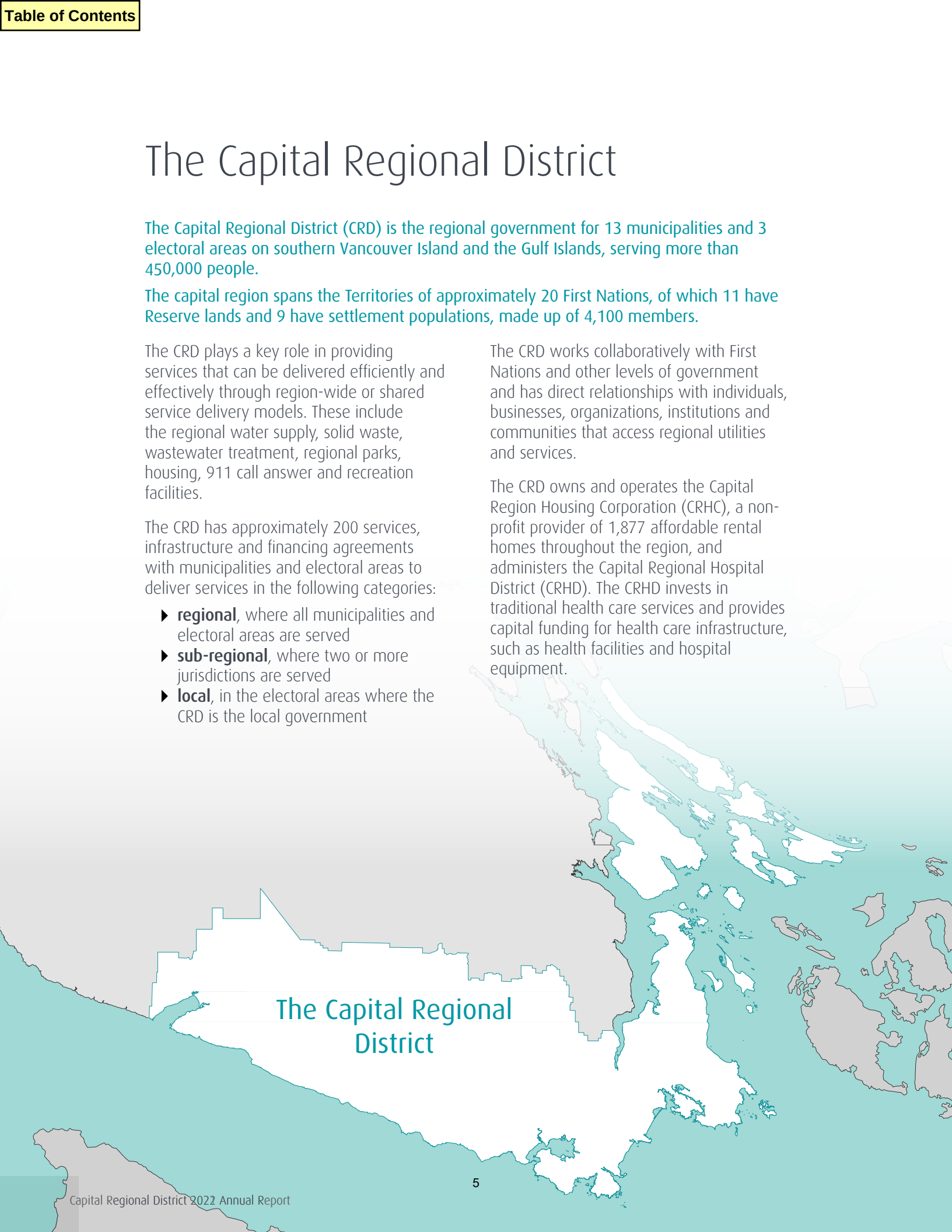
The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models. These include the regional water supply, solid waste, wastewater treatment, regional parks, housing, 911 call answer and recreation facilities.

The CRD has approximately 200 services, infrastructure and financing agreements with municipalities and electoral areas to deliver services in the following categories:

- **regional**, where all municipalities and electoral areas are served
- **sub-regional**, where two or more jurisdictions are served
- **local**, in the electoral areas where the CRD is the local government

The CRD works collaboratively with First Nations and other levels of government and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services.

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of 1,877 affordable rental homes throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment.



About the Capital Regional District

The Capital Regional District (CRD) is the regional government for the 13 municipalities and 3 electoral areas located on southern Vancouver Island and the Gulf Islands, serving more than 439,950 people.

The capital region spans the Territories of approximately 20 First Nations, of which 11 have Reserve lands and 9 have settlement populations, made up of 4,142 members.

The CRD was created in 1966 as part of the BC Provincial Government's initiative in the 1960s to establish the 'regional district' concept of local government province-wide. This governance concept was designed to address service requirements that transcend municipal boundaries and where municipal collaboration is required to achieve economies of scale. Thus, since inception, the CRD has played a key role in providing a wide range of services related to water supply, waste management and disposal, recycling, recreation, emergency response, and affordable housing.

Regional Government Leadership

The CRD derives authority from Letters Patent and from provincial legislation, primarily the Local Government Act and the Community Charter. It is run by a Board of 24 directors who represent 13 municipalities and 3 electoral areas within the capital region. The number of directors and the number of votes for each municipality or electoral area are determined by population weighted representation.

On the Board, the directors:

- Represent regional residents and communities to advance the interests of the region as a whole
- Provide a political and administrative framework for inter-municipal or sub-regional service delivery on a partnership basis
- Support the three electoral areas with local government services
- Sit as members of the Capital Regional Hospital District Board and the Capital Region Housing Corporation Board

Administrative Structure

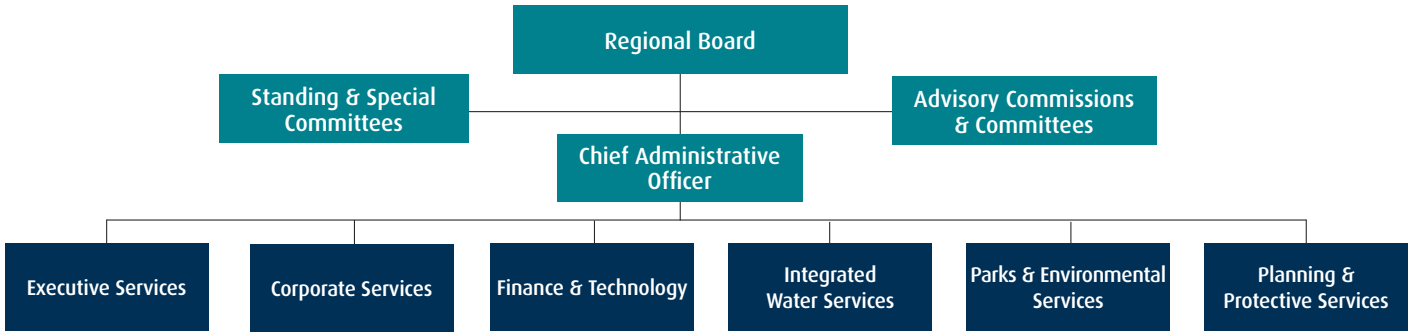
The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees staff in five service areas:

- Finance and Technology
- Parks and Environmental Services
- Integrated Water Services
- Planning and Protective Services
- Corporate Services

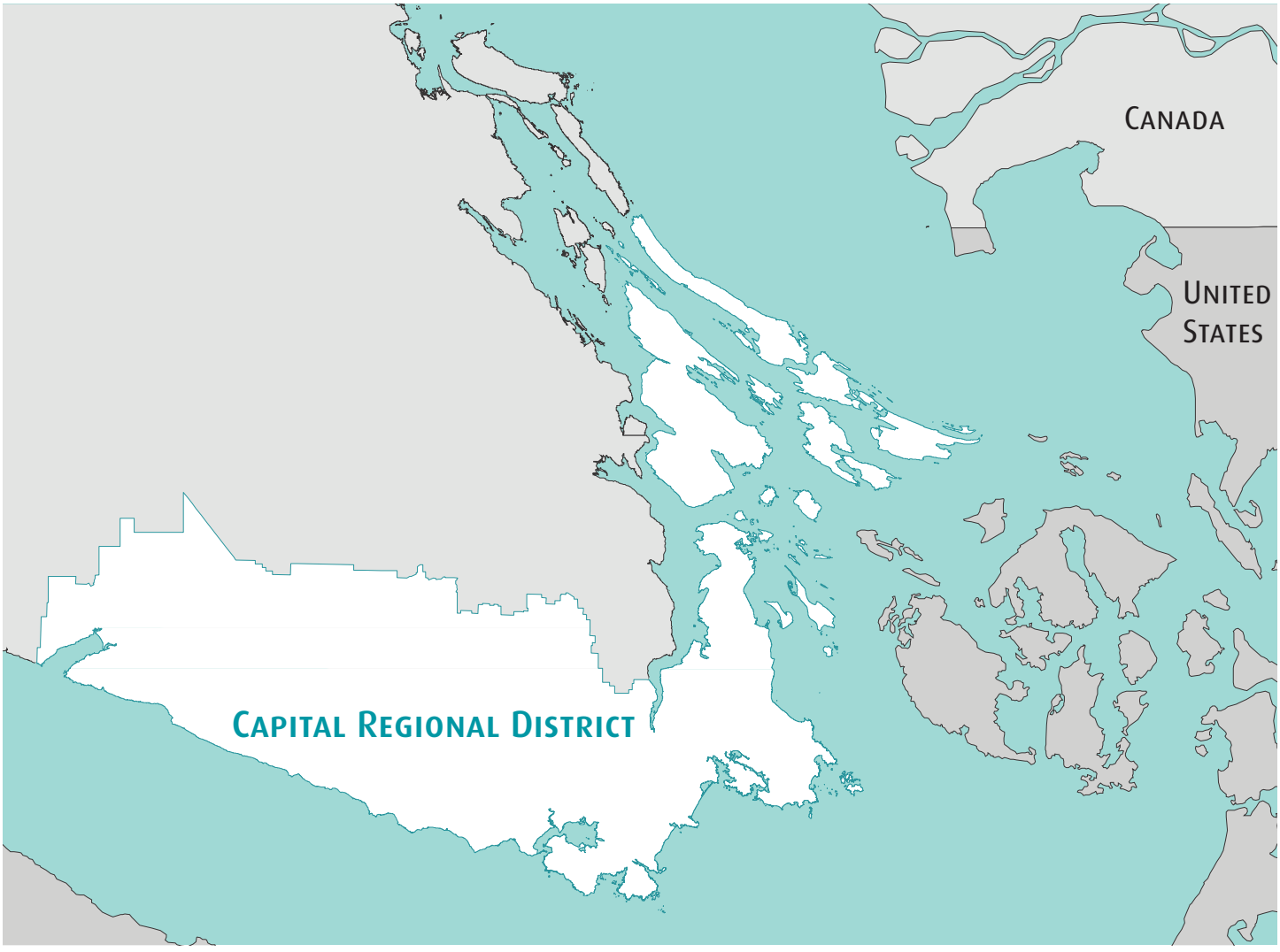
Altogether, the CRD administers more than 200 service-related reporting entities and employs more than 1,200 staff.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Setting the Stage
2023 Performance

The Regional Economy

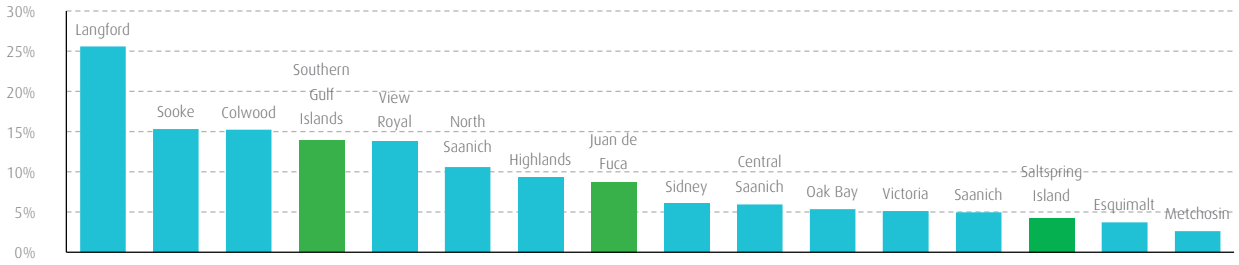
The Canadian economy faced stagnation in the second quarter of 2023, with early indications pointing towards a flat gross domestic product for July and a contraction in August. This slowdown is attributed to muted economic demand and a reduced pace of inflation.

The Bank of Canada increased the key overnight lending rate three times in 2023 moving from 4.25% to 5.0% in an attempt to reign inflation back to their long-standing target of 2%.

In Greater Victoria, the annual average Consumer Price Index (CPI) decreased to 3.7% in 2023, which was lower than Vancouver at 4.3% and provincially at 3.9%. Meanwhile, the unemployment rate in Greater
Victoria climbed to 4.2% in December 2023 but remained below the provincial and national rate of 5.4% and 5.8%.

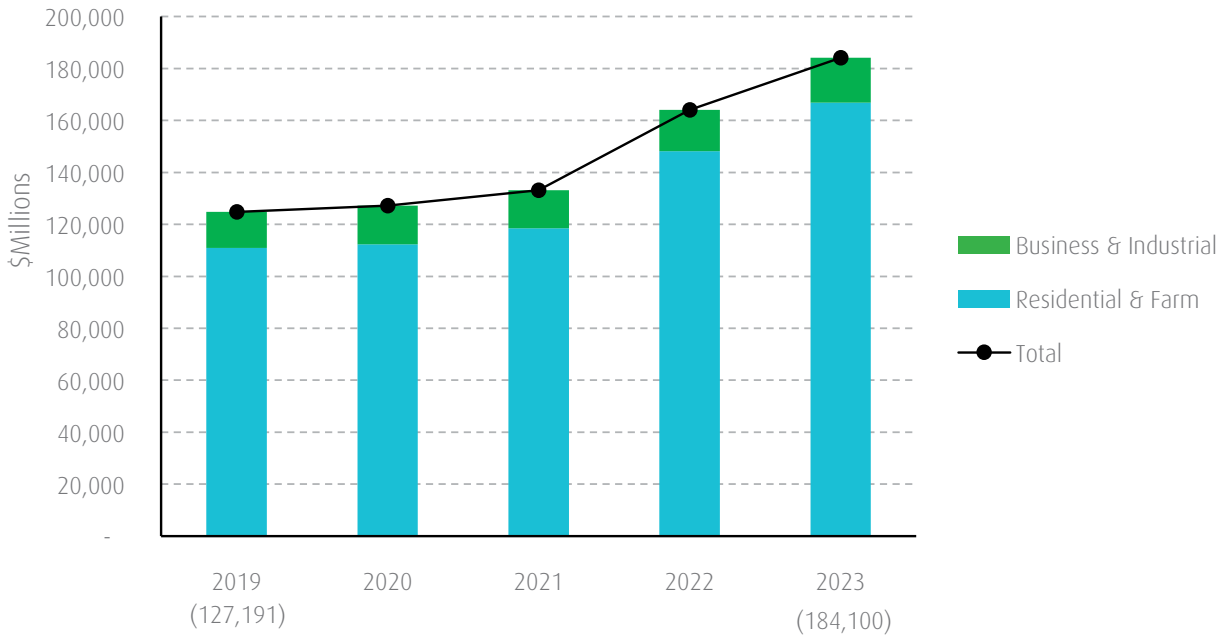
Population growth in Greater Victoria continues to outpace the province as a whole, with growth rate of 18.3% over the last nine years and 3.3% over 2022.

Population % Change by Municipality, 2023 vs. 2019



In December 2023, the benchmark home price in the region was reported at $1,268,000, a 2.5% increase from the 2022 measure of $1,236,500. Active listings have surged to 2,132 in December 2023, making a significant 26.3% increase compared to the 1,688 active listings recorded in December 2022. With continued population growth, pressure on housing affordability in the region is expected to persist.

2023 Total Assessments



Following a mid-year slowdown in the value of construction permits, the latter half of 2023 returned to historic highs. Although the total number of permits issued for the year decreased by (21.4%) to 3,101, there was a smaller (5.5%) decline in permit values. This trend suggests a market transition towards fewer high-value projects. Permits in 2023 totaled $2.1 billion. Regional housing starts increased by 4.3% to 4,992 for the calendar year 2023 compared to 2022. However, as housing starts typically lag behind building permit issuance, this uptick may be temporary, suggesting a potential slowdown into 2024.

Financial Health

The following indicators are used to measure overall organizational financial health and sustainability.

Current Ratio

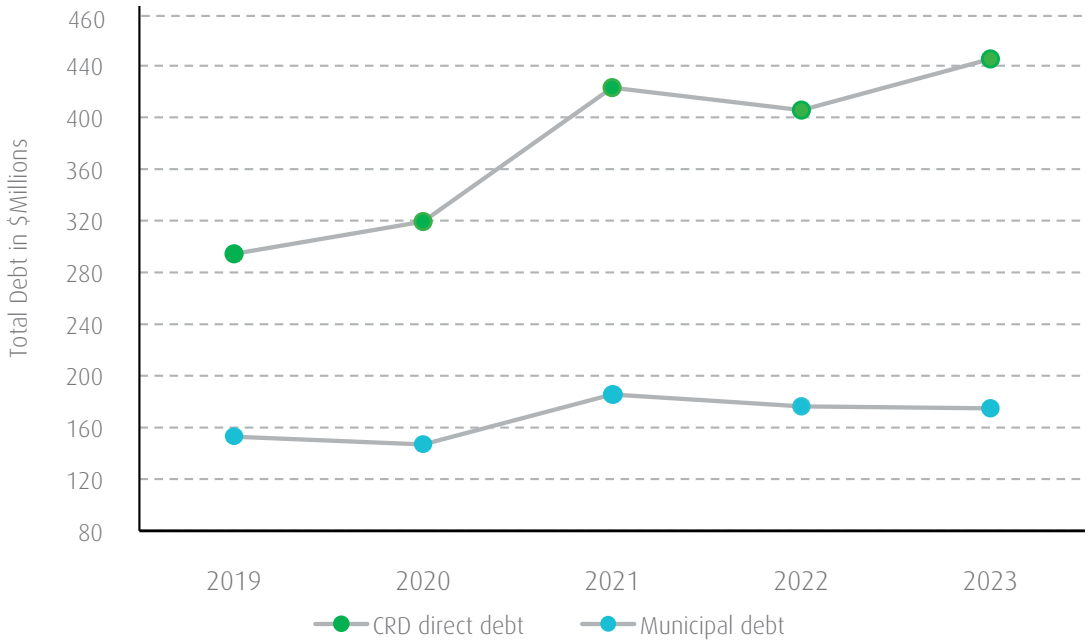
The current ratio is a measure of the liquidity of an organization, meaning the CRD's ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for a government entity.

CURRENT RATIO

2.0

Debt

Debt includes balances for CRD, CRHC and member municipalities. Short term debt increased by $21.5 million. This was primarily due to additional temporary financing during construction of housing redevelopment and other capital projects. Long term debt increased by $16.5 million as two new mortgages were placed for CRHC during the year.

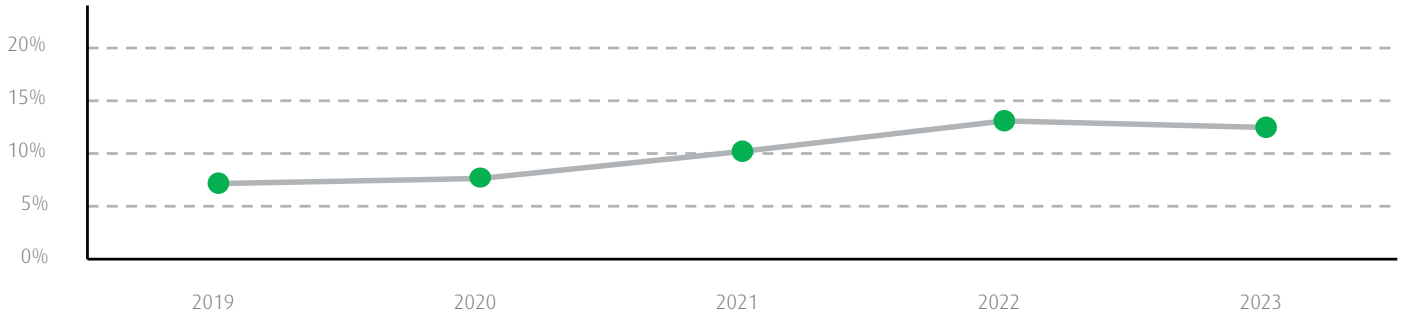


Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances. The CRD's debt servicing costs (excluding member municipality debt servicing costs) in 2023 was $45.1 million and total revenue was $362.2 million. Corporate guidelines monitor the percentage of revenue committed to debt repayment limiting commitments to within performance indicator benchmarks.

DEBT SERVICE COSTS TO TOTAL REVENUE

12.5%

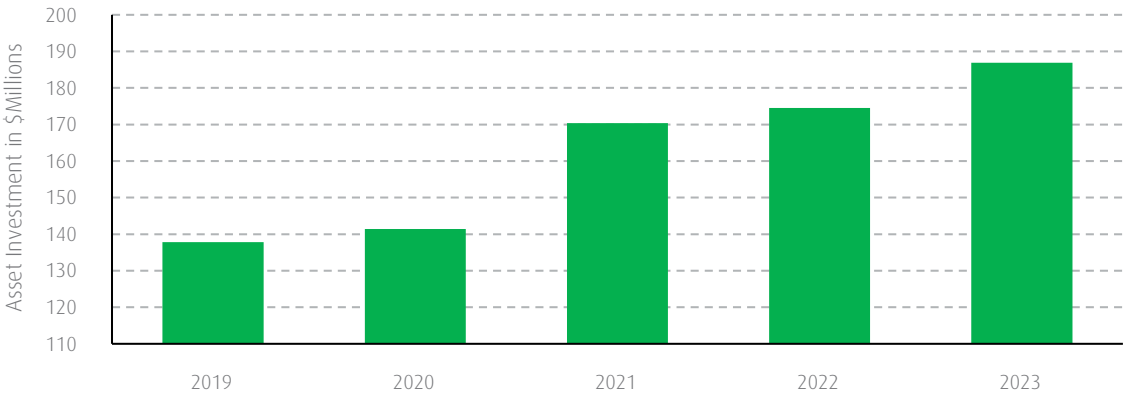


Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure. Reserves are guided by corporate reserve guidelines which set targets on savings supporting sustainable service delivery while balancing fluctuations in requisition and user fees. Transfers to operating and capital reserves increased the total reserve to $186.9 million in 2023, an increase of $12.4 million.

RESERVE BALANCE

$186.9M



Financial Management

The Chief Financial Officer, in coordination with the Finance Committee through the CRD Board of Directors, provides oversight over corporate planning and controllership, strategic investment, and other related financial activities.

The Financial Management Strategy supports full annual funding of operations, maintenance, growth and asset management while balancing tax rate increases and optimizing fee for service revenues. To support this objective four key principals were developed:

- Optimize fee for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset depletion.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or with the intent of stabilizing revenue requirements.
- Levels of transfers to/from capital reserves are to be supported through development of life cycle funding requirements.
- One-time variances resulting in surplus should be transferred to reserve to fund future capital liabilities or reduce future revenue requirements and only be applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

Controls and Reporting

The annual financial statements contained herein plays a key role in measuring the success of the strategies and performance against budget.

Annually the CRD develops an operating and capital financial plan for the next five years. The CRD Financial Plan consists of approximately 200 service budgets funding delivery of regional, sub-regional and local services. The financial plan is the primary tool for fiscal planning, tracking, and controlling expenditures.

Currently, to track expenditures, monthly and year-to-date budget-to-actual reports are distributed automatically to all budget managers and local service commissions in each CRD service. In addition, variance reporting is prepared by staff as a tool to forecast estimated revenue and expenditures.

The year-end financial statement analysis and quarterly variance and forecasting provide timely reporting of how the CRD is delivering against budget.

The District has an internal control framework that is used to monitor and respond to financial reporting risk on a periodic basis that was developed using best practices from the Committee of Sponsoring Organizations (COSO).

Basis of Budgeting

The CRD follows the accrual method for the basis of budgeting. Revenues are recognized in the year in which they are earned and measurable Expenses are recognized as they are incurred and measurable as a result of receipt of goods and services and/or the creation of a legal obligation to pay. The basis of budgeting is the same as the basis of accounting, both use the accrual method.

Consistent with Local Government Act in British Columbia, the financial plan must balance at the consolidated level as well as the individual service level. In addition, each service is to be accounted for separately. Funds from one service cannot be shared with another service.

Each year development of the expenditure plan includes:

- a full costing of all full time equivalents (FTE's) inclusive of related benefit costs
- prior year operating expenses (excluding salary and wages) are adjusted by inflation and othergrowth impacts
- one-time supplementary expenses and/ or revenues from the previous year are deleted
- full year effects of supplementaries are added, where only partial effects had been included inthe previous year
- any new one-time or ongoing supplementaries are added
- lifecycle replacement plans and new infrastructure are reviewed, prioritized and added to thecapital plan

Budgets are determined by individual service areas, participation in budget vary widely based on regional, sub-regional, and electoral areas (pg. 320-355). For reporting purposes, CRD shows budget by service areas. The service areas are consolidated into two funds: The operating fund and the capital fund.

The operating and capital funds are summarized below with both funds showing expenditures and revenues in Regional, Sub-Regional, and Electoral Areas. A full listing of all services for both funds over 5-years can be found under CRD Bylaw No. 4603 on pages 378-399. The operating fund is shown from page 378-388 and the capital fund is shown from page 389-399.

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2024 Operating Fund Summary

Service	Service Name	Expenditures						Revenue							Fund Balance
		Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Carryforward to 2024 Operating	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees and Charges	Requisition	Total	
1.010	Legislative & General Government	$ 37,174,170	$ -	$ -	$ 524,890	$ 1,900,466	$ **39,599,526**	$ 675,320	$ 21,550,550	$ 3,433,881	$ 1,592,779	$ 95,480	$ 12,251,516	$ **39,599,526**	$ -
1.10X	Facilities Management	$ 4,208,790	$ -	$ -	$ -	$ 397,500	$ **4,606,290**	$ -	$ 4,390,146	$ -	$ 42,410	$ -	$ 173,734	$ **4,606,290**	$ -
1.101	G.I.S.	$ 585,355	$ -	$ -	$ 18,260	$ 50,000	$ **653,615**	$ -	$ 514,396	$ -	$ 5,972	$ -	$ 133,247	$ **653,615**	$ -
1.112	Regional Grant in Aid	$ 1,609,336	$ -	$ -	$ -	$ -	$ **1,609,336**	$ 1,569,336	$ -	$ -	$ 40,000	$ -	$ -	$ **1,609,336**	$ -
1.224	Community Health	$ 1,002,468	$ -	$ -	$ -	$ -	$ **1,002,468**	$ 2,500	$ -	$ -	$ 191,389	$ -	$ 808,579	$ **1,002,468**	$ -
1.226	Health Facilities - VIHA	$ 741,525	$ -	$ -	$ -	$ 1,034,697	$ **1,776,222**	$ -	$ -	$ -	$ 1,776,222	$ -	$ -	$ **1,776,222**	$ -
1.280	Regional Parks	$ 14,973,908	$ 1,129,207	$ -	$ 270,000	$ 3,311,231	$ **19,684,346**	$ -	$ 76,018	$ -	$ 953,827	$ 676,011	$ 17,978,490	$ **19,684,346**	$ -
1.280A	Regional Parks - Land Acquisition	$ -	$ -	$ -	$ -	$ -	$ **-**	$ -	$ -	$ -	$ -	$ -	$ -	$ **-**	$ -
1.309	Climate Action and Adaptation	$ 2,058,635	$ -	$ -	$ 792,961	$ 12,500	$ **2,864,096**	$ -	$ 99,297	$ 190,000	$ 983,434	$ -	$ 1,591,365	$ **2,864,096**	$ -
1.310	Land Banking & Housing	$ 2,642,012	$ 1,009,463	$ -	$ 24,000	$ 4,070	$ **3,679,545**	$ 260,634	$ 595,481	$ 106,336	$ 820,566	$ 35,130	$ 1,861,398	$ **3,679,545**	$ -
1.312	Regional Goose Management	$ 243,486	$ -	$ -	$ -	$ -	$ **243,486**	$ -	$ -	$ -	$ -	$ -	$ 243,486	$ **243,486**	$ -
1.323	By-Law Enforcement	$ 588,873	$ -	$ -	$ -	$ 50,858	$ **639,731**	$ -	$ 603,101	$ -	$ 36,630	$ -	$ -	$ **639,731**	$ -
1.324	Regional Planning Services	$ 2,224,936	$ -	$ -	$ -	$ 2,500	$ **2,227,436**	$ -	$ 93,180	$ 799,617	$ 63,518	$ -	$ 1,271,121	$ **2,227,436**	$ -
1.335	Geo-Spatial Referencing System	$ 119,396	$ -	$ -	$ -	$ 64,010	$ **183,406**	$ -	$ -	$ -	$ 8,030	$ 8,660	$ 166,716	$ **183,406**	$ -
1.374	Regional Emergency Program Support	$ 148,016	$ -	$ -	$ -	$ -	$ **148,016**	$ -	$ -	$ -	$ 7,290	$ -	$ 140,726	$ **148,016**	$ -
1.375	Hazardous Material Incident Response	$ 396,051	$ -	$ -	$ -	$ 9,560	$ **405,611**	$ -	$ -	$ 31,600	$ 17,762	$ -	$ 356,249	$ **405,611**	$ -
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	$ 36,632,697	$ -	$ -	$ -	$ 2,118,387	$ **38,751,084**	$ -	$ -	$ 2,740,000	$ 7,510,100	$ 28,500,984	$ -	$ **38,751,084**	$ -
1.525	Solid Waste Disposal - Debt	$ 122,780	$ 1,106,886	$ -	$ -	$ -	$ **1,229,666**	$ -	$ -	$ -	$ 650	$ 1,229,016	$ -	$ **1,229,666**	$ -
1.57X	Environmental Services	$ 25,813,219	$ -	$ -	$ 475,000	$ 813,835	$ **27,102,054**	$ -	$ 26,405,223	$ 696,831	$ -	$ -	$ -	$ **27,102,054**	$ -
1.911	911 Systems	$ 1,592,770	$ 1,011,949	$ -	$ -	$ 2,000	$ **2,606,719**	$ -	$ -	$ 28,000	$ 2,140,093	$ 129,791	$ 308,835	$ **2,606,719**	$ -
1.921	Regional CREST Contribution	$ 1,911,008	$ -	$ 21,985	$ -	$ -	$ **1,932,993**	$ -	$ -	$ -	$ 99,442	$ -	$ 1,833,551	$ **1,932,993**	$ -
2.670	Regional Water Supply	$ 21,288,207	$ 2,896,242	$ -	$ 17,450,000	$ 479,755	$ **42,114,204**	$ -	$ -	$ -	$ 836,052	$ 41,278,152	$ -	$ **42,114,204**	$ -
21.ALL	Feasibility Study Reserve Fund - All	$ 350,000	$ -	$ -	$ -	$ -	$ **350,000**	$ 140,891	$ -	$ -	$ -	$ -	$ 209,109	$ **350,000**	$ -
Total Regional		**$ 156,427,638**	**$ 7,153,747**	**$ 21,985**	**$ 19,555,111**	**$ 10,251,369**	**$ 193,409,850**	**$ 2,648,681**	**$ 54,327,392**	**$ 8,026,265**	**$ 17,126,166**	**$ 71,953,224**	**$ 39,328,122**	**$ 193,409,850**	**$ -**
1.121	Sooke Regional Museum	$ 230,107	$ -	$ -	$ -	$ -	$ **230,107**	$ 1,995	$ -	$ -	$ 653	$ -	$ 227,459	$ **230,107**	$ -
1.123	Prov. Court of B.C. (Family Court)	$ -	$ -	$ -	$ -	$ 149,360	$ **149,360**	$ -	$ -	$ -	$ 149,360	$ -	$ -	$ **149,360**	$ -
1.126	Victoria Family Court Committee	$ 58,597	$ -	$ -	$ -	$ -	$ **58,597**	$ 42,773	$ -	$ -	$ 824	$ -	$ 15,000	$ **58,597**	$ -
1.128	Greater Victoria Police Victim Services	$ 323,215	$ -	$ -	$ -	$ -	$ **323,215**	$ 3	$ -	$ -	$ 15,190	$ -	$ 308,022	$ **323,215**	$ -
1.230	Traffic Safety Commission	$ 105,254	$ -	$ -	$ -	$ -	$ **105,254**	$ 29,182	$ -	$ -	$ 3,560	$ -	$ 72,512	$ **105,254**	$ -
1.290	Royal Theatre	$ 100,000	$ -	$ -	$ 105,000	$ 375,000	$ **580,000**	$ -	$ -	$ -	$ -	$ -	$ 580,000	$ **580,000**	$ -
1.295	McPherson Theatre	$ 349,106	$ -	$ -	$ 90,000	$ 346,233	$ **785,339**	$ -	$ -	$ -	$ 35,339	$ -	$ 750,000	$ **785,339**	$ -
1.297	Arts Grants	$ 3,207,277	$ -	$ -	$ -	$ 1,000	$ **3,208,277**	$ -	$ 15,130	$ 49,500	$ 186,993	$ -	$ 2,956,654	$ **3,208,277**	$ -
1.311	Regional Housing Trust Fund	$ 4,178,799	$ -	$ -	$ -	$ -	$ **4,178,799**	$ 3,226,193	$ -	$ -	$ 233,931	$ -	$ 718,675	$ **4,178,799**	$ -
1.313	Animal Care Services	$ 1,697,212	$ -	$ -	$ -	$ 40,093	$ **1,737,305**	$ -	$ -	$ -	$ 1,232,435	$ 28,330	$ 476,540	$ **1,737,305**	$ -
1.330	Regional Growth Strategy	$ 321,880	$ -	$ -	$ -	$ 10,000	$ **331,880**	$ -	$ -	$ -	$ 16,675	$ -	$ 315,205	$ **331,880**	$ -
1.40X	SEAPARC	$ 4,669,800	$ 103,966	$ -	$ -	$ 470,000	$ **5,243,766**	$ -	$ -	$ -	$ 534,684	$ 1,411,200	$ 3,297,882	$ **5,243,766**	$ -
1.44X	Panorama Rec. Center.	$ 9,320,141	$ 337,707	$ -	$ -	$ 1,152,890	$ **10,810,738**	$ -	$ -	$ -	$ 2,081,592	$ 3,229,973	$ 5,499,173	$ **10,810,738**	$ -
1.531	Stormwater Quality Management - Sooke	$ 90,599	$ -	$ -	$ -	$ -	$ **90,599**	$ -	$ -	$ 50,000	$ 156	$ -	$ 40,443	$ **90,599**	$ -
1.536	LWMP-Stormwater Quality Management-Core	$ 839,287	$ -	$ -	$ -	$ 18,154	$ **857,441**	$ -	$ -	$ 90,000	$ 90,277	$ -	$ 677,164	$ **857,441**	$ -
1.537	Stormwater Quality Management - Peninsula	$ 125,095	$ -	$ -	$ -	$ -	$ **125,095**	$ -	$ -	$ -	$ 4,173	$ -	$ 120,922	$ **125,095**	$ -
1.538	Source - Stormwater Quality - Peninsula	$ 59,263	$ -	$ -	$ -	$ -	$ **59,263**	$ -	$ -	$ 657	$ 1,653	$ -	$ 56,953	$ **59,263**	$ -
1.912B	911 Call Answer - Municipalities	$ -	$ -	$ 20,030	$ -	$ -	$ **20,030**	$ -	$ 681,953	$ -	-$ 43,435	$ -	-$ 618,488	$ **20,030**	$ -
1.913	913 Fire Dispatch	$ 372,559	$ -	$ -	$ -	$ -	$ **372,559**	$ -	$ -	$ 33,771	$ 10,648	$ -	$ 328,140	$ **372,559**	$ -
2.610	Saanich Peninsula Water Supply	$ 7,000,266	$ 42,000	$ -	$ -	$ 850,000	$ **7,892,266**	$ -	$ -	$ -	$ 60,500	$ 7,831,766	$ -	$ **7,892,266**	$ -
2.680	Juan de Fuca Water Distribution	$ 15,621,033	$ 2,411,815	$ -	$ 7,346,169	$ 647,507	$ **26,026,524**	$ -	$ -	$ -	$ 223,780	$ 25,802,744	$ -	$ **26,026,524**	$ -
2.681	Florence Lake Water System Debt	$ -	$ 19,038	$ -	$ -	$ -	$ **19,038**	$ 7,288	$ -	$ -	$ 37	$ -	$ 11,713	$ **19,038**	$ -
3.700	Septage Disposal	$ 161,082	$ -	$ -	$ -	$ -	$ **161,082**	$ -	$ -	$ -	$ 161,082	$ -	$ -	$ **161,082**	$ -
3.701	Millstream Remediation Service	$ 650	$ 19,162	$ -	$ -	$ -	$ **19,812**	$ -	$ -	$ 6,262	$ 7,288	$ -	$ 6,262	$ **19,812**	$ -
3.707	LWMP - On Site System Management Program	$ 183,866	$ -	$ -	$ -	$ -	$ **183,866**	$ -	$ -	$ 42,260	$ 6,900	$ -	$ 134,706	$ **183,866**	$ -
3.718	Peninsula Wastewater TP	$ 4,007,733	$ -	$ -	$ -	$ 986,237	$ **4,993,969**	$ -	$ 154,483	$ 180,000	$ 2,576,123	$ -	$ 2,083,363	$ **4,993,969**	$ -
3.720	LWMP - (Peninsula) - Implementation	$ 34,200	$ -	$ -	$ -	$ 23,222	$ **57,422**	$ -	$ -	$ -	$ 2,208	$ -	$ 55,214	$ **57,422**	$ -
3.750	LWMP - Core and West Shore	$ 328,399				$ 255,673	$ **584,072**	$ -	$ -	$ -	$ 156,746	$ 200,000	$ 227,326	$ **584,072**	$ -
3.752	LWMP - Harbour Studies	$ 362,174				$ -	$ **362,174**	$ -	$ -	$ -	$ 22,459	$ -	$ 339,715	$ **362,174**	$ -
3.755	Regional Source Control	$ 1,674,548	$ -	$ -	$ -	$ 170	$ **1,674,718**	$ -	$ 55,000	$ 43,762	$ 96,970	$ 61,200	$ 1,417,786	$ **1,674,718**	$ -
3.756	Harbours Environmental Action	$ -	$ -	$ -	$ -	$ -	$ **-**	$ -	$ -	$ -	$ 2,031	$ -	-$ 2,031	$ **-**	$ -
3.71X	Core Area Wastewater Operations	$ 33,909,974	$ -	$ -	$ -	$ 700,000	$ **34,609,974**	$ -	$ 630,083	$ 420,849	$ 28,130,868	$ -	$ 5,428,174	$ **34,609,974**	$ -
3.7XX	Core Area & Legacy Trunk Sewer - Debt	$ 227,343	$ 9,163,127	$ 6,013	$ 5,529,745	$ 6,963,438	$ **21,889,666**	$ 211,603	$ -	$ -	$ 15,877,551	$ -	$ 5,800,512	$ **21,889,666**	$ -
Total Sub-Regional		**$ 89,559,459**	**$ 12,096,815**	**$ 26,043**	**$ 13,070,914**	**$ 12,988,977**	**$ 127,742,207**	**$ 3,519,037**	**$ 1,536,649**	**$ 917,061**	**$ 51,879,252**	**$ 38,565,213**	**$ 31,324,996**	**$ 127,742,207.25**	**$ -**

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Service	Service Name	Expenditures						Revenue							Fund Balance
		Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Carryforward to 2024 Operating	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees and Charges	Requisition	Total	
1.103	Elections	$ 90	$ -	$ -	$ -	$ 40,490	$ **40,580**	$ -	$ -	$ -	$ 271	$ -	$ 40,309	$ **40,580**	$ -
1.104	U.B.C.M.	$ 13,036	$ -	$ -	$ -	$ -	$ **13,036**	$ 468	$ -	$ -	$ 90	$ -	$ 12,478	$ **13,036**	$ -
1.109	Electoral Area Admin Exp - JDF	$ 72,645	$ -	$ -	$ -	$ -	$ **72,645**	$ -	$ -	$ -	$ 246	$ -	$ 72,399	$ **72,645**	$ -
1.110	Electoral Area Admin Exp - SGI	$ 571,536	$ -	$ -	$ -	$ 1,100	$ **572,636**	$ -	$ 86,867	$ 52,688	$ 18,921	$ -	$ 414,160	$ **572,636**	$ -
1.111	Electoral Area Admin Exp - SSI	$ 1,342,753	$ -	$ -	$ 20,000	$ 35,000	$ **1,397,753**	$ 48,579	$ 683,846	$ -	$ 5,730	$ -	$ 659,598	$ **1,397,753**	$ -
1.114	Grant-in-Aid - Juan de Fuca	$ 29,515	$ -	$ -	$ -	$ -	$ **29,515**	$ 29,225	$ -	$ -	$ 290	$ -	$ -	$ **29,515**	$ -
1.116	Grant-in-Aid - Salt Spring Island	$ 58,785	$ -	$ -	$ -	$ -	$ **58,785**	$ 14,773	$ -	$ -	$ 260	$ -	$ 43,752	$ **58,785**	$ -
1.117	Grant-in-Aid - Southern Gulf Islands	$ 111,192	$ -	$ 416	$ -	$ -	$ **111,608**	$ -	$ -	$ -	$ 1,254	$ -	$ 110,354	$ **111,608**	$ -
1.119	Vancouver Island Regional Library	$ 402,678	$ -	$ 1,769	$ -	$ -	$ **404,447**	$ -	$ -	$ -	$ 629	$ -	$ 403,818	$ **404,447**	$ -
1.124	SSI Economic Development Commission	$ 69,349	$ -	$ -	$ -	$ -	$ **69,349**	$ 15,000	$ -	$ -	$ 650	$ -	$ 53,699	$ **69,349**	$ -
1.125	SGI Economic Development Commission	$ 155,896	$ -	$ -	$ -	$ -	$ **155,896**	$ 27,650	$ -	$ -	$ 1,468	$ -	$ 126,778	$ **155,896**	$ -
1.129	Vancouver Island Regional Library - Debt	$ 1,100	$ 338,266	$ -	$ -	$ -	$ **339,366**	$ -	$ -	$ -	$ 339,366	$ -	$ -	$ **339,366**	$ -
1.133	Langford E.A. - Greater Victoria Public Library	$ 33,671	$ -	$ -	$ -	$ -	$ **33,671**	$ 315	$ -	$ -	$ 100	$ -	$ 33,256	$ **33,671**	$ -
1.137	Galiano Island Community Use Building	$ 38,862	$ 30,653	$ -	$ -	$ 1,075	$ **70,590**	$ 3,236	$ -	$ -	$ 298	$ -	$ 67,056	$ **70,590**	$ -
1.138	Southern Gulf Islands Regional Library	$ 247,999	$ -	$ -	$ -	$ -	$ **247,999**	$ 2,735	$ -	$ -	$ 2,540	$ -	$ 242,724	$ **247,999**	$ -
1.141	Salt Spring Island Public Library	$ 559,044	$ 146,651	$ -	$ -	$ 13,255	$ **718,950**	$ -	$ -	$ -	$ 1,656	$ -	$ 717,294	$ **718,950**	$ -
1.170	Gossip Island Electric Power Supply	$ 592	$ 62,621	$ -	$ -	$ -	$ **63,213**	$ 283	$ -	$ -	$ 290	$ -	$ 62,640	$ **63,213**	$ -
1.227	Saturna Island Medical Clinic	$ 26,027	$ -	$ -	$ -	$ -	$ **26,027**	$ 190	$ -	$ -	$ 1,421	$ -	$ 24,416	$ **26,027**	$ -
1.228	Galiano Health Service	$ 144,768	$ -	$ -	$ -	$ -	$ **144,768**	$ 15	$ -	$ -	$ 124	$ -	$ 144,629	$ **144,768**	$ -
1.229	Pender Islands Health Care Centre	$ 266,238	$ -	$ 337	$ -	$ -	$ **266,575**	$ -	$ -	$ -	$ 1,974	$ -	$ 264,601	$ **266,575**	$ -
1.232	Port Renfrew Street Lighting	$ 9,199	$ -	$ -	$ -	$ -	$ **9,199**	$ 1,233	$ -	$ -	$ 352	$ 3,892	$ 3,722	$ **9,199**	$ -
1.234	SSI Street Lighting	$ 31,848	$ -	$ 61	$ -	$ -	$ **31,909**	$ -	$ -	$ -	$ 40	$ -	$ 31,869	$ **31,909**	$ -
1.235	SGI Small Craft Harbour Facilities	$ 254,855	$ 87,493	$ -	$ -	$ 141,412	$ **483,760**	$ -	$ -	$ -	$ 7,449	$ 151,150	$ 325,161	$ **483,760**	$ -
1.236	Salt Spring Island Fernwood Dock	$ 16,547	$ -	$ -	$ -	$ -	$ **16,547**	$ -	$ -	$ -	$ 167	$ -	$ 16,380	$ **16,547**	$ -
1.238A	Community Transit (SSI)	$ 632,673	$ -	$ -	$ -	$ -	$ **632,673**	$ -	$ -	$ 67,000	$ 211,994	$ -	$ 353,679	$ **632,673**	$ -
1.238B	Community Transportation (SSI)	$ 48,489	$ -	$ -	$ -	$ 40,000	$ **88,489**	$ -	$ -	$ -	$ 430	$ -	$ 88,059	$ **88,489**	$ -
1.299	Salt Spring Island Arts	$ 132,832	$ -	$ 974	$ -	$ -	$ **133,806**	$ -	$ -	$ -	$ 90	$ -	$ 133,716	$ **133,806**	$ -
1.314	SGI House Numbering	$ 10,098	$ -	$ 13	$ -	$ -	$ **10,111**	$ -	$ -	$ -	$ 124	$ -	$ 9,987	$ **10,111**	$ -
1.316	SSI Building Numbering	$ 10,203	$ -	$ 82	$ -	$ -	$ **10,285**	$ -	$ -	$ -	$ 20	$ -	$ 10,265	$ **10,285**	$ -
1.317	JDF Building Numbering	$ 13,884	$ -	$ -	$ -	$ -	$ **13,884**	$ 84	$ -	$ -	$ 50	$ -	$ 13,750	$ **13,884**	$ -
1.318	Building Inspection	$ 2,184,393	$ -	$ -	$ 13,460	$ 44,120	$ **2,241,973**	$ -	$ 32,060	$ 200,183	$ 4,584	$ 1,439,990	$ 565,156	$ **2,241,973**	$ -
1.319	Soil Deposit Removal	$ 6,180	$ -	$ -	$ -	$ -	$ **6,180**	$ -	$ -	$ 80	$ 40	$ -	$ 6,060	$ **6,180**	$ -
1.320	Noise Control	$ 43,371	$ -	$ 22,000	$ -	$ -	$ **65,371**	$ -	$ -	$ -	$ 318	$ -	$ 65,053	$ **65,371**	$ -
1.322	Nuisances & Unsightly Premises	$ 57,419	$ -	$ -	$ -	$ -	$ **57,419**	$ -	$ -	$ 5,519	$ 330	$ -	$ 51,570	$ **57,419**	$ -
1.325	Electoral Area Services - Planning	$ 803,367	$ -	$ -	$ -	$ 75,770	$ **879,137**	$ -	$ 33,180	$ 55,016	$ 2,151	$ 45,000	$ 743,790	$ **879,137**	$ -
1.340	JDF Livestock Injury Compensation	$ 3,158	$ -	$ -	$ -	$ -	$ **3,158**	$ 3,145	$ -	$ -	$ -	$ -	$ 13	$ **3,158**	$ -
1.341	SGI Livestock Injury Compensation	$ 3,180	$ -	$ -	$ -	$ -	$ **3,180**	$ 3,146	$ -	$ -	$ 34	$ -	$ -	$ **3,180**	$ -
1.342	SSI Livestock Injury Compensation	$ 3,158	$ -	$ -	$ -	$ -	$ **3,158**	$ 3,145	$ -	$ -	$ -	$ -	$ 13	$ **3,158**	$ -
1.350	Willis Point Fire Protect & Recreation	$ 139,637	$ -	$ -	$ 6,520	$ 57,639	$ **203,796**	$ 16,086	$ -	$ -	$ 41,980	$ -	$ 145,730	$ **203,796**	$ -
1.352	South Galiano Fire Protection	$ 355,080	$ 141,027	$ -	$ 10,190	$ 100,290	$ **606,587**	$ -	$ -	$ -	$ 1,120	$ -	$ 605,467	$ **606,587**	$ -
1.353	Otter Point Fire Protection	$ 498,390	$ -	$ -	$ 5,870	$ 167,200	$ **671,460**	$ -	$ -	$ -	$ 340	$ -	$ 671,120	$ **671,460**	$ -
1.354	Malahat Fire Protection	$ 73,672	$ -	$ -	$ -	$ -	$ **73,672**	$ 617	$ -	$ -	$ -	$ -	$ 73,055	$ **73,672**	$ -
1.355	Durrance Road Fire Protection	$ 2,716	$ -	$ -	$ -	$ 300	$ **3,016**	$ -	$ -	$ -	$ -	$ -	$ 3,016	$ **3,016**	$ -
1.356	Pender Fire Protection	$ 1,096,314	$ 111,596	$ -	$ -	$ 191,422	$ **1,399,332**	$ -	$ -	$ 111,596	$ 11,583	$ -	$ 1,276,153	$ **1,399,332**	$ -
1.357	East Sooke Fire Protection	$ 330,076	$ 155,109	$ -	$ 5,000	$ 96,121	$ **586,306**	$ 11,043	$ -	$ -	$ 27,963	$ 69,350	$ 477,950	$ **586,306**	$ -
1.358	Port Renfrew Fire Protection	$ 174,186	$ 2,898	$ -	$ -	$ 25,354	$ **202,438**	$ -	$ -	$ -	$ 1,340	$ 80,698	$ 120,400	$ **202,438**	$ -
1.359	North Galiano Fire Protection	$ 272,292	$ 53,608	$ -	$ 5,000	$ 10,069	$ **340,969**	$ 24,520	$ -	$ -	$ 988	$ -	$ 315,461	$ **340,969**	$ -
1.360	Shirley Fire Protection	$ 125,634	$ -	$ -	$ 10,000	$ 64,456	$ **200,090**	$ -	$ -	$ -	$ 210	$ -	$ 199,880	$ **200,090**	$ -
1.363	Saturna Island Fire	$ 316,453	$ -	$ -	$ -	$ -	$ **316,453**	$ 1,596	$ -	$ -	$ 12,396	$ -	$ 302,461	$ **316,453**	$ -
1.369	Electoral Area Fire Services (JDF & SGI)	$ 375,564	$ -	$ -	$ 2,500	$ -	$ **378,064**	$ -	$ -	$ 171,704	$ 120	$ -	$ 206,240	$ **378,064**	$ -
1.370	Juan de Fuca Emergency Program	$ 92,415	$ -	$ -	$ -	$ 12,880	$ **105,295**	$ -	$ -	$ -	$ 240	$ -	$ 105,055	$ **105,295**	$ -
1.371	SSI Emergency Program	$ 134,181	$ -	$ -	$ 10,000	$ -	$ **144,181**	$ -	$ -	$ 13,811	$ 200	$ -	$ 130,170	$ **144,181**	$ -
1.372	Electoral Area Emergency Program	$ 743,997	$ -	$ -	$ -	$ 5,000	$ **748,997**	$ -	$ 509,530	$ 72,410	$ 967	$ -	$ 166,090	$ **748,997**	$ -
1.373	SGI Emergency Program	$ 254,718	$ -	$ -	$ -	$ 20,500	$ **275,218**	$ -	$ -	$ 25,000	$ 2,735	$ -	$ 247,483	$ **275,218**	$ -
1.377	JDF Search and Rescue	$ 88,752	$ -	$ -	$ 9,500	$ 3,000	$ **101,252**	$ 9,450	$ -	$ -	$ 21,850	$ -	$ 69,952	$ **101,252**	$ -
1.378	SSI Search and Rescue	$ 25,804	$ -	$ -	$ -	$ -	$ **25,804**	$ 2,787	$ -	$ -	$ 100	$ -	$ 22,917	$ **25,804**	$ -
1.405	JDF EA - Community Parks	$ 215,635	$ -	$ -	$ -	$ 18,250	$ **233,885**	$ -	$ -	$ -	$ 912	$ -	$ 232,973	$ **233,885**	$ -
1.408	JDF EA - Community Recreation	$ 98,812	$ -	$ -	$ -	$ -	$ **98,812**	$ 6,200	$ -	$ -	$ 21,980	$ -	$ 70,632	$ **98,812**	$ -
1.455	Salt Spring Island - Community Parks	$ 962,085	$ -	$ 35,212	$ -	$ 28,000	$ **1,025,297**	$ -	$ 404,570	$ -	$ 32,200	$ -	$ 588,527	$ **1,025,297**	$ -
1.458	Salt Spring Is.- Community Rec	$ 384,702	$ -	$ 9,533	$ -	$ 5,000	$ **399,235**	$ -	$ -	$ -	$ 10,040	$ 270,220	$ 118,975	$ **399,235**	$ -
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	$ 2,289,712	$ -	$ 60,179	$ -	$ 90,000	$ **2,439,891**	$ 8,059	$ 88,420	$ -	$ 172,599	$ 282,800	$ 1,888,013	$ **2,439,891**	$ -
1.465	Saturna Island Comm. Parks	$ 28,310	$ -	$ -	$ -	$ 5,157	$ **33,467**	$ 3,268	$ -	$ -	$ 1,290	$ -	$ 28,909	$ **33,467**	$ -
1.468	Saturna Island - Community Rec.	$ 20,177	$ -	$ -	$ -	$ -	$ **20,177**	$ 4,347	$ -	$ -	$ 681	$ -	$ 15,149	$ **20,177**	$ -
1.475	Mayne Is. Com. Parks & Rec	$ 78,069	$ -	$ -	$ -	$ 18,500	$ **96,569**	$ -	$ -	$ -	$ 288	$ -	$ 96,281	$ **96,569**	$ -
1.476	Mayne Is. Comm. Parks (reserve)	$ 29,771	$ -	$ -	$ -	$ -	$ **29,771**	$ 19,191	$ -	$ -	$ 9,550	$ 1,030	$ -	$ **29,771**	$ -
1.478	Mayne Is. Community Rec.	$ 48,182	$ -	$ -	$ -	$ -	$ **48,182**	$ 11,310	$ -	$ -	$ 56	$ -	$ 36,816	$ **48,182**	$ -

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Service	Service Name	Expenditures						Revenue							Fund Balance
		Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total	Carryforward to 2024 Operating	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees and Charges	Requisition	Total	
1.485	North & South Pender Com. Parks	$ 158,391	$ -	$ -	$ -	$ 17,079	**$ 175,470**	$ -	$ -	$ -	$ 2,135	$ -	$ 173,335	**$ 175,470**	$ -
1.488	North & South Pender Com. Rec	$ 70,816	$ -	$ -	$ -	$ -	**$ 70,816**	$ 366	$ -	$ -	$ 818	$ -	$ 69,632	**$ 70,816**	$ -
1.495	Galiano Parks	$ 118,309	$ -	$ -	$ -	$ 10,000	**$ 128,309**	$ -	$ -	$ 20,690	$ 137	$ -	$ 107,482	**$ 128,309**	$ -
1.498	Galiano Community Recreation	$ 43,876	$ -	$ 4	$ -	$ -	**$ 43,880**	$ -	$ -	$ -	$ 30	$ -	$ 43,850	**$ 43,880**	$ -
1.523	Port Renfrew Refuse Disposal	$ 92,681	$ -	$ -	$ -	$ 17,950	**$ 110,631**	$ -	$ 26,440	$ -	$ 44,815	$ -	$ 39,376	**$ 110,631**	$ -
1.533	Stormwater Quality Management - SGI	$ 41,480	$ -	$ -	$ -	$ -	**$ 41,480**	$ -	$ -	$ -	$ 480	$ -	$ 41,000	**$ 41,480**	$ -
1.535	Stormwater Quality Management - SSI	$ 66,034	$ -	$ -	$ -	$ -	**$ 66,034**	$ 30,000	$ -	$ 11,394	$ 30	$ -	$ 24,610	**$ 66,034**	$ -
1.923	Emergency Comm - CREST - SGI	$ 187,299	$ -	$ -	$ -	$ -	**$ 187,299**	$ 214	$ -	$ -	$ 1,992	$ -	$ 185,093	**$ 187,299**	$ -
1.924	Emergency Comm - CREST - JDF	$ 160,323	$ -	$ -	$ -	$ -	**$ 160,323**	$ 11,784	$ -	$ -	$ 250	$ -	$ 148,289	**$ 160,323**	$ -
1.925	Emergency Comm - CREST - SSI	$ 150,862	$ -	$ 116	$ -	$ -	**$ 150,978**	$ -	$ -	$ -	$ 160	$ -	$ 150,818	**$ 150,978**	$ -
2.620	SSI Highland Water System	$ 117	$ 31,871	$ -	$ -	$ -	**$ 31,988**	$ 172	$ -	$ -	$ 90	$ -	$ 31,726	**$ 31,988**	$ -
2.621	Highland / Fernwood Water - SSI	$ 387,292	$ 44,234	$ -	$ -	$ 141,076	**$ 572,602**	$ -	$ -	$ 20,000	$ 940	$ 474,032	$ 77,630	**$ 572,602**	$ -
2.622	Cedars of Tuam	$ 35,982	$ -	$ -	$ -	$ 12,415	**$ 48,397**	$ -	$ -	$ -	$ 90	$ 48,307	$ -	**$ 48,397**	$ -
2.624	Beddis Water	$ 190,277	$ 3,740	$ -	$ -	$ 99,910	**$ 293,927**	$ -	$ -	$ -	$ 150	$ 207,837	$ 85,940	**$ 293,927**	$ -
2.626	Fulford Water	$ 182,005	$ 17,852	$ -	$ -	$ 59,374	**$ 259,231**	$ -	$ -	$ 20,000	$ 710	$ 183,291	$ 55,230	**$ 259,231**	$ -
2.628	Cedar Lane Water (SSI)	$ 67,660	$ 12,752	$ -	$ -	$ 14,930	**$ 95,342**	$ -	$ -	$ 5,000	$ 190	$ 72,332	$ 17,820	**$ 95,342**	$ -
2.630	Magic Lakes Estate Water System	$ 741,546	$ 215,764	$ -	$ -	$ 52,060	**$ 1,009,370**	$ -	$ -	$ -	$ 11,080	$ 418,230	$ 580,060	**$ 1,009,370**	$ -
2.640	Saturna Island Water System (Lyall Harbour)	$ 205,878	$ 31,001	$ -	$ -	$ 53,140	**$ 290,019**	$ -	$ -	$ 20,000	$ 1,008	$ 128,315	$ 140,696	**$ 290,019**	$ -
2.642	Skana Water (Mayne)	$ 62,515	$ -	$ -	$ -	$ 34,325	**$ 96,840**	$ -	$ -	$ 6,000	$ 100	$ 64,160	$ 26,580	**$ 96,840**	$ -
2.650	Port Renfrew Water	$ 124,180	$ -	$ -	$ -	$ 20,000	**$ 144,180**	$ -	$ -	$ -	$ 1,102	$ 70,830	$ 72,248	**$ 144,180**	$ -
2.660	Fernwood Water	$ 53	$ 14,678	$ -	$ -	$ -	**$ 14,731**	$ 70	$ -	$ -	$ 40	$ -	$ 14,621	**$ 14,731**	$ -
2.665	Sticks Allison Water (Galiano)	$ 62,277	$ -	$ -	$ -	$ 13,500	**$ 75,777**	$ -	$ -	$ 7,000	$ 100	$ 63,577	$ 5,100	**$ 75,777**	$ -
2.667	Surfside Park Estates (Mayne)	$ 112,572	$ -	$ -	$ -	$ 17,000	**$ 129,572**	$ -	$ -	$ -	$ 100	$ 104,852	$ 24,620	**$ 129,572**	$ -
2.682	Seagirt Water System Debt	$ 20,000	$ 94,767	$ -	$ -	$ -	**$ 114,767**	$ -	$ -	$ -	$ -	$ -	$ 114,767	**$ 114,767**	$ -
2.691	Wilderness Mountain Water Service	$ 136,407	$ 25,664	$ 3,000	$ -	$ 6,000	**$ 171,071**	$ -	$ -	$ 4,000	$ 110	$ 99,466	$ 67,495	**$ 171,071**	$ -
3.705	SSI Liquid Waste Disposal	$ 1,029,389	$ 166,782	$ -	$ -	$ 12,000	**$ 1,208,171**	$ -	$ -	$ -	$ 1,796	$ 790,250	$ 416,125	**$ 1,208,171**	$ -
3.810	Ganges Sewer	$ 892,885	$ 245,813	$ -	$ -	$ 126,083	**$ 1,264,781**	$ -	$ -	$ 80,000	$ 2,357	$ 1,120,290	$ 62,134	**$ 1,264,781**	$ -
3.820	Maliview Estates Sewer System	$ 203,533	$ 12,243	$ -	$ -	$ 52,870	**$ 268,646**	$ -	$ -	$ 40,000	$ 25,270	$ 198,306	$ 5,070	**$ 268,646**	$ -
3.830	Magic Lake Estates Sewer System	$ 679,982	$ 174,103	$ -	$ -	$ 59,800	**$ 913,885**	$ -	$ 11,590	$ -	$ 4,613	$ 291,047	$ 606,635	**$ 913,885**	$ -
3.850	Port Renfrew Sewer	$ 114,028	$ -	$ -	$ -	$ 21,580	**$ 135,608**	$ -	$ -	$ -	$ 1,590	$ 66,999	$ 67,019	**$ 135,608**	$ -
3.830D	Magic Lake Estates Sewer Debt	$ 1,030	$ 230,685	$ -	$ -	$ -	**$ 231,715**	$ -	$ -	$ -	$ 2,256	$ -	$ 229,459	**$ 231,715**	$ -
21.E.A.	Feasibility Study Reserve Fund - E.A.	$ -	$ -	$ -	$ -	$ -	**$ -**	-	10,000	-	-	-	-$ 10,000	**$ -**	$ -
Total Electoral Areas		**$ 24,005,645**	**$ 2,451,871**	**$ 133,696**	**$ 98,040**	**$ 2,152,452**	**$ 28,841,704**	**$ 314,302**	**$ 1,886,503**	**$ 1,009,091**	**$ 1,084,018**	**$ 6,746,251**	**$ 17,801,539**	**$ 28,841,704**	**$ -**
Total Operating Fund		**$ 269,992,742**	**$ 21,702,433**	**$ 181,724**	**$ 32,724,065**	**$ 25,392,797**	**$ 349,993,761**	**$ 6,482,020**	**$ 57,750,544**	**$ 9,952,417**	**$ 70,089,436**	**$ 117,264,688**	**$ 88,454,657**	**$ 349,993,761**	**$ -**

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2024-2028 Capital Fund Summary

Capital Expenditures	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5-Year Total
Engineered Structures	$ 86,158,657	$ 57,820,015	$ 70,405,000	$ 55,675,000	$ 48,070,000	**$ 318,128,672**
Buildings	$ 23,805,000	$ 25,545,000	$ 1,117,500	$ 725,000	$ 930,000	**$ 52,122,500**
Equipment	$ 29,086,916	$ 6,324,991	$ 5,051,981	$ 3,100,920	$ 2,350,497	**$ 45,915,305**
Land	$ 10,210,000	$ 5,807,000	$ 5,292,000	$ 5,220,000	$ 5,180,000	**$ 31,709,000**
Vehicles	$ 5,987,000	$ 2,228,750	$ 1,933,000	$ 2,355,000	$ 1,863,000	**$ 14,366,750**
Regional Services Total	**$ 155,247,573**	**$ 97,725,756**	**$ 83,799,481**	**$ 67,075,920**	**$ 58,393,497**	**$ 462,242,227**
Engineered Structures	$ 73,292,436	$ 48,634,000	$ 20,345,000	$ 21,012,000	$ 22,720,000	**$ 186,003,436**
Buildings	$ 6,794,500	$ 3,797,500	$ 2,904,000	$ 462,000	$ 3,789,500	**$ 17,747,500**
Equipment	$ 3,865,922	$ 2,968,262	$ 3,907,680	$ 981,350	$ 1,297,539	**$ 13,020,753**
Land	$ 417,000	$ 500,000	$ -	$ -	$ -	**$ 917,000**
Vehicles	$ 1,464,000	$ 930,000	$ 814,000	$ 735,000	$ 775,000	**$ 4,718,000**
Sub-Regional Services Total	**$ 85,833,858**	**$ 56,829,762**	**$ 27,970,680**	**$ 23,190,350**	**$ 28,582,039**	**$ 222,406,689**
Engineered Structures	$ 15,857,674	$ 23,173,911	$ 9,820,875	$ 9,773,400	$ 9,240,500	**$ 67,866,360**
Buildings	$ 1,183,000	$ 1,550,000	$ 65,000	$ 50,000	$ 30,000	**$ 2,878,000**
Equipment	$ 1,785,022	$ 834,152	$ 969,198	$ 270,650	$ 147,600	**$ 4,006,622**
Land	$ 95,000	$ 150,000	$ 50,000	$ 50,000	$ 50,000	**$ 395,000**
Vehicles	$ 1,142,000	$ 150,000	$ 173,000	$ 712,000	$ 800,000	**$ 2,977,000**
Electoral Area Services Total	**$ 20,062,696**	**$ 25,858,063**	**$ 11,078,073**	**$ 10,856,050**	**$ 10,268,100**	**$ 78,122,982**
Total Expenditures	**$ 261,144,127**	**$ 180,413,581**	**$ 122,848,234**	**$ 101,122,320**	**$ 97,243,636**	**$ 762,771,898**

Funding Source	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5-Year Total
Capital Funds on Hand	$ 66,733,357	$ 21,000,534	$ 20,588,483	$ 21,386,245	$ 23,033,000	**$ 152,741,619**
Debenture Debt (New Debt Only)	$ 37,213,000	$ 56,517,515	$ 45,400,000	$ 32,100,000	$ 19,900,000	**$ 191,130,515**
Equipment Replacement Fund	$ 7,601,253	$ 4,243,729	$ 2,982,020	$ 3,199,397	$ 2,910,497	**$ 20,936,896**
Grants (Federal, Provincial)	$ 9,235,963	$ 2,351,478	$ 2,581,478	$ 3,720,278	$ 8,000,000	**$ 25,889,197**
Other (Donations / Third Party Funding)	$ 4,901,000	$ 1,660,000	$ 200,000	$ -	$ -	**$ 6,761,000**
Reserve Fund	$ 29,563,000	$ 11,952,500	$ 12,047,500	$ 6,670,000	$ 4,550,000	**$ 64,783,000**
Regional Services Total	**$ 155,247,573**	**$ 97,725,756**	**$ 83,799,481**	**$ 67,075,920**	**$ 58,393,497**	**$ 462,242,227**
Capital Funds on Hand	$ 17,542,550	$ 8,284,500	$ 8,215,000	$ 6,977,500	$ 6,928,000	**$ 47,947,550**
Debenture Debt (New Debt Only)	$ 42,972,500	$ 38,090,000	$ 13,145,000	$ 11,275,000	$ 13,650,000	**$ 119,132,500**
Equipment Replacement Fund	$ 4,167,872	$ 2,618,262	$ 2,372,680	$ 2,312,850	$ 2,390,039	**$ 13,861,703**
Grants (Federal, Provincial)	$ 3,449,408	$ 680,000	$ 1,400,000	$ -	$ -	**$ 5,529,408**
Other (Donations / Third Party Funding)	$ 1,050,000	$ 1,055,000	$ -	$ -	$ -	**$ 2,105,000**
Reserve Fund	$ 16,651,528	$ 6,102,000	$ 2,838,000	$ 2,625,000	$ 5,614,000	**$ 33,830,528**
Sub Regional Services Total	**$ 85,833,858**	**$ 56,829,762**	**$ 27,970,680**	**$ 23,190,350**	**$ 28,582,039**	**$ 222,406,689**
Capital Funds on Hand	$ 2,900,616	$ 304,507	$ -	$ 5,000	$ 120	**$ 3,210,243**
Debenture Debt (New Debt Only)	$ 4,229,000	$ 15,487,963	$ 8,318,356	$ 8,535,000	$ 7,665,000	**$ 44,235,319**
Equipment Replacement Fund	$ 1,493,122	$ 451,902	$ 344,078	$ 967,650	$ 942,600	**$ 4,199,352**
Grants (Federal, Provincial)	$ 8,332,025	$ 7,825,223	$ 1,497,639	$ 890,000	$ 1,065,000	**$ 19,609,887**
Other (Donations / Third Party Funding)	$ 670,000	$ 300,000	$ -	$ -	$ -	**$ 970,000**
Reserve Fund	$ 2,437,933	$ 1,488,468	$ 918,000	$ 458,400	$ 595,380	**$ 5,898,181**
Electoral Area Services Total	**$ 20,062,696**	**$ 25,858,063**	**$ 11,078,073**	**$ 10,856,050**	**$ 10,268,100**	**$ 78,122,982**
Total Funding	**$ 261,144,127**	**$ 180,413,581**	**$ 122,848,234**	**$ 101,122,320**	**$ 97,243,636**	**$ 762,771,898**
Total Fund Balance	$ -	$ -	$ -	$ -	$ -	$ -

More details regarding both funds funds can be found under the 2024-2028 financial plan from pages 249-255

Board and Corporate Planning

The CRD follows a four-year planning cycle to ensure alignment with the election terms. The CRD's five-year Financial Plan establishes a longer-term perspective of the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Board priorities. The budget planning cycle is linked to the statutory five-year financial plan, which shows projected revenues and expenditures, and the planned contribution of operating revenue required to fund proposed capital projects, together with planned borrowing and anticipated grants .

Financial Plan revenues are derived from fees and charges, service and operating agreements, grants, and taxes. Expenditures are determined through a variety of processes and agreements, some of which the CRD Board controls directly, and others which are delegated or recommended by local service commissions. All of the budget recommendations derived from these processes are incorporated into the operating and capital expenditure plans for approval by the Board.

The CRD's Organizational Development Plan supports the strengthening of the foundational core of the organization with enhancements to policies, systems and practices and through employee development, communication and engagement. As such, the plan is a key driver in the development of divisional service and financial plans.

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ORGANIZATIONAL STRUCTURE 2024

Capital Region Housing Corporation | Capital Regional District | Capital Regional Hospital District

Housing Corporation Board
Zac de Vries, Chair
250.360.3125

Regional Board
Colin Plant, Chair
250.360.3125

Hospital District Board
Kevin Murdoch, Chair
250.360.3125

Standing & Special Committees

Commissions & Advisory Committees

Ted Robbins
Chief Administrative Officer
250.360.3125

Executive Services

Executive Operations
Carolyn Jenkinson
Manager
250.360.3125

Corporate Communications
Andy Orr
Senior Manager
250.360.3229

Human Resources & Corporate Safety
Chris Neilson
Senior Manager
250.360.3282

SSI Administration
Karla Campbell
Senior Manager
250.537.4448

Corporate Initiatives & Administration
Tanya Duthie
Manager
250.474.9606

Finance & Technology Services

Nelson Chan
Chief Financial Officer
250.360.3645

Arts & Culture
Chris Gilpin
Manager
250.360.3205

Local Services
Lia Xu
Manager
250.360.3033

Financial Services
Vacant
Senior Manager
250.360.3138

Technology & Digital Transformation
Chris Hauff
Senior Manager
250.360.3633

Climate Action Programs
Nikki Elliott
Manager
250.360.3048

Parks, Recreation & Environmental Services

Luisa Jones
General Manager
250.360.3085

Environmental Protection
Glenn Harris
Senior Manager
250.360.3090

Environmental Resource Management
Russ Smith
Senior Manager
250.360.3080

Facilities Management & Engineering Services
Steve May
Senior Manager
250.360.3064

Panorama Recreation
Lorraine Brewster
Senior Manager
250.655.2170

Regional Parks
Mike MacIntyre
Senior Manager
250.360.3340

SEAPARC
Melanie Alsdorf
Manager
250.642.8009

Planning & Protective Services

Kevin Lorette
General Manager
250.360.3274

Building Inspection
Mike Taylor
Manager
250.360.3291

Health & Capital Planning
Michael Barnes
Senior Manager
250.360.3114

JDF Electoral Area Planning
Iain Lawrence
Senior Manager
250.642.8104

Protective Services
Shawn Carby
Senior Manager
250.360.3186

Regional Housing
Don Elliott
Senior Manager
250.360.3371

Regional Planning
Vacant
Senior Manager
250.360.3244

Corporate Services

Kristen Morley
Corporate Officer
250.360.3638

Legal Services & Risk Management
Steve Carey, Senior Manager
250.360.3128

Real Estate & SGI Initiatives
Stephen Henderson
Senior Manager
250.360.3136

Information Services
Sharon Byrch, Manager
250.360.3639

Legislative Services
Marlene Lagoa, Manager
250.360.3127

First Nations Relations
Caitlyn Vernon, Manager
250.360.3156

Integrated Water Services

Alicia Fraser
General Manager
250.360.3061

Administrative Services
Tanya Duthie
Manager
250.474.9606

Corporate Asset & Maintenance Mgmt
Qais Al-Rawi
Senior Manager
250.474.9655

Infrastructure Engineering
Joseph Marr
Senior Manager
250.474.9656

Water Operations
Shayne Irg
Senior Manager
250.474.9661

Wastewater Operations
Jason Dales
Senior Manager
250.940.7402

Watershed Protection
Annette Constabel
Senior Manager
250.391.3556

CRHC | CRD | CRHD

Budget Planning Process & Overview

The Capital Regional District (CRD) is required by legislation to develop a financial plan each year that represents operating and capital expenditures for the next five years. These plans provide a longer-term focus regarding the resources required to deliver programs and services needed by the community, and to accomplish Board priorities.

Collectively, the financial planning process includes recommendations and direction from over 60 commissions and advisory committees as well as the Capital Regional Hospital District and Capital Region Housing Corporation Boards, which are administered by the CRD.

Unlike senior levels of government, funds cannot be moved into general revenue or re-purposed across services. Each service has its own proposed expenses and funding sources, and cannot show a deficit in any year. As each service must be accounted for and reported on separately, the CRD Financial Plan consists of approximately 200 individual service budgets.

Under direction provided by the Board, review and recommendation for approval for all local service budgets is delegated to the Electoral Areas Committee (EAC) including the review of Local Service Commission budgets. This process includes asignificant amount of work undertaken by many appointed commissioners who volunteer their services in the Southern Gulf Islands, Salt Spring Island, and Juan de Fuca electoral areas.

Commissions and committees receive input leading up to the preparation of all preliminary regional and sub-regional budgets in the form of user statistics, customer satisfaction surveys, advisory body reports, annual operational reports and from a wide variety of public engagement activities. Local and sub-regional commissions may also include rate payer representatives.

A preliminary financial plan is prepared based on outcomes of the service planning process as well as input received. The preliminary plan is subject to changes as a result of year-end adjustments, payments in lieu of taxes, revised assessment information, and other committee or commission-directed amendments prior to approval. Approval of the preliminary Financial Plan enables the organization to effectively deploy resources needed to maintain core service delivery and advance capital projects required to support development and population growth across the region.

CRD 2024 Consolidated Budget Overview

Every four years, the Board sets the strategic priorities, policicies 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.

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Budget Planning Process Summary

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 Intiative Business Cases (Oct 23) Committee of the Whole - Financial Plan and Intiative Business Cases (Oct 25) Board - Approval Provisional Financial Plan (Oct 25)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

Corporate Planning
The budget process for an upcoming year begins June with Corporate Planning. During this phase, departments are responding to Board priorities as well as corporate and core service priorities.

Service Planning
Service Planning, the second phase of budget planning, runs June through August and includes two aspects:

- Service planning: determining which services achieve Board's priorities and how to best deliver these services to communities
- Budget planning: specifying the financial resources in order to deliver the service

Preliminary Budget
During October, the Service plans are presented for review to the Committee of the Whole and select committees and commissions.

The proposed financial plan is then presented to the residents to solicit the public's engagement from November to January.

Final Budget
During March, the budget is finalized and year-end adjustments are presented to the Board. The final budget is required to be approved by March 31st .

Budget Amendments
Throughout the year, departments may become aware of changes that are required to the operating and/or capital budgets. A budget amendment is brought up with the relevant committee or commission that has governance over the service and they will make the recommendation the Board for a financial plan amendment. Typically, amendments are presented to the Board quarterly unless there is urgent matter that requires approval outside these timelines.

Board & Corporate Priorities Dashboard 2023-2026

For 2023-2026, with an annual review the CRD Board agreed to focus on the following regional priorities:

- Community Wellbeing - Transportation & Housing
- Climate Change Adaptation & Mitigation
- First Nations Reconciliation
- Governance & Accountability

The following Board Priorities Dashboard provides a progress update on CRD initiatives, to address these priorities.

The full report can be found here

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Improve regional connectivity and safety across transportation modes		✓		***Board, March 13, 2024***	Traffic Safety Commission completed research and delivered a report on micromobility to Transportation Committee and CRD Board in Q1 2024. Advocacy to provincial government on Motor Vehicle Act amendments to allow mobility aids to operate in bike lanes.	Support advocacy requests for investments in multi-modal infrastructure and services Report on interim options and implications regarding the use of rigid bollards based on findings from the regional trestles renewal and trails widening and lighting project	*Ongoing* *Q1 2025*
1b Support investments, expansion and equitable access to active and low carbon transportation		✓			Awaiting funding confirmation from the Province for the Juan de Fuca Active Transportation Network Plan.	Mayne Island Regional Trail Phase 1 Development Project construction completed Initiate feasibility study for Salt Spring Island Regional Trail Develop Active Transportation Network Plan for Juan de Fuca Parks Initiate the regional trestles renewal and trails widening and lighting project	*Q2 2024* *Q2 2024* *Q3 2024* *Q3 2024*
1c Present options for changes in governance for transportation in the region, including the Electoral Areas		ℹ			Initiated the feasibility study phase of the transportation governance initiative. Timing change due to delays in procurement of consultant services for the transportation service design and feasibility study.	Present engagement plan for the service design and feasibility study phase of the transportation governance initiative Engage interest holders and present initial findings from the service design and feasibility study	~~*Q1 2024*~~ *Q2 2024* *Q2 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Housing

Residents have access to affordable housing that enhances livability.

Making a difference...together

CONDITION LEGEND

Proceeding as planned | Potential or emerging issue | Issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
2a Increase supply of affordable, inclusive and adequate housing in the region		ℹ		• ***Board, February 14, 2024*** • ***Board, March 13, 2024***	The **Campus View** redevelopment passed the District of Saanich's public hearing, allowing the project to proceed to the next phase of planning. The **Village on the Green** redevelopment received a development permit, allowing the project to proceed to the next phase of planning. **Carey Lane** is undergoing a full building envelope remediation, as well as upgrades to the ventilation, heating and cooling systems. This work will continue into 2025. **Michigan Square**, 97 units split between two separate buildings, is set to reopen in June 2024. An opening announcement with the local, provincial and federal governments for Michigan Square is tentatively projected for May 2024. Capital Region Housing Corporation (CRHC) staff advanced the feasibility analysis and preliminary design work for the 2023 Community Housing Fund call for proposals. ***Media Release***: Province Partners with CRD and CRHC to Build 593 New Homes (March 21, 2024) ***Media Release***: Regional Alternative Approval Process launched to increase borrowing authority for housing (January 3, 2024) ***Media Release***: CRD adopts bylaw to increase borrowing authority for housing (February 15, 2024) ***Media Release***: Sixty-six affordable homes underway for Songhees Nation members (February 16, 2024) ***Media Release***: Capital Regional District Announces Acquisition to Support Future Affordable Housing (March 1, 2024)	• **Drilling for water at 161 Drake Road on Salt Spring Island and subsequent pump testing** • **Conduct Salt Spring Island housing workshop** • **Michigan Square project completion and official opening**	• ~~*Q2 2023*~~ *Q3 2024* • *Q2 2024* • *Q2 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials		✓			Launched Phase 1 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including ban on clean wood waste, changes to the tipping fee structure, introduction of the waste stream collector incentive program, increases in fine rates, reductions for early payment of fines and introduction of an education and warning ticket program.	• In April 2024 the CRD Board will consider Phase 3 of the Hartland Landfill Waste Diversion Policies, for implementation in 2026 • Launch Phase 2 of the Hartland Landfill Waste Diversion Policies and Landfill Bans including further landfill bans on treated wood waste, asphalt shingles and further changes to the tipping fee structure	• *Q2 2024* • *Q3 2024*
3b Explore options for a regional approach to biodiversity and the protection of ecological assets		✓			Maintain current service level through Climate Action Service Establishing Bylaw for 2024.	• Refer new establishing service bylaw to local governments to create regional service for 2025	• *Q4 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Climate Action & Environment

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3c Increase resilience, community and adaptation planning to address climate related risks and disasters		✓			Hosted two inter-municipal staff workshops to share information related to forthcoming renewed regional downscaled climate projections project. Developed Capital Region Extreme Heat Information Portal, and hosted local inter-municipal, inter-agency staff workshop to share information related to forthcoming report and tool. Staff secured funding and are offering several Emergency Operations Centre related training. Application submitted for a Union of BC Municipalities Community Emergency Preparedness Fund grant to conduct a consolidated risk assessment for the electoral areas.	• Finalize new climate projections for the capital region and release to community partners • CRD's Climate Action Inter-Municipal Working Group have prepared an Extreme Heat Final Report and Portal for presentation to the CRD Board	• *Q2 2024* • *Q2 2024*
3d Support energy efficient and low carbon buildings across the region		✓			Ongoing promotions of Home Energy Navigator Program via in person event (e.g. Victoria Home Show) and online ads. Completed industry consultation on energy and carbon emissions (ECE) reporting for large buildings in the region, in conjunction with City of Victoria and the District of Saanich, and with participation from Town of Sidney, Township of Esquimalt, and City of Colwood. Promoted Building BenchmarkBC participation amongst Part 3 buildings owners/managers through the ECE consultations. Completed home retrofit financing study.	• Expand Home Energy Navigator program reach and participation • Revamp the Home Energy Navigator Program marketing • Renew Climate Action To Go Kits, including new thermal imaging cameras for borrowing through regional libraries • Complete research to refine understanding of regional/local government opportunities related to ECE reporting/benchmarking program • Complete local government level oil heating regulation study with the District of Saanich	• *Ongoing* • *Ongoing* • *Q2 2024* • *Q3 2024* • *Q4 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation		✓			Through government-to-government and staff-level meetings, feedback and requests from Nations are documented and shared with involved Divisions to inform ongoing work. Held a site visit with T'Sou-ke Nation to discuss protected areas management and collaboration opportunities. Met with multiple First Nations regarding their priorities around water and wastewater servicing. Met with the W̱SÁNEC Leadership Council to continue negotiating a Solid Waste Partnership Agreement.	• Continue to offer Indigenous Relations Coaching Program for Board Directors • Continue to gather input from First Nations on inclusive regional governance and mechanisms to support the government-to-government relationship	• *Q2 2024* • *Q3 2024*
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination		✓			Government-to-government leadership-level meetings held with Songhees, Tsawout and Pacheedaht Nations. Discussions with Nations ongoing regarding interim management guidelines and future uses of the Royal Oak property. MOU negotiations in progress with Songhees Nation, Tsartlip and Tseycum First Nations via the W̱SÁNEC Leadership Council and Tsawout First Nation. ***Media Release***: CRD and the Pacheedaht First Nation sign Memorandum of Understanding (January 30, 2024)	• Negotiate MOU/protocol agreements with interested First Nations • Continued participation in the joint planning process to develop a vision for the future of the island rail corridor • Negotiate MOU/protocol agreements for Board approval with Songhees Nation, Tsawout and WLC	• *Ongoing* • *Ongoing* • *Q3 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

First Nations

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CONDITION LEGEND	Proceeding as planned	Potential or emerging issue	Issue has arisen	Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan		✓			Met with WSÁNEC Leadership Council regarding the transportation governance initiative. Launched the healthy waters initiative a partnership between CRD, Raincoast, and the WSÁNEC Leadership Council. Ongoing engagement with First Nations regarding updates to the Regional Parks Land Acquisition Strategy. Ongoing engagement with First Nations regarding the conservation and protection of heritage sites. Working closely with involved First Nations through the planning and construction of water main upgrade projects throughout the CRD. Collaborating with First Nations on heritage conservation in park management planning. Working with involved First Nations to determine the planning and operational approach to ecological restoration work in Regional Parks. Partnering with T'Sou-ke Nation and the District of Sooke on the Sooke River Knotweed Control Project. Invited input from First Nations in the development of the HWMET'UTSUM Community Park Interim Management Approach on Salt Spring Island. Invited First Nations to participate in the Canada Goose Regional Working Group. Ongoing meetings with WSÁNEC Leadership Council to facilitate their input into the Mount Work Regional Park Management Plan.	• Continue to engage First Nations regarding updating the Land Acquisition Strategy • First Nations engagement on the Long-Term Biosolids Management Plan • Invite involvement from First Nations in the development of a Regional Parks Stewardship Plan • Collaborating with Pacheedaht First Nations on the Port Renfrew Official Community Plan • Issue RFP for an infrastructure feasibility study for Port Renfrew area, with input from Pacheedaht • Regional Parks developing a cultural use and safety policy	• *Q1-Q3 2024* • *Q1-Q2 2024* • *Q1 2024* • *Q1 2025* • *Q2 2024* • *Q4 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

First Nations

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CONDITION LEGEND

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- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations		✓			Met with Pauquachin First Nation and Esquimalt Nation to discuss water and wastewater service agreements. Met with Sc'ianew First Nation to discuss water service agreement. Regional Housing offered support to the Songhees Nation's affordable housing initiative, announced February 2024. Providing mapping support for Esquimalt Nation as requested. Sent a letter to Te'muwx Treaty Association confirming that the Regional Growth Strategy does not prevent water and wastewater servicing to treaty settlement lands.	• Establish water service agreements with Tsartlip, Tsawout, Tseycum and Pauquachin First Nations and negotiate water conveyance agreements with Central Saanich and North Saanich • Update water service agreements with Esquimalt Nation, Sc'ianew First Nation, T'Sou-ke Nation and Songhees Nation as clients of the Regional Water Service rather than the JDF Water Distribution Service • Finalize a Solid Waste Partnership Agreement with the WSÁNEC Leadership Council that may include procurement, employment and training opportunities as part of implementation of the Solid Waste Management Plan • Renew Operating Agreement with T'Sou-ke Nation for the seasonal operation of Spring Salmon Place Campground • Contracting with cultural representatives from Nations to be present during land altering works	• *Q3 2024* • *Q3 2024* • *Q3 2024* • *Q4, 2024* • *Ongoing*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.

Making a difference...together

CONDITION LEGEND

- Proceeding as planned
- Potential or emerging issue
- Issue has arisen
- Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities			✓		**Operationalized.** Advocacy Strategy has been revised and the Advocacy Dashboard will continue to be updated quarterly. A complete list of all advocacy correspondence is available at ***Board Advocacy***		
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses		✓		• ***Board, March 13, 2024***	The Board approved the 2024 to 2028 Financial Plan on March 13, 2024. ***Media Release***: CRD and CRHD 2024 financial plans approved (March 14, 2024) The Human Resources and Corporate Safety Strategic Plan is in the final stages of design and being refined based on re-organizational planning. Completion is expected in Spring 2024.	• Board to receive Human Resources & Corporate Safety Strategic Plan • Annual Board Priorities check-in	• *Q2 2024* • *Q2 2024*
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies		✓		• ***Board, February 14, 2024*** • ***Board, March 13, 2024***	Board Code of Conduct Bylaw and Member Statement of Commitment approved at the March 2023 Board meeting. Delivered Equity Diversity and Inclusion (EDI) training seminar (Inclusion Literacy and Board Readiness) for CRD Board members January 31, 2024. Filled staffing vacancy for Manager of Equity, Diversity, Inclusion and Accessibility. Corporate Accessibility Plan reviewed by the ***Accessibility Advisory Committee*** on March 19, 2024.	• Hold follow-up training session in Spring 2024 for Directors to build upon the learning previous training • Offer EDI training seminars to other decision-making bodies, Board alternates, and those who were not able to attend previous training • Promote National AccessAbility Week	• *Q2 2024* • *Q4 2024* • *Q2 2024*

Progress Report #5 – Q1 2024

Board Priorities Dashboard

Governance

Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.

Making a difference...together

CONDITION LEGEND: Proceeding as planned | Potential or emerging issue | Issue has arisen | Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5d Foster greater civic participation among diverse community members		✓		› ***Board, February 14, 2024***	Website Redesign Project contract awarded January 2024. Creative and technical planning underway. Staff presented an overview of CRD Engagement practices and platforms to the February Governance Committee. The CRD has an existing engagement platform in place and is planning to review and update its public participation framework in 2024, ahead of running a competitive procurement process for online engagement solutions in 2025. The Strategic Communications and Engagement Plan is in the final stages of design and being refined based on re-organizational planning. Completion is expected in spring 2024. ***Media Release***: The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan (January 3, 2024) ***Media Release***: Community consultation begins to determine best use for Biosolids (January 11, 2024) ***Media Release***: Have Your Say! CRD Regional Parks and Trails Resident Survey Seeks Input from Invited Residents (January 23, 2024)	› **Website user feedback sessions ahead of design concept approval** › **Board to receive Strategic Communications and Engagement Plan**	› *Q2 2024* › *Q2 2024*
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation		✓			Staff brought forward a report on timing and implications of the work required to consider an update to the Regional Growth Strategy in 2026 in March 2024. Initiated Growth and Mobility Study (including project charter and scope of work for consultants).	› **Initiate work on policy white paper on proposed actions to tackle housing and development challenges** › **Regional coordination on impacts of new housing legislation**	› *Q2 2024* › *Ongoing*

Capital Regional District 2023-2026 Corporate Plan

The 2024 service planning process marked the first year of the corporate plan developed under the previous Board term. The planning cycle is designed to ensure organizational alignment on implementation of strategic objectives identified and prioritized during the election term.

The CRD Corporate Plan outlines how the CRD will respond to community needs and deliver on the CRD Board Priorities, ongoing service commitments and approved plans. A summary of the Corporate Plan follows.

The full report can be found here

About the CRD

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 435,000 citizens. The Traditional Territories of many First Nations span portions of the region and 11 of those Nations hold reserve lands throughout the capital region.

The CRD was incorporated in 1966 to provide regional decision-making on matters that transcend municipal boundaries and to enable more effective service delivery to residents regionally, sub-regionally and locally.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models to ensure a livable, sustainable and resilient capital region. As a local government for electoral areas, the CRD develops partnerships to facilitate and deliver projects and services for residents living in unincorporated areas.

The CRD has more than 200 services, infrastructure and financing agreements with municipalities and electoral areas. CRD services are organized into the following categories:

- Regional, where all municipalities and electoral areas are served
- Sub-regional, where two or more jurisdictions are served
- Local, in the electoral areas where the CRD is the local government

The CRD works collaboratively with First Nations and other orders of governments and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services. The CRD owns and operates the Capital Region Housing Corporation, a non-profit provider of approximately 2,000 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment. The CRD follows a four-year service and financial planning process to ensure that resources are used efficiently and that services effectively meet the needs of residents, municipalities, electoral areas and First Nations.

Our Planning Framework

1

BOARD PRIORITIES

The Board identifies strategic priorities and associated initiatives that require bold and innovative action over the course of its term.

2

CORPORATE PLAN

The Corporate Plan sets out the organization's strategic goals and initiatives necessary to guide service delivery, financial planning and reporting over the Board's mandate.

3

SERVICE PLANNING

In conjunction with financial planning, annual service planning identifies resource implications of initiatives detailed in the Corporate Plan.

4

FINANCIAL PLANNING

In conjunction with service planning, annual financial planning identifies the financial impact of proposed services in preliminary and final budgets. The Board reviews service planning documents and budgets and determines funding.

5

SERVICE DELIVERY

Once the Board approves service planning documents and budgets, the CRD delivers services and reports to Board, Committees and Commissions on progress towards desired outcomes and Board initiatives.

Taking Action

Board Priorities, approved plans, Corporate Plan initiatives and established service mandates drive our work. Our corporate planning process references these drivers and they inform annual service and financial planning processes. This, in turn, informs Board resource allocations and sets the stage for actions that respond to Community Needs.

2023–2026 Board of Directors

Message from the Board

As the 2023–2026 CRD Board of Directors, we are mayors and councillors in each municipality and elected representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify opportunities, risks and problems that need to be solved, and we work together as the CRD Board for the benefit of the region.

The continued growth of the region requires decisive and collaborative action to set the strategic course for the CRD over the next four years and beyond. As a Board, we are committed to embracing new opportunities and solving emerging challenges to support our communities. For our term, we have agreed to focus on five regional priority areas, and have reaffirmed our commitments towards climate action and reconciliation with First Nations.

Board Priorities and Initiatives

We carefully selected strategic priorities and associated initiatives, that can be addressed within the CRD's legislative mandate, that are new or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Through the CRD's established service planning and budget processes, we will determine how best to fund our priorities and initiatives, with a focus on affordability and delivering value to taxpayers.

2023–2026 Board Priorities

Priority Setting

The CRD Board identifies the needs to be addressed and sets the strategic course for the CRD over a four-year mandate, from 2023–2026. The five Board Priorities, the desired outcomes and related initiatives are detailed in the following table (pages 12–13).

In addition to the Board Priorities, Board and ELT approved plans guide the CRD's day-to-day operations. Staff monitor, review, and adjust approved plans to ensure they remain relevant in the face of community and organizational changes.

Priorities	Transportation	Housing	Climate Action & Environment
Desired Outcomes	*Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.*	*Residents have access to affordable housing that enhances livability.*	*Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.*
Initiatives	› Improve regional connectivity and safety across transportation modes › Support investments, expansion and equitable access to active and low carbon transportation › Present options for changes in governance for transportation in the region, including the electoral areas	› Increase supply of affordable, inclusive and adequate housing in the region	› Maximize solid waste diversion and resource recovery from waste materials › Explore options for a regional approach to biodiversity and the protection of ecological assets › Increase resilience, community and adaptation planning to address climate related risks and disasters › Support energy efficient and low carbon buildings across the region

Priorities	First Nations	Governance
Desired Outcomes	*Strong relationships with First Nations based on trust and mutual respect, partnerships, and working together on shared goals.*	*Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.*
Initiatives	› Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation › Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination › Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan › Support shared prosperity by enhancing economic opportunities, in partnership with First Nations	› Influence regional issues and advocate in a consistent, focused way that aligns with the Board Priorities › Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses › Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies › Foster greater civic participation among diverse community members › Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation

Accountability & Reporting

The Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's Community Needs, and deliver on the Board's Mission, Vision and Priorities.

Sixteen Community Needs have been grouped into five categories according to the nature of the services. The categories are utility services, community services, corporate services, government relations and local government.

Each Community Need highlights the goals the organization is working towards, in alignment with approved strategies and plans and ongoing service mandates, and the initiatives that will advance the goals over the four-year term.

The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and set performance measures. Through the service and financial planning processes, staff will identify the most sustainable and affordable ways to deliver the Corporate Plan initiatives. Services cannot be delivered without resourcing. The Board determines resourcing through its annual review and approval of service and financial plans. To support the Board's decision-making, staff provide recommendations on funding, timing and service levels. Staff are accountable to the Board on progress, which will be measured and reported twice a year.

Service areas responsible for infrastructure and assets are guided by a suite of capital plans and master plans. Abridged lists of major projects have been included in the Corporate Plan, where appropriate, as an acknowledgment of the significant volume of work delivering these plans represents.

The following section identifies the initiatives that each CRD division will deliver in the 2023–2026 term. The table captures actions to advance Board Priorities, corporate priorities, service priorities and approved plans.

1 Wastewater

Efficient and effective management of the region's wastewater

Goal	CRD Initiatives	Accountable Division(s)
1a Goal: Optimize Core Area wastewater treatment system	**1a-1** Refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls	Wastewater Infrastructure Operations, Infrastructure Engineering
	1a-2 Support other infrastructure projects that form part of the Core Area wastewater treatment system, including the Residuals Treatment Facility and conveyance system	Wastewater Infrastructure Operations, Infrastructure Engineering
1b Goal: Management of wastewater & treatment residuals	**1b-1** Implement a development cost charge program for the Core Area wastewater service	Infrastructure Engineering
	1b-2 Deliver master plans, capital plans and operations for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies	Wastewater Infrastructure Operations, Infrastructure Engineering
	1b-3 Update the Liquid Waste Management Plan for Saanich Peninsula and Core Area	Environmental Protection
	1b-4 Develop and implement a long-term Biosolids Management Plan	Environmental Protection, Environmental Resource Management

✓ Key Strategies & Plans

- Core Area Liquid Waste Management Plan

Major Projects

- East Coast Interceptor & Bowker Sewer Rehabilitation
- Craigflower Force Main Twinning
- Marigold Siphon Assessment & Replacement
- Marigold Electrical & Building Upgrades
- Odour Control Upgrade (Saanich Peninsula)

2 Water

Safe drinking water and a resilient water supply

Goal	CRD Initiatives	Accountable Division(s)
2a Goal: High quality, safe drinking water	**2a-1** Update the Regional Water Supply Strategic Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Operations
	2a-2 Implement the 2022-2050 Regional Water Supply Master Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Protection
	2a-3 Review water rates in service agreements with First Nations	Water Infrastructure Operations
	2a-4 Review and determine appropriate level of water subsidy used for agriculture	Water Infrastructure Operations
	2a-5 Active forest/ecological management to enhance forest health and resilience in the Water Supply Areas	Watershed Protection
	2a-6 Collect and analyze information for climate adaptation, reservoir management and the siting of new major infrastructure	Watershed Protection
	2a-7 Implement a development cost charge program for the Regional Water Service	Infrastructure Engineering
2b Goal: Reliable & efficient drinking water transmission system	**2b-1** Enhance safety of aging dams in watersheds and mitigate against the risk of failures	Water Infrastructure Operations, Infrastructure Engineering
	2b-2 Invest in and maintain capital assets, and undertake regulatory monitoring, to service current and future population and climate adaptation	Water Infrastructure Operations, Infrastructure Engineering

✓ Key Strategies & Plans

- Regional Water Supply Strategic Plan
- 2022-2050 Regional Water Supply Master Plan
- Regional Growth Strategy

Major Projects

- Water Filtration Plant Siting & Design
- Deep Northern Intake & Sooke Lake Pump Station – Planning & Design
- Replacement of Segments of Main No.3 & No.4
- Replacement of Other Transmission Mains
- System Seismic Upgrades and Expansion (Saanich Peninsula)

3 Solid Waste & Recycling

Minimize waste disposal and maximize waste diversion

Goal	CRD Initiatives	Accountable Division(s)
3a Goal: Maximize solid waste diversion & resource recovery from waste materials	**3a-1** Develop and implement new and enhanced waste diversion policies	Environmental Resource Management
	3a-2 Investigate regional waste flow management	Environmental Resource Management
	3a-3 Increase multi-family dwelling and industrial, commercial and institutional sector waste diversion	Environmental Resource Management
	3a-4 Explore beneficial uses for solid waste residuals	Environmental Resource Management
	3a-5 Financially sustainable service delivery	Environmental Resource Management
3b Goal: Outreach & engagement with communities	**3b-1** Ongoing engagement and outreach on all major policies and new diversion programs and plans	Environmental Resource Management

✓ Key Strategies & Plans

- Solid Waste Management Plan

Major Projects

- Landfill Gas Utilization
- Cell 4 Liner Installation
- North End Commercial Access Improvements
- Cell 5&6 Gravity Retaining Wall Construction
- Intersections Upgrade
- Cell 5 Liner Construction

Community Needs

Community Services

Services that address the needs of residents and build a liveable, sustainable region.

- Transportation
- Housing & Health
- Climate Action
- Regional Parks
- Planning
- Safety & Emergency Management
- Arts & Recreation

4 Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability

Goal	CRD Initiatives		Accountable Division(s)
4a Goal: Present options for changes in governance for transportation in the region, including the electoral areas	**4a-1**	Scope and develop governance options, including consideration of a new transportation authority	Regional & Strategic Planning
	4a-2	Work collaboratively with elected and staff leaders in electoral areas, local governments, partner agencies and the province on transportation governance options development	Regional & Strategic Planning
	4a-3	Chart a pathway to approval, based on a preferred transportation governance option	Regional & Strategic Planning
4b Goal: Improve regional connectivity & safety across transportation modes	**4b-1**	Work with the Transportation Working Group to implement the regional multi-modal transportation network	Regional & Strategic Planning
	4b-2	Prepare policy positions to support advocacy for infrastructure investments and service improvements to achieve regional transportation priority items related to mass transit, general transit improvements, active transportation and multi-modal and safe highways	Regional & Strategic Planning, Corporate Communications
	4b-3	Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy	Regional & Strategic Planning
4c Goal: Support investments, expansion & equitable access to active and low carbon transportation	**4c-1**	Update the Regional Trails Management Plan	Regional Parks
	4c-2	Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects	Regional Parks
4d Goal: Education, encouragement & information	**4d-1**	Shift travel behaviour through education, encouragement, and information	Regional & Strategic Planning

✓ Key Strategies & Plans

- Regional Transportation Plan
- Regional Growth Strategy
- Regional Parks and Trails Strategic Plan
- Regional Trails Management Plan
- Climate Action Strategy

Major Projects

- Regional Parks Capital Plan

5 Housing & Health

Residents have access to affordable housing and improved health facilities that enhances livability

Goal	CRD Initiatives		Accountable Division(s)
5a Goal: Increase the supply of affordable housing across the region	**5a-1**	Increase supply of affordable, inclusive and adequate housing across the region	Regional Housing
	5a-2	Pursue funding opportunities and matching funds to deliver more housing	Regional Housing
5b Goal: Protect & maintain non-market & market rental housing stock	**5b-1**	Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	Regional Housing
	5b-2	Protect existing market rental housing to preserve affordability	Regional Housing
5c Goal: Regional response to homelessness	**5c-1**	Support a coordinated, regional and collaborative response to homelessness	Regional Housing
5d Goal: Better regional housing data to support evidence-based decision making & community understanding	**5d-1**	Data collection and research analysis capacity dedicated to housing data	Regional Housing
5e Goal: Provide the local share of health capital infrastructure	**5e-1**	Provide major and minor capital investment, equipment, land holdings, property management, and development	Health & Capital Planning Strategies
5f Goal: Support health through public health bylaws & education	**5f-1**	Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Health & Capital Planning Strategies
5g Goal: Facilitate knowledge mobilization & partnerships to support community health & healthy public policy	**5g-1**	Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Health & Capital Planning Strategies

✓ Key Strategies & Plans

- Regional Housing Affordability Strategy
- Regional Growth Strategy

Major Projects

- CRHD 2023–2032 10-year Capital Plan
- CRHC 2023–2027 Major Capital Plan
- Regional Housing First Program
- Obligations under the Reaching Home and the Rapid Housing Initiative agreements with the Government of Canada
- Operational obligations of managing 50+ buildings

6 Climate Action

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts

Goal		CRD Initiatives	Accountable Division(s)
6a Goal: Sustainable & resilient land use, planning and preparedness	**6a-1**	Promote community capacity building on climate action	Climate Action Program
	6a-2	Update the climate projections for the capital region to support decision making and to help community partners understand how their work may be affected by our changing climate	Climate Action Program
	6a-3	Generate analysis to understand vulnerability and exposure to extreme heat now and into the future	Climate Action Program
	6a-4	Explore options for a regional approach to biodiversity and the protection of ecological assets	Environmental Protection
6b Goal: Low carbon mobility	**6b-1**	Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options	Climate Action Program
	6b-2	Advance the electrification of the CRD vehicle fleet	Customer & Technical Services
	6b-3	Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action	Customer & Technical Services
6c Goal: Low carbon & resilient buildings & infrastructure	**6c-1**	Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region	Climate Action Program
	6c-2	Implement the CRD Corporate Green Building Policy and CRD Corporate Carbon Price Policy	Climate Action Program, Facilities Management & Engineering Services
	6c-3	Expand the Home Energy Navigator program	Climate Action Program
6d Goal: Community-based greenhouse gas emissions	**6d-1**	Update the regional greenhouse gas inventories biannually to monitor progress on emissions reduction targets	Climate Action Program

✓ Key Strategies & Plans

- Climate Action Strategy
- Regional Growth Strategy

7 Regional Parks

Additional land acquisitions and increased access to parks and recreational trails that respect Indigenous culture and conservation values

Goal	CRD Initiatives	Accountable Division(s)
7a Goal: Complete the strategic planning & engagement process	**7a-1** Finalize the Regional Parks & Trails Strategic Plan	Regional Parks
7b Goal: Access & equity	**7b-1** Conduct research, develop and implement a Universal Access Plan to improve inclusion and accessibility in regional parks and trails	Regional Parks
7c Goal: Enhance the protection of biodiversity, ecological integrity & natural assets in regional parks	**7c-1** Conduct research and prepare and implement a Natural Areas Conservation Plan	Regional Parks
	7c-2 Develop and implement Impact Assessment and Best Management Practice Guidelines	Regional Parks
7d Goal: Expand access to green space & outdoor recreation	**7d-1** Develop and implement an Outdoor Recreation Plan	Regional Parks
	7d-2 Undertake the Resident Survey	Regional Parks
	7d-3 Develop an Interpretive Program Plan	Regional Parks
7e Goal: Climate action & resilience	**7e-1** Plan for and implement bike parking and e-Bike, electric vehicle charging stations at high-use regional park accesses	Regional Parks
	7e-2 Update Land Acquisition Strategy to incorporate criteria that reflects First Nations' interests	Regional Parks
7f Goal: Reconciliation	**7f-1** Work with First Nations to develop and implement priority initiatives related to regional parks and regional trails	Regional Parks
	7f-2 Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks	Regional Parks

✓ Key Strategies & Plans

- Regional Parks & Trails Strategic Plan
- Regional Trails Management Plan
- Regional Growth Strategy
- Land Acquisition Strategy

Major Projects

- Regional Parks Capital Plan

8 Planning

Keep approved plans current and monitor for effectiveness

Goal		CRD Initiatives	Accountable Division(s)
8a Goal: Managed growth	**8a-1**	Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	Regional & Strategic Planning
	8a-2	Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program	Regional & Strategic Planning
8b Goal: Protect & enhance local agriculture to support long-term food systems security	**8b-1**	Consider establishment of a new foodlands access service	Regional & Strategic Planning
	8b-2	Activate agricultural activities on priority parcels, as appropriate	Regional & Strategic Planning
	8b-3	Building from the Regional Food and Agricultural Strategy, support partners to take action to bring land into agricultural production through research, development of policy positions and advocacy	Regional & Strategic Planning, Corporate Communications

✓ Key Strategies & Plans

- Regional Growth Strategy
- Regional Food and Agriculture Strategy

9 Safety & Emergency Management

Protect public safety and cooperatively mitigate against, prepare for, respond to and recover from emergencies

Goal	CRD Initiatives	Accountable Division(s)
9a Goal: Effective emergency management	**9a-1** Support planning for regional-scale emergencies in cooperation with the Regional Emergency Management Program	Protective Services
	9a-2 Develop plans and implement actions consistent with regulatory requirements for local government and regional emergency management, including new *Emergency Management Act* requirements	Protective Services
	9a-3 Pursue accreditation for CRD emergency management program	Protective Services

✓ Key Strategies & Plans

› CRD Corporate Emergency Plan

10 Arts & Recreation

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

Goal	CRD Initiatives	Accountable Division(s)
10a Goal: Support, promote & celebrate the arts	**10a-1** Develop and implement a revised Arts & Culture Support Service Strategic Plan	Arts & Culture
10b Goal: Sustain & enhance arts throughout the region	**10b-1** Scale up regional participation in the CRD Arts & Culture Support Service	Arts & Culture
	10b-2 Scale up regional support for performing art facilities within the region	Arts & Culture
10c Goal: Affordable recreation opportunities that improve livability	**10c-1** Consider service expansions to address gaps and opportunities, as they emerge	SEAPARC, Panorama Recreation, Regional Parks
	10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	SEAPARC, Panorama Recreation
	10c-3 Develop and implement a long-term strategic plan for SEAPARC	SEAPARC
	10c-4 Undertake a review of youth-focused programming at SEAPARC	SEAPARC

✓ Key Strategies & Plans

- CRD Arts & Culture Support Service Strategic Plan
- Panorama Strategic Plan
- SEAPARC Strategic Plan

Major Projects

- Updates and renewals to McPherson Theatre and Royal Theatre
- Heat Recovery System at Panorama

Community Needs

Corporate Services

Services that support an effective and efficient organizational administration.

- People
- Open Government
- Business Systems & Processes

11 People

An organization staff are proud to be a part of

Goal	CRD Initiatives	Accountable Division(s)
11a Goal: Equity, diversity & inclusion	**11a-1** Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee	Human Resources & Corporate Safety
	11a-2 Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	Human Resources & Corporate Safety
	11a-3 Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous-serving organizations	Human Resources & Corporate Safety, First Nations Relations
	11a-4 Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses	Executive Leadership Team
11b Goal: Organizational capacity	**11b-1** Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety	Human Resources & Corporate Safety
	11b-2 Maintain and enhance corporate compliance and alignment with workplace safety legislation	Human Resources & Corporate Safety
	11b-3 Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities	Executive Leadership Team
	11b-4 Implement the recommendations in the 2023 CRD Employee Survey report	Executive Leadership Team
	11b-5 Continue supporting the CRD Leadership Development Program	Human Resources & Corporate Safety
	11b-6 Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff	Human Resources & Corporate Safety

Major Projects

- Human Resource Information System
- Digital Communication Tools
- 479 Island Highway Renovations
- Field Operations Centre Construction

12 Open Government

Coordinated and collaborative governance, and leadership in organizational performance and service delivery

Goal	CRD Initiatives	Accountable Division(s)
12a Goal: Enhanced privacy & records management	**12a-1** Adhere to new and emerging requirements of privacy legislation in a consistent manner	Information & Privacy Services
	12a-2 Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented	Information & Privacy Services
12b Goal: Foster greater civic participation among diverse community members	**12b-1** Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles	Corporate Communications
	12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	Corporate Communications
	12b-3 Modernize the crd.bc.ca website	Corporate Communications
	12b-4 Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement	Legislative Services
	12b-5 Build capacity for elections and electoral approval processes to address increasing demand for new service creation	Legislative Services
	12b-6 Implement a Board voting dashboard	Legislative Services

Major Projects

- Electronic Documents and Records Management System
- Website Redesign

13 Business Systems & Processes

Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets

Goal	CRD Initiatives	Accountable Division(s)
13a Goal: Effective systems, processes & policies	**13a-1** Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services	Legal & Risk Management, Executive Leadership Team
	13a-2 Advance the Technology Strategic Plan to guide the modernization of our systems and technology solutions	Information Technology & GIS
13b Goal: Business capacity & continuity	**13b-1** Continue implementing business continuity planning and the Enterprise Risk Management framework	Legal & Risk Management
	13b-2 Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Financial Services
13c Goal: Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers	**13c-1** Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency	Financial Services
	13c-2 Optimize Financial Services through enhanced internal controls and continuous improvement methodologies	Financial Services

Key Strategies & Plans

- Corporate Asset Management Strategy (CAMS)

Major Projects

- Corporate Enterprise Resource Planning Software
- Implementation of CAMS
- Project Management System

Community Needs

Government Relations

Activities that build and strengthen intergovernmental and interagency partnerships.

- Advocacy
- First Nations

14 Advocacy

Effective and coordinated advocacy

Goal	CRD Initiatives	Accountable Division(s)
14a Goal: Influence regional issues & advocate in a consistent, focused way that aligns with the Board Priorities	**14a-1** Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities	Executive Administration, Corporate Communications

✓ Key Strategies & Plans

- Advocacy Strategy

15 First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals

Goal	CRD Initiatives	Accountable Division(s)
15a Goal: Government-to-Government relationships	**15a-1** Seek First Nations' guidance on understanding, developing, and implementing new mechanisms to support ongoing government-to-government relations at the leadership and operational levels	First Nations Relations
	15a-2 Collaborate with First Nations and the province to support inclusive governance by advancing First Nations participation in regional district boards	First Nations Relations
	15a-3 Partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan	First Nations Relations
15b Goal: Indigenous leadership & traditional knowledge	**15b-1** Offer ongoing learning opportunities for staff and Board Directors to build awareness and understanding of Indigenous perspectives, law, and systems of governance	First Nations Relations
	15b-2 Seek out and invite opportunities for Indigenous leadership and knowledge to inform and transform approaches to taking care of land and water, across CRD service delivery areas	First Nations Relations, All Divisions
	15b-3 Engage First Nations to collaboratively develop inclusive approaches to land acquisition that respects Indigenous rights and strengthens government-to-government relationships	First Nations Relations
15c Goal: Shared prosperity	**15c-1** Increase the number of economic partnerships with First Nations, across CRD service delivery areas	First Nations Relations, All Divisions

✓ Key Strategies & Plans

- First Nations Task Force Final Report & Statement of Reconciliation
- CRD Statement of Reconciliation

Local Government

Local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

16 Local Government

Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal		CRD Initiatives	Accountable Division(s)
16a Goal: Climate Action & Environment	**16a-1**	Explore options for an electoral area specific Climate Action service	Climate Action Program, All Electoral Area Administrations
	16a-2	Explore opportunities to extend environmental protection programs and tools to the electoral areas	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	16a-3	Develop a joint approach for water conservation education and resource management in the electoral areas ⁂	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	16a-4	Evaluate Juan de Fuca's rural water resources for development	Juan de Fuca Local Area Service
16b Goal: Community Parks & Recreation	**16b-1**	Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	All Electoral Area Administrations
	16b-2	Develop and/or update community parks management plans, as needed	All Electoral Area Administrations
	16b-3	Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	Salt Spring Island Administration
	16b-4	Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible ⁂	Juan de Fuca Local Area Service
	16b-5	Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	Juan de Fuca Local Area Service
16c Goal: Drinking Water	**16c-1**	Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	All Electoral Area Administrations
16d Goal: Economic Development	**16d-1**	Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities ⁂	Southern Gulf Islands Administration, Salt Spring Island Administration

⁂ Initiative identified through strategic planning with Electoral Area Directors

16 Local Government *(Cont'd)*

Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal		CRD Initiatives	Accountable Division(s)
16e Goal: Governance	**16e-1**	Continue to review committees and commissions to find efficiencies and improve consistency	Legislative Services
	16e-2	Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	Legislative Services
16f Goal: Planning	**16f-1**	Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	Building Inspection
	16f-2	Digitize historical building permits, property files and other building records	Building Inspection
	16f-3	Continue to review Official Community Plans in Juan de Fuca Electoral Area	Juan de Fuca Local Area Service
	16f-4	Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	Juan de Fuca Local Area Service
16g Goal: Public safety & emergency response	**16g-1**	Continue to implement wildfire resiliency activities	Protective Services, All Electoral Area Administrations
	16g-2	Enhance public notification processes for emergencies ⁂	Protective Services, Juan de Fuca Local Area Service
	16g-3	Review and modernize fire and emergency management programs	Protective Services

⁂ Initiative identified through strategic planning with Electoral Area Directors

16 Local Government *(Cont'd)*

Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives		Accountable Division(s)
16h Goal: Transportation	**16h-1**	Develop and implement an Active Transportation Plan for the Ganges Village	Salt Spring Island Administration
	16h-2	Advocate for transit service improvements, including seamless connections with ferry services	All Electoral Area Administrations
	16h-3	Support rural transportation opportunities ⁂	Salt Spring Island Administration, Southern Gulf Islands Administration
	16h-4	Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering ⁂	All Electoral Area Administrations
16i Goal: Wastewater	**16i-1**	Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community ⁂	All Electoral Area Administrations
	16i-2	Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	Salt Spring Island Administration

⁂ Initiative identified through strategic planning with Electoral Area Directors

Key Strategies & Plans

- Southern Gulf Islands Housing Strategy
- Salt Spring Island Parks & Recreation Strategic plan
- Juan de Fuca Parks & Recreation Strategic Plan
- Connectivity Plan (Southern Gulf Islands)
- Salt Spring Island Pedestrian and Cycling Master Plan
- Southern Gulf Islands Active Transportation Plan
- Salt Spring Island Active Transportation Plan

Major Projects

- Magic Lake Sewer and Water
- Mayne Island Regional Trail
- Centennial Park Plaza Upgrade
- Ganges Harbour Walk Design
- Parks and facilities maintenance and design
- Feasibility and Design Studies Funded through Juan de Fuca Planning Capital Plan
- Facility Improvements Funded through Juan de Fuca Parks Capital Plan
- Various Water and Wastewater Infrastructure Maintenance and Improvement Projects

Next Steps

Maintaining focus on the Board Vision of embracing cooperation, innovation and bold leadership in the delivery of services that contribute to a livable, sustainable and resilient region is key to our continued success.

Moving Forward

Our Corporate Plan is the roadmap we will use on our day-to-day mission to serve the public good and build a region where all residents are included and have access to a quality of life that is fulfilling to them and where there is a healthy environment for current and future generations. We will achieve this through an effective, efficient and transparent organization.

Timelines

Annual timelines on our way to completing the 2023–2026 Corporate Plan include:

- **Q2:** ELT reports progress to Board and evaluates necessary organizational and resource requirements to implement Corporate Plan
- **Q2-Q3:** ELT and staff conduct service and financial planning
- **Q3:** ELT reviews service plans and budget
- **Q4:** Board reviews preliminary budget

Reporting

Through regular reporting at Committee, Commission and Board meetings, quarterly reporting of the performance dashboards and annual year-end reporting, we will track and assess what has worked well and what can be improved. This critical information helps us adjust to stay on course. To see these reports, please go to: www.crd.bc.ca/reporting.

Financial Guidelines

The financial guidelines are the policies and assumptions by which CRD Board and CRD staff determine the most appropriate allocation of resources by initiative.

The financial guidelines are based on the following major areas:

1. Financial Management Strategies
2. Service Levels Driven by Strategic and Corporate Priorities
3. Board and Public Preferences

1) 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 guide financial planning:

- Optimize fee 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 intended to stabilize revenue requirements.
- Levels of transfers to/from capital reserves are to be supported through development of life cycle funding requirements.
- One-time variances resulting in surplus should be transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements, and only be applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.
- Use of borrowing should be within MFA borrowing limits of 25% of a municipality's controllable and sustainable revenues for the previous year.
- In accordance with Section 374 (5) of the Local Government Act, the Financial Plan must be balanced. This means that the total of the proposed expenditures and transfers to other funds must not exceed the total of the proposed funding sources (revenues plus transfers from reserves or surplus).
- Revenue sources for CRD's approximately 200 services is unique to the nature of that service. Sources of funding include Property Taxes, Parcel Taxes, Transfers from Reserves, Fees & Charges, Recovery from Other Services, Grant Funding, and Other Revenue. Estimating revenues for each service will be dependent on their associated service bylaws, and determining additional funding sources based on the nature of expenditures budgeted in the service.

2) Service Levels Driven by Strategic and Corporate Priorities

The Board developed 2023–2026 strategic priorities which served as the guide in establishing the CRD's Corporate Plan; these priorities will be the basis for establishing work plans for the services. Service priorities and work plans are prepared and aligned with the Board and Corporate Priorities through Service Planning for the period of 2023-2026. This budget was prepared using the 2023-2026 Corporate plan to help transition the new Board and CAO in the middle of the budget planning process.

The rolling five-year financial plan (this year 2024–2028) will reflect estimated costs related to the deployment of the established priorities through the work plans which will be developed. The budget will also include core inflation and cost escalation reflected in market conditions, and related funding.

Key Drivers

The largest costs to deliver services are debt servicing, capital savings, salary and benefits, materials and equipment, and administrative expenses. Changes in these costs are driven by economic conditions such as unemployment, supply and demand, inflation, federal and provincial tax changes, and employee and benefit contract rates.

Given the higher inflationary environment, changing tax regulations and escalating costs due to the demand for labour, the organization will continue to rigorously review service plans for opportunities to reduce or reallocate resources in order to reduce costs and mitigate revenue requirements.

Infrastructure

Each service is responsible for funding their infrastructure life cycle funding gap. The gap is the difference between the amount the CRD service holds in reserves for infrastructure maintenance and replacement and the amount required to fund these assets as they deplete without incurring debt beyond the optimal level.

The CRD's financial management strategy is to support the objective to achieve full annual infrastructure life-cycle funding, setting transfers to reserve/savings to meet asset replacement costs into the future. The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. The priority action from the asset management strategy is to develop Sustainable Service Delivery Plans (previously called asset management plans) for 2024, and, as they are developed, to integrate risk assessments, climate lens and adaption, which will ultimately further inform financial management practices in the future. The financial implications of this work will be considered as part of the 2024 financial planning process.

3) Board and Public Preferences

The 2024 financial planning process is based on the corporate planning cycle and will reflect direction from Commissions, Committees and the Board, inclusive of feedback received in the last planning cycle. The public will again be invited to engage throughout the planning process with a communications and public input strategy similar to the 2023 planning process. There are also ongoing opportunities for public input directly through individual service activities at the Committee and Commission level.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjusts for inflation and market cost escalations, as detailed in this report for the 2024 budget, looks to minimize financial implications for the 2024 budget year.

Service Planning 2024: Community Needs Summaries

The 2024 service planning process focuses on transitioning to a new Board and preparing for the first year of a four-year planning cycle. This cycle is designed to ensure alignment with and implementation of Board Priorities, which set the strategic course for the CRD.

Each year, the service planning process identifies sustainable and efficient ways to implement actions outlined in the Corporate Plan. Community Need Summaries outline anticipated activities for the year ahead, subject to review by standing committees and the Board in open meetings.

The individual Community Needs are summarized as follows and can be found on our website here.

Table of Contents

1 Wastewater

Efficient and effective management of the region's wastewater

01 Strategy

STRATEGIES & PLANS

- Core Area Liquid Waste Management Plan
- Saanich Peninsula Liquid Waste Management Plan

CORPORATE PLAN GOALS

1a Optimize Core Area wastewater treatment system
1b Management of wastewater & treatment residuals

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Completed Bowker Sewer Rehabilitation Phase 1. The aging Northeast Trunk - Bowker sanitary sewer system is made from large diameter cast-in-place brick and non-reinforced concrete pipes. Based on results of video inspection about 2,000 metres of sanitary sewer pipes from Foul Bay Road towards Currie Pump Station were deteriorating and in need of repair and rehabilitation. The pipes were lined from the inside using a trenchless technology method, cured-in-place-pipe, to minimize above ground disturbance.
2. Started Phase 1 of the Regional Wastewater Development Cost Charge Program. The need for such a program was identified in the CRD 2023-2026 Corporate Plan and will be used to fund future growth-related regional wastewater system improvements.
3. Various McLoughlin Wastewater Treatment Plant Improvement Projects. These projects refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Core Area Wastewater System:
- Monitoring programs for new wastewater infrastructure in the Core Area continue to be implemented and updated. Additional samples will need to be collected and analyzed on an ongoing basis to support the ongoing operational commissioning and refinement, and monitoring programs.
- Work continues to optimize the operation and maintenance of the new infrastructure. Activities include refining staffing requirements, infrastructure performance, and operations and maintenance functions to improve effluent quality and reduce community impacts related to the operation.
- The CRD continues to implement its short-term biosolids strategy, while also advancing long-term planning, options analysis and pilot testing.
- As the CRD gains more operating experience and implements the outcomes of ongoing optimization works across the Core Area Wastewater System, the annual operating budget will continue to be monitored closely and refined annually.
- Operational cost increases: the costs of essential wastewater system operating supplies, such as coagulant chemicals, have been increasing 30-40% year over year which is impacting the cost of service delivery. This trend has been seen across North America.
- Asset Management: the ongoing trend in reviewing, updating and completing asset management plans and the continuous upgrading, replacement and growth of assets in the water and wastewater systems rely on having an up-to-date asset registry, as well as an asset onboarding process. Both the Scottish Water Review in 2018 and the EMA Readiness Assessment of 2020 highlighted the need for a reliable asset registry for Water and Wastewater.
    - The risk of assets not being maintained, replaced in a timely manner and failing could impact the CRD's ability to provide the expected water and wastewater level of service and could even result in environmental and public health and safety risks.

    - The asset registry is an important step in ensuring that assets are captured in the Maintenance Management System and Preventative Maintenance Plans are developed. This information is also critical with regards to capital and financial planning for the utility services.
- Aging Infrastructure: infrastructure is of various ages and in several cases large scale infrastructure renewal will be required to maintain a state of good repair.
- Facility Management's role in supporting maintenance of superstructures in wastewater is being defined.

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.

Wastewater systems and small wastewater systems

Services include wastewater conveyance and tertiary treatment for Core Area, and conveyance and secondary treatment for Saanich Peninsula, and the small wastewater systems in the Electoral Areas.

SERVICE BUDGET REFERENCES[1]

- 3.717 Core Area Wastewater Operations
- 3.798C Core Area Wastewater Capital
- 3.718 Saanich Peninsula Wastewater
- 3.720 Saanich Peninsula Liquid Waste Management Planning Budget
- 3.750 Core Area Liquid Waste Management Planning Budget

1. WASTEWATER SYSTEM OPERATIONS

Description

Wastewater treatment, collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance. Respond to wastewater system emergencies, service interruptions and wastewater overflows.

What you can expect from us

- 24/7 wastewater treatment
- Conveyance system operation
- System monitoring
- Customer service and odour monitoring/investigation
- System and facility maintenance
- Consumables management
- 24/7 operator response to system emergencies, service interruptions, wastewater overflows and public and environmental health protection

Staffing Complement

Wastewater Infrastructure Operations: 64 FTE (including 5 Mangers and 2 Administrative Support)

[1] Service budget(s) listed may fund other services

2. CAPITAL PROJECT DELIVERY

Description

Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support.

What you can expect from us

- Capital program for seven services
- Infrastructure renewal and upgrades
- Capital project support

Staffing Complement

Capital Projects: 8 FTE (including 1 Manager)

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3. INFRASTRUCTURE PLANNING

Description

Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.

What you can expect from us

- Asset management plans
- Manage capital plans for seven wastewater services
- Proactive capital planning for all seven wastewater services with a 15-year outlook
- Ongoing condition assessment to inform the capital program and ensure wastewater systems assets remain in a state of good repair
- Incorporating growth and expansion demands into future plans

Staffing Complement

Wastewater Engineering and Planning: 5 FTE (including 1 Manager)

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4. PROCESS ENGINEERING SERVICES

Description

Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical investigation and optimization.

What you can expect from us

- Engineering support of utility operations for the seven wastewater services in the areas of process optimization and troubleshooting (including odour treatment systems and energy efficiency), management of change, and root cause failure analysis
- Long-range planning and implementation of treatment system improvements
- Feasibility studies, including cost estimates, technical reports and recommendations,

- Detailed technical research and analysis to support plant operations

Staffing Complement

Process Engineering: 2 FTE (including 1 Manager)

Environmental Protection

Regulatory and non-regulatory services and a support role across the organization that focuses on contaminant reduction, monitoring and assessment associated with liquid waste treatment.

SERVICE BUDGET REFERENCES[2]

- 1.536 Stormwater Quality Management - Core Area
- 1.537 Stormwater Quality Management - Peninsula
- 1.538 Source - Stormwater Quality - Saanich Peninsula
- 1.577 Environmental Operations
- 3.700 Septage Disposal Agreement
- 3.709 Inflow & Infiltration Enhancement Program
- 3.750 Liquid Waste Management Plan-Public Involvement Process
- 3.752 Stage 3 Harbour Studies
- 3.756 Harbours Environmental Action

5. REGIONAL SOURCE CONTROL

Description

Administration, monitoring and reporting of compliance with regional bylaw.

What you can expect from us

- Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer
- Promote contaminant reduction associated with sanitary and stormwater systems

Staffing Complement

Environmental Protection: 8.25 FTE + leadership support

6. CORE AREA AND SAANICH PENINSULA WASTEWATER & MARINE ENVIRONMENTAL PROGRAM

Description

Oversight for wastewater monitoring and assessment and reporting to meet regulatory requirements.

What you can expect from us

- Marine outfall monitoring, assessment and reporting services to demonstrate compliance with federal and provincial legislation
- Update of Liquid Waste Management Plans

[2] Service budget(s) listed may fund other services

Staffing Complement

Environmental Protection: 3.5 FTE + leadership support

7. RESIDUALS TREATMENT FACILITY

Description

Administration of the Project Agreement for operation of the RTF and biosolids beneficial use strategy.

What you can expect from us

- Monitoring and compliance reporting.

Staffing Complement

Environmental Protection: 1.2 FTE + leadership support

8. ON-SITE WASTEWATER MANAGEMENT

Description

Regulatory oversight for onsite wastewater systems and education and outreach services across the region.

What you can expect from us

- Promote and monitor compliance with regional bylaw.

Staffing Complement

Environmental Protection: 0.7 FTE + leadership support

9. SEPTAGE SERVICE

Description

Administration, monitoring and reporting of regional septage service.

What you can expect from us

- Negotiate and manage one septage disposal contract servicing the capital region.

Staffing Complement

Environmental Protection: 0.1 FTE + leadership support

10. WATERSHED MANAGEMENT PROGRAM

Description

Promote environmental stewardship associated with sanitary and stormwater systems, contaminants and flows.

What you can expect from us

- Promote public awareness and stewardship initiatives.
- Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.

Staffing Complement

Environmental Protection: 1.5 FTE

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	
1a-1 Refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls	2023–2024	$111K requisition	1 Term Extended
▸ **NEW IBC** 1a-1.1 Lab Technician (Core Area)	2024-2026	$111K requisition	1 Term Extended
1a-2 Support other infrastructure projects that form part of the Core Area wastewater treatment system, including the Residuals Treatment Facility and conveyance system	2023		
▸ **NEW IBC** 1a-2.1 Environmental Monitoring Program – Environmental Technician Odour	2024-2026	$111K requisition	1 Term Extended
▸ **NEW IBC** 1a-2.2 Facilities Maintenance Worker	2024-ongoing	$106K other	1 Term Converted
1b-1 Implement a development cost charge program for the Core Area wastewater service	2024	-	-
1b-2 Deliver master plans, capital plans and operations for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies	Ongoing	-	-
1b-3 Update the Liquid Waste Management Plan for Saanich Peninsula and Core Area	2024–2025	-	-
1b-4 Develop and implement a long-term Biosolids Management Plan	2022-2024		existing
▸ **NEW IBC** 1b-4.1 Biosolids Coordinator	2024-2027	$111K requisition	1 Term Extended

06 Performance

GOAL 1A: OPTIMIZE CORE AREA WASTEWATER TREATMENT SYSTEM

GOAL 1B: MANAGEMENT OF WASTEWATER & TREATMENT RESIDUALS

Targets & Benchmarks

Indicators benchmarked in 2022/2023 include:

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1. Volume of biosolids beneficially used	All Wastewater Services	Quantity	600	1,600	3,600
2. Wastewater effluent quality non-compliance events with provincial and federal regulatory requirements	Core Area Wastewater	Quantity	10	5	0
	Saanich Peninsula Wastewater	Quantity	0	0	0
	Salt Spring Island Liquid Waste	Quantity	6	8	0
	Local Services	Quantity	18	12	10
3. Number of wastewater overflows or flow exceedances	Core Area Wastewater	Quantity	36	20	0
	Saanich Peninsula Wastewater	Quantity	0	0	0
	Salt Spring Island Liquid Waste	Quantity	2	2	0
	Local Services	Quantity	17	15	15
4. Total volume of wastewater collected and treated[2]	Core Area Wastewater	Quantity	33,851,491	34,000,000	34,500,000
	Saanich Peninsula Wastewater	Quantity	3,588,904	3,500,000	3,700,000
	Salt Spring Island Liquid Waste	Quantity	178,734	180,000	182,000
	Local Services	Quantity	301,043	300,000	305,000
5. Operating cost per megaliter of wastewater collected and treated[3]	Core Area Wastewater	Quantity	686	807	811
	Saanich Peninsula Wastewater	Quantity	1,014	1,099	1,011
	Salt Spring Island Liquid Waste	Quantity	4,431	4,538	4,527
	Local Services	Quantity	5,300	5,579	5,404
6. Number of odour complaints related to operation	Core Area Wastewater	Quantity	98	95	90
	Saanich Peninsula Wastewater	Quantity	0	1	1
	Salt Spring Island Liquid Waste	Quantity	0	0	0
	Local Services	Quantity	2	2	2
7. Delivery of annual capital program[4]	Core Area Wastewater	Quantity	6,500,000	24,000,000	32,500,000
	Saanich Peninsula Wastewater	Quantity	2,200,000	3,000,000	3,200,000
	Local Services	Quantity	802,000	7,000,000	4,000,000
8. Preventative maintenance completion[5]	Core Area Wastewater	Quantity	70%	82%	85%
	Saanich Peninsula Wastewater	Quantity	87%	94%	95%
	Salt Spring Island Liquid Waste	Quantity	84%	88%	91%
	Local Services	Quantity	89%	95%	95%

[2] Volume is expressed in cubic meters

[3] Expressed in dollars

[4] Expressed in dollars spent

[5] Expressed as percentage of planned maintenance work completed

2 Water

Safe drinking water and a resilient water supply

01 Strategy

STRATEGIES & PLANS

- Regional Water Supply Strategic Plan
- Regional Water Supply Master Plan 2022-2050
- Regional Growth Strategy

CORPORATE PLAN GOALS

2a High quality, safe drinking water
2b Reliable & efficient drinking water transmission system

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03 Operating Context

ACHIEVEMENTS IN 2023

Infrastructure Engineering:

1. Started procurement of a design consultant for replacement of sections of Regional Supply Main No.3 and No.4. These projects will replace aging infrastructure and improve seismic resilience in the regional transmission system. High quality, safe drinking water.
2. Completed Phase 1 and started Phase 2 of the Regional Water Development Cost Charge Program. The need for such a program was identified in the CRD 2023-2026 Corporate Plan and will be used to fund future growth-related regional water supply system improvements.
3. Completed major projects in the Juan de Fuca Water distribution system including two new pump stations and three water storage tanks. These projects replaced aging infrastructure and provided additional capacity for growth within the Juan de Fuca Water Distribution system.

Watershed Protection:

1. Completion of two autogates to prevent recreation driven trespass into the Greater Victoria Water Supply Area and public safety around the Goldstream Water Treatment Facilities.
2. Completion of an upgraded Goldstream Entrance to the Greater Victoria Water Supply Area to provide more functional access control, security and visible security presence.
3. Implementation of an infrared wildfire detection camera on a tower on Mount Healy for more effective surveillance and monitoring of any wildfire starts in the Sooke Water Supply Area (WSA).

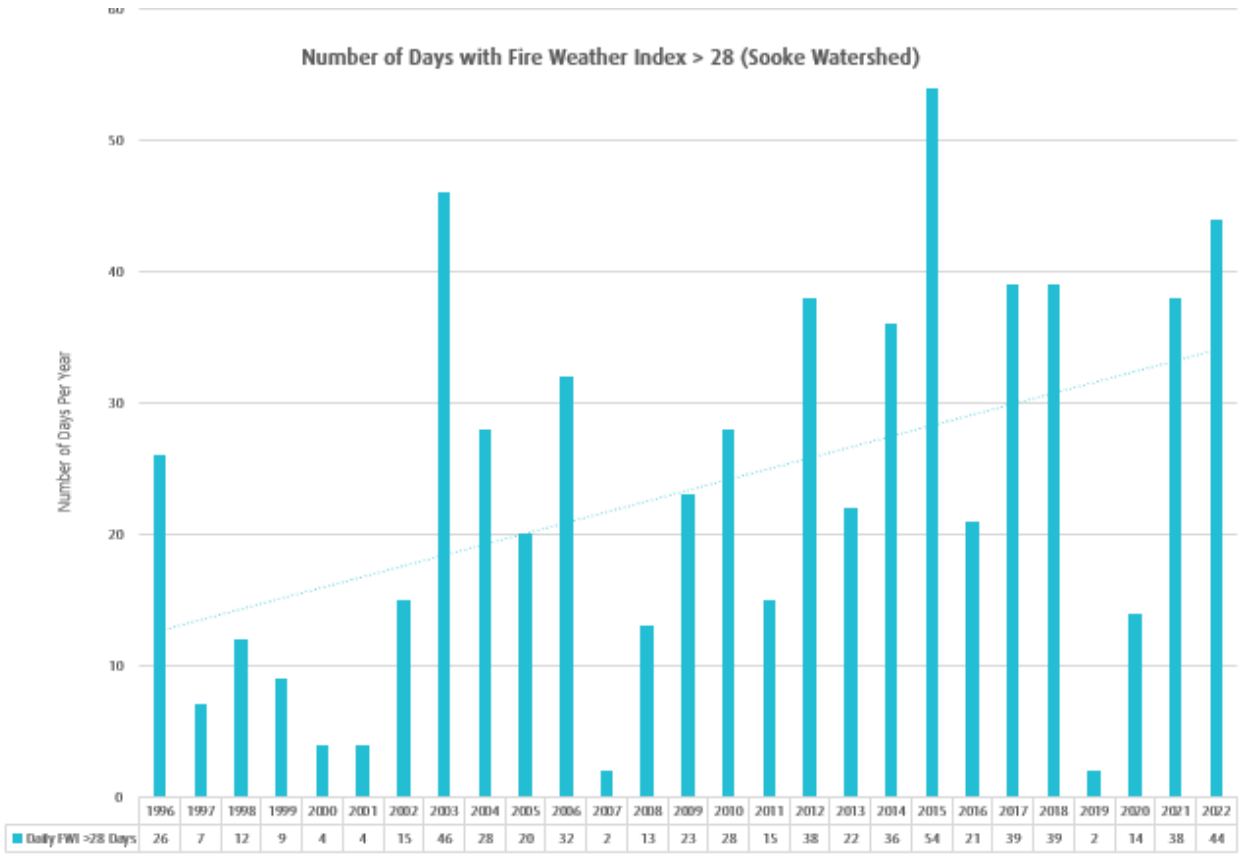
FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Security and patrols: there is an ongoing need to monitor for and respond to recreational pressure into the Greater Victoria Water Supply Area from Sooke Hills Wilderness Regional Park and from the rapidly developing residential area around Langford and Goldstream. During Extreme Fire Danger Rating, this creates additional risk to the Greater Victoria Water Supply Area and additional pressure on the Watershed team.
- Climate Action: the most significant risks for water services relate to climate and environmental changes. Predicted trends of drier, hotter summers will impact the water services in several ways:
    - Demand for water, including for local agricultural activities – this is monitored closely and evaluated against historical trends. Model predictions are updated for areas exhibiting higher than predicted demands. This will inform future infrastructure upgrades to meet growing demands.
    - Water quality may be affected due to increased biological growth in the source water and distribution system. The 2022 Regional Water Supply Master Plan recommends implementing filtration as a step in the treatment process by 2037.
    - In the Greater Victoria Water Supply Area, increasing periods of elevated wildfire risk, peak flows from winter storms, drought stress on trees which could lead to increased mortality and forest pests/diseases.
    - Increased risk of power outages.

- Infrastructure Vulnerability, Resiliency, and Emergency Preparedness: there are increases in operational and system maintenance demands from a growing region combined with aging infrastructure. The 2022 Regional Water Supply Master Plan identified a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs over the next 30 years. In addition to continuing to replace and refresh our existing assets to ensure they remain in a state of good repair, preliminary studies will also commence on the large elements identified in the Regional Water Supply Master Plan.
- Asset Management: the ongoing trend in reviewing, updating and completing asset management plans and the continuous upgrading, replacement and growth of assets in the water and wastewater systems rely on having an up-to-date asset registry, as well as an asset onboarding process. Both the Scottish Water Review in 2018 and the EMA Readiness Assessment of 2020 highlighted the need for a reliable asset registry for Water and Wastewater.
    - The risk of assets not being maintained, replaced in a timely manner and failing could impact the CRD's ability to provide the expected water and wastewater level of service and could even result in environmental and public health and safety risks.
    - The asset registry is an important step in ensuring that assets are captured in the Maintenance Management System and Preventative Maintenance Plans are developed. This information is also critical with regards to capital and financial planning for the utility services.
- Operational cost increases: the costs of essential water system operating supplies, such as disinfection chemicals, have been increasing 30-40% year over year which is impacting the cost-of-service delivery. This trend has been seen across North America.
- Regional Water Supply Strategic Plan (2017): Actions and initiatives to support the strategic priorities and commitments will be updated, starting in 2023. The revised plan, which will be published in 2024, will look to address future needs for the 2025-2029 period.
- Rate Structure Review: A new service delivery model for First Nations water servicing is being advanced with implementation expected in late 2023/early 2024. Through the agreement, the Regional Water Supply Service will become the service provider for participating First Nations governments.

OPERATIONAL STATISTICS

An example of the effect of climate change on the number of days of elevated wildfire risk for the Greater Victoria Water Supply Area:



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.

Water Supply & Distribution

Wholesale water supply to approximately 400,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the Electoral Areas (EAs) supported through the following key service areas:

SERVICE BUDGET REFERENCES[1]

- 2.670 Regional Water Supply
- 2.680 Juan de Fuca Water Distribution
- 2.610 Saanich Peninsula Water
- Small water systems in the Electoral Areas

1. WATER SYSTEMS OPERATIONS AND MAINTENANCE

Description

Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance. Respond to water main breaks and other system emergencies.

What you can expect from us

- 24/7 water treatment operations for two facilities for Greater Victoria
- Supply and distribution system operation
- System monitoring
- Customer service
- System and facility maintenance
- Consumables management
- Component preventative maintenance
- 24/7 emergency response to water main breaks and other system emergencies

Staffing Complement

Water Infrastructure Operations: 61 FTE (including 5 Managers and Administrative Support)

[1] Service budget(s) listed may fund other services

2. INFRASTRUCTURE PLANNING

Description

Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.

What you can expect from us

- Asset management and capital planning
- Adjust plans for 15 water services
- System expansion and growth planning
- Proactive capital planning for all 15 water services with a 15-year outlook
- Ongoing condition assessment to inform the capital program and ensure water systems assets remain in a state of good repair
- Incorporating growth and expansion demands into future plans

Staffing Complement

Water Supply Engineering and Planning: 4 FTE
Water Distribution Engineering and Planning: 6 FTE (including 1 Manager)

3. CAPITAL PROJECT DELIVERY

Description

Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support.

What you can expect from us

- Infrastructure renewal and upgrades
- Capital Program for 15 water services (including Salt Spring Island)
- Engineering support of utility operations for the 15 water services.

Staffing Complement

Capital Projects 8 FTE (including 1 Manager)

Watershed Protection

Forest land management of the 20,611 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:

SERVICE BUDGET REFERENCE[2]

› 2.670 Regional Water Supply

5. WILDFIRE, SECURITY & EMERGENCY RESPONSE

Description

Watershed security, wildfire and spill preparedness, prevention and response.

What you can expect from us

- 24/7 watershed emergency duty officer standby
- Security/wildfire patrols and standby (weekends and holidays; daily during elevated fire conditions)
- Wildfire detection air patrol during high and extreme fire hazard; infrared camera detection for the Sooke WSA

Staffing Complement

Watershed Protection: 8 FTE (including 1 Manager and Administrative Support) + leadership support

6. WATERSHED OPERATIONS

Description

Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation

What you can expect from us

- Winter/summer road maintenance
- Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate
- Forest fuel and forest resilience treatments and fire smarting maintenance including brushing, thinning and chipping or burning of woody debris
- Brushing dam faces and around facilities, gates and fences
- Danger tree assessment and removal along roads and powerlines
- Invasive plants management

Staffing Complement

Watershed Protection: 10 FTE (including 1 Manager) + leadership support

[2] Service budget(s) listed may fund other services

7. RESOURCE PLANNING

Description

Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management.

What you can expect from us

- Development of a comprehensive watershed hydrology monitoring program
- Annual forest health survey
- Partnering in climate change and other research in the Greater Victoria Water Supply Area
- Management of beaver, Canada geese and bullfrogs
- School and public tours of the Water Supply Area and facilities

Staffing Complement

Watershed Protection: 8 FTE (including 1 Manager) + leadership support

ENVIRONMENTAL PROTECTION

Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives.

SERVICE BUDGET REFERENCES:[3]

- 1.531 Stormwater Quality Management - Sooke
- 1.576 Environmental Engineering Services
- 1.578 & 1.579 Environmental Protection
- 3.701 Millstream Remediation
- 3.707 On Site System Management Program
- 3.720 Saanich Peninsula Liquid Waste Management Plan - Implementation
- 3.755 Regional Source Control Program

8. WATER QUALITY 1.0

Description

Monitoring, data analysis, assessment, reporting and technical advice to meet water quality regulatory requirements.

What you can expect from us

- Source water and distribution system monitoring, assessment and reporting
- Physical, chemical and biological analytical services, assessment and reporting

Staffing Complement

Environmental Protection: 6 + lab staff FTE + leadership support

[3] Service budget(s) listed may fund other services

9. DEMAND MANAGEMENT

Description

Research and data to inform capital planning, water conservation, and communications and education.

What you can expect from us

- Accurate data
- Per capita targets (residential and Industrial, Commercial and Institutional)

Staffing Complement

Environmental Protection: 1.0 FTE + leadership support

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10. CROSS CONNECTION CONTROL

Description

Identification, registration, tracking and reporting of potential cross connection contamination sources in the Greater Victoria Drinking Water System.

What you can expect from us

- Contamination prevention through facility inspections, testing and education for backflow prevention devices
- Monitor and track (>28,000) backflow prevention devices

Staffing Complement

Environmental Protection: 4.6 FTE

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11. COMMUNICATIONS & ENVIRONMENTAL EDUCATION

Description

Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services. Position is shared 80:20 with Wastewater communications support.

What you can expect from us

- Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use)

Staffing Complement

Environmental Protection: 0.8 FTE + leadership support

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	
2a-1 Update the Regional Water Supply Strategic Plan	2023	-	
2a-2 Implement the 2022-2050 Regional Water Supply Master Plan	Ongoing	-	
▸ **NEW IBC** 2a-2.1 Contracts Coordinator	2024–ongoing	$92K fee-for-service	1 Auxiliary Converted
▸ **NEW IBC** 2a-2.2 Purchaser	2024–ongoing	$205K fee-for-service + requisition	1 New Ongoing
2a-3 Review water rates in service agreements with First Nations	2024	Continued negotiation and implementation	
2a-4 Review and determine appropriate level of water subsidy used for agriculture	2024	Ongoing, no change in subsidy in 2024	
2a-5 Active forest/ecological management to enhance forest health and resilience in the Water Supply Areas	Planned for 2025	-	
2a-6 Collect and analyze information for climate adaptation, reservoir management and the siting of new major infrastructure	Ongoing	-	
2a-7 Implement a development cost charge program for the Regional Water Service	2024	-	
▸ **NEW IBC** 2a-8.1 Water Quality Sampling Technician*	2024-ongoing	$38K other	Increase from 7 to 8-hour shifts

Initiative	Implementation year(s)		Impacts in 2024
2b-1 Enhance safety of aging dams, meet increasing regulatory requirements and mitigate against the risk of failures	2024		
▸ **NEW IBC** 2b-1.1 Dam Safety Program – Integrated Water Services	2024–ongoing	$375K fee-for-service	2 New Ongoing
2b-2 Invest in and maintain capital assets, and undertake regulatory monitoring, to service current and future population and climate adaptation	2024		
▸ **FUTURE IBC** 2b-2.1 Utility Operator Team Lead – Water Operations	Planned for 2025	$153K fee-for-service + requisition	1 New Ongoing

**Not captured in the 2022-2026 Corporate Plan*

06 Performance

GOAL 2A: HIGH QUALITY, SAFE DRINKING WATER

Targets & Benchmarks

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

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
1. Regulatory Compliance[1]	Regional Water Supply	Quantity	None	None	None
	Juan de Fuca Water Distribution	Quantity	None	None	None
	Saanich Peninsula Water Supply	Quantity	None	None	None
	Local Services	Quantity	8	3	None
2. Water Quality Sampling (raw)[2]	Regional Water Supply	Quantity	15,589	17,174	17,174
	Local Services	Quantity	3,670	4,218	4,218
3. Water Quality Sampling (treated)[3]	Regional Water Supply	Quality	1,787	1,888	1,888
	Juan de Fuca Water Distribution	Quality	7,531	7,378	7,762
	Saanich Peninsula Water Supply	Quality	2,102	3,701	3,701
	Local Services	Quality	24,904	17,893	17,893
4. Demand[4]	Regional Water Supply	Quantity	359	340	340
	Juan de Fuca Water Distribution	Quantity	314	300	300
	Saanich Peninsula Water Supply	Quantity	479	420	420
	Local Services	Quantity	227.8	216.5	215.8

[1] Non-compliance with Island Health, provincial and federal regulatory requirements and operational certificates that result in Boil Water Advisories or Do Not Consume Events

[2] Water quality samples analyzed annually from source reservoirs (raw water)

[3] Water quality samples analyzed annually from transmission/distribution systems (treated water)

[4] Average day per capita water use (litres per capita per day)

Discussion

Measure 4. Demand: average day per capita water use (litres per capita per day)

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

GOAL 2B: RELIABLE & EFFICIENT DRINKING WATER TRANSMISSION SYSTEM

Target & Benchmarks

The performance measures link to the CRD's goals of safe, sustainable and resilient water resources for the capital region.

Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
5. Operating cost[5]	Regional Water Supply	Quantity	$111	$112	$115
6. Energy usage[6]	Regional Water Supply	Quantity	62.5	66	66
7. Watershed water release[7]	Regional Water Supply	Quantity	11,229	11,500	12,000
8. Water-main leak repairs[8]	Juan de Fuca Water Distribution	Quantity	8.2	10	8
	Local Services	Quantity	1	1	1
9. Preventative maintenance[9]	Regional Water Supply	Quality	86%	96%	98%
	Juan de Fuca Water Distribution	Quality	84%	94%	96%
	Saanich Peninsula Water Supply	Quality	97%	98%	98%
	Local Services	Quality	91%	98%	98%

[5] *Annual operating cost per megaliter of drinking water treated and supplied/distributed*

[6] *Annual energy use (kWh) per megaliter of drinking water treated and supplied/distributed*

[7] *Volume of raw water released annually from Regional Water Supply watersheds to rivers to support fish habitat (megaliters)*

[8] *Number of water-main leak repairs and service line leaks annually per 100 kilometers of pipe (distribution systems)*

[9] *Preventative maintenance completed (% of planned)*

Discussion

- N/A

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3 Solid Waste & Recycling

Minimize waste disposal and maximize waste diversion

01 Strategy

STRATEGIES & PLANS

- Solid Waste Management Plan
- Hartland Environmental Programs
- Regional Growth Strategy
- Climate Action Strategy
- Special Task Force on First Nations Relations
- CRD Corporate Plan

CORPORATE PLAN GOALS

3a Maximize solid waste diversion & resource recovery from waste materials
3b Outreach & engagement with communities

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Solid Waste Management Plan (SWMP) Approval: following CRD Board endorsement of the Plan in May 2021, the SWMP received approval from the Ministry of Environment & Climate Change Strategy (ENV) in July 2023.
2. Design, Operations and Closure Plan Update: submitted the revised Design, Operations and Closure Plan to ENV for review and approval.
3. New Policies to divert waste from Hartland Landfill: board endorsement of policies to commence in 2024, including: modifying the tipping fee structure to incent diversion, expanding landfill material bans for streams where viable alternatives exist, facilitating the diversion of material and energy recovery of diverted material and enhancing bylaw enforcement to reduce the amount of banned materials and recyclables being sent to the landfill.
4. Plan Monitoring and Performance Measures: in consultation with the CRD's Solid Waste Advisory Committee, staff developed metrics for reporting on the goals of the SWMP.
5. Hartland Landfill Operations: Researched and piloted new technologies to maximize the densification and compaction rate at the active face. Decreased use of raw materials (such as aggregate) for cover by increasing beneficial use of select waste material, consistent with ENV guidelines.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Solid Waste Management Plan: The new SWMP was endorsed by the CRD Board in May 2021, and approved by the Ministry of Environment and Climate Change (ENV) in July 2023. The SWMP has a target of reducing waste in the region by more than one third over the next decade. Though ENV approved the SWMP, the Board expressed a desire in its deliberations to achieve waste reduction levels greater than the targets laid out in it.
- Collaboration on Waste Diversion Targets: Despite the newly approved Plan, waste received at Hartland Landfill has increased each year since 2020, and achieving SWMP targets will require significant dedication and effort by the CRD, along with behaviour change by the public, and complementary actions by other jurisdictions and entities, including Province of BC, federal government, municipalities and stewardship agencies such as Recycle BC.
- Material Stream Diversion: New policies to be implemented in 2024, including landfill bans on wood waste, carpet and underlay and asphalt shingles, along with a modernization of the tipping fee structure and increased bylaw enforcement are expected to generate waste reductions in support of meeting the SWMP targets. Implementation of the material diversion policies will involve development of a material diversion transfer site at the Hartland Landfill, transport and processing contracts for newly diverted materials, and increased resourcing requirements to account for additional materials handling, processing and, in future years, increased bylaw enforcement.
- Material Diversion Depots: The Hartland public drop-off area continues to experience increased customer volumes, likely resulting from strong housing market activity. Increased WorkSafe BC requirements when receiving homeowner renovation and demolition materials at the landfill. As

part of the new SWMP, staff will be investigating options to increase access to depots, including expanding Hartland Depot operating hours, and establishing new depots.

- Organics/Kitchen Scraps: Organic waste made up 16.7% of the material received at Hartland Landfill in 2022. The kitchen scraps transfer station is being relocated on-site and will require continued staffing to ensure diversion and processing of the segregated food waste materials. The Environmental Service Committee has directed staff to explore regulating curbside organics collection from municipalities and electoral areas in the Region. Increased organics collection would require evaluation of processing capacity in region and on the Island.
- Resource Recovery/Landfill Gas Utilization: The existing electricity generation plant has reached end-of-life and the CRD has entered into a 25-year agreement to upgrade landfill gas generated at Hartland Landfill to RNG and sell it to FortisBC. A Renewable Natural Gas upgrade facility, to be operated by Waga Energy through its subsidiary Hartland Renewable Resource Group, will come on-line in 2024 and is expected to reduce the capital region's greenhouse gas (GHG) emission by approximately 450,000 tonnes of carbon dioxide equivalent over the next 24 years (equivalent to removing 3,900 cars from the road).
- Landfill Operations: As cell 3 becomes full of waste and Hartland begins landfilling waste in cell 4, commercial traffic will be moved to the North access point from Willis Point Road to accommodate the fill plan.

OPERATIONAL STATISTICS (2022 DATA)

- Received and disposed of 180,004 tonnes of waste, 409 kg/capita, an increase of 9kg/capita over 2021
- Issued 559 tickets and 13 warnings primarily related to banned materials in garbage
- Removed 30,000 m^3 of overburden and 225,000 m^3 of in-situ rock to prepare the new landfilling cell to receive future garbage.
- Achieved a 69% gas collection efficiency based on the ENV model, and a 78% gas collection efficiency based on the UBCi model in 2021.

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.

SERVICE BUDGET REFERENCES[1]

› 1.521 & 1.525 Environmental Resource Management

STAFFING COMPLEMENT

Environmental Resources Management Division: 25.7 FTE (including 3 Managers and 2 Administrative Support)

1. DIVERSION SERVICES

Description

Responsible for solid waste management planning in the capital region, including policy and program development to increase waste reduction or recycling.

What you can expect from us

- Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw
- Delivery of the recycling programs, including curbside collection from 132,232 households and packaging, printed paper and glass collection from six electoral area depots. Today, the Hartland recycling facility collects more than 80 items from 28 product categories
- Implementation of new diversion policies that will reduce the amount of waste received at Hartland Landfill and increase reuse, recycling, recovery and beneficial use
- Beginning in 2024, delivery of material stream diversion transfer service for wood waste, asphalt shingles, carpet and underlay

2. LANDFILLING SERVICES

Description

Ensure regional landfill capacity with the operation of the CRD's Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with the ENV landfill regulations, including leachate and landfill gas management infrastructure.

[1] Service budget(s) listed may fund other services

What you can expect from us

- Administration of five contracts and agreements
- Residential service at bin area (9am-5pm weekdays, 9am-2pm Saturdays)
- Commercial service at Hartland Landfill active face (7am-5pm weekdays, 9am-2pm Saturdays)

3. RESOURCE RECOVERY SERVICES

Description

Installation and operation of landfill gas collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction, and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.

What you can expect from us

- Production of Renewable Natural Gas (RNG) from upgraded landfill gas for sale to FortisBC, reducing GHG emissions by approximately 450,000 tonnes carbon dioxide equivalent over the next 25 years (beginning in 2024).

4. HARTLAND ENVIRONMENTAL PROGRAMS

Description

Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill.

What you can expect from us

- Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate

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
3a-1 Develop and implement new and enhanced waste diversion policies	2024	
▸ **NEW IBC** 3a-3.1 Hartland 2100	2024-ongoing	$491K fee-for-service; 3 New Ongoing
3a-2 Investigate regional waste flow management	Planned for 2025	N/A
3a-3 Increase multi-family dwelling and industrial, commercial and institutional sector waste diversion	2023-2026	Impacts included in 3a-1
3a-4 Explore beneficial uses for solid waste residuals	2023-2026	Impacts included in 3a-1
3a-5 Financially sustainable service delivery	2023-2026	Impacts included in 3a-1
3b-1 Ongoing engagement and outreach on all major policies and new diversion programs and plans	2023-2026	Impacts included in 3a-1

06 Performance

GOAL 3A: MAXIMIZE SOLID WASTE DIVERSION & RESOURCE RECOVERY FROM WASTE MATERIALS

Targets & Benchmarks

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

Measuring Progress

	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target
1	**Solid waste disposal target rate of 250 kg/person per year by 2030[1]**	Quantity	410 kg/capita	375 kg/capita	350kg/capita
2	**Capture 75% of landfill gas at Hartland landfill [2]**	Quantity	73%	75%	75%
3	**Waste compaction rate at Hartland Landfill of 850 kg/m³**	Quantity	921 kg/m³	850 kg/m³	900 kg/m³

[1] Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology

[2] Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation

[3] Kilos per cubic metre; data from CRD staff measurement

Discussion

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

GOAL 3B: OUTREACH & ENGAGEMENT WITH COMMUNITIES

Targets & Benchmarks

- Following the July 2023 provincial approval of the SWMP, establish baseline data for current and new CRD programs with performance measures to be developed in subsequent years

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4 Transportation

Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability

01 Strategy

STRATEGIES & PLANS

- Regional Transportation Plan
- Regional Growth Strategy
- Regional Parks & Trails Strategic Plan
- Regional Trails Management Plan
- Climate Action Strategy

CORPORATE PLAN GOALS

4a Present options for changes in governance for transportation in the region, including the electoral areas
4b Improve regional connectivity & safety across transportation modes
4c Support investments, expansion & equitable access to active and low carbon transportation
4d Education, encouragement & information

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Initiated pre-planning for the Transportation Governance initiative including research and first round of engagement with municipalities, electoral areas and other partners (see initiative 4a-1.1).
2. CRD Board approved a regional definition for All Ages & Abilities (AAA) cycling facilities, developed with the Transportation Working Group.
3. Developed a regional trails closure policy to minimize disruptions to trail users and provide a consistent approach to regional trail closures.
4. CRD Board approved accelerated implementation of the Regional Trails Widening and Lighting Project in Q3 2023. This project will widen and light the most used sections of the Galloping Goose and Lochside trails.
5. Initiated the Critical Repairs to Selkirk Trestle project (phase 0).
6. Completed the Lochside Trail Paving Project. The project extends from Swartz Bay to Beacon Avenue.
7. Completed the Bilston Creek Bridge Replacement Project.
8. Completed the Regional Trails Asset Renewal Plan.
9. Completed the Salt Spring Island Active Transportation Plan.
10. Administered the Origin Destination Household Travel Survey in 2022 and presented results in Q3 2023.
11. Completed the 2022-23 cohort for the Ready Step Roll initiative (two elementary schools and two municipalities).
12. Launched the Sustainable Commute Planning pilot with CFB Esquimalt and Seaspan, bringing learnings from the Ready Step Roll initiative to employers and workplaces.
13. Conducted annual bicycle and vehicle counts.
14. Received a grant from the Ministry of Transportation and Infrastructure (MOTI) to support participation in consultation on the Island Rail Corridor, to be undertaken in partnership with the federal and provincial governments, island regional districts, First Nations and the Island Corridor Foundation.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Regional Transportation Governance: A service feasibility study will be undertaken pending results from the transportation governance initiative engagement. Study findings could result in new or adjusted program and service delivery activities in both Regional and Strategic Planning and Regional Parks.
- Mode Shift and Population Growth: The volume of transportation work around the region remains high to accommodate population growth and to meet shared objectives to reduce congestion, support higher rates of walking, cycling and transit use and reduce greenhouse gas emissions. Transportation planning and infrastructure delivery is a shared responsibility among local governments, the province and service delivery partners such as BC Transit. There is a sustained need for data collection, research, analysis and regional coordination to ensure that project planning and delivery achieves a consistent, connected and sustainable transportation system.

- Changing User Needs and Expectations: Regional trail user needs and expectations are changing with increased rates of cycling and walking, as well as increased use of eBikes and other mobility devices. This has the potential to impact service levels. In addition, Board direction to accelerate implementation of regional trail widening and lighting to support increased rates of walking and cycling will require a dedicated project delivery team, resourced as the project moves forward.
- Sustainable Service Delivery: Major infrastructure in regional trails is nearing the end of its lifespan and needs improvements to support demands they were not built for. In recent years, the increased cost of materials and the complexity of projects has led to high costs for these major capital projects. Anticipate increased costs associated with the need for improved and safer active transportation infrastructure.
- Pandemic Recovery: The active school travel planning initiative, Ready Step Roll, has been in place for almost five years. We are starting to see the capacity of our school and community partners increase following a low in the COVID-19 pandemic, with four schools participating in 2023-2024. A continuous improvement approach is being used to refine delivery of this initiative and to consider expansion to employers and workplaces.

OPERATIONAL STATISTICS (IF APPLICABLE)

- 2022 Regional Trail peak user volume: 3,750 (July 2022, CRD Regional and Strategic Planning)

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.

SERVICE BUDGET REFERENCES[1]

- 1.324 Regional Planning
- 1.280 Regional Parks*

1. REGIONAL PLANNING – TRANSPORTATION

Description

Responsible for data collection, research and modelling related to regional multi-modal travel. The service supports the development and implementation of regional district services and informs local, agency and provincial government transportation and land use planning processes.

What you can expect from us

- Every five years, prepare the Origin Destination Household Travel Survey to gather mode shift data and other information about regional travel patterns.
- Collect and monitor multi-modal transportation data on an ongoing basis. Liaise and disseminate findings to municipalities, electoral areas, the provincial government, partner agencies, academic institutions and other partners, on demand.
- Deliver active school travel planning services with up to five schools per year.
- Analyze the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand.
- Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming.
- Deliver on CRD Board direction to scope and develop governance options, including consideration of a new transportation authority.

Staffing Complement[2]

Regional & Strategic Planning: **3.5 FTE + Senior Manager and 1 Administrative Support**

[1] Service budget(s) listed may fund other services

[2] Excluding exempt and administrative support staff

2. REGIONAL TRAILS

Description

Manage Regional Trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.

What you can expect from us (through Regional Parks Operations)

- Operate, manage and maintain 95 km of multi-use regional trails.
- Implement the Regional Parks and Trails Strategic Plan and Regional Trails Management Plan to achieve regional transportation objectives.
- Conduct 250 km of boom flail vegetation removal annually.
- Procure engineer assessments of critical built assets (dams, trestles, bridges) up to a value of $225,000 annually. Prepare a 10-year critical asset assessment schedule.

Staffing Complement

Regional Parks: **See the Regional Parks Community Need Summary. Regional Trail FTEs are built into the Regional Parks Staffing complement.**

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	
4a-1 Scope and develop governance options, including consideration of a new transportation authority	2024–ongoing		
▸ **NEW IBC** 4a-1.1 Transportation service	2024–2025	$422K requisition	0.5 New Term
4a-2 Work collaboratively with elected and staff leaders in electoral areas, local governments, partner agencies and the province on transportation governance options development	Planned for 2025	-	-
4a-3 Chart a pathway to approval, based on a preferred transportation governance option	Planned for 2026	-	-
4b-1 Work with the Transportation Working Group to implement the regional multi-modal transportation network	Ongoing		
▸ **NEW IBC** 4b-1.1 Regional Trails Closure Policy Implementation Funding	2024-ongoing	$35K requisition	-
4b-2 Prepare policy positions to support advocacy for infrastructure investments and service improvements to achieve regional transportation priority items related to mass transit, general transit improvements, active transportation and multi-modal and safe highways	Ongoing		
▸ **NEW IBC** 4b-2.1 Island Corridor Consultation	2024	$600K grant	-
4b-3 Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy	Ongoing	-	-
4c-1 Update the Regional Trails Management Plan	Planned for 2025	-	-

Initiative	Implementation year(s)	Impacts in 2024	
4c-2 Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects	2023		
▸ **NEW IBC** 4c-2.1 Regional Trails Project Engineer	2024–2028	$117K capital + requisition	1 New Term
4d-1 Shift travel behaviour through education, encouragement, and information	Planned for 2025	-	-

06 Performance

GOAL 4A: PRESENT OPTIONS FOR CHANGES IN GOVERNANCE FOR TRANSPORTATION IN THE REGION, INCLUDING THE ELECTORAL AREAS

Targets & Benchmarks

- Rate of stakeholder participation will measure the level of stakeholder engagement in the transportation governance initiative. High levels of participation indicate that stakeholders are interested, informed and committed to the initiative. Low levels of participation indicate possible indifference or resistance.
- Progress reporting on workplan deliverables will measure the number of decision milestones reached on time. Progress is on track if the timing of decisions continues to align with the timing required to execute governance change within the Board's term.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Percentage of stakeholders participating in the transportation governance initiative[1]**	Quantity	N/A	100%	100%	→
2	**Number of decision milestones reached on time[2]**	Quantity	N/A	2/2	3/3	→

[1] Participation, expressed as a percentage, of the 22 stakeholders invited to participate in the transportation governance initiative.

[2] Number of decision milestones, based on the project plan, that need to be reached in-year to deliver transportation governance change within the 2023-2026 Board term.

Discussion

- Measure 1: 22 stakeholders are participating in the transportation governance initiative (13 municipalities, three electoral areas and six agency partners.) Participation will be measured yearly and evaluated based on whether the stakeholder provided input into the engagement process. The target is for 100% participation as governance changes will impact all stakeholders. Note that First Nations have been informed of the project and invited to participate on an opt-in basis. Their participation will be tracked separately.
- Measure 2: The project timelines for the transportation governance initiative were presented to the CRD Board on June 14, 2023. The timelines aim to deliver governance options for CRD Board consideration in 2024 to allow for new service creation in 2025, pending Board direction. Project timing is constrained by fixed deadlines (i.e., Board term, statutory requirements for service creation) and decision milestones are dependent on completing deliverables and securing consensus from multiple stakeholders. When decisions are not made on time, progress toward achieving transportation governance change will slow. This measure will indicate friction-points in the process and allow for the consideration of adjustments where needed (e.g., change to engagement approach or re-scoping). Note that decision milestones are not cumulative from year to year.

GOAL 4B: IMPROVE REGIONAL CONNECTIVITY & SAFETY ACROSS TRANSPORTATION MODES

Targets & Benchmarks

- Mode share is a good indicator of residents' willingness and ability to make sustainable transport choices for at least some of their trips. The regional mode share target is 45% for active transportation and transit combined for the region by 2038, based on 15% walking, 15% cycling and 15% transit. Note this is a 3% increase from the mode share target in the Regional Growth Strategy as the Victoria Regional Transit Commission increased the transit mode share target to 15% in 2020.

Measuring progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
3	**Percentage of all trips made annually in the capital region by walking, cycling and public transit[3]**	Quantity	29%	29%	29%	↗

[3] *data from CRD Origin Destination survey 2022*

Discussion

- The mode share target is measured through the CRD OD Survey, administered every five years. There is no year-on-year reporting of the target.
- The CRD has been tracking mode share since 2001. Starting in 2006, there has been a steady increase in the combined walking, cycling and public transit mode share over time:
    - 2001: 21.2%
    - 2006: 20.5%
    - 2011: 22.4%
    - 2017: 26.6%
    - 2022: 29%

GOAL 4C: SUPPORT INVESTMENTS, EXPANSION & EQUITABLE ACCESS TO ACTIVE AND LOW CARBON TRANSPORTATION

Targets & Benchmarks

- Value of capital spending in CRD active and low-carbon infrastructure indicates the level of organizational commitment to deliver this goal.
- Value of grant funding from federal, provincial and other funding bodies for CRD active and low-carbon infrastructure projects indicates the amount of external support available to deliver this goal.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
4	**Total estimated CRD capital investments in active and low-carbon infrastructure projects[4]**	Quantity	$1.4M	$1.9M	$1.7M	↗
5	**Total value of grant funding for CRD active and low-carbon infrastructure projects from external sources[5,6]**	Quantity	$1.4M	$3.1M	$6.9M	↗

[4] *Estimated totals from CRD operating and capital plans*

[5] *Total value of grants received by the CRD.*

[6] *Total value of unsecured funds based on outstanding federal grant program applications (2024)*

Discussion

- Measure 4: The desired trend is to increase the amount invested in CRD active and low-carbon transportation infrastructure to keep pace with user needs. Targets are set for each fiscal year through the service and financial planning processes. The reported dollar figures include capital investments for regional trail expansion, enhancement, maintenance and operations in the fiscal year. Regional trails, both existing and proposed, are defined on Map 6 of the Regional Parks and Trails Strategic Plan and include the Galloping Goose, Lochside, E&N Rail-Trail Humpback Connector and the proposed network on Salt Spring Island and the Southern Gulf Islands. The figures also include investments in low-carbon infrastructure charging. Note the 2024 target does not include any debt servicing associated with borrowing related to acceleration of the Regional Trails Widening and Lighting project.
- Measure 5: The desired trend is to attract greater amounts of external funding for active and low-carbon transportation infrastructure. CRD priorities for active and low-carbon transportation are closely aligned to federal and provincial goals. The assumption is that the CRD is in a strong position to attract funding. If the measure trends down, this could indicate that grants are over-subscribed or there is a need to consider new grant application strategies. Note that the forecast and target values are for unsecured funds.

GOAL 4D: EDUCATION, ENCOURAGEMENT & INFORMATION

Targets & Benchmarks

- Measuring the number of schools participating in the Ready Step Roll initiative tracks the number of schools that have received hands-on support to educate younger residents on matters of traffic safety and sustainable mode choice.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
6	**Active School Travel Planning: schools' participation in the regional Ready Step Roll initiative[6]**	Quantity	45	47	51	↗

[6] *Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning*

Discussion

- The active school travel planning initiative is delivered as a partnership among schools (administration and parent advisory committees), municipalities and the CRD. The initiative cannot succeed without the active participation of all three partners. Due to pressures facing school administrators and parents from the ongoing COVID-19 pandemic, only two schools participated in the initiative for the 2022/23 cohort (or school year). Four schools and municipalities have committed to participating in the initiative for the 2023/24 cohort.

5 Housing & Health

Residents have access to affordable housing and improved health facilities that enhances livability

01 Strategy

STRATEGIES & PLANS

- Regional Housing Affordability Strategy
- Regional Growth Strategy
- Southern Gulf Islands Housing Strategy
- Future Housing Priorities & Partnerships White Paper
- Capital Regional Hospital District 10-Year Capital Plan

CORPORATE PLAN GOALS

- 5a Increase the supply of affordable housing across the region
- 5b Protect & maintain non-market & market rental housing stock
- 5c Regional response to homelessness
- 5d Better regional housing data to support evidence-based decision making & community understanding
- 5e Provide the local share of health capital infrastructure
- 5f Support health through public health bylaws & education
- 5g Facilitate knowledge mobilization & partnerships to support community health & healthy public policy

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Housing: Opening of Charters – February 2023 (M'akola Housing) under the Regional Housing First Program (RHFP) and the Regional Housing Trust Fund (RHTF).
2. Housing: Opening of Prosser Place – April 2023 under the RHFP and RHTF.
3. Housing: Opening of Aurora (Pacifica Housing) – June 2023 under the Rapid Housing Initiative (RHI).
4. Housing: Opening of Catherine Street (Aboriginal Coalition to End Homelessness) and Albina Street (Our Place Society) – March 2023 under the RHI.
5. Housing: Point in Time Count Report – August 2023.
6. Housing: Issued a Call for Proposals for additional sub-projects under the Reaching Home Program: Canada's Homelessness Strategy – July 2023.
7. Housing: RHI Round 3 Announced November 2022, anticipate project announcement in 2023.
8. Health: The Capital Regional Hospital District (CRHD) has completed the demolition of Oak Bay Lodge and undertaken several rounds of community engagement toward the planning and redevelopment of Oak Bay Lodge. This is a high priority project in the capital region.
9. Health: A new Long Term Care project was announced in Royal Bay and represents a partnership between Island Health and the CRHD. CRHD will provide the land and cost share at 30 percent of capital costs. This is an exciting upcoming initiative, and the planning work is underway with Island Health.

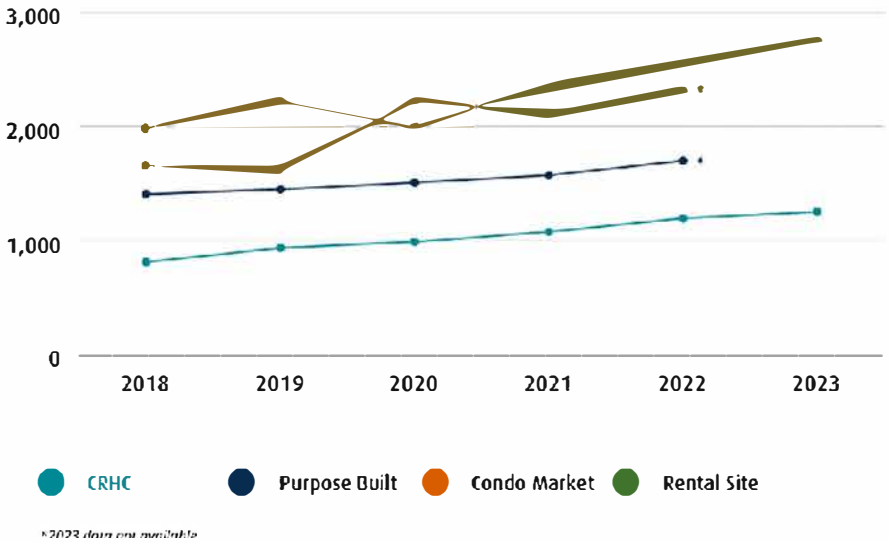
FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Housing: Changing rental housing market dynamics related to the continued negative economic impacts of COVID (e.g., higher vacancy rates, rent increase limitations), supply chain pressures, and inflation.
- Housing: Anticipate increased demand for affordable housing product due to continued escalation of rental prices in the region.
- Housing: Significant increases in the costs of acquiring property for affordable housing projects.
- Housing: Increased project administration and oversight.
- Housing: Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Housing: Increase in competition for available funds in support of development.
- Housing: More units coming online impact on future staffing requirements.
- Housing: Increased complexity and number of funding applications required to support increased development costs.
- Housing: Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Housing: Difficulty in staff recruitment and retention.

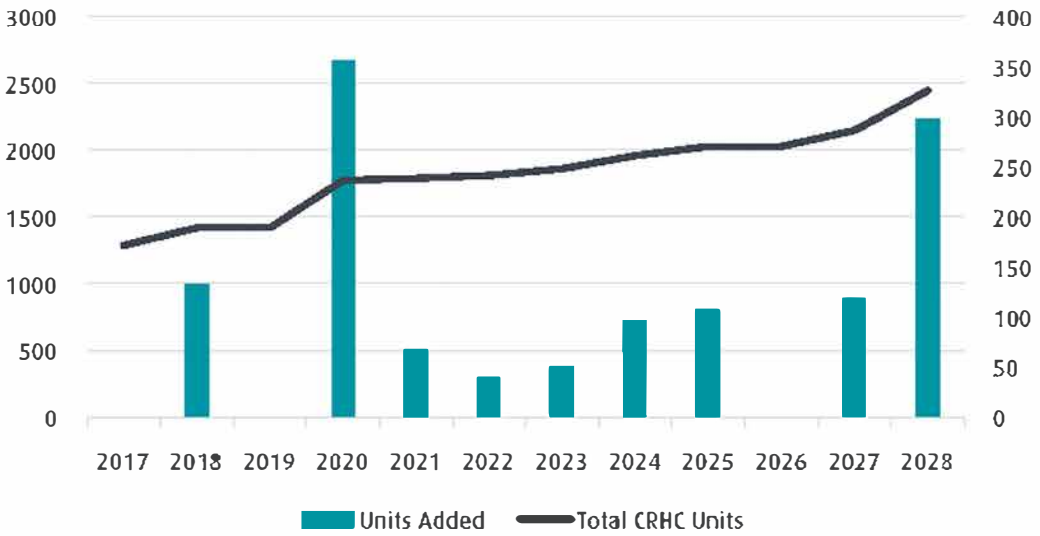
- Housing: This service area is also heavily impacted by the availability and nature of provincial and federal programs as senior-level governments play a key role in funding and shaping the non-profit housing sector (e.g., National Housing Strategy, Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia).
- Health: There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- Health: Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- Health: The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities to meet future demands across the region.
- Health: Island Health continues to balance priorities that are broader than the Capital Regional District (CRD) which can delay the implementation of local priorities and resulting projects.

OPERATIONAL STATISTICS

Up to the end of Q3 2023, the average cost of a CRHC 2 bedroom unit was $1,251/month, which is $1,499/month less than the average at the end of Q3 2023 for those posted on a rental site.



The CRD/CRHC delivered 645 units between 2018 and 2023. The CRHC is forecasting a minimum of 622 units from 2024 to 2028. Considerable additional staffing resources will be required to support the delivery and operation of these units over the coming years. Additionally, efforts to ensure a scalability of corporate infrastructure and processes will be a key focus in coming years.



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.

Housing and the Capital Region Housing Corporation

SERVICE BUDGET REFERENCES[1]

- 1.30 Land Banking & Housing (Regional Housing)
- 1.311 Regional Housing Trust Fund

1. CAPITAL REGION HOUSING CORPORATION (CRHC)

Description

Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low- and moderate-income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,860 units of housing across 52 properties and has 255 new units under construction and 559 units in pre-construction and development. In addition, the CRHC manages 65 units in three buildings on behalf of third parties.

What you can expect from us

- Operational management of units, adjusting service delivery needs as required.
- Property management of 65 units for third party owners.
- Asset management: ongoing delivery of Routine Capital Plan and building envelope remediation of Carey Lane.
- Contract management of Umbrella Operating Agreement with BC Housing.

Staffing Complement

Regional Housing Division: **51 FTE (includes Managers and Administrative Support) + leadership support**

2. PLANNING & DEVELOPMENT AND CAPITAL CONSTRUCTION

Description

Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.

[1] Service budget(s) listed may fund other services.

What you can expect from us

- Fulfill the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal.
- Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible.
- Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage.
- Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region.
- Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low- and moderate-income residents of the capital region.
- Supporting the ongoing delivery of 255 units under construction and 559 units in pre-construction and planning.

Staffing Complement

Regional Housing: **10 FTE (includes Managers and Administrative Support) + leadership support**

3. HOUSING PLANNING, POLICY & PROGRAMS (HP3)

Description

Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.

What you can expect from us

- Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy.
- Supports efforts to advance the Future Housing Priorities and Partnership work.
- Review and process required Letters of Intent and proposals for the RHFP and RHTF.
- Administer the RHI as required.
- Support applications to the Innovation Fund where and when required.
- Renew and manage the Alliance to End Homelessness (AEH) and Aboriginal Coalition to End Homelessness Service Agreements.
- Administer Housing Agreements.

- Issuing quarterly Request for Proposals to non-profit and private developers for the RHFP.
- Acquiring, developing and building housing in accordance with the RHFP Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations.
- Manage and administer the RHP – Designated Communities Funding Stream to support efforts to respond to and prevent homelessness in the region.
- Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS).

Staffing Complement

Regional Housing: **7 FTE (includes Manager and Administrative Support) + leadership support**

Health and the Capital Regional Hospital District

SERVICE BUDGET REFERENCES[2]

- 1.018 Health and Capital Planning Strategies
- 1.224 Community Health

4. CAPITAL REGIONAL HOSPITAL DISTRICT (CRHD)

Description

Provides the local taxpayers' share of capital infrastructure to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care services in the region.

What you can expect from us

- Health facilities planning.
- Strategic property acquisition and planning of property development to increase health facility capacity within the capital region.
- Property management of health facilities and land holdings.
- Research, analyze and coordinate with Island Health in preparation of the CRHD's 10-Year Capital Plan and minor capital and equipment funding requests.
- Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget.

Staffing Complement

Health & Capital Planning Strategies: **2.0 FTE (includes 1 Senior Manager, 1 Administrative Support)**

[2] Service budget(s) listed may fund other services.

5. COMMUNITY HEALTH

Responsible for public health bylaws and enforcement contracts with Island Health (IH), and healthy community planning and service coordination.

What you can expect from us

Public Health

- Enact and enforce public health bylaws
- Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement

Community Health

- Coordinating the Community Health Network to support healthy communities planning through research and partnership development
- Filling community health and wellness gaps through consultation, coordination, hosting of forums, action planning and collective implementation of programs and services

Staffing Complement

Health & Capital Planning Strategies: **1.0 FTE**

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
5a-1 Increase supply of affordable, inclusive and adequate housing across the region			
▸ **NEW IBC** 5a-1.1 Capital Project Delivery	2023-2028	$551K capital + requisition	1 Term Converted 2.5 New Term[3]
▸ **NEW IBC** 5a-1.2 Maintaining CRHC Operations	2024-ongoing	$560K fee-for-service + other	2 New Ongoing 1 Term Extended
5a-2 Pursue funding opportunities and matching funds to deliver more housing	Ongoing		
▸ **NEW IBC** 5a-2.1 Housing Opportunity Innovation & Outcomes Analysis	2024-ongoing	$352K requisition + other	1.5 New Ongoing 1 New Term
5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	Ongoing		
▸ **NEW IBC** 5b-1.1 Improving Existing Housing Stock	2023-2028	$297K reserve + requisition	1 Term Extended 1 New Term
5b-2 Protect existing market rental housing to preserve affordability	2024-ongoing		-

[3] Includes 0.5 FTE in Financial Services Division as support service.

Initiative	Implementation year(s)		Impacts in 2024
5c-1 Support a coordinated, regional and collaborative response to homelessness	Ongoing		
▸ **NEW IBC** 5c-1.2 Reaching Home Term Extensions	2024-2029	$319K grant	4 Term Extended
▸ **BOARD DIRECTED** 5c-1.1 Aboriginal Coalition to End Homelessness Core Funding	2024-2026	$155K requisition	
▸ **BOARD DIRECTED** 5c-1.3 Alliance to End Homelessness in the Capital Region Funding	2024	$120K requisition	
5d-1 Data collection and research analysis capacity dedicated to housing data	*Advanced through 5a-2.1*		-
5e-1 Provide major and minor capital investment, equipment, land holdings, property management, and development	Ongoing		-
5f-1 Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Ongoing		
▸ **NEW IBC** 5f-1.1 Health Communities Planner	2024-2027	$138K requisition + grant	1 Term Extended
5g-1 Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Ongoing		-

06 Performance

GOAL 5A: INCREASE THE SUPPLY OF AFFORDABLE HOUSING ACROSS THE REGION

Targets & Benchmarks

Ensuring that residents have access to affordable housing and enhancing community well-being requires a multi-pronged approach. Increasing supply and maintaining affordable housing broadly is a critical measure of effort made in support of this outcome. However, for those individuals potentially requiring additional support in increasing or maintaining their stability, ensuring there are enough units available to them that are affordable on income assistance while also being linked to available community-based support services is the foundation of their recovery from homelessness.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Increase directly managed affordable housing for low to moderate income households to 2,000[1]**	Quantity	1,809	1,860	1,957	↗
2	**Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed[2]**	Quantity	180	238	363	↗

[1] *Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division*

[2] *Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division*

Discussion

- At the end of 2022, the CRHC owned and operated a total of 1,809 units of affordable rental housing. Through 2023, the CRD opened an additional 51 units in Central Saanich bringing the total of units owned and operated to 1,860 at the end of 2023. Though it was initially anticipated that 97 units at Michigan Square would be open in late 2023, these units will now be operational in Q2 2024. The CRHC expects to own and operate a total of 1,957 units by the end of 2024.
- A total of 238 units of shelter-rate housing had been approved through the RHFP at end of 2023. It is anticipated that the CRD will close out 2024 with an additional 125 units approved for a total of 363 shelter-rate units. This will see the full allocation of the CRD, CMHC and BC Housing program.

GOAL 5B: PROTECT & MAINTAIN NON-MARKET & MARKET RENTAL HOUSING STOCK

Targets & Benchmarks

- TBC

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Invest $11M from 2020-2024 to improving existing CRHC housing stock under Umbrella Operating Agreement (UOA)[1]**	Quantity	4.6M	7.7M	11M	↗
2	**Ensure turnover of CRHC units is no greater than 30 days[2]**	Quantity	78	65	30	↘

[1] Total cumulative investment ($M) 2020-2024; data from CRHC Routine Capital Budget for the UOA properties

[2] Average number of days to turnover a unit after is has been vacated; data from CRHC Operations

Discussion

- At the end of 2022 the CRHC budgeted a total of $4.6M, expecting to close out 2023 with an accumulated total of $7.7M. The Corporation will continue to work towards achieving a budget target of $11M in 2024.
- Unit turnover times suffered in 2021 and 2022 due to a range of issues associated with COVID-19. Impacts continued into 2023 but staff are working on returning to the 30-day target in 2024.

GOAL 5C: REGIONAL RESPONSE TO HOMELESSNESS

Targets & Benchmarks

As the Community Entity responsible for Reaching Home: Canada's Homelessness Strategy, CRD Regional Housing is working collaboratively with the Province, the Government of Canada and local service providers and agencies, to expand the use of the Homeless Individuals and Families Information System (HIFIS). The system tracks information about vulnerable individuals experiencing chronic homelessness and allows for the coordination of housing and supports to address these individuals' needs.

Measuring Chronic Homelessness

Ref	Performance Measure(s)	Type	2018	2020	2023	Desired trend
1	**Decrease number of people experiencing homelessness[1]**	Quantitative	1,525	1,523	1,665	↘

1 Data from Point in Time (PiT) count. No inference or suggestion of a trend should be drawn due to changing PiT Count methodology.

Discussion

- A Point-in-Time (PiT) count was conducted in March 2023, finding that at least 1,665 people were experiencing homelessness in Greater Victoria. While this number is higher than the count completed in 2020 (1,523), it is noteworthy that trends should not be inferred due to the changing methodology of the PiT counts themselves.
- The 2023 Greater Victoria PiT Count found that 67% of respondents had been homeless for six months or longer, a decrease from 2020 which reported 82%. Due to changes in PiT methodology, connecting chronic homeless numbers to a one-day PiT count are speculative and not consistently supported.
- The CRD continues to work closely with the Government of Canada and the Province of British Columbia to expand the use of HIFIS which will better determine community-level trends and occurrences of homelessness. This is expected to be available in late 2023 or early 2024.

GOAL 5D: BETTER REGIONAL HOUSING DATA TO SUPPORT EVIDENCE-BASED DECISION MAKING & COMMUNITY UNDERSTANDING

Targets & Benchmarks

Work to develop the scope of this goal anticipated to start in 2024, with action for implementation to begin in 2025.

GOAL 5E: PROVIDE THE LOCAL SHARE OF HEALTH CAPITAL INFRASTRUCTURE

Targets & Benchmarks

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

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Meet the annual contribution of health infrastructure to minor capital projects and equipment[1]**	Quantity	$6.7M	$6.7M	$6.7M	→
2	**Meet the annual contribution of health infrastructure to major capital projects[2]**	Quantity	$14.7M	$23.5M	$15.5M	→

[1] Projects with total value 100K<$2.0M (breakdown: Projects $3.8M; Equipment $2.9M). Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022)

[2] Projects with total value >$2.0M. Data from Schedule B of 2022 Capital Expenditures (approved by Board March 18, 2022) and 2021 Amended Capital Plan (approved by Board March 24, 2022)

Discussion

The CRHD provides the local share of health capital infrastructure through major and minor capital, equipment, and land holdings. Major capital projects are cost shared at 30 percent with Island Health and minor capital is cost shared at 40 percent. Equipment is supported through grants with an annual contribution of $2.9 million.

GOAL 5F: SUPPORT HEALTH THROUGH PUBLIC HEALTH BYLAWS & EDUCATION

Targets & Benchmarks

- Annual report from Island Health to the Board providing updates on:
  - Number of students who participated in educational programs
  - Number of complaints responded to
  - Number of Clean Air Bylaw patrols conducted
  - Number of tattoo and tanning facility inspections conducted

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Compliance and enforcement**	Quantity	-Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	Number of people engaged: >800 -Complaint and inspections > 80 -Proactive patrols > 30	→

Discussion

- The CRD has an annual Service Agreement with Island Health to enforce the Public Health Bylaws. Island Health takes a progressive enforcement approach and responds largely on a complaint basis.
- Island Health partners with local sports clubs and events to inform youth about the health impacts of smoking and provide information about the Public Health Bylaws. The Healthy Communities Planner works closely with Island Health to provide information to the public about the Public Health Bylaws when requested.

GOAL 5G: FACILITATE KNOWLEDGE MOBILIZATION & PARTNERSHIPS TO SUPPORT COMMUNITY HEALTH & HEALTHY PUBLIC POLICY

Targets & Benchmarks

- Host community engagement sessions throughout the year to share health and wellness information and facilitate partnership development.
- Respond to health and wellness gaps identified by the community through subgroup activities such as research projects and community programs delivered through partnerships.
- Support a contract to conduct a feasibility study that identifies the potential role the CRD can play in regional violence prevention and wellness promotion work.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Community engagement sessions held to share health and wellness information and facilitate partnership development[1]**	Quantity	12	14	16	↗
2	**Research projects and community programs delivered through partnerships[2]**	Quantity	0	1	2	↗
3	**Complete feasibility study to identify potential role the CRD can play in regional violence prevention and wellness promotion work[3]**	Quality	Future measure to be determined upon completion of feasibility study			N/A

[1] *Community engagement sessions hosted by CRD. Data from Health & Capital Planning Strategies Division.*

[2] *Total number of research projects and community programs completed. Data from Health & Capital Planning Strategies Division.*

[3] *Feasibility study on potential CRD role in violence and prevention will be completed in 2024, as directed by CRD Board.*

Discussion

- Through the Community Health Network's (CHN) nine meetings per year, we invite service providers, municipalities, Island Health and the University of Victoria to come together to discuss pressing topics related to health and wellness in our region and determine potential solutions that can be conducted collectively. Recent topics include: the impact of climate change on mental health, supporting service providers to adjust to the changing demographics of the CRD, and creating decolonized health policy and planning in our region.
- The gaps and potential solutions identified by the larger CHN lead to subgroups that align with the CHN's 10 goal areas. In these subgroups, we conduct research projects and collective programs to respond to the gaps. Two recent examples include a research project on the health impacts of extreme heat and a climate anxiety program for youth.
- In spring 2023, the Board directed staff to invest $50,000 to support research into the potential role the CRD could play in violence prevention and wellness promotion in our region. These funds will be contracted out in 2024.

6 Climate Action

Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts

01 Strategy

STRATEGIES & PLANS

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

CORPORATE PLAN GOALS

6a Sustainable & resilient land use, planning and preparedness
6b Low carbon mobility
6c Low carbon & resilient buildings & infrastructure
6d Community-based greenhouse gas emissions

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Publication of 2022 Climate Action Progress Report.
2. Continued execution of the Home Energy Navigator Program and Regional Electric Vehicle Infrastructure program.
3. Continuted implementation of corporate Green Fleet Policy, and new execution of corporate Green Building Policy and Carbon Price Policy.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings, infrastructure and energy systems, tourism and recreation, and food and agriculture
- Climate action is a shared responsibility and the regional government has a limited role focused on data collection and research, education and outreach, policy facilitation, regional program delivery, and managing emissions and adaptation within its own service delivery.
- The Board declared a Climate Emergency in February 2019 and approved a renewed Climate Action Strategy in late 2021. This aligns corporate and regional actions with senior levels of government and local government coordination to meet climate action targets through 2025.
- CRD Climate Action service levels were increased in 2022 through 2025 to focus on key areas (electric vehicle infrastracture, residential retrofit program), along with corporate energy management. It is anticipated that service levels will need to continue at similar or increased levels, 2025 onwards.
- There was a 7.7% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2022 (equivalent to 26% reduction per capita), and 1% increase between 2020 and 2022 partly due to COVID-19 recovery. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.
- There was a 6% decrease in corporate GHG emissions between 2007 and 2022. With increases in service levels and associated infrastructure, the CRD will need to sustain efforts and investment in GHG reduction initiatives to achieve future targets. Various policies and processes are being adopted to embed a climate lens in corporate decision making which target low carbon building systems and capital expenditures to ensure a sustained effort.

OPERATIONAL STATISTICS OF CLIMATE ACTION SERVICE

- Over 2022 – 2023, accessed or applied to external funding for 19 distinct corporate or regional climate projects/programs:
    - 6 complete (approximate $450k grant value)
    - 10 in progress (approximate $1.1m value, including $142k redistributed to municipal partners)

    - 3 in application process (approximate $7.7m value, including $5.7m to be redistributed to municipal/community partners)
- Annually administered four climate action Inter-municipal Working Group meetings and four Inter-Municipal Task Force meetings, produced monthly local government climate action e-newsletters and actively participated in five distinct provincial local government peer networks.

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.

SERVICE BUDGET REFERENCES[1]

- 1.309 Climate Action & Adaptation
- 1.012 Other Legislative & General - Climate

1. COMMUNITY CLIMATE ACTION

Description

To support and align regional climate action efforts with local governments related to strategies, policies and programs, and liaising and coordinating information and efforts with senior levels of government.

What you can expect from us

- Provide support to local governments in developing and implementing climate action plans and policies and execute regional programs.
- Catalyze action through partnerships with public and private sectors, non-governmental organizations and community organizations and increase public awareness of climate change issues.
- Liaise with senior levels of government on climate change-related programs, policies and legislation that impact the capital region.
- Provide scientific information, data and indicators related to local and regional GHG emissions and projected climate impacts.
- Support the CRD in fulfilling its corporate climate objectives and support execution of climate-related Board priorities.

Staffing Complement

Climate Action Program: **5 FTE (including 1 term and 1 manager)**

2. CORPORATE CLIMATE ACTION

Description

CRD services will embed climate action within their own service delivery, with support from Climate Action program staff. The program will support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.

[1] Service budget(s) listed may fund other services

What you can expect from us

- Develop and monitor corporate climate action activities, policies and strategies.
- Facilitate internal coordination, knowledge sharing, capacity building and project identification and execution.
- Pursue grants and support services in implementing corporate projects.
- Complete annual reporting.

Staffing Complement

Climate Action Program: **1 FTE**

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	
6a-1 Promote community capacity building on climate action	Ongoing		
6a-2 Update the climate projections for the capital region to support decision making and to help community partners understand how their work may be affected by our changing climate	2023-2024		
6a-3 Generate analysis to understand vulnerability and exposure to extreme heat now and into the future	2023-2024		
6a-4 Explore options for a regional approach to biodiversity and the protection of ecological assets	2024-2026		
▸ **NEW IBC** 6a-4.1 Biodiversity Service	2024-ongoing	-	Existing position moved
6b-1 Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options	Ongoing		
6b-2 Advance the electrification of the CRD vehicle fleet	2023-2030		
▸ **FUTURE IBC** 6b-2.1 Corporate Fleet Mechanic	Planned for 2025	$120K fee-for-service	1 New Ongoing
6b-3 Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action	2024		
▸ **NEW IBC** 6b-3.1 Fuel Purchase System	2024	$17K other	-
▸ **FUTURE IBC** 6b-3.1 Fleet Data Telematics	Planned for 2025	-	-
▸ **NEW IBC** 6b-3.3 Fleet Overhead Recovery	2024	$128K other	-

Initiative	Implementation year(s)	Impacts in 2024
6c-1 Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region	Ongoing	
6c-2 Implement the CRD Corporate Green Building Policy and CRD Corporate Carbon Price Policy	Ongoing	
6c-3 Expand the Home Energy Navigator program	Ongoing	
6d-1 Update the regional greenhouse gas inventories biannually to monitor progress on emissions reduction targets	2023 & 2025	

06 Performance

GOAL 6A: SUSTAINABLE & RESILIENT LAND USE, PLANNING AND PREPAREDNESS

Targets & Benchmarks

Tracking regional resiliency is challenging due to data availability and the various roles and responsibilities of governments and agencies within the region. Additionally, the regulatory framework will be changing with the modernization of the provincial *Emergency Programs Act*.

Staff will work with partners to consider opportunities for developing regional targets, benchmarks and related monitoring programs in the future.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
	N/A	-	-	-	-	-

Discussion

N/A

GOAL 6B: LOW CARBON MOBILITY

Targets & Benchmarks

- Transportation mode shift targets: the Regional Transportation Plan established a mode share target of 42% for active transportation and transit combined for the region by 2038, based on 15% walking, 15% cycling and 12% transit. The Victoria Regional Transit Commission increased the transit mode share target to 15% in 2020, increasing the regional target to 45%.
- New public electric vehicle (EV) charging infrastructure target: 770 public Level 2 EV charger ports and 132 Direct Current Fast Charging (DCFC) ports by 2030
- Regional EV registrations: provided for context, no explicit target in place.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Total trips made by walking, cycling and transit in the Growth Management Planning Area[1]**	Quantity	26.6%	TBC	N/A	↗
2	**New public EV charging infrastructure installed across the region: Level 2 ports/ DCFC ports[2]**	Quantity	296 / 35	400 / 37	500 /45	↗
3	**Regional EV registrations[3]**	Quantity	2.5%	3%	7%	↗

1 Indicator details are available in the Regional Growth Strategy indicator report; data is collected every five years through the CRD Origin and Destination Household Survey, last update completed in 2017

2 Data from the Electric Charging and Alternative Fuelling Stations Locator (canada.ca)

3 EVs as a percentage of all vehicles registered with ICBC in the capital region; data collected and provided by ICBC.

Discussion

- Metric 1: Targets included in Regional Transporation Plan.
- Metric 2: Target from Capital Region EV Infrastracture Roadmap (2021). Forecast assumes implementation of the CRD EV Infrastracture Regional network, Saanich and Victoria EV network.

GOAL 6C: LOW CARBON & RESILIENT BUILDINGS & INFRASTRUCTURE

Targets & Benchmarks

- Natural gas consumption: provided for context, no explicit target in place.
- Natural gas connections: provided for context, no explicit target in place.
- Fossil fuel heated homes sold in the region: provided for context, no explicit target in place.
- Home Energy Navigator participation: provided for context, no explicit target in place.
- Home Energy Navigator supported retrofits: the business case for the Navigator program targeted 1,000 per year of operation.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Regional natural gas reported consumption**[1]	Quantity	7.4 PJ	7.8 PJ	7.4 PJ	↘
2	**Regional Fortis BC gas connections**[2]	Quantity	60,260	61,000	60,000	↘
3	**Fossil fuel heated homes sold in the capital region**[3]	Quantity	31.1%	30.5%	30%	↘
4	**Home Energy Navigator participation**[4]	Quantity	164	600	1,500	↗
5	**Home Energy Navigator low carbon retrofits**[5]	Quantity	0	400	1,000	↗

1 Total natural gas consumed annually in the capital region; data collected and provided by the Province of BC.

2 All gas connections active in the capital region in any given year; data collected and provided by the Province of BC.

3 Oil, propane and natural gas heated homes in the capital region; data provided by the Victoria Real Estate Board.

4 Annual total Home Energy Navigators participants; data collected and provided by City Green Solutions and CRD Climate Action Program.

5 Annual retrofit projects supported by the Home Energy Navigator; data collected and provided by City Green Solutions and CRD Climate Action Program.

Discussion

- Metric 5: the CRD launched the regional Home Energy Navigator Program in November 2022. Participation includes anyone who accessed the program for support during the term.
- Metric 6: Low carbon retrofits/conversion is a lagging indicator.

GOAL 6D: COMMUNITY-BASED GREENHOUSE GAS EMISSIONS

Targets & Benchmarks

The metrics included provide community and corporate Greenhouse Gas (GHG) reduction results.

- The CRD Board set a target to decrease community GHG emissions by 33% from 2007 levels by 2020, and 61% by 2038.
- The CRD has a target to decrease corporate GHG emissions by 45% from 2007 levels by 2030, and net-zero by 2050.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Community GHG emissions	Quantity	1.85m	N/A	N/A	↘
2	Corporate GHG emissions	Quantity	2,845	2,720	2,500	↘

[1] *Tonnes of CO2 emissions generated by community activities; data from Regional GHG Inventory Study (Stantec, 2023)*

[2] *Tonnes of CO2 emissions generated by CRD operations; data from CRD 2022 Climate Action Progess Report*

Discussion

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

7 Regional Parks

Additional land acquisitions and increased access to parks and recreational trails that respect Indigenous culture and conservation values

01 Strategy

STRATEGIES & PLANS

- Regional Parks & Trails Strategic Plan
- Regional Growth Strategy
- Climate Action Strategy
- Special Task Force on First Nations Relations
- CRD Corporate Plan
- Statement of Reconciliation
- Regional Trails Management Plan
- Land Acquisition Strategy
- Park Management Plans (Various)

CORPORATE PLAN GOALS

7a Complete the strategic planning & engagement process
7b Access & equity
7c Enhance the protection of biodiversity, ecological integrity & natural assets in regional parks
7d Expand access to green space & outdoor recreation
7e Climate action & resilience
7f Reconciliation

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Complete Regional Parks & Trails Strategic Plan
2. Regional Trails Asset Renewal Plan
3. Regional Trails Detour Policy
4. Complete Mayne Island Regional Trail
5. Complete Mill Hill Sewer Line
6. Bilston Creek Bridge Replacements
7. Initiate State of Natural Values Report
8. Initiate State of Outdoor Recreation Report
9. Inclusion and Accessibility Assessment
10. Complete Regional Park Trail Standards
11. Initiate Land Acquisition Strategy Renewal
12. Complete Regional Parks Asset Renewal Plan
13. Initiate Lochside Trail License Agreement Update
14. Initiate Conservation and Outdoor Rec Plan
15. Regional Parks included in National Conservation Network
16. Impact Assessment Process
17. Elk Lake Oxygenation System
18. Initiate Regional Parks Resident Survey 2023
19. Complete Approved FTE Increase
20. Critical Repairs to Selkirk Trestle (Phase 0)
21. Lochside Trail Paving Project complete from Swartz Bay to Beacon Avenue.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Changes to Regional Development – The region is experiencing growth in multi-family developments, development sites and intensity of development. This is leading to more pressure for recreational space on nearby regional parks.
- Changes to Recreational Use Patterns – With the increasing popularity of outdoor recreation come challenges for meeting user objectives, including ensuring safety, mitigating environmental damage, and resolving conflict between users. There is also increased pressure for a diversity of recreational uses and greater advocacy from various recreational stakeholder groups.
- Sustainable Service Delivery – Major infrastructure in regional parks is nearing the end of its lifespan and needs improvements to support demands they were not built for. In recent years, the increased cost of materials and the complexity of projects has led to high costs for these major capital projects. Anticipate increased costs associated with the need for improved and safer active transportation infrastructure.
- First Nation Reconciliation – The CRD supports working with First Nations on common interests and recognizes that how this is achieved will be an ongoing discussion with each First Nation and will evolve as priorities, capacities and governance structures shift over time. Reconciliation is a journey towards strengthened relationships with First Nations and overall increased cultural awareness and respect to improve management of regional parks and trails.
- Demographic Changes – The population within the CRD is aging overall. It is also becoming more ethnically diverse. This demographic change will likely continue and will create demands for different forms of recreation and new ways of using open space. It also raises the need to help new Canadians to learn about regional parks and trails, to fully enjoy the park experiences, and to understand and respect the environment of the regional parks and trails system. These demographic changes will give rise to different recreation demands for people with differing needs and abilities.

- Events – Regional parks provide locations for recreation activity, events, tourism and filming, all of which are major contributors to the regional economy. However, there is also growing demand for economic activity in the parks, arising from activities such as commercial filming, and numerous group events. The number of permits continues to increase to allow these type of events to occur within the system.
- Volunteers – There are shifting trends in terms of volunteers in regional parks and trails. Volunteer input is a valued and essential contribution to the regional park system; however, it requires investment to manage and facilitate volunteer programs.
- Ecological Integrity – Over a number of years, there has been increased interest in understanding the region's biodiversity and reaching national climate targets, as well as including Traditional Ecological Knowledge. Increased pressures stem from the need to provide funding, supervision and expertise to support conservation programs that maintain and monitor ecological integrity.
- Human Disturbance – Conflict can occur between the need to protect ecological, geological and cultural features and visitor access or recreational activities. While some park features, such as streams, coastal dunes and similar natural ecosystems may be considered attractive for some recreation pursuits, they may not be suitable for many activities because of their vulnerability to irreversible change. The CRD has a responsibility to protect species and ecosystems at risk, as well as areas with Indigenous cultural value.
- Species At Risk – Effective management of threatened plant and animal species can be complex and requires specialist expertise. Threatened species recovery is a long-term process and success may take time and be financially costly.
- Climate Change – Regional Parks continued to mitigate and respond to the impacts of climate change (drought, unseasonably warm temperatures, wildfire, increasing rain, snow and wind events) on park assets and natural resources.
- Monitoring and Research – Increased monitoring and research will be required to evaluate the success of conservation programs, the impact of activities on parks and to determine where additional efforts may be required.

OPERATIONAL STATISTICS

› **8.8 million visits** to regional parks and trails in 2021.

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.

SERVICE BUDGET REFERENCES[1]

1.280 Regional Parks

1. PLANNING & DEVELOPMENT

Description

Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping and development of the Strategic Plan and park management plans. Provide oversight of the Land Acquisition Program. Guide the implementation of scientific and technical work related to environmental management.

What you can expect from us

- Increase the percentage of management plans that are less than 15 years old.
- First Nations Reconciliation. Develop work plans and traditional use agreements with willing First Nations. Seek economic development opportunities for First Nations in regional parks.
- All new management plans seek to have First Nations section written by First Nations.
- Evaluate up to 20 candidate properties for land acquisition and complete two acquisitions per year. Annual budget of $5M. Develop two annual acquisition reports and update the 10-year land acquisition strategy.
- Provide planning and project management for capital projects. Procure a minimum of two grants annually to support capital development.
- Procure engineer assessments of critical built assets (dams, trestles, bridges) up to a value of $225,000 annually. Prepare a 10-year critical asset assessment schedule.
- Manage asset inventory data and coordinate renewal forecasting asset management and capital project planning in 5, 10 and 20 year capital plans.
- Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data-sharing agreements and up to 200 public and internal cartography products for 34 parks and 100s of sign posts, park facilities, trails, etc.
- Respond to 70+ development referrals per year.

Staffing Complement

Regional Parks: **12 FTE + 1 Manager**

[1] Service budget(s) listed may fund other services

2. REGIONAL PARK OPERATIONS

Description

Regional Park Operations is responsible for the operations and maintenance of all regional parks and regional trails. Park Operations staff operate and maintain all regional park facilities and critical infrastructure, including, bridges, dams, roads and trails. The operation of regional parks occurs 365 days per year, with facilities being visited once or twice daily on average. The regional park system geographically spans from the Southern Gulf Islands to Jordan River and requires staff to travel large distances to visit facilities daily, weekly and monthly.

What you can expect from us

- Manage and maintain 400 km of park trails, 55 washrooms and 132 garbage containers (most serviced daily).
- Support capital project developement; undertake infrastructure and facility replacement and repair projects annually.
- Support for large special use events in regional parks.
- Prepare or update 37 (up from 33 in 2022) Regional Park Operating Plans.
- Manage three regional campgrounds; meet target of 65% weekend occupancy rate at Sooke Potholes and Island View Beach (from May to September).
- Complete a variety of annual safety-related programs, including dam safety, danger tree program, and facility inspections.
- Manage and maintain the Regional Parks fleet, including operations vehicles and other heavy equipment.

Staffing Complement

Regional Parks: **38 FTE (including Administrative Support) + 1 Manager**

3. VISITOR EXPERIENCE & STEWARDSHIP

Description

Regional parks and regional trails are vital to the region, supporting health and wellbeing, offering social connections, and improving quality of life. Regional parks provide over 300 kilometres (km) of trails and a range of opportunities for outdoor recreation, experiencing nature, learning about natural and cultural heritage, participating in park stewardship, and gathering for events. CRD Regional Parks Visitor Experience and Stewardship staff contribute to quality visitor experience in regional parks through public education, a compliance and enforcement program, public engagement, communications, and stakeholder support. Through conservation and stewardship inititaives, including the volunteer program, staff monitor and support the improvement of biodiversity in regional parks. Staff serve the public by answering public inquiries in a timely manner, coordinating permits and managing online registration for regional parks camping.

What you can expect from us

- 500+ volunteers delivering parks and trails condition checks and invasive species removal.

- Deliver 250+ natural and cultural educational programs, nature outings and outreach events annually.
- Process 200+ park use permits annually.
- Undertake five conservation projects per year.
- Ongoing ecological and species at risk monitoring.
- Conduct 4,500+ compliance and enforcement patrol hours annually utilizing CRD bylaw enforcement officers and CRD park rangers (Regional Parks and Trails).
- Deliver at least three public awareness campaigns related to regional parks and trails annually.
- Conduct an annual accessibility audit.
- Work with recreational activity license agreement holders to improve recreational experiences.

Staffing Complement

Regional Parks: **21 FTE + 1 Manager**

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4. REGIONAL TRAILS

Description

Manage regional trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.

What you can expect from us (through Regional Parks Operations)

- Operate, manage and maintain 95 km of multi-use regional trails.
- Conduct 250 km of boom flail vegetation removal annually.

Staffing Complement

Regional Parks: **FTE built into operations FTE**

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
7a-1 Finalize the Regional Parks & Trails Strategic Plan	2023	N/A
7b-1 Conduct research, develop and implement a Universal Access Plan to improve inclusion and accessibility in regional parks and trails	2024-2025	$120K Core Budget
4b-3 Implement the Regional Trails Closure Policy	2024-ongoing	$35K Requisition
7c-1 Conduct research and prepare and implement a Natural Areas Conservation Plan[2]	2023-2025	$64K Core Budget
7c-2 Develop and implement Impact Assessment and Best Management Practice Guidelines	2023	N/A
NEW IBC 7c-3.1 Elk/Beaver Lake Water Quality Monitoring*	2024-2026	$25K Requisition
7d-1 Develop and implement an Outdoor Recreation Plan	2023-2025	$64K Core Budget
7d-2 Undertake the Resident Survey	2023-2024	$65K Core Budget

[2] Natural Areas Conservation Plan and Outdoor Recreation Plan to be combined

Initiative	Implementation year(s)	Impacts in 2024
7d-3 Develop an Interpretive Program Plan	2027	N/A
7e-1 Plan for and implement bike parking and e-bike, electric vehicle charging stations at high-use regional park accesses	ongoing	-
7e-2 Update the Land Acquisition Strategy to incorporate criteria that reflects First Nations interests	2023-2024	$95K Core Budget
NEW IBC 7e-3.1 Asset Management Engineered Structure Inspections*	2024-ongoing	$225K Requisition
7f-1 Work with First Nations to develop and implement priority initiatives related to regional parks and regional trails	Ongoing	
▸ **NEW IBC** 7f-1.1 First Nations Strategic Priority Initiatives	2024-ongoing	$300K Requisition
7f-2 Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks	2024	$40K Core Budget

**Not captured in the 2022-2026 Corporate Plan*

06 Performance

GOAL 7A: COMPLETE THE STRATEGIC PLANNING & ENGAGEMENT PROCESS

Targets & Benchmarks

- Board approval of the Strategic Plan indicates general First Nations and public support for the plan.
- Actions identified in Strategic Plan form the basis of annual Board-approved service and work plans.
- Collaboration with First Nations governments, municipalities, park agencies, CRD divisions and stakeholders form the basis for implementing the Strategic Plan.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	The Strategic Plan reflects changes in the system through minor plan amendments	Quantity	0	1	2	→
2	High priority actions identified in the Strategic Plan are initiated	Quantity	0	5	8	→
3	First Nations participate in implementing the Strategic Plan	Quantity	0	2	5	→

1 Minor amendments to the Strategic Plan will be brought forward when necessary to update factual information and to update park and trail classifications, as new additions to the system are identified and established.

[2] High priority actions are identified through annual work planning and form part of the annual financial planning process.

[3] First Nation participation in implementation of the Strategic Plan will be through the development of tailored work plans with each Nation.

Discussion

- The new regional park classification, Conservancy Area, may increase participation of First Nations in land acquisition discussions and development of cooperative management agreements.
- Acquisition of new park land through the Land Acquisition Program may necessitate minor amendments to the Strategic Plan to update park classifications and other information.
- Implementation of some high-priority actions will help to set the policy framework for the management of regional parks and trails.

GOAL 7B: ACCESS & EQUITY

Targets & Benchmarks

- Measuring the level of asset renewal investment and condition of parks and recreation trail infrastructure is a good indicator of how well-maintained, and therefore accessible and inclusive, the infrastructure is. This is supplemented by information about visitor satisfaction to ensure that expectations are met and that CRD actions and initiatives are facilitating a good experience for visitors.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Maintain a visitor experience satisfaction rate of 85% or better for regional parks and trails**	Quality	85%	85%	85%	→
2	**100% of critical infrastructure in the Regional Parks and Trails system in good or better condition**	Quality	85%	100%	100%	→

[1] Percentage of visitors that described their overall experience with Regional Parks and Trails as 'quite satisfactory' or 'very satisfactory'; data from CRD Regional Parks Resident Survey 2017 (collected every 5 years).

[2] Percentage of critical infrastructure in the Regional Parks and Trails system that is in good or very good condition; data from asset management sustainable report cards.

Discussion

- Resident Survey to be completed in 2023.
- Asset Management Sustainable Report Cards to be updated in 2023 and an asset management plan completed. Criticality defined as 4 or 5.

GOAL 7C: ENHANCE THE PROTECTION OF BIODIVERSITY, ECOLOGICAL INTEGRITY & NATURAL ASSETS IN REGIONAL PARKS

Targets & Benchmarks

- The CRD receives the gracious help of many volunteers who support the preservation and enjoyment of regional parks and trails through positions like naturalists, restoration volunteers, park stewards and trail ambassadors as well as recreational activity groups.
- Our target is to maintain or better the existing volunteer base.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Maintain a volunteer base of greater than 500 people**	Quantity	500	500	500	↗

[1] *Number of active volunteers in Regional Parks and Trails; data from volunteer registry.*

Discussion

- Experienced lower volunteer numbers during the pandemic but numbers are creeping back up to pre-pandemic levels.

GOAL 7D: EXPAND ACCESS TO GREEN SPACE & OUTDOOR RECREATION

Targets & Benchmarks

- The Land Acquisition Fund provides funding for the purchase of land for regional parks and trails. Tracking community contributions helps demonstrate the sufficient availability of funding and community support for the strategy that has been put in place.
- The target for community contributions is 25% of the fund contributions received annually.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**A 25% contribution of land acquisition funding from community partners**	Quantity	25%	0%	25%	→

[1] *Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates.*

Discussion

- The CRD continues to seek partnerships for land acquisition.

GOAL 7E: CLIMATE ACTION & RESILIENCE

Targets & Benchmarks

- Regional Parks is contributing to the development of complete and connected communities by improving multi-modal access to regional parks by installing electric bike and vehicle charging stations at high-use regional parks.
- A process to update the Land Acquisition Strategy with fulsome First Nations engagement early in the process will help to ensure that the criteria, principles, and process identified in the Strategy reflect First Nations values.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Electric vehicle (EV) charging stations are installed in seven high-priority parks**	Quantity	0	2	7	→

[1] *High-priority regional parks will get double ev-charging stations at main access points.*

Discussion

- The EV-charging stations are included in the Regional Parks capital plan.
- Engagement with First Nations on the updated Land Acquisition Strategy will proceed in three phases over 2023 and 2024 leading up to Board approval of the Strategy at the end of 2024.

GOAL 7F: RECONCILIATION

Targets & Benchmarks

- The CRD Regional Parks and Trails Strategic Plan supports ongoing engagement with First Nations in the management and operation of regional parks and regional trails in years to come and ensures that parks and trails remain culturally safe and inclusive.
- Reconciliation workplans are developed with each First Nation. The target is two new workplans annually.
- Traditional use agreements are initiated with all First Nations in the region. The target is two new agreements annually.
- A cultural safety policy is developed and implemented.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Reconciliation workplans are developed with each First Nation	Quantity	0	0	2	→
2	Traditional use agreements are initiated with all First Nations in the region	Quantity	1	1	2	→
3	A cultural safety policy is developed and implemented	Quantity	0	0	Complete	N/A
4	Participation of 19 First Nations in the update of the Land Acquisition Strategy	Quantity	0	15	18	↗

Discussion

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.

8 Planning

Keep approved plans current and monitor for effectiveness

01 Strategy

STRATEGIES & PLANS

- Regional Growth Strategy
- Regional Food & Agricultural Strategy

CORPORATE PLAN GOALS

8a Managed growth

8b Protect & enhance local agriculture to support long-term food systems security

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. In fall 2022, oriented a new Board of Directors to the CRD's role and functions, and to directors' responsibilities and duties.
2. Between November 2022 and May 2023, supported the CRD Board in identifying the 2023-2026 Board Strategic Priorities and worked with the Executive Leadership Team to develop the accompanying CRD 2023-2026 Corporate Plan.
3. Completed the 2022 Regional Growth Strategies Indicator Report.
4. CRD Board accepted two updated Regional Context Statements.
5. Received conditional approval from the CRD Parks Committee for use of a portion of Bear Hill Regional Park for the establishment of a Foodlands Access Program to support new and young farmers. This is a key step towards new service establishment.
6. Received a Union of BC Municipalities Complete Communities Grant to study mobility and growth throughout the region.
7. Reviewed and provided comments on Official Community Plan updates and other referrals related to the Regional Growth Strategy (RGS).

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Regional & Strategic Planning (RSP) supports regional growth management by:
    - Exploring new matters of regional interest and assessing the feasibility of developing new services
    - Providing demographic, planning, development and growth management analysis across the region
    - Providing specialized data, information, and modelling analysis quickly
    - Coordinating numerous interest from internal and external stakeholders.
- The Province is currently in the process of making significant changes to the land use planning and zoning frameworks for local governments. Understanding these changes and supporting local governments in fulfilling new growth targets will be a significant consideration in 2024.
- CRD staff, in partnership with the Development and Planning Advisory Committee (DPAC) will undertake workplanning for studies required to support consideration of the need to update the RGS.

OPERATIONAL STATISTICS

- 2 Regional Context Statements reviewed by staff and approved by the CRD Board
- 42 referrals reviewed by staff

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.

SERVICE BUDGET REFERENCES[1]

- 1.330 Regional Growth Strategy
- 1.324 Regional Planning

1. REGIONAL GROWTH STRATEGY

Description

Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF EA and the CRD in partnership, for identifying shared social, economic and environmental objectives.

What you can expect from us

- Every five years, research, analyze and provide advice on updates to the RGS
- Monitor RGS indicators and report on progress annually towards achieving regional objectives
- Coordinate ongoing RGS implementation by chairing an inter-municipal advisory committee and providing advice to the CRD Board and departments on RGS policies and issues
- Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements)
- As an outcome of the five-year review, or as periodically initiated by a municipal request, draft policy, engage stakeholders, prepare documents and seek bylaw amendments to update the RGS

Staffing Complement

Regional & Strategic Planning Division: **1.0 FTE + Senior Manager and Administrative Support**

[1] Service budget(s) listed may fund other services.

2. REGIONAL PLANNING – INFORMATION

Description

Service is responsible for data collection, research, modelling and analysis related to regional, sub-regional and local population change, employment, land use and transportation in support of the development and implementation of regional district services and municipal services, as needed.

What you can expect from us

- Collect and disseminate primary source data through building permits (monthly), automobile (yearly) and bicycle counts (ongoing, supplemented by bi-yearly volunteer count) and origin and destination surveys (every five years)
- Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed
- Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting)

Staffing Complement

Regional & Strategic Planning Division: **0.5 FTE + Senior Manager and Administrative Support**

3. STRATEGIC PLANNING

Description

This function is responsible for strategic organizational decision-making through two key processes. First, the Board strategic planning process which happens at the start of every term and through which the Board identifies region-wide priorities that will have long-term impacts on the capital region. Second, the annual service planning process the organization undertakes to identify and prioritize the initiatives and resources needed to implement the Board and corporate priorities.

What you can expect from us

- Support the CRD Board with strategic priority identification every four years and work with colleagues to develop the subsequent CRD Corporate Plan and other supporting documentation
- Report to CRD Board on progress made on the Board Priorities on a quarterly basis (through the CAO report) and on the CRD Corporate Plan twice yearly (through the strategic check-in in Q2 and service planning in Q4)
- Run a service planning process annually (Q1 to Q3) and develop tools to facilitate this corporate decision-making process about future initiatives and resource needs
- Assists departments with the delivery of up to four service-focused strategic planning processes annually

Staffing Complement

Regional & Strategic Planning Division: **1.0 FTE (exempt manager) + Senior Manager and Administrative Support**

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	
8a-1 Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	Planned for 2025	-	
8a-2 Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program	Planned for 2025	-	
8b-1 Consider establishment of a new foodlands access service	2024		
▸ **NEW IBC** 8b-1.1 Foodlands Access - Service Creation & Activation[2]	2024-ongoing	$517K requisition + other	0.5 New term
8b-2 Activate agricultural activities on priority parcels, as appropriate	Planned for 2025-2026	-	
8b-3 Building from the Regional Food and Agricultural Strategy, support partners to take action to bring land into agricultural production through research, development of policy positions and advocacy	Ongoing	-	

[2] Initiative 8b-1.1 is subject to approval of a new service establishment bylaw. The financial and staffing impacts are provided for information. Note that these costs will not appear in the preliminary budget as there is not yet service authority for this expenditure.

06 Performance

Most performance measures relate to the performance of the region as a whole, rather than the CRD as an organization. This reflects that the indicators are drawn from the Regional Growth Strategy (RGS) Indicator Report and measure outcomes that require concerted action from multiple local government and agency partners.

GOAL 8A: MANAGED GROWTH

Targets & Benchmarks

- **RGS consistency** monitors the percentage of Regional Context Statements (RCS) accepted and CRD bylaws and services that are deemed consistent with the RGS. The target for RGS consistency is 100%.
- **Net new dwellings built outside the Urban Containment Policy Area** (UCPA) measures the annual share of net new dwellings built in rural areas. The RGS includes a target to limit net new dwellings built outside the UCPA at 5% annually.
- **Net new dwellings in areas where more than 45% walk/bike/bus to work** measures the proportion of new growth located where it can be efficiently serviced by transit and active transprotation. The desired trend is to increase the amount of growth in areas conducive to walking, cycling and taking transit.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual*	2023 Forecast	2024 Target	Desired trend
1	**RGS Consistency**	Quantity	100%	100%	100%	→
2	**≤ 5% net new dwelling units built outside the Urban Containment Policy Area**	Quantity	3.7%	≤ 5%	≤ 5%	→
3	**Number of new dwellings in areas where more than 45% walk/bike/bus to work**	Quantity	12%	15%	≥ 35%	↗

[1] Total number of RCS accepted and CRD bylaws and services deemed consistent with the RGS; data from CRD Regional & Strategic Planning

2 2022 Regional Growth Strategy Indicator Report and data from CRD Regional & Strategic Planning

3 2022 Regional Growth Strategy Indicator Report and data from CRD Regional & Strategic Planning

**Dates represent reporting year*

Discussion

1. The RGS consistency target helps demonstrate how the CRD is upholding the RGS. This performance measure includes Regional Context Statements and determinations of bylaw and service consistency made by the CRD Board. This performance measure should be considered alongside the operational statistic of regional context statements reviewed by staff. The operational statistic provides

information about the volume of context statements considered by the CRD Board and the performance measure evaluates the degree of alignment with the RGS.

2. The RGS objective for managed growth is to keep urban settlement compact and protect the integrity of rural communities. In the past 10 years, the average percentage of growth outside the UCPA has been 4.9%.
3. Currently, the region locates 12% of new growth in areas conducive to walking, cycling and taking transit. Locating new growth in these areas is desirable as infrastructure and services are already in place to support high levels of active travel and transit. As the region develops, the desired trend can be achieved by locating new growth in areas that have high rates of walking, biking and transit use, or extending infrastructure to encourage and enable more people to walk, bike or take transit. The ≥ 35% target is based on best performance of historical trends for this metric, which is tracked in the RGS Indicator Report.

◖ GOAL 8B: PROTECT & ENHANCE LOCAL AGRICULTURE TO SUPPORT LONG-TERM FOOD SYSTEMS SECURITY

Targets & Benchmarks

- **Average age of farmers** is an indicator of the health of the farming industry. A lower average age of farmers is desirable.
- **Gross farm receipts** are an indicator of productivity in the agricultural sector. The higher the value of farm receipts shows strong performance in the sector.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2026 Target	Desired trend
1	**Average age of farmer**	Quantity	57.5	≤ 56	↘
2	**Gross farm receipts**	Quantity	$49,294,191	$55,000,000	↗

[1] *Statistics Canada, Census of Agriculture 2016, 2021. The next data release is expected with the 2026 Census.*

[2] *Statistics Canada, Census of Agriculture 2016, 2021. The next data release is expected with the 2026 Census.*

Discussion

1. A higher than average age of farmers is a warning sign for the future of food production in the region. Progress toward this target remains static. The average age of farmers in the region remains higher than the Canadian average.
2. The value of farm receipts has increased since the last Census of Agriculture completed in 2016. While this means the region is trending in the right direction, the region is considerably less productive than other regions in BC such as the Fraser Valley and the Okanagan.
3. The CRD's current role is limited to considering matters related to food and agriculture as part of growth management planning. In this limited capacity, the CRD is not resourced to collect data related to agriculture and food systems. Staff rely instead on data from the Census of Agriculture, which is produced every five years. Reporting will be on a 5-year basis for these measures.

9 Safety & Emergency Management

Protect public safety and cooperatively mitigate against, prepare for, respond to and recover from emergencies

01 Strategy

STRATEGIES & PLANS

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

CORPORATE PLAN GOALS

9a Effective emergency management

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. CRD Emergency Hazmat Review Request for Proposals awarded

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, drought, heat wave, atmospheric rivers, and other operational incidents. Incident frequency impacts the capacity to address work plan and service plan priorities.
- Increased public expectation for governmental assistance and timely communications during emergency events, including services outside existing program mandates.
- Pending modernization of the BC's *Emergency Program Act* and regulations will require review of CRD resources and emergency plans required to ensure alignment with new legislation.
- Shifting regulatory framework for fire services continues to evolve. This would prompt increased staff operational support and a review of existing fire service delivery models and potential liabilities.
- Increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, compounding challenges in recruiting and retaining volunteers.
- The rigorous requirements of the regulations governing fire services requires a level of records management that is challenging for volunteer fire departments to achieve and maintain in order to comply with requirements. Evolving regulations and increased support needs of volunteer fire services to comply will require a review of Protective Services staff resourcing in 2023 and onwards.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.
- The CRD's Emergency Hazmat Team was established in 2008 and the program is now at a stage that it will benefit from an operational review to ensure program effectiveness, cost efficiency and compliance with current standards.
- The evolution to Next Generation 911 will result in increased operational and financial obligations.

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.

SERVICE BUDGET REFERENCES[1]

› 1.025 – Corporate Emergency

1. CRD EMERGENCY MANAGEMENT

Description

Responsible for local emergency management programs in each of the Electoral Areas (EAs) supported centrally by the CRD Corporate Emergency Program.

What you can expect from us

- Provision of 24/7 on-call Duty Emergency Manager
- Operation of the CRD EOC and coordination of associated corporate level emergency planning
- Provide support to internal departments and external agencies during emergencies
- Support (advance planning, training, response coordination, site support, and after-action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services

Staffing Complement

Protective Services: **1.0 FTE + Senior Manager + Administrative Support**

[1] Service budget(s) listed may fund other services.

Regional Services

SERVICE BUDGET REFERENCES[2]

- 1.374 – Regional Emergency Program Support
- 1.375 – Hazardous Material Incident Response
- 1.911 & 1.912 – 911 Call Answer

2. 911 CALL ANSWER

Description

Administration and oversight of 911 Call Answer services within the Capital Regional District.

What you can expect from us

- Ensure that contractor meets performance targets, consistent with contractual obligations

Staffing Complement

Protective Services: **Senior Manager**

3. HAZMAT RESPONSE

Description

Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.

What you can expect from us

- Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD

Staffing Complement

Protective Services: **Senior Manager**

4. REGIONAL EMERGENCY MANAGEMENT COORDINATION

Description

Developed to provide a coordinating role among local municipal and EA programs. The funding for this service is used to support the Regional Emergency Management Program (REMP), in collaboration with Emergency Management and Climate Resilience BC.

[2] Service budget(s) listed may fund other services.

What you can expect from us

- Coordinate resource and information sharing among local municipal and EA programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission

Staffing Complement

Protective Services: **1.0 FTE + Senior Manager**

Sub-Regional Services

SERVICE BUDGET REFERENCES[3]

- 1.913 – Fire Dispatch
- 1.313 – Animal Care Services
- 1.323 – Bylaw Services

5. FIRE DISPATCH

Description

Operational management of fire dispatch.

What you can expect from us

- Ensure that fire dispatch contractor meets performance targets, consistent with contractual obligations for the three EAs and participating municipalities (Sooke, Metchosin, and Highlands)

Staffing Complement

Protective Services: **Senior Manager**

6. BYLAW SERVICES AND ANIMAL CARE SERVICES

Description

Operational management of bylaw enforcement and animal care.

What you can expect from us

- Operation of a bylaw enforcement and animal care program that responds to municipal and CRD operations' requests

Staffing Complement

Division: **9.5 FTE + 1 Manager + 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	
9a-1 Support planning for regional-scale emergencies in cooperation with the Regional Emergency Management Program	Ongoing	-	
9a-2 Develop plans and implement actions consistent with regulatory requirements for local government and regional emergency management, including new *Emergency Management Act* requirements	2024-2025		
▸ **FUTURE IBC** 9a-2.1 Resiliency and Recovery Coordinator	Planned for 2025		
▸ **NEW IBC** 9a-2.2 Fire Services Coordination and Support	2024-ongoing	$251K requisition + reserve	1.5 New ongoing
9a-3 Pursue accreditation for CRD emergency management program Protective Services	Planned for 2026	-	

06 Performance

GOAL 9A: EFFECTIVE EMERGENCY MANAGEMENT

Targets & Benchmarks

Collectively the performance measures highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Emergency response time: 911[1]**	Quality	97%	95%	95%	↗
2	**Emergency response time: Fire Dispatch[2]**	Quality	90%	90%	90%	↗
3	**Number of EOC exercises conducted annually[3]**	Quantity	4	2	2	→

[1] Data from E-comm

[2] Data from CRD Fire Dispatch

[3] Data from CRD Protective Services

Discussion

- Measure 1 reports on the emergency response time for 911 call answer consistent with contractual target to answer 95% of calls within five seconds.
- Measure 2 reports on the emergency response time for fire dispatch call answer consistent with contractual target to answer 90% of calls within 15 seconds.
- Measure 3 addresses corporate readiness to meet the expectations of Goal 9A: Effective Emergency Management through exercising the EOC to ensure operational effectiveness.

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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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 REFERENCES[1]

- 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 REFERENCES[2]

› 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 REFERENCES[3]

› 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	↗
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	↗

[1-4] Data from 2021 Arts & Culture Progress Report

[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 jurisdicitons 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	Programs delivered	Quantity	1498	1528	1554
	Program success rate [1]	Quality	85%	88%	85%
	Participants registered	Quantity	12,353	12,600	13,038
	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 benchark 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.

11 People

An organization staff are proud to be a part of

01 Strategy

STRATEGIES & PLANS

- Organizational Development Plan
- CRD Climate Action Strategy

CORPORATE PLAN GOALS

11a Equity, diversity & inclusion
11b Organizational capacity

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Certificate of Recognition with Merit Certification Rating ($900K+ cost savings) with WorkSafeBC
2. Canada's Greenest Employers Designation
3. Alternative Work Options Implementation
4. Collective Bargaining: Merger of United Steelworkers 1-1937 into Canadian Union of Public Employees Local 1978
5. Developed and Implemented 2023 Employee Experience Survey; Action Planning Underway

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

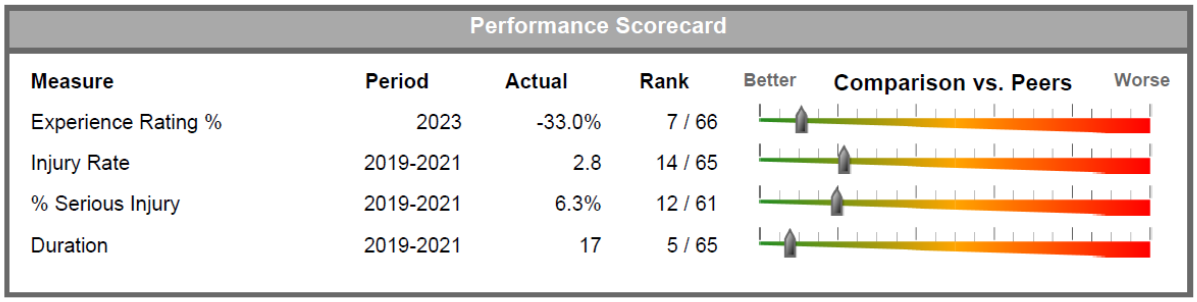
- Changing workplace and society demographics have significant impact on the nature of HR programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, and shifting economic conditions with inflated costs of living, and exceptionally low unemployment with increased pressures on attracting and retaining staff.
- Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the CRD.
- Many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services.
- We continue to see increased pressures on the recruitment and retention of technical, professional and senior level staff especially, and most recently on more junior staff particular to the pandemic. Increased efforts ongoing to evaluate ongoing staffing needs, train and develop staff, and conduct succession planning.

OPERATIONAL STATISTICS (TO QUARTER 1, 2023)

	CRD Current Q1, 2023	CRD Current Annual 2023	Industry Average Annual 2023	CRD Annual 2022	Industry Average 2022
1. Total Unionized Workforce (all staff)	89.8%	89.8%	78.6%	89.3%	81.2%
2. Average Length of Service (regular staff)	9.2 years	9.2 years	11.0 years	9.5 years	11.1 years
3. Average Employee Age (regular staff)	45.4 years	45.4 years	46.6 years	45.7 years	46.7 years
4. Turnover Rate / Retirement Rate (regular staff) [1]	1.4% / 0.3%	1.4% / 0.3%	2.1% / 0.5%	11.7% / 3.4%	11.1% / 2.9%
5. Job Opportunities (all staff)	111	205	N/A	565	N/A
6. Vacancy Rate (regular staff)	2.6%	2.6%	3.2%	3.3%	4.9%
7. Absenteeism (Sick Leave) Rate (regular staff)	5.1%	5.1%	6.2%	5.1%	5.8%
8. WorkSafeBC Employer Rate (all staff)	2.14% less 10% [2]	2.14% less 10% [2]	3.19%	2.05% less 10% [2]	2.92%

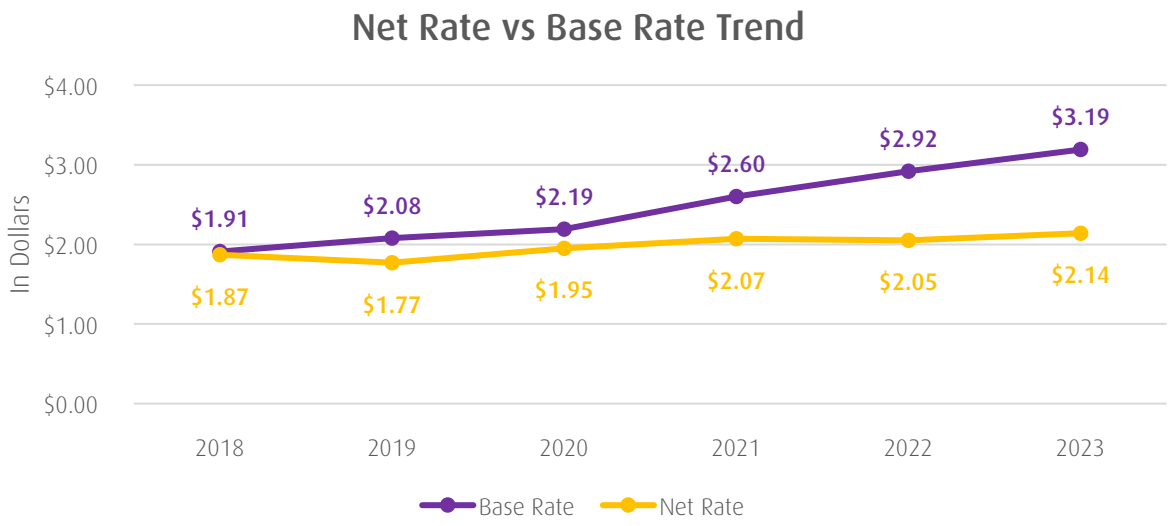
For further information about these statistics please refer to the CAO Quarterly Progress Reports.

WorkSafeBC Trends Analysis (3 Tables):

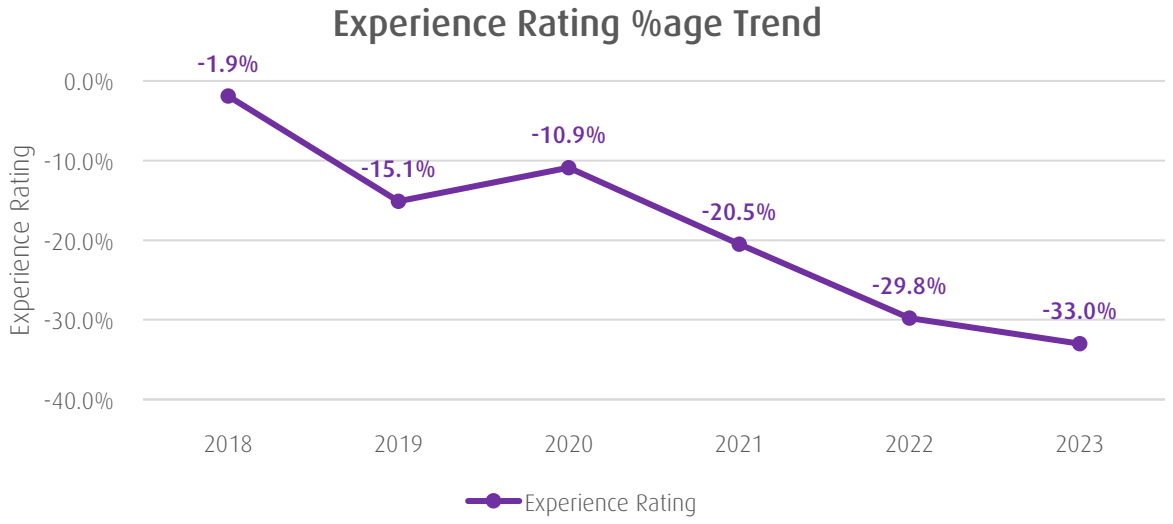


1 Quarterly statistics are cumulative, with annuals being the sum of all quarters in the calendar year.
[2] An additional 10% reduction in assessed premiums is applied to the assessed rate, as a result of the CRD's Certificate of Recognition program and designation.

Cost of WorkSafeBC premiums per $100 of assessible earnings. Net rate is the CRD's rate assigned by WorkSafeBC. Base rate is the rate for the industry. For 2023, the CRD's premium rate assessment is 49% below industry base assessments.



Experience rating is the amount of cost savings or cost premium over base rate each year. For 2023, the CRD is at an experience rating 33% better than industry base average.



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.

SERVICE BUDGET REFERENCES[3]

› 1.016 Human Resources

HUMAN RESOURCES & CORPORATE SAFETY

Description

Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.

What you can expect from us

- Employment relations, including 500+ job opportunities, labour relations for two unions, and Human Resources Information System (HRIS) management and reporting for 1,100+ employees and 1,400 volunteers
- Occupational health and safety, corporate wellness and benefits, and disability management
- Development and administration of over 80 personnel policies and corporate safe work practices
- Developing and delivering corporate learning and development programs (600+ participants annually)
- Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below rising industry norms
- Strategic Human Resource and Corporate Safety programs related to: Equity, Diversity, Inclusion and Accessibility; Organizational Capacity; Talent Acquisition; Employee Experience and Recognition; Talent Excellence; Human Resources and Corporate Safety Compliance and Excellence; and Leadership and Culture.

Staffing Complement

Division: **14.0 FTE (including Managers 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	
11a-1 Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee	2024		
▸ **NEW IBC** 11a-1.1 Develop & implement the Corporate Accessibility Plan	2024-ongoing	$60K other	1 New ongoing (Q4 2024 start)
11a-2 Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	2024		
▸ **NEW IBC** 11a-2.1 Enhance understanding & accountability for Equity, Diversity & Inclusion (EDI)	2024-2026	$15K requisition	-
11a-3 Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous-serving organizations	2024		
▸ **NEW IBC** 11a-3.1 Create & implement an Indigenous Employment Strategy	2024-ongoing	$210K requisition + other	1 New Ongoing
11a-4 Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses	Ongoing	-	-
11b-1 Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety	Ongoing		
▸ **FUTURE IBC** 11b-1.1 HRIS Talent Suite	Planned for 2025	$ -	-
▸ **FUTURE IBC** 11b-1.2 Alignment of Services: Manager of Safety	Planned for 2025	$195K other	1 New Ongoing
▸ **NEW IBC** 11b-1.3 Human Resources Manager	2024-ongoing	$210K other	1 New Ongoing

Initiative	Implementation year(s)	Impacts in 2024	
11b-2 Maintain and enhance corporate compliance and alignment with workplace safety legislation	2023	-	-
11b-3 Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities	Ongoing	-	-
▸ **FUTURE IBC** 11b-3.1 Benefits, Wellness & Abilities Management Coordinator	Planned for 2025	$153K other	1 New Ongoing
11b-4 Implement the recommendations in the 2023 CRD Employee Survey report	2023–2024	-	-
▸ **NEW IBC** 11b-4.1 Employee Survey	2024-ongoing	$50K other	-
11b-5 Continue supporting the CRD Leadership Development Program	Ongoing	-	-
11b-6 Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff	2024-ongoing	-	-
▸ **NEW IBC** 11b-7.1 Manager of Corporate Initiatives & Administration	2024-ongoing	$125K requisition	1 New Ongoing (Q2 2024 start)

06 Performance

GOAL 11A: EQUITY, DIVERSITY & INCLUSION

Targets & Benchmarks

Education for CRD staff and decision-makers to achieve a level of EDI competence and confidence needed to create a diverse, equitable, and inclusive organization.

The target for 2023 is to increase the number of CRD staff, and thus the overall percentage of CRD staff, who have completed EDI educational sessions.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**The number of CRD staff participants who completed EDI educational sessions**	Quantity	40	80	120	↗
2	**Percentage of CRD staff who have completed EDI educational sessions**	Quantity	12%	22%	38%	↗

[1] Counted as unique participant who have completed EDI training at the CRD
2 Shown as a percentage of unique participants who have completed EDI training at the CRD

Discussion

Once staff have completed foundational levels of education, aligned with the education the decision-making bodies will receive, they will be better equipped to inform decision-making.

In 2022, two EDI educational sessions were facilitated. In 2023, there will be three EDI educational sessions facilitated for CRD Staff. Further, in 2023, EDI principles have begun to be embedded in other educational sessions (e.g. Recruitment & Selection, Performance Management, iLead Leadership Development Program, etc.).

Since engaging Inclusive Excellence Strategy Solutions to conduct EDI educational sessions, over 119 unique CRD employees (approximately 16%) at all levels of the organization have received education (many CRD staff members have taken multiple EDI educational sessions). The following educational sessions have been offered and we will continue to augment these as deemed appropriate: Confronting Unconscious Bias in the Workplace, Confronting Unconscious Bias in Recruitment, How to be an Ally, and Active Bystander

Future topics of EDI educational sessions will be developed to meet the changing requirements of an evolving society.

GOAL 11B: ORGANIZATIONAL CAPACITY

Targets & Benchmarks

Workforce engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Human Resources and Corporate Safety strategies and initiatives.

- Employee turnover industry average (2022): **11.1%**
- Unplanned absenteeism industry average (2022): **5.8%**
- Position vacancy rate industry average (2022): **4.9%**

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Employee turnover**	Quality	11.7%	9.0%	9.0%	↘
2	**Unplanned absenteeism**	Quality	5.1%	5.1%	4.5%	↘
3	**Regular Position Vacancy Rate**	Quality	3.3%	3.0%	2.5%	↘

[1] Total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system

[2] Percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system

[3] Percentatge of regular staff positiosn that are vacant, including those under active recruitment; data retrieved from corporate enterprise resource planning system and recruitment dashboard

Discussion

The CRD has 758.94 FTE's – 732.94 regular and 26 term positions (with terms ranging from one to five years, with the majority being two year or longer, term positions) – and 433 auxiliary staff, mostly in Parks and Recreation. 89.8% of the CRD's paid workforce is unionized. The average length of service and average workforce age of CRD staff remain relatively consistent from previous years, at 9.2 years and 45.4 years respectively. Following the pandemic, with the increased pressures of a competitive labour market, turnover across industry has increased including at the CRD. Retirement rates account for approximately 21% of all employee turnover. We anticipate as the economy begins to righten, turnover will return to pre-pandemic levels at approximately 9%.

As an essential service, the CRD closely monitors the impact of absenteeism and takes appropriate measures to ensure essential operations are maintained. The CRD measures and monitors absenteeism by both its sick leave usage and safety ratings and has commenced a comprehensive disability management program aimed at early intervention and proactive and positive return to work programs.

By this the CRD is continuing its proactive disability management efforts to ensure costs of absenteeism are appropriately managed, and employees are actively engaged early in return-to-work measures to aid in their recovery to work from illness, as well as its proactive healthy workplace program focused on providing employees personal tools to keep them healthy. Sick leave absenteeism rates remaining trending consistently with previous years and remain below industry averages. We forecast that with new alternative work options, along with reduced pressures related to pandemic constraints of previous years, that absenteeism levels will return back to pre-pandemic levels.

12 Open Government

Coordinated and collaborative governance, and leadership in organizational performance and service delivery

01 Strategy

STRATEGIES & PLANS

- 2022-2026 Corporate Plan
- Climate Action Strategy

CORPORATE PLAN GOALS

12a Enhanced privacy & records management

12b Foster greater civic participation among diverse community members

02 Contacts

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Manager, Legislative Services	@ email	T. 250.360.3127

03 Operating Context

ACHIEVEMENTS IN 2023

1. Work is underway to procure and implement a Digital Asset Management System[1]. The system will improve efficiency and capacity to present a unified message, and oversight to reduce risks related to records and related copyright, permissions and licensing requirements for digital images and graphics.
2. SharePoint Analytics are being activated this year, enabling the CRD to measure how the corporate intranet landing page is used and identify opportunities to better communicate and engage employees in support of corporate goals.
3. Website redesign planning is underway to modernize the CRD website's design and navigation systems and create a user-friendly, dynamic and accessible virtual front counter.
4. EDRMS (Electronic Documents and Records Management System) planning work continues as IT&GIS prepares the CRD's Microsoft foundation to support EDRMS and SharePoint Online.
5. Elections for Salt Spring Island Local Community Commission was conducted in May 2023 and orientation was held in conjunction with the Oath of Office for new Commissioners in June.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

Communications

- Internal Communications: informs decision-making and influences employee behaviour in ways that benefit government, the public, and employees themselves. Visual communication has emerged as a significant trend. Research shows that visual content gets far more engagement and improves information retention drastically. Since the pandemic and restrictions on face-to-face interactions the shift to digital communications was key to internal communications.
- Digital Communications: More Canadians than ever are using the Internet to connect with government; digital communications remains the fastest growing area for Corporate Communications. The CRD has been building internal capacity, implementing a digital engagement platform, and upgrading its social media management toolkit to be able to adapt to a rapidly shifting context.
- Media: We continue to see disruption of business models for local media outlets, news coverage, as well as instability of major social media platforms. As the information ecosystem changes, the CRD needs to continue diversifying its strategies to leverage content created and distributed via traditional and digital channels. As the region grapples with major changes such as climate change, the CRD will require effective delivery of timely, credible and informative messaging to counter misinformation and maintain public trust.

[1] This workstream is focused on digital assets (e.g. images) which is distinct from the Entreprise Asset Management System which captures infrastructure data (e.g. bridges). Information about the latter is captured in the Business Systems & Processes Community Need Summary.

- Accessibility: In support of a corporate accessibility plan, Corporate Communications will be reviewing information accessibility standards and how to implement them as part of its style guides, website design and communication materials.
- Social Media: The CRD has been coordinating and posting to CRD social media channels since 2015. Between 2021-2022 CRD followers grew to 23,000 from 16,000 an increase of 43%. The CRD is also focusing on engagement, with an engagement rate of 12% on social channels that's an increase of 7 % between 2021-2022. The CRD is increasing the sophistication of its approaches through data-based insights and by developing more media-rich content with an emphasis on video. anticipating where shifting audience preferences. The CRD has created a Threads and Mastadon accounts, as Twitter devolves into a more unreliable platform.

Information and Privacy

- Electronic Documents and Records Management System (EDRMS): Technology use and information growth has exceeded the CRD's recordkeeping capabilities, resulting in an accumulating spread of electronic records which cannot be managed effectively in accordance with legal & regulatory requirements, policies or business needs. As modernizing our information management program framework is complex and requires significant effort and investment, the CRD is using a phased approach. Foundation work is underway to prepare for EDRMS and SharePoint Online. However, given how immense this information footprint is, future work will be necessary to address remaining physical and electronic legacy records after EDRMS is operational (i.e. clean up/dispositions, migrations, digitizing, etc.)
- Information Access: Freedom of Information (FOI) requests continues to increase year-over-year, as does the complexity of records to process. Thus far, 2023 is trending higher compared to previous years (248 requests in 2022, 239 requests in 2021 and 172 requests in 2020.) Furthermore, a significant trend is emerging with Bylaw Enforcement FOI requests, leading to exceptionally high volumes of audio and video record formats to review, redact and release. It appears that recordings are becoming increasingly relied on for bylaw enforcement complaints so this trend may continue.
- Privacy Management: FIPPA amendments (November 2021) have resulted in higher legislative privacy requirements for conducting a privacy management program, privacy impact assessments (PIAs) and mandatory breach notifications. These elevated requirements are anticipated to drive even more demand for privacy and information services support. In 2022, Information Services worked on over 35 PIAs while completing 28. Many initiatives requiring a PIA were only partially assessed or bypassed the PIA process due to workload capacity issues. A request for 1 FTE Senior Privacy and Information Analyst is included in the 2024 budget to increase service capacity.

Governance

- The CRD has over 79 commissions, committees and contribution services that assist in the governance and operational guidance of CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
- Continuous increase year-over-year in the establishment of new committees and commissions

- Increase in number of elector approval processes requested by divisions, this has resulted in conducting voting on elector approval processes (i.e. Referendums) in 2021, 2022, and conducting elections for the Salt Spring Island Local Community Commission in 2023.
- A review of the agenda management software for CRD Board to assess capability to improve webcasting audio-visual in the boardroom, as well as assess the future capability to scale-up agenda management software to be used across the organization to create consistency in the appearance of CRD meeting agendas and webcasting.

Legal counsel

- Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

OPERATIONAL STATISTICS

2022 data at a glance:

# Surveys undertaken (internal and external)	32
# Public engagement projects undertaken	8
# FOI requests received	248
# Privacy Impact Assessments completed	28
# Staff reports submitted to the three CRD Boards for direction[1]	199

[1] *Excludes ' For Information' reports*

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.

SERVICE BUDGET REFERENCES[2]

- 1.103 Elections
- 1.011 Board Expenditures
- 1.014 Corporate Services
- 1.015 Real Estate
- 1.118 Corporate Communications

1. CORPORATE COMMUNICATIONS

Description

Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.

What you can expect from us

- Board communication support (agendas, priorities, programs and overall information to support public understanding of organization)
- Create and update corporate documents and website content (e.g. reports, dashboards, progress updates)
- Oversee and manage the Internal Communications Framework
- Oversee survey creation and public participation initiatives, including planning and implementation of projects on the CRD engagement platform.
- Media strategy and relations
- Coordinate advertising buys and social media strategy
- Manage the internal communications framework and implementation; maintain CRD Central intranet landing page
- Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice
- Provide creative direction for print, online, video and event communications
- Provide training for designated website and survey authors across the organization

[2] Service budget(s) listed may fund other services

Staffing Complement

Corporate Communications: **3.0 FTE + 4 Managers + Administrative Support**

2. LEGAL SERVICES

Description

Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.

What you can expect from us

- Bylaw drafting and review, including supervision of outside counsel when required
- Manage governance changes and advise on legislative and statutory interpretation
- Manage policy development to ensure compliance with policy framework and modern principles of policy development
- Staff training in procurement, policy, and contract and bylaw drafting
- Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC
- Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas
- Report quarterly on contracts and procurement trends at the CRD
- Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice

Staffing Complement

Legal & Risk Management: **4.0 FTE + Senior Manager (include 2 FTE for Integrated Water Services Purchasing)**

3. LEGISLATIVE SERVICES

Description

Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.

What you can expect from us

- Administrative and legislative support to the three CRD Boards, 11 standing committees, and 79 committees and commissions
- Publish agendas and record minutes for over 100 open and closed meetings annually for the three CRD Boards, and their standing and select committees
- Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings
- Conduct elections and bylaw assent processes

- Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval
- Coordinate ~300 appointments annually to CRD committees and commissions
- Conduct training for commission members, meeting chairs, and staff on parliamentary procedure
- Annually review and distribute 1000+ pieces of correspondence addressed to the CRD Board

Staffing Complement

Legislative Services: **3.0 FTE + Manager**

4. PRIVACY & INFORMATION SERVICES

Description

Provides professional advice and expertise to guide and support the organization to protect privacy, provide information access and effectively manage and use its valued information resources. Leads and administers the corporate privacy and information management programs, information access requests, privacy impact assessments (PIAs) and other legal matters under FOIPPA.

What you can expect from us

- Administer 200+ FOI requests annually (including 2,000+ associated records each year)
- Administer 35+ PIAs annually; review and support documenting initiatives, write collection notices, conduct risk assessments and legal research, advise/make recommendations, coordinate across stakeholders
- Develop and administer the corporate privacy and information management programs to support regulatory compliance and effective practices
- Conduct regular mandatory privacy training sessions to onboard new employees within 6 months of hiring; offer specialized training periodically
- Respond to complaints or matters involving the Office of the Privacy Commissioner (OIPC) under FOIPPA; lead reviews and incident reporting
- Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve disposition (destroy or retain permanently) to ensure timely and effective management of information resources
- Develop framework for effective documents and records management, including metadata and rules-based recordkeeping (RBR) in SharePoint Online for EDRMS and associated work
- Lead and support digitization projects and addressing legacy records

Staffing Complement

Privacy & Information Services: **2.5 FTE + 2 Managers**

5. REAL ESTATE

Description

Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.

What you can expect from us

- Manage the real estate portfolio and property management services across the organization
- Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services
- Co-ordinate the internal review and response to third--party referrals submitted to the CRD
- Manage corporate land and land agreement data both tabular and spatial
- Co-ordinate, complete and manage leases, licenses, permits, and land-use applications
- Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD
- Conduct land research and due diligence to support corporate initiatives and decisions

Staffing Complement

Real Estate & SGI Administration: **1.0 FTE + Senior Manager**

6. RISK & INSURANCE

Description

Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.

What you can expect from us

- Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis
- Binding insurance for property loss for $650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project
- Oversee and maintain volunteer insurance program
- Business Continuity Planning assistance for all CRD services
- Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel
- Review contracts and agreements for risk and insurance considerations

Staffing Complement

Legal & Risk Management: **2.0 FTE + Manager**

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	
12a-1 Adhere to new and emerging requirements of privacy legislation in a consistent manner	Ongoing		
▸ **NEW IBC** 12a-1.1 Privacy & Information Senior Analyst	2024-ongoing	$115K requisition	1 New Ongoing
12a-2 Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented	2023–2026	-	-
12b-1 Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles	2024		
▸ **NEW IBC** 12b-1.1 Build EDI principles into Public Participation Framework	2024	$25K requisition	-
12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	2023		
▸ **NEW IBC** 12b-2.1 Citizen Experience Survey	2024	$53K requisition	-
12b-3 Modernize the crd.bc.ca website	2023–2025	-	-
12b-4 Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement	2023-2025		
▸ **NEW IBC** 12b-4.1 Meeting Management Improvements	2023-2025	$40K requisition	-

12b-5 Build capacity for elections and electoral approval processes to address increasing demand for new service creation	Planned for 2025	-	-
12b-6 Implement a Board voting dashboard	*Advanced through 12b-4.1*	-	-

06 Performance

GOAL 12A: ENHANCED PRIVACY & RECORDS MANAGEMENT

Targets & Benchmarks

Full compliance with the *Freedom of Information and Protection of Privacy Act* (the Act) by responding to all access requests within the legislated time-limit serves the public's interest and demonstrates the CRD's commitment to accountability, openness and transparency.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**FOI and Privacy Program Compliance for Access Requests[1]**	Quality	100%	100%	100%	→
2	**Volume of FOI requests[2]**	Quantity	248	300	250	↘
3	**Completed PIA requests for initiatives[3]**	Quantity	28	18	30	↗

[1] Percentage of FOI requests which were answered within the legislated timeframe; data from Information and Privacy division.

[2] Total number of FOI requests received by the CRD.

[3] Total number of PIA requests completed.

Discussion

For access requests, the desired trend is to reduce the annual volume of FOI requests by implementing fee-based and non-cost records release programs, where beneficial and practicable. This allows disclosure of records outside of the FOI process, though personal information and any other excepted information must still be protected in accordance with the Act. Efforts are planned in 2024 to implement a fee-based release program for applicable Building Inspection records (pending approval of initiative 12a1-1.) Once established, staff will compare the number of Building Inspection FOI requests to previous years (as well as document page counts) and monitor the outcome of this work jointly with Building Inspection. Additional reporting metrics will be established in due course.

For privacy impact assessments (PIAs), the desired trend is to complete each PIA review request for a proposed initiative prior to the initiative's launch. Our goal is complete all required PIAs for proposed initiatives for full compliance with the Act. It is important to note that this work may not fall within the same calendar year, depending on the initiative's start and launch date. Approval of initiative 12a1-1 will increase Privacy and Information Services' capacity to complete PIA reviews in compliance with the Act. Additional reporting metrics will be established in due course.

GOAL 12B: FOSTER CIVIC PARTICIPATION AMONG DIVERSE COMMUNITY MEMBERS

Targets & Benchmarks

- Website sessions and reach indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.
- The Boards decision-making measure tracks the work of the three Boards.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	**Unique visits to the crd.bc.ca site (sessions)**	Quantity	2.1M	2.0M	2.1M	↗
2	**Social media engagement**	Quantity	10.4%	7.0%	7.0%	↗
3	**Impressions**	Quantity	855,000	1,600,000	1,800,000	↗

[1] Data from Google analytics

2 Average engagement per post (comments, likes, shares, reactions) across CRD social platforms - Twitter, Facebook, Linked In, Instagram

3.Impressions: Number pieces of content a users sees on their social media activity stream

Discussion

- Measure 1: Google analytics has updated how it calculates data as of July 1, 2023. The new calculation reduces duplication and therefore a lower number is to be expected. The 2022 Actual numbers are based on previous methods and the 2023 Forecast numbers are based on new methods.
- Measure 2: Social media platforms are showing considerable volatility at the moment and the CRD's social media audience is growing and beginning to shift from a smaller more dedicated audience to a larger more casual audience. This is why the forecast shows a dip in the engagement rate. Any engagement above 1% is considered good and the standard across all industries.
- Measure 3: Impressions reflect the growth in the volume of CRD content and a growth in the audience that content is reaching.

13 Business Systems & Processes

Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets

01 Strategy

STRATEGIES & PLANS

› Corporate Asset Management Strategy

CORPORATE PLAN GOALS

13a Effective systems, processes & policies
13b Business capacity & continuity
13c Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

Financial Services:

1. Corporate Accounting and Standard Compliance: Implementation of Corporate Internal Control Framework and Financial Risk Mitigation and Monitoring Programming as well as implementation of the new public sector accounting standard for asset retirement obligations. Trending since 2020 higher levels of statutory payroll, corporate filing changes, increased federal government statistical reporting requirements and a greater number of changing accounting and auditing standards has increased risk of non-compliance as the organization has grown and increased risk of financial statement misstatements.
2. Corporate Asset Management Strategy (CAMS): Since the adoption of the CAMS in 2019, the CRD has advanced long-term planning activities and standardization of asset information. Highlights include completion of Sustainable Service Delivery Plans (SSDPs) for approximately 50% (31 services) and requirements building for an enterprise asset management system. Effort to achieve the targets in the CAMS have increased due to the additional resources that were approved in 2022 for the Asset Management Division.
3. Scalability and Efficacy: Completed redesign of financial reporting data hierarchy and SAP Lifecycle Replacement Project scoping supporting the successful launch of the S4Hana Migration Project.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

Financial Services

- Organizational growth: has resulted in increased demand for financial services such as strategic analysis, service establishment, infrastructure planning, borrowing, budgeting, reporting, payroll and system development. In support of growth and to meet demand, modernization of digital platforms and business practices are key for scalability and efficacy of financial system structure and practices.
- Staff Recruitment and Development: Staff retirements and turn over in financial services and across the organization have lead to a greater degree of training to address knowledge gaps within a growing organization. This increases the pressure on existing capacity to move through and complete deliverables annually.
- Corporate Finance and Decision Support: Continue to see higher levels of activity in service establishment, infrastructure replacement planning, financing strategy development, business case and proforma development.
- Grant funding: Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.
- Treasury and Debt: With recent economic volatility and interest rate increases, the organization continues to see increased need for treasury planning and activity, while also an increased need for oversight of reserves against operating and capital reserve guidelines. Market volatility increases uncertainty in planning service sustainability and adequacy of reserves.

Information Technology & GIS (IT&GIS)

- In response to the rapid technological advancements, increasing digital demands and direction from the Executive Leadership Team, IT&GIS are looking to implement a comprehensive Digital and IT Strategy. These strategies will be designed to enhance the experiences of citizens, businesses, and employees by leveraging centralized IT governance, modern tools, secure digital identity solutions, streamlined online service delivery, advanced application rationalization, digitization of paper-based forms, enhanced protection of CRD data through cybersecurity controls, and efficient cloud hosting services. Over the next three years, the Digital and IT strategy action plan promises to elevate service and operational excellence while effectively addressing the needs of the stakeholders of the CRD. Key objectives and benefits are expected to include:
    - Centralized IT Governance and Decision Making: streamlined processes to maximize benefits for each dollar spent, better resource allocation, and engagement with IT managers and CIOs across the region to enhance regional cooperation and information sharing.
    - Modern Tools and Technologies in the Workplace: empowered employees that have access to productivity-boosting tools and technologies, enabling solutions to support alternative work options, and deployment of business intelligence and data analytics tools to improve service monitoring and reporting.
    - Digital Identity and Services: seamless and secure access to CRD's online services.
    - Delivery of Digital Tools & Online Services: continued digitization of paper-based records, provision of 24/7 access to essential services for residents, and consolidation of existing applications and systems to drive operational efficiency and cost savings.
    - Application Rationalization and Modernization: reduce costs by optimizing existing applications and reducing reliance on legacy applications and technologies.
    - A Cybersecurity Program: that is compliant with all regulatory standards and safeguards sensitive data and assets.
    - Migration to Cloud Hosting Services and Alternate Data Center(s): long term migration to cloud-based services will provide additional scalability, flexibility, and cost efficiency.
    - Service and Operational Excellence: implementing options for residents to pay online for CRD licences and permits and offer other modern online services to enhance service delivery and operations.
- The implementation of a sustainable Digital and IT Strategy is poised to revolutionize the way citizens, businesses, and employees interact with CRD services. By focusing on the key objectives listed above, CRD is well-positioned to thrive in the digital age. Over the next three years, this strategy will drive innovation, efficiency, and satisfaction among stakeholders.

Facilities

- Facilities Centralization Plan: Facilities continues to grow and centralize key aspects of Facilities Management into existing CRD departments to ensure all CRD facilities are maintained and operated consistently to industry best practices.
- Space Planning: Facilities continues to focus its efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.

- SMART Buildings Technology: As buildings systems integrate new technology into their controls, buildings are becoming SMART; which means the building is "alive" and adaptable to changing environments for such things as HVAC and electrical requirements. Facilities systems are continually being updated to become SMART.
- Maintenance & Operations: As the building systems change and become more SMART, the skill set to maintain them must adapt with the changes. Building maintenance and operational staff will require continual training to ensure they meet the requirement to maintain the buildings.

OPERATIONAL STATISTICS

Facilities

	2022
Total Number of Work Orders	2,738
Total Number of Preventative Work Orders	1,105
Total Number of Reactive Work Orders	50
Misc./Staff Requests	1,583

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.

SERVICE BUDGET REFERENCES[1]

- 1.017 Financial Services & Asset Management
- 1.022 Information Technology
- 1.101 GIS
- 1.105 Facility Management
- 1.106 CRD Headquarters Buildings
- 1.107 Corporate Satellite Building
- 1.112 Regional Grant in Aid
- 1.335 Geo-Spatial Referencing System
- 21.1 Feasibility Reserve Fund

1. ASSET MANAGEMENT

Description

Provides professional advice and expertise to services on asset management best practices. The team leads corporate initiatives that advance asset management maturity for the organization.

What you can expect from us

- Develop and advise on corporate asset management strategies, plans, standards and procedures for $3.0bn in CRD, CRHC and CRHD assets
- Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities
- Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions
- Provide advice/expert guidance for developing SSDPs
- Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance

Staffing Complement

Financial Services: **3.0 FTE (including Manager)**

[1] Service budget(s) listed may fund other services

2. FINANCE SERVICES

Description

Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government.

- Financial Planning
- Corporate Accounting and Reporting
- Internal Controls over Financial Reporting
- Revenues and Collections (taxes and fees)
- Disbursements (Inc. Payroll)
- Corporate Finance Policy and Decision Support
- Long Term Financial Planning
- Treasury and Banking
- Financial Systems
- Grants Management
- Other administrative services, such as transit pass inventory management, printing internal interoffice mail

What you can expect from us

- Biweekly payroll processing, reporting for 1,250 employees totaling $95M in four employee groups under both the CRD and CRHC.
- Weekly cheque and EFT runs produce 30,000 vendor payments a year
- Process on average four periodic updates to the financial system for legislative and financial system upgrades
- Monthly and quarterly billing and collections for approximately 30,000 water billing customers.
- Develop banking services for CRD (transactions flow through 36 bank accounts a year); monthly reconciliation of all bank accounts for approximately 24,000 banking transactions and integration of over 150,000 transactions a year
- Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment
- Provide overarching corporate support and coordination for more than 200 CRD services to develop five year operating and capital plans for each of the three entities and for each service as legislated.
- Execute on financial system projects and program development scaling services to address organizational growth and demand.
- Statutory Corporate Reporting to the Board, including annual audited financial statements and the annual five year financial plan.
- Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks.
- Implementing long-term financial planning beyond the standard five-year financial planning framework to ensure corporate sustainability and achieving long-term objectives.
- Manage internal grant programs for the Electoral Areas, including Community Works Fund, Grants-in-Aid Fund and special programs such as COVID Safe Restart Grant, Growing Community Fund (GCF).

- Manage the organization's external grants portfolio by notifying CRD services of available grant programs weekly, providing advice on grant application. Received over $555M in grant funding from senior levels of government since 2014.Treasury management and strategy across all three legal entities, with a combined invested reserves portfolio holdings of over $400 million on average.
- Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 14 CRD offices.

Staffing Complement

Financial Services: **54.5 FTE (including Managers, Administrative Support and Water Billing services)**

3. INFORMATION TECHNOLOGY & GIS

Description

Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board.

- Supporting and maintaining core foundation technologies and enterprise service delivery for network, telecom, cybersecurity, device, mobility, corporate and client applications, data centre and cloud services
- Information Technology Service Desk and Desktop Support team
- Provision and support of our corporate SAP Enterprise Resource Planning (ERP) for Financial, Payroll, and HR Systems
- Corporate-wide voice, data, video conferencing, Wi-Fi and radio communications systems
- Corporate Website and Digital Engagement support and planning
- Board and Committee meeting support
- Office Productivity Suite (Microsoft 365) of applications and services
- Vendor and Contract Management Office
- IT Project Portfolio Management and Technology Investment Planning
- Geographic Information Data and Systems Support
- Orthophotography and lidar data acquisition and deployment
- Cloud hosting and Data Center Services
- Application development and Business Solutions

What you can expect from us

- Supporting and maintaining core foundation applications technologies and enterprise standards for network, telecom, cybersecurity, mobility, client systems, data centre, cloud services, identity, and access management.
- Enabling and supporting the digital workforce through oversight of collaboration tools and technologies. Responding to technology issues through the Information Technology Service Desk and Desktop Support team and maintaining the end user system equipment fleet of computers, monitors, and peripheral devices.

- Manage the technology infrastructure connecting 30+ sites across the CRD, including 1,100 full time and auxiliary users, 100+ applications, 1,200 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone systems.
- Manage SAP our Enterprise Resource Planning system including financial, payroll, purchasing, assets, capital projects, water utility billing and maintenance systems for CRD, CRHD and CRHD.
- Developing, managing, and operating the CRD's digital service delivery channels and platforms, including the CRD's website (crd.bc.ca), geographic information systems (GIS), SharePoint and corporate applications. Overseeing the Digital Strategy. Developing and delivering Technology Services' annual IT Strategy. Providing strategic oversight, enterprise architecture, roadmaps and guidelines for projects, initiatives, and products within the Technology and digital services portfolio
- Procurement of GIS orthophotography and lidar data for 23 Capital Region municipal and federal partners
- Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating $16M of revenue annually.
- Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M of revenue annually
- Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately $14.5M annually
- Produce and process approximately 30,000 maintenance workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management
- Management and support of the corporate Project System, processing $400M annually in capital projects
- Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization.
- In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance
- In partnership with Financial Services provide Asset Management support for the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for $2B in CRD assets
- In partnership with Human Resources & Corporate Safety, develop and implement the upgrade to our SAP platform to S4 HANA including the addition of new SAP modules in support of HR business process improvements related to managing employee information and employee Onboarding and Recruitment practices.

Staffing Complement

Division: **45 FTE (including Managers and Administrative Support)**

4. FACILITIES MANAGEMENT

Description

Delivers comprehensive Facilities Management (FM) services to corporate facilities to all CRD departments. FM provides numerous functions/services to internal CRD departments, they include:

- Facilities Planning
    - Facilities Master Plans
    - Space Planning
    - Maintenance Planning
    - Building Condition Assessments
    - Security Assessments
- Energy Management
    - Energy Audits
    - Energy Data Collection
- Operations & Maintenance Delivery
    - Internal Technical Staff
    - External Contractors
- Project Management

Team of specialized maintenance technicians, project engineers and coordinators, energy specialists and tradespeople who ensure CRD facilities are performing optimally and are safe and comfortable for staff and public.

What you can expect from us

- Directly manage the facilities components of various CRD buildings that include treatment plants, pump stations, office and operational buildings.
- Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards
- Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and backflow preventers
- Deliver capital projects related to new construction and building system renewals, as well as numerous maintenance projects
- Provide Project Management services for facility projects to other CRD departments

Staffing Complement

Facilities Management & Engineering Services: **12.0 FTE (including Manager and Administrative Support)**

5. ENGINEERING SERVICES

Description

Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Solid Waste & Recycling, Regional Parks, Housing & Health, Climate Action, Arts & Recreation and Local Government).

What you can expect from us

- Lead or support the planning, design and project management of 15-20 major construction projects, with an approximate total value of $15–$20 million annually
- Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation
- Engineering Services also manages an additional 15-20 smaller projects each year for other CRD facilities
- Lead the design, procurement and construction of the Renewable Natural Gas, Kitchen Scraps Processing, New Liner for Landfill Cell 4/5, and Biosolids Advanced Thermal Demonstration Plant projects

Staffing Complement

Facilities Management & Engineering Services: **13.0 FTE (including Managers and Administrative Support)**

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	
13a-1 Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services		-	-
13a-2 Advance the Technology Strategic Plan to guide the modernization and transformation of our current IT services and systems and launching new digital technology solutions	Ongoing	-	-
13b-1 Continue implementing business continuity planning and the Enterprise Risk Management framework	Ongoing	-	-
13b-2 Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Ongoing	-	-
13c-1 Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency			
▸ **FUTURE IBC** 13c-1.1 Revenue Services	Planned for 2025	$196K fee-for-service + requisition	1 New Ongoing
13c-2 Optimize Financial Services through enhanced internal controls and continuous improvement methodologies	2024	-	-
SUPPORT SERVICES			
▸ Resources required in Financial Services to help support all IBCs	2024-ongoing	$176K internal recovery + requisition	1 New Ongoing 1 New Term
▸ Resources required in Information Technology & GIS to help support all IBCs	2024-ongoing	$140K internal recovery + requisition	1 New Ongoing

14 Advocacy

Effective and coordinated advocacy

01 Strategy

STRATEGIES & PLANS

› Advocacy Strategy for the Capital Regional District

CORPORATE PLAN GOALS

14a Influence regional issues & advocate in a consistent, focused way that aligns with the Board Priorities

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Continued to advance advocacy on Board Strategic Priorities and other Board and operational issues that arose during the year.
2. Updated Advocacy Strategy for Board approval and alignment to new Board Priorities.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- By definition, positive outcomes of advocacy are almost entirely dependent on third parties acting in ways that we believe will benefit the region.
- A successful advocacy strategy is targeted, focused and requires message discipline and consistency. Those we are advocating to must understand what our priorities are and that we are committed to advancing them.
- While the Board is within its right to advocate on matters that are outside of the CRD's service or legislated mandate, a lack of subject matter expertise internally can create significant challenges in putting together content to support advocacy efforts.
- Securing advocacy meetings can be challenging, depending on the appetite of the stakeholder involved. However, having a record of strong performance on a service provides us with essential credibility to secure these discussions.
- To be effective in gaining the support of senior orders of government, local government, and partners, the Priorities agreed to by the Board will remain the basis of the Advocacy Strategy, unless updated by the Board annually, or supplemented by resolutions of the Board to advocate on specific initiatives. The Board Priorities are organized under five themes with defined initiatives and desired outcomes. Role clarity, clear communication, and reporting is essential for both elected officials and staff to enhance effectiveness and portray the strength of common cause.

OPERATIONAL STATISTICS

2019 › 37 outgoing letters
2020 › 16 outgoing letters
2021 › 14 outgoing letters
2022 › 7 outgoing letters
2023 › 8 outgoing letters to date

Details are updated quarterly in the Advocacy Dashboard and presented as part of the Chief Administrative Officer Quarterly Report to the CRD Board.

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.

SERVICE BUDGET REFERENCES[1]

- 1.014 CAO and Executive Services
- 1.118 Corporate Communications
- 1.011 Board Expenditures

1. EXECUTIVE SERVICES

Description

Includes the Office of the CAO and Executive Administration, Corporate Communications, Human Resources and Corporate Safety, and Salt Spring Island Administration. Under the direction of the CAO, Executive Services:

What you can expect from us

- Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board.
- Provide Board Chair and Board support.

Staffing Complement

Executive Administration
Corporate Communications

2. ADVOCACY SUPPORT

Description

The Board may act on any advocacy topic where it feels there is a regional interest or to support a local interest in collaboration with Electoral Area Directors. An Advocacy Strategy was developed in 2019 and updated in 2023 to assist the Board to be effective at gaining the support of other orders of governments and partners. The Board Strategic Priorities are the basis for Board advocacy. The process for adding to those is by Board resolution with follow-up actions typically directed through the Board

[1] Service budget(s) listed may fund other services

Chair, Chief Administrative Officer or Executive Leadership Team. The Board Chair may ask for the support of other Directors or staff to assist with efforts based on relationships, expertise and experience.

What you can expect from us

- Oversee the preparation of technical information briefs for the Chief Administrative Officer and/or Board Chair.
- Coordinate outreach including, but not limited to, correspondence and meetings.
- Track responses in the Advocacy Dashboard, which transparently reports on all advocacy activities undertaken.

Staffing Complement

This work is incorporated into the existing workplans of the Senior Manager, Corporate Communications and Manager, Executive Operations.

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
14a-1 Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities	Ongoing	-

06 Performance

GOAL 14A: INFLUENCE REGIONAL ISSUES & ADVOCATE IN A CONSISTENT, FOCUSED WAY THAT ALIGNS WITH THE BOARD PRIORITIES

Targets & Benchmarks

The CRD has a well-structured Advocacy Strategy that outlines the approach and maintains an Advocacy Dashboard keeping detailed records of all meetings, letters, phone calls documenting the advocacy initiatives discussed. The Advocacy Dashboard is a public facing document that is updated regularly and shared with the CRD Board through the Chief Administrative Officers' Quarterly Report.

Achieving a provincial or federal policy change or senior government action through regional district advocacy can be a slow and incremental process although worthwhile. Advocacy efforts may take years to yield results making it challenging to attribute specific outcomes to advocacy. Establishing a direct causal link between advocacy efforts and policy changes can be complicated as other factors such as public opinion, election outcomes or external events can influence policy decisions. Response levels to specific requests are unpredictable and often dependent on ministry approach and the immediate priorities of senior orders of government. Measuring the success of advocacy efforts can be difficult for local government and regional districts as they are often more nuanced and subjective. For these reasons, a specific performance target has not been identified.

15 First Nations

Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals

01 Strategy

STRATEGIES & PLANS

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

CORPORATE PLAN GOALS

15a Government-to-government relationships
15b Indigenous leadership & traditional knowledge
15c Shared prosperity

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

1. Developed and launched the South Island Indigenous Business Directory, in collaboration with the Greater Victoria Harbour Authority, South Island Prosperity Partnership, City of Victoria, Greater Victoria Chamber of Commerce, and Animikii.
2. Government-to-Government Relationship Building Initiative launched; initial meetings underway.
3. Cultural Perspectives Training for Board and for new staff.
4. Released Indigenous Employment Project reports, and collaborated with Human Resources & Corporate Safety Division on a staffing request for 2024 service planning as the first step to implementing the report recommendations (please see People Community Need Summary for more information).
5. Strengthened relationships with First Nations around the conservation and protection of heritage sites.
6. Training and awareness sessions with CRD staff, commissions, contractors and volunteers to support understanding and compliance with provincial and CRD heritage management processes.
7. Supported Regional Parks to implement a new notification process prior to land acquisitions
8. Released a Working with Indigenous Elders guidance document for CRD staff.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Increasing requests from First Nations for direct government-to-government meetings with CRD decision-makers, and to have a say in all decisions that impact their traditional territories.
- First Nations are requesting the development of Memorandums of Understanding, partnership agreements, and communications frameworks to guide how we work together. Often with funding requests to support this engagement.
- Increasing requests from First Nations for quarterly staff-level meetings and project information.
- Scope and scale of engagement is creating the need for a new organization-wide systematized approach to tracking action items, communications and information sharing with Nations.
- For projects requiring provincial or federal approvals, formal consultation of First Nations is required, involving detailed tracking.
- Increasing interest from CRD divisions to involve First Nations in collaborative process on plans and projects, yet without a corporate strategic engagement framework to guide culturally safe and respectful mechanisms, timelines and capacity funding for engagement. There is a risk of harming relationships where there is an abundance of requests without adequate timelines or mechanisms to incorporate First Nations input.
- High priority from the province to finalize treaties in the region, with items that intersect with CRD services/interests still to be negotiated. Added request for the CRD to also participate in Recognition of Indigenous Rights and Self-Determination negotiations between First Nations and the provincial and federal government.

- As corporate and region-wide efforts to support reconciliation with First Nations continue, and as the number of requests from First Nations increase, additional capacity within the CRD and within First Nations will likely be required to support continued efforts.
- Increased interest from non-Indigenous community members in restoration of Indigenous place names, signage and other symbols of reconciliation. This needs to be approached carefully in areas of shared territory amongst multiple Nations, so that the CRD is not arbitrating territorial boundaries.
- Many CRD staff are open to cultural competency trainings and to adapting their workflow to accommodate new ways of collaborating with First Nations, however require support from First Nations Relations to do so.
- Heightened interest from First Nations regarding CRD land acquisition.
- Heightened scrutiny from First Nations regarding heritage site protection in the context of land-altering works. Increased interest in co-development of heritage management protocols and policy. Increasing interest in field participation of First Nations' staff during project work (cultural monitors, Guardians, field technicians).
- Implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan is anticipated to impact the delivery of regional, sub-regional and local services by the CRD, with details still to be determined.
- Provincially-funded initiative to explore inclusion of First Nations on regional district boards.
- Heightened scrutiny on how CRD Board and staff are translating reconciliation commitments into meaningful action, in the context of societal shifts towards increasing diversity, equity and inclusion.
- Increasing expectation of cultural safety for Indigenous employees and contractors, for approaches to First Nations' relations, and for Indigenous peoples interacting with CRD staff and services, pose reputational and relationship risks. For example around Indigenous cultural use and traditional practices in parks.

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.

SERVICE BUDGET REFERENCES[1]

› 1.027 First Nations Relations

STAFFING COMPLEMENT

First Nations Relations Division: **4.0 FTE (including 2 Managers, 1 Advisor, and 1 Administrative Support)**

1. LEADERSHIP VISION

Description

Support the Board Priority through facilitating opportunities to build government-to-government relationships between Board Directors and First Nations' elected leadership.

What you can expect from us

- Advance inclusive governance across CRD
- Identify opportunities for gatherings or events
- Provide updates to committee on the progress of various items related to Board Priority
- Provide cultural perspectives training and coaching for Board Directors

2. EMERGENT ISSUES & OPPORTUNITIES

Description

Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.

What you can expect from us

- Respond to and work to help coordinate activities related to requests from First Nations
- Participate in Treaty and Recognition of Indigenous Rights & Self-Determination processes
- Liaise with provincial and/or federal staff to discuss items and areas of opportunity

[1] Service budget(s) listed may fund other services

3. INTERNAL DEPARTMENTAL SUPPORT

Description

Support, advise and train CRD planning & operations across all service areas to explore and improve internal approaches, processes and protocols for working with First Nations.

What you can expect from us

- Provide training and support to CRD divisions to ensure implementation of the Protection and Conservation of Heritage Sites Policy
- Provide support to CRD divisions looking to engage First Nations on planning, activities, initiatives, field visits and regulatory referrals
- Respond to requests from CRD divisions and offer advice on clear, concise intergovernmental communication.
- Deliver a Cultural Perspectives training program to new staff and identify opportunities for ongoing education for all staff
- Collaborate with Human Resources & Corporate Safety to develop and implement an Indigenous Employment Strategy
- Support CRD divisions in their meetings with First Nations
- Participate in and/or negotiate agreements with First Nations
- Collaborate with CRD divisions to develop and implement a Reconciliation Action Plan

4. EXTERNAL FIRST NATIONS SUPPORT

Description

Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations.

What you can expect from us

- Participate in First Nations' community events and gatherings
- Support First Nations to access information on CRD activities and processes
- Listen to and work to understand the interests and activities of First Nations and share this information with CRD divisions
- Identify opportunities to support and participate in First Nations' initiatives and events
- Participate in Te'mexw Treaty main table discussions and implementation of treaty related projects at the request of First Nations

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	
15a-1 Seek First Nations' guidance on understanding, developing, and implementing new mechanisms to support ongoing government-togovernment relations at the leadership and operational levels			
▸ **NEW IBC** 15a-1.1 Government-to-Government relationships building	2024–2028	$250K requisition	
▸ **NEW IBC** 15a-1.2 First Nations Relations Staffing	2024–ongoing	$82,633K requisition	1 New Ongoing (6 months in 2024)
15a-2 Collaborate with First Nations and the province to support inclusive governance by advancing First Nations participation in regional district boards	Ongoing	-	
15a-3 Partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan	Planned for 2025	-	
15b-1 Offer ongoing learning opportunities for staff and Board Directors to build awareness and understanding of Indigenous perspectives, law, and systems of governance	Ongoing	-	
15b-2 Seek out and invite opportunities for Indigenous leadership and knowledge to inform and transform approaches to taking care of land and water, across CRD service delivery areas	Ongoing	-	
15b-3 Engage First Nations to collaboratively develop inclusive approaches to land acquisition that respects Indigenous rights and strengthens government-togovernment relationships	2024–ongoing	-	
15c-1 Increase the number of economic partnerships with First Nations, across CRD service delivery areas	Ongoing	-	

06 Performance

GOAL 15A: GOVERNMENT-TO-GOVERNMENT RELATIONSHIPS

Targets & Benchmarks

First Nations are requesting direct government-to-government relationships with CRD decision-makers, with associated mechanisms such as Memoranda of Understanding (MOU), capacity funding and inclusion on the regional district board.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Government-to-government meetings involving CRD and First Nations leadership[1]	Quantity	3	10	12	↗
2	CRD governance tables open to First Nations as voting participants[2]	Quantity	13	13	14	↗
3	Government-to-governments agreements between the CRD and First Nations[3]	Quantity	2	3	5	↗

[1] Number of government-to-government meetings between CRD Directors and First Nations elected leadership. Information collected by First Nations Relations.

[2] Number of Standing Committeees and other governance tables where First Nations have the opportunity to attend as voting participants, whether or not they are currently attending. Information collected by First Nations Relations, with input from other divisions.

[3] Number of active government-to-government agreements such as MOUs. Information collected by First Nations Relations.

Discussion

With the launch of the Government-to-Government Relationship Building Initiative, it is anticipated that meetings between CRD Directors and First Nations' leadership will continue to increase into 2024. MOUs or other government-to-government agreements are anticipated to increase as a result of this initiative.

First Nations have seats available on the Core Area Liquid Waste Management Committee, the Saanich Peninsula Water Commission, Port Renfrew Utility Services Committee, and the East Sooke Fire Protection and Emergency Response Service Commission. In addition, in 2021 the CRD Board amended its bylaws to create spaces for each Nation to appoint an elected representative to site as a First nation Member on CRD Standing Committees, including Environmental Services, First Nations Relations, Planning and Protective Services, Regional Parks, Governance, Finance, Transportation, Hospitals and Housing, and Electoral Areas. There has been very limited uptake from the Nations at least in part due to a preference to be in a decision-making capacity on the regional district Board instead. The provincial government is currently exploring opportunities for more inclusive governance on regional district boards.

GOAL 15B: INDIGENOUS LEADERSHIP & TRADITIONAL KNOWLEDGE

Targets & Benchmarks

Inviting, respecting and incorporating Indigenous leadership and traditional knowledge through engagement and ongoing learning opportunities will enhance CRD initiatives and strategies by informing and transforming approaches to taking care of land and water.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
4	**Agreements with First Nations related to taking care of land and water[4]**	Quantity	2	2	3	↗
5	**Planning and operations initiatives actively engaging First Nations[5]**	Quantity	18	37	38	↗
6	**Learning opportunities: Indigenous perspectives[6]**	Quantity	30	10	11	→

[4] Number of agreements with First Nations related to taking care of land and water, such as Access Agreements and Traditional Use Agreements. Information collected by First Nations Relations with input from other divisions.

[5] Number of planning & operations initiatives actively engaging First Nations (each initiative may involve multiple Nations). Does not include regulatory referrals. Information collected by First Nations Relations with input from other divisions.

[6] Number of opportunities for CRD staff and/or Board to learn directly from First Nations, e.g. through trainings, gatherings, or presentations. Does not include site visits. Information collected by First Nations Relations.

Discussion

Agreements refer to Traditional Use Agreements, Access Agreements, or other formal arrangements with First Nations related to access to, and stewardship of, land and water. Engagement with First Nations for any given planning or operations initiative may include a variety of meetings, review of documents, site visits, and in-field collaborations between CRD staff and First Nations' staff (including lands managers, cultural workers, Guardians, field technicians, referral officers, administrators). These initiatives include such things as updating the Regional Parks and Trails Strategic Plan, Regional Parks management plans, Juan de Fuca land use planning, Liquid Waste Management Plans, Emergency Management Plans and invasive species removal. The number will depend on the scope of active CRD initiatives and as such may fluctuate each year.

Ongoing learning opportunities for staff and Board Directors will build awareness and understanding of Indigenous perspectives, laws, and systems of governance. These opportunities include trainings, gatherings, lunch & learns, and the Forum of All Councils. Metrics reflect the extra cultural competency training sessions held in 2022 in an effort to reach all staff.

GOAL 15C: SHARED PROSPERITY

Targets & Benchmarks

Economic reconciliation has been identified as a critical interest of First Nations and an area of opportunity within CRD services. These relationships are often detailed through services agreements. Metrics around procurement from Indigenous businesses could be considered in future.

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
7	**Service agreements with First Nations**[7]	Quantity	13	14	15	↗
8	**Economic initiatives involving First Nations**[8]	Quantity	4	5	6	↗

[7] *Total number of active or honoured service agreements with First Nations. Information collected by First Nations Relations, with input from other divisions.*

[8] *Number of active initiatives geared to enhancing economic opportunities for First Nations, not including procurement. Includes planning & operations initiatives that include economic opportunities. Information collected by First Nations Relations, with input from other divisions.*

Discussion

Economic initiatives refer to the development and launch of the South Island Indigenous Business Directory, housing initiatives, sharing of natural resources such as wood and gravel, and the release of the CRD Indigenous Employment Project final reports, which set the stage for the development of a CRD Indigenous Employment Strategy.

In addition to measuring the number of signed service agreements, measuring the number of contracts awarded to Indigenous businesses would be a valuable indicator of increasing support for First Nations' economic opportunities over time. Currently the CRD does award a number of contracts to Indigenous businesses, including contracts for cultural workers as part of land altering works and a Regional Parks contract with T'Sou-ke to operate the Sooke Potholes Campground. Corporate-wide Indigenous procurement is not tracked at this time; doing so would be a good indicator of progress towards this priority however would require more centralized procurement support.

Offering capacity funding to First Nations can be seen as both an operational statistic, reflecting new ways of doing business and supporting government-to-government relationship building, and a performance metric, as it uplifts the capacity of First Nations to engage with CRD service delivery in meaningful ways. Staff are working towards a way to measure capacity funding organization-wide.

16 Local Government

Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

01 Strategy

STRATEGIES & PLANS

Juan de Fuca (JdF)

- JdF Parks & Recreation Strategic Plan

Salt Spring Island (SSI)

- Centennial Park Master Plan (2016)
- SSI Parks & Recreation Strategic Plan (2019)
- Rainbow Recreation Centre Master Plan (2022)
- SSI Active Network Transportation Plan (2023)
- SSI Pedestrian and Cycling Master Plan (2013)

Southern Gulf Islands (SGI)

- SGI Transportation Integration Plan
- SGI Connectivity Plan
- SGI Housing Strategy
- Mayne Island Parks & Recreation Commission Master Plan (2021-2025)
- Galiano Island Parks & Recreation Commission Master Plan (2020-2024)
- Pender Island Parks & Recreation Commission Master Plan (2022-2026)

CORPORATE PLAN GOALS

16a Climate Action & Environment

16b Community Parks & Recreation

16c Drinking Water

16d Economic Development

16e Governance

16f Planning

16g Public Safety & Emergency Response

16h Transportation

16i Wastewater

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2023

JDF

1. Approval of the JdF Community Parks and Recreation Strategic Plan.

SGI

1. Continuation of SGI Liaison Program to deliver local community coordination of CRD services in SGI Electoral Area (EA).
2. Development and feasibility analysis of a Rural Housing Program, with an initial focus on implementation of the SGI Housing Strategy.
3. Community Issues Assessment of Magic Lake Estates, North Pender Island.
4. Completed engineering design for Schooner Way-School Trail, a recreational trail from Magic Lake Estates to the Elementary School.
5. Mayne Island Regional Trail construction initiated from the Ferry Terminal to Village Bay.
6. Completion of construction of the Anson Road dock on Mayne Island with 720 lineal feet of moorage.
7. Completion of major capital works to upgrade CRD docks at Hope Bay, Swartz Bay, Spanish Hills and Port Washington.
8. Decommissioning of old wells in the Skana Water Service Area on Mayne Island is in progress.
9. Improvements to the dam on Money Lake for the Lyall Harbour Boot Cove Water Service on Saturna Island are progressing.
10. Improvements to the dam on Buck Lake on Pender Island are progressing.
11. Nearing 50% completion of a $9 million sewer infrastructure upgrade on Pender Island.

SSI

1. Completion of SSI's Active Network Transportation Plan.
2. Establishment of SSI Local Community Commission (LCC) to oversee island-wide services.
3. Completion of SSI's Economic Engagement Report.
4. Completion of Burgoyne Bay septage receiving facility alternative waste-stream management options analysis.
5. Completion of designs for Cedar Lane Water treatment of manganese.
6. Completion of Fulford water a/c water main replacement strategy.
7. Replacement of the SSI Rotary Dingy Dock.
8. Acquisition of 75 acres of parkland on Mount Maxwell.
9. Installation of two electric vehicle chargers located at the Rainbow Recreation Centre.
10. Installation of a new dance floor located at the SSI Multi-Space (SIMS).
11. Replacement of the water filtration system located at SIMS.
12. Nearing completion of the Portlock Park Master Plan.

Public Safety and Emergency Response

13. Acquired new records management system for fire services (First Due). User training underway.
14. Initiated Fire Services Governance review expected completion in September 2023.
15. Community Evacuation Guides completed for all EA's.
16. Developed the CRD Electoral Areas Heat Event Response Plan 2023.
17. Completed Wildfire Exposure Maps for each EA.
18. Completed Wildfire resiliency Plans for each EA.
19. New Open Burning Bylaw in place as of February 2023.
20. 2023 is a record year for CRD FireSmart wildfire prevention activities in the EA's.
21. Roll-out of CRD Emergency Management software to EA Emergency Programs.
22. Successfully applied for numerous grants to support EA Emergency Programs and fire services.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

- Housing: An extreme shortage of rental and affordable housing is driving urgent need for the CRD to implement a rural housing program for the Electoral Areas.
- Economic development: support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Need for continued advocacy and rural designation within the Electoral Areas to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Support for effective and sustainable year-round tourism destination management practices.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- Strategic focus on the opportunities outlined in the 2023 SSI Economic Sustainability Engagement Report.
- Support for workforce housing is central to economic sustainability and needs continued CRD support of groups such as the SGI Community Resource Centre and the SGI Tourism Partnership.
- Transportation: Support and advance transportation solutions that will enable public transport, inter-island connection, and active transportation infrastructure.
- Water & Wastewater: prioritized capital project improvements to water and sewer systems in the electoral areas.
- Governance review to facilitate the transition of the Salt Spring Island Watershed Protection Alliance to the CRD.
- Governance: Increased administration and legislative services support for Salt Spring Island's newly elected LCC. It is expected that there will be a significant increase in the activity of the LCC with respect to the additional number of other services included in their oversight.
- Community Parks: Some CRD Community Parks are managed by volunteer commissions who deliver parks and recreation services on behalf of CRD. Through this volunteer model, the CRD is able to manage hundreds of community parks, trails, and shore accesses throughout Electoral Areas.

Increases in the complexity of parks' management and corporate governance standards may require more support for volunteer service delivery models to remain sustainable.

- SSI manages community parks, playing fields, trails, beach accesses, docks, boardwalks, bike and skateboard parks in addition to operating the Rainbow Recreation Centre and SIMS.
- Land planning and building inspection: changes to the Building Code and building activity cycles related to the economy can all affect the cost and volume of construction projects and, therefore, processing time for applications and permits. As a result, Building Inspection and JdF Community Planning sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- JdF Community Planning development application fee revenue exceeded budget expectations by 82% in 2022. Application numbers in 2023 began at a steady rate; however, since May they have decreased in comparison with 2021 and 2022. Application fee revenue at the end of Q2 was on track to meet the 2023 budget projection.
- Building permit revenue for 2021 and 2022 has rebounded from a COVID related drop in 2020. Previous building permit fee adjustments, to more realistically align with increased construction values, has helped to build a stronger budget for 2021 and beyond. Building permit revenue for the first half of 2023 has been equal to that of the first half of 2022.
- Requests for building permit and file information have been increasing steadily since 2018. This trend is expected to continue through 2023 and onwards.
- Public Safety & Emergency Response: changes to federal and/or provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g., introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits. Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, drought, heat wave, atmospheric rivers, and other operational incidents. Incident frequency impacts the capacity to address work plan and service plan priorities.
- There is an increased public expectation for governmental assistance and timely communications during emergency events, including services outside existing program mandates.
- Pending modernization of the BC's *Emergency Program Act* and regulations will require review of CRD resources and emergency plans required to ensure alignment with new legislation. The changes signaled by the province to date indicates this will exceed current program capacity.
- Shifting regulatory framework for fire services continues to evolve. This would prompt increased staff for operational support and a review of existing fire service delivery models and potential liabilities. This exceeds current capacity within the program.
- There is increased provincial regulatory standards for volunteer fire services that are consistent with career fire departments, compounding challenges in recruiting and retaining volunteers.
- The rigorous requirements of the regulations governing fire services requires a level of records management that is challenging for volunteer fire departments to achieve and maintain in order to comply with requirements. Evolving regulations and increased support needs of volunteer fire services to comply will require a review of Protective Services staff resourcing in 2023 and onwards.
- Increased First Nation capacity in emergency management with increased government-to-government coordination.

OPERATIONAL STATISTICS

All Electoral Areas

- The Building Inspection Department reviews and issues 700 to 900 building permits each year and completes more than 6,000 site inspections.

JDF

- JdF Community Parks oversees 27 community parks and over 8.6 km of community trails.
- JdF Community Recreation manages and maintains the community hall in Port Renfrew and provides financial assistance to 4 recreation programs for the benefit of local residents.
- JdF Community Planning receives, reviews and processes applications for variances, development permits, rezoning, subdivision, soil deposit and removal, changes to the agricultural land reserve and radio communication towers. In 2021 and 2022, 78 and 61 development applications were received respectively. To date, 31 applications have been received for 2023.

SGI

- The SGI Electoral Area has standing contracts with community liaisons on each island who support CRD service delivery, connect the communities with CRD, and support Electoral Area Admin planning for future needs (such as housing, connectivity, transportation).
- The SGI Electoral Area leases & maintains administrative offices on each of the main islands: Pender, Mayne, Saturna, and Galiano and liaisons hold office hours to respond to community inquiries.
- The SGI Harbours Service manages and operates 13 public dock facilities throughout the SGI EA.

SSI

- The SSI Electoral Area is responsible water and sewer infrastructure, active transportation and parks and recreation planning, capital project delivery and works, and engineering services.

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.

SERVICE BUDGET REFERENCES[1]

› Please see annual budget presentation

Administration

1. SSI ADMINISTRATION

Description

Responsible for the administration and management of the parks and recreation, transportation and transit, economic development, Fernwood and rotary dock; search and rescue, library, arts service, street lighting, stormwater quality and monitoring, and in collaboration with other CRD divisions, seven local water and sewer service areas, and liquid waste. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the Electoral Area Director through these various service Commissions and Committees; and newly elected LCC with delegated decision-making authority for 14 island-wide services.

What you can expect from us

- Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages
- Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste
- Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety)
- Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island's Trust, BC Ferries, BC Transit)
- Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit; construct and maintain bus stops/shelters
- Manage and operate dock facilities
- Develop and maintain community trails, beach accesses, active and passive parks, community recreation, Rainbow Recreation Centre, childcare centre, and SIMS
- Facility maintenance of the SSI Library

[1] Service budget(s) listed may fund other services.

- Support contribution services and use agreements for ArtSpring, SSI Library, and search and rescue services
- Manage stormwater quality and provide for a monitoring service

Staffing Complement

SSI Administration: **7 FTE (including Manager and Administrative Support)**

2. SGI ADMINISTRATION

Description

Responsible for the administration and management of service delivery in the SGI Electoral Area, including four SGI Parks and Recreation Services, Community Economic Sustainability Service, the SGI Harbours Service, Grants in Aid and the distribution of Community Works Funds, and various contribution services such as the SGI Library Commission and community health services on each island. Service delivery includes management of a number of volunteer commissions and committees that administer or advise on the implementation of services. The SGI division provides support to the Electoral Area Director and is responsible for high level community planning and connects with local communities through the CRD liaison program.

What you can expect from us

- Support SGI Electoral Area Director to advance strategic goals such as development and feasibility analysis of a rural housing program, integrated transportation planning, and relationship building with First Nations
- Provide community coordination and engagement through Liaison program
- Support community planning solutions and address service gaps including affordable housing, connectivity, water conservation, climate, transportation
- Provide information and resources to support community access to CRD service delivery
- Oversee CRD grant issuance through Community Works Funds and Grants in Aid
- Access external grant programs to support program and service delivery
- Implement economic sustainability and build economic diversification through partnerships with the SGI Community Resource Centre and other community groups that deliver grant support and community programs such as the Housing Now home matching program, and the SGI Food & Agriculture Plan
- Provide communication and advocacy to external agencies to share understanding of the unique governance structure and support the SGI EAs needs being met through inclusion in federal and provincial funding programs
- Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management as requested by other divisions
- Develop active and passive transportation initiatives through parks commissions and the planning and business case development of proposals for service establishment
- Manage and operate 13 public dock facilities throughout the SGI EA

- Manage local parks commissions to develop and maintain community trails, beach accesses, active and passive parks and community recreation
- Support contribution services and use agreements for Southern Gulf Island Library services, the Pender Island Health Centre, the Saturna Island Medical Clinic, and the Galiano Island Health Care Centre
- Support freshwater conservation through rain barrel rebate programs under the stormwater quality service, delivered by community partner Transition Salt Spring

Staffing Complement

SGI Administration: **1 FTE (Manager) + .8 FTE (via 4 part-time contract liaisons) + 0.10 FTE leadership support**

Planning

3. BUILDING INSPECTION

Description

Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.

What you can expect from us

- Provide information on the building permit process, BC Building Code requirements and approved construction practices
- Provide building permit and file information and respond to Freedom of Information requests
- Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances
- Provide between 6,000 and 8,000 building inspection services per year
- Review all building permit applications for compliance with all applicable regulations
- Manage property files and enforcement, as needed

Staffing Complement

Building Inspection: **10.2 FTE (including 1 Manager and Administrative Support)**

4. JDF COMMUNITY PLANNING

Description

Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.

What you can expect from us

- Review, evaluate and process approx. 50-80 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications
- Review all building permit applications for compliance with land use regulations
- Provide land use information in response to inquiries from the public, developers, realtors, and consultants
- Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation
- Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection
- Liaise with provincial agencies to address community concerns outside local government jurisdiction
- Provide administrative and technical support to the JdF Land Use Committee, Board of Variance and advisory planning commissions

Staffing Complement

Division: **3.7 FTE (including 1 Manager)**

Community Parks & Recreation

5. JDF COMMUNITY PARKS & RECREATION

Description

The JdF Community Parks service acquires, develops and maintains community parks and trails. The JdF Community Recreation service provides oversight of the operations and maintenance needs of the Port Renfrew Community Centre and provides financial support for community-based recreational programming to local residents.

What you can expect from us

Inspection, maintenance and repair of:

- 8.6 km of trails
- 27 park facilities
- Two baseball fields and two tennis/pickleball courts
- Two playgrounds

Administration of:

- Four stewardship partnerships and 65 volunteers
- Four recreation program contracts and events
- Port Renfrew Community Centre
- JdF Parks and Recreation Advisory Commission
- JdF Recreation Programs
- Port Renfrew Community Centre

Staffing Complement

Division: **0.6 FTE (Manager) + 2 Seasonal Parks Workers**

6. SSI COMMUNITY PARKS & RECREATION

Description

The SSI Parks and Recreation PARC is responsible for acquiring and maintaining community parks, trails water access points, facilities and provides recreation programs and services to the communities of SSI.

What you can expect from us

Inspection, maintenance and repair of:

- Trails and roadside pathways
- Over 50 park facilities ranging from 0.6 ha to 40 ha.
- Three baseball fields and five tennis/pickleball courts
- Three playgrounds
- Two boardwalks
- Two marine docks
- Two indoor recreation facilities

Administration of:

- Rainbow Recreation Centre
- Salt Spring Island Multi Space
- Over 30 recreation program contracts
- SSI Recreation Programs and special events
- Licensed preschool and daycare facilities
- Volunteers

Staffing Complement

Division: **5.0 FTE + 8 Regular Part-Time + 20-30 auxiliary staff**

6. SGI COMMUNITY PARKS & RECREATION

Description

The SGI Administration oversees management of over 100 community parks across four main islands. Each island has a volunteer parks and recreation commission to carry out deliver parks and recreation services on behalf of the CRD Board. The duties of the Commission include both the administration of the service, as well as its operation. Functionally, the Commission can use its operating budget to contract support. This typically includes hiring a recording secretary/minute taker, a bookkeeper, and a maintenance contractor. However, in some cases, these functions are carried out by the volunteers

themselves. Commissions report to the CRD Board through the CRD Director who sits on the Commission, as well in most cases, through the Electoral Areas Committee.

Safety & Emergency Management

STAFFING COMPLEMENT

Protective Services Division: **1 FTE + leadership support**

6. ELECTORAL AREAS EMERGENCY COORDINATION

Description

Oversight and administration of the Electoral Areas Emergency Programs.

What you can expect from us

- Oversee and coordinate emergency planning and response by the Electoral Area Emergency Programs

7. ELECTORAL AREAS SEARCH-AND-RESCUE (SAR) SUPPORT

Description

Support of community-based volunteer SAR teams to meet the needs of the local community.

What you can expect from us

- Program oversight for the JdF SAR service
- Financial support to the SSI SAR Society to cover overhead (non-operational) costs

8. ELECTORAL AREAS FIRE SERVICES

Description

Support to fire commissions with delegated authority and oversight of fire society contracts.

What you can expect from us

- Oversight and support of Fire and Rescue Commissions, societies, and operational leadership

9.BYLAW SERVICES AND ANIMAL CARE SERVICES

Description

Operational management of bylaw enforcement and animal control.

What you can expect from us

- Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests

Staffing Complement

Protective Services Division: **9.5 FTE (including staff contracted out to partner municipalities)**

Drinking Water

10. WATER SYSTEMS OPERATIONS & MAINTENANCE

Description

Wholesale water supply and distribution to the small water systems in the Electoral Areas.

What you can expect from us

The following key service areas support the small water systems in the electoral areas

- Water systems operations and maintenance
- Emergency response/system failure
- Infrastructure Planning
- Capital Project Delivery & Works
- Engineering Services

For more detail, please refer to the Water Community Need Summary

Staffing Complement

Integrated Water Services: **5.9 FTE (plus additional leadership, operational, and administrative support)**

Wastewater

11. WASTEWATER SYSTEMS OPERATIONS & MAINTENANCE

Description

Wastewater treatment collection and transmission system operation and monitoring for the small wastewater systems in the Electoral Areas. System and facility maintenance, consumables management and preventative maintenance.

What you can expect from us

- Wastewater treatment
- System operation, monitoring and maintenance
- Consumables management

Staffing Complement

Integrated Water Services: **4.9 FTE (plus additional leadership, operational, and administrative support)**

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	
16a-1 Explore options for an electoral area specific Climate Action service	Planned for 2026	-	-
16a-2 Explore opportunities to extend environmental protection programs and tools to the electoral areas	Ongoing	-	-
16a-3 Develop a joint approach for water conservation education and resource management in the electoral areas	Ongoing	-	-
16a-4 Evaluate Juan de Fuca's rural water resources for development	2024	$100K CWF grant	
16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	Ongoing	-	-
▸ **NEW IBC** 16b-1.1 SSI Parks & Recreation SSI Multi-Space Staffing	2024-ongoing	~~$43K~~ 38K[2] Requisition	0.6 New Ongoing[2] ~~1.1 New Ongoing~~
16b-2 Develop and/or update community parks management plans, as needed	Ongoing	-	-
16b-3 Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	Planned for 2026	-	-

[2] Per CRD Board direction on October 25, 2023

Initiative	Implementation year(s)	Impacts in 2024	
16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible	2023	-	-
16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	2023-ongoing	-	-
16c-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	Ongoing	-	-
16d-1 Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities	Ongoing	-	-
▸ **INTER-RELATED** *see 5a-2.1 Housing Opportunity Innovation and Outcomes Analysis in Housing & Health Community Need Summary*	2024-ongoing	See Housing & Health Community need for impacts	
16e-3 Continue to review committees and commissions to find efficiencies and improve consistency	Ongoing	-	-
16e-4 Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	2023-2024	-	-
▸ **INTER-RELATED** *see 12b-4.1 Meeting Management Improvements in Open Government Community Need Summary*	2023-2025	$40K requisition	-
16f-1 Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	2023	-	-
16f-2 Digitize historical building permits, property files and other building records	2024		
▸ **NEW IBC** 16f-2.1 Digitizing Building Permits and Historical Records	2024	$75K Reserve	-

Initiative	Implementation year(s)	Impacts	in 2024
16f-3 Continue to review Official Community Plans in Juan de Fuca Electoral Area	Ongoing	-	-
16f-4 Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	2023-2024	-	-
16g-1 Continue to implement wildfire resiliency activities	Ongoing	-	-
16g-2 Enhance public notification processes for emergencies	2024	-	-
16g-3 Review and modernize fire and emergency management programs	2024-2025	-	-
▸ **INTER-RELATED** *see 9a-2.2 Fire Services Coordination & Support in Safety & Emergency Management Community Need Summary*	2024-ongoing	$251K requisition, transfers	1.5 New Ongoing
16h-1 Develop and implement an Active Transportation Plan for the Ganges Village	2024	-	-
16h-2 Advocate for transit service improvements, including seamless connections with ferry services	Ongoing	-	-
16h-3 Support rural transportation opportunities	2024-2026	-	-
16h-4 Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering	Ongoing	-	-

Initiative	Implementation year(s)	Impacts in 2024	
16i-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community	Ongoing	-	-
16i-2 Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	2023	-	-
▸ **INTER-RELATED** *see 15a-1 SSI Local Community Commission in 2023 Electoral Areas Community Need Summary*	Implementation deferred to 2024*	See 2023 Electoral Areas Community Need Summary for impacts	

** Subject to approval*

06 Performance

GOALS 16A-16I

Targets & Benchmarks

- N/A

Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Building permits in all three electoral areas	Quantity	849	750	750	↗
2	Development application levels in the JdF Electoral Area	Quantity	61	75[2]	50	↗
3	Application of BC Energy Step Code for new construction	Quantity	-	45	N/A	↗
4	Electoral Area Fire Departments meeting new structural fire fighter training standards (comes into effect March 2024)	Quality	N/A	N/A	6	↗
5	Meeting Management Improvements	Quantity	0	22	22	→
6	Broadband connectivity – attracting Internet Service Provider (ISP) investment to SGI	Quality	Future metric			↗

[1] Total number of permits issued annually; data from CRD Tempest application database
[2] Total number of development applications received annually; data from CRD Tempest application database
[3] Number of building permits affected by Energy Step Code provisions; estimates only
[4] Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports
[5] Number of SSI Local Community Commission meetings; data from SSI Administration division
[6] Improvements in transport/last mile ongoing: GAIA (Galiano), Starlink (all), Rogers/Shaw (Pender/Mayne), CityWest-Connected Coast (Saturna, Galiano, Pender)

Discussion

Metric 1: This is an indicator of construction level. This volume of permits results in 6,000 to 8,000 inspections per year.

Metric 2: This is an indicator of development activity. Estimated volume is provided as a benchmark. A steady trend provides greater certainty for staffing levels and budgeting.

Metric 3: This an indicator of permits affected therefore a target is not appropriate. Energy Step Code provisions have been made mandatory in the BC Building Code as of May 1, 2023. Step Code requirements are primarily applicable to new residential construction and limited amounts of new commercial projects. Numbers are estimates only. Optional Building Code restrictions on greenhouse gas emissions from new buildings will become mandatory in the electoral areas in 2024.

Metric 4: All fire services in BC are required to begin training by March 2024 to meet the new structural fire fighter training standards for their declared service levels as established by the OFC. This new standard places an increased requirement for fire fighter training and operations in alignment with WSBC regulations.

Metric 5: This is highlighted as a future metric; improvements for the functionality in meeting management software and broadcasting of LCC meetings to improve electronic meeting participation and engagement.

Metric 6: This is highlighted as a future metric. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

2024 Financial Plan Presentation & Report to the Board

2024 – 2028 Financial Plan

Capital Regional District

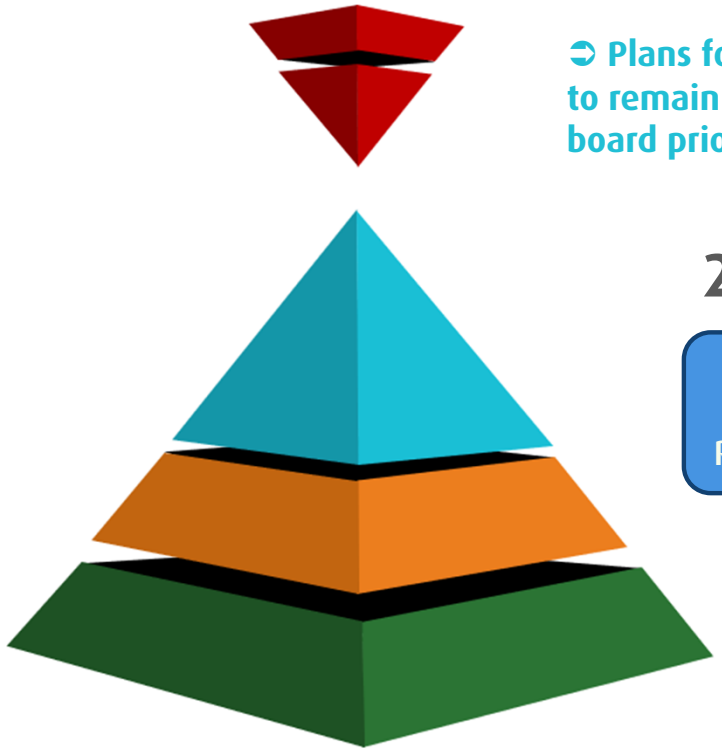
Wednesday March 13, 2024

2024 Planning Parameters

Direction for the service planning process and the 2024 provisional budget was set through:

2023-2026 Board Priorities (est. March 2023) subsequently the 2023-2026 CRD Corporate Plan was developed and approved

The Finance Committee & CRD Board through the Financial Guidelines report (May 2023) – constrained budget to 3.5% in 2024 in consideration of existing/ongoing obligations



➲ **Plans for 2024 are focused on absorbing cost pressures to remain within inflationary targets while prioritizing board priorities and core service delivery**

2024 PROVISIONAL BUDGET

Operating | $362M
Capital | $235M
Requisition | 4.3%

Consolidated Requisition | 3.4%
Cost/HH | 3.4%

Agenda & Executive Summary

1. Consolidated Budget Summary
2. Regional Context
3. Planning Process & Timeline
4. Changes since Provisional Approval
5. Impacts to Participants
6. Financial Health Indicators

Managing Capital Investments

capital investment is 4.7x depreciation while 7.6% 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

Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

2024 Consolidated Budgets

OPERATING

Capital Regional District
$368M

Capital Regional Hospital District
$34M

Capital Region Housing Corporation
$29M

Total
$431M

CAPITAL

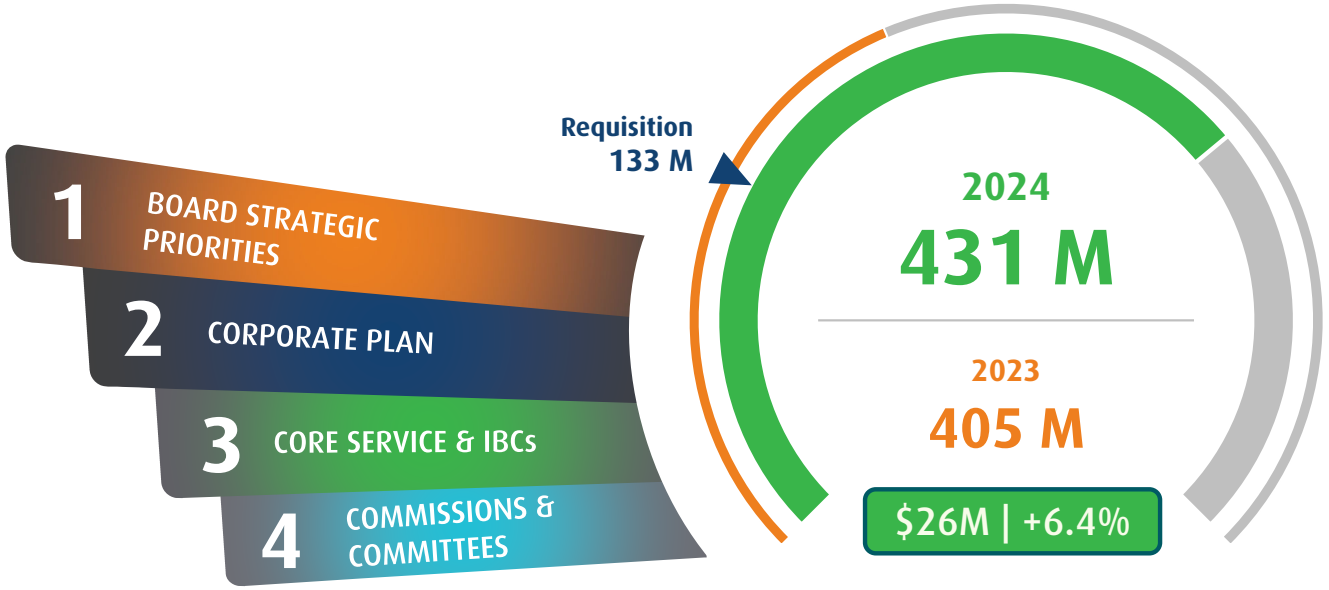
Capital Regional District
$261M

Capital Regional Hospital District
$26M

Capital Region Housing Corporation
$59M

Total
$346M

Consolidated Operating Budgets



REQUISITION FUNDING (including municipal debt)

$107M | +7.3%	+	$26M | 0.0%	→	$133M | +5.8%
CRD		CRHD		TOTAL

Regional Context

External Factors & Growth Indicators

2.1B
2023 BUILDING PERMITS IN REGION

REGIONAL HOUSING STARTS
4992 UNITS

+24%
REGIONAL POPULATION GROWTH SINCE 2011
ANNUAL INCREASE OF 3.3% IN 2023

$1.2M
SINGLE FAMILY DWELLING
GREATER VICTORIA AS OF JANUARY 2024

3.4%
GREATER VICTORIA CPI
LAST 12 MONTHS AS OF JANUARY 2024

4.5%
UNEMPLOYMENT RATE
AS OF JANUARY 2024

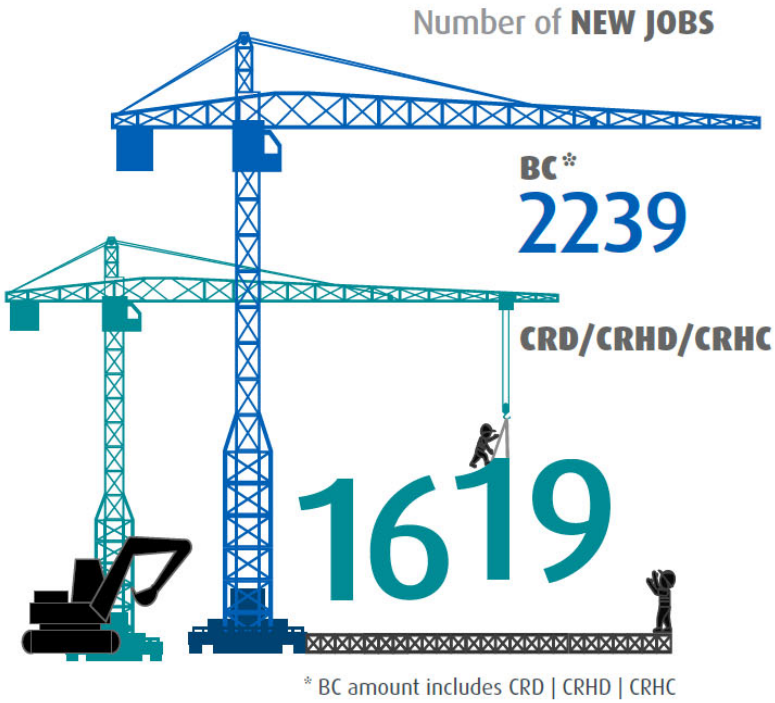
SINCE 2017 ...

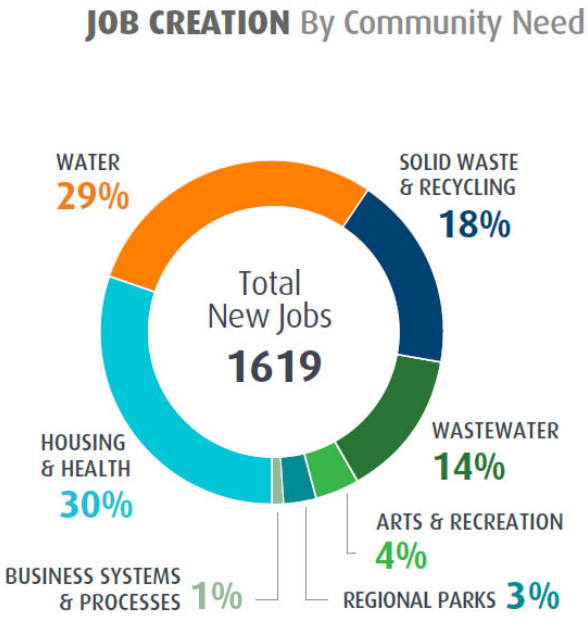
47%
INCREASE IN PARKS VISITORS

12%
INCREASE IN WATER DEMAND

24%
INCREASE IN REFUSE

Economic Impact of Capital Investment



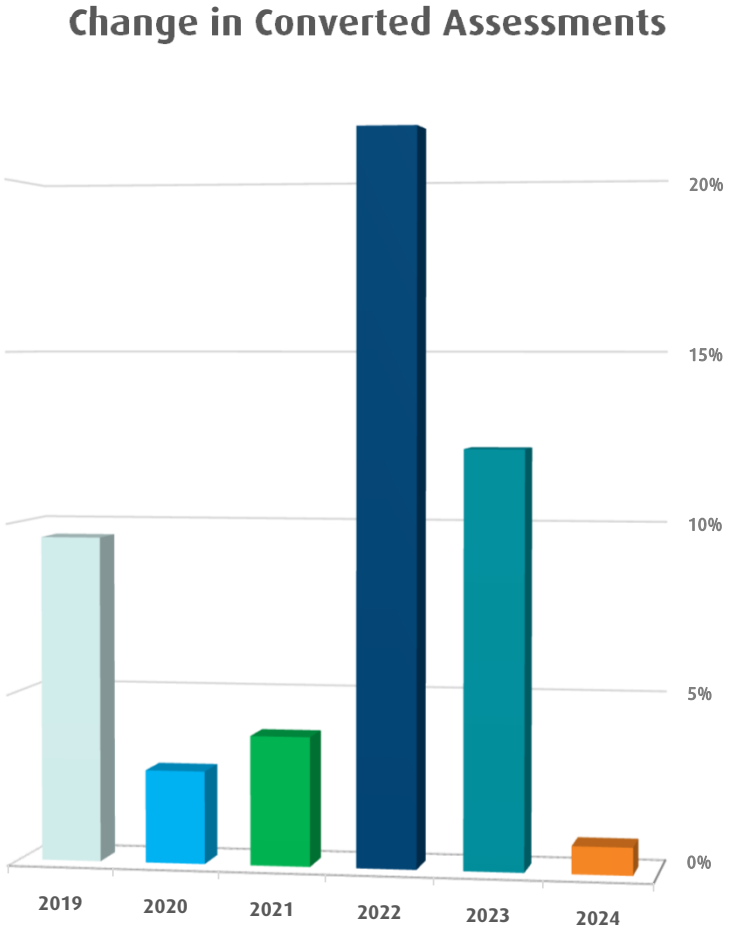


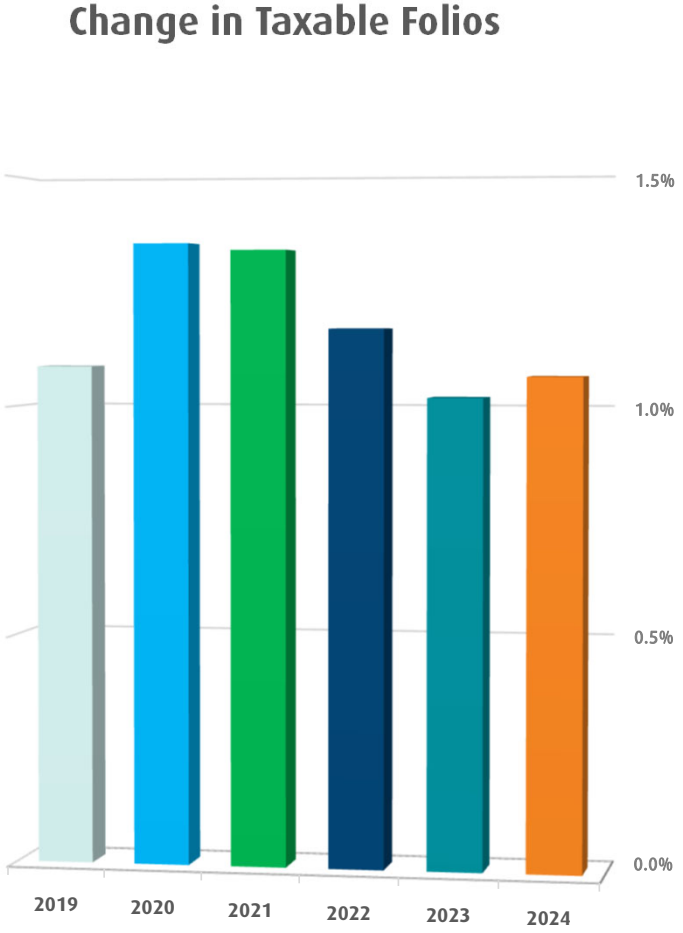
The consolidated capital plan's combined investment of $347M, generates an estimated 1,619 new jobs in the region through the flow of goods and services among various industries.

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).

Assessment Impacts





Planning Process & Timeline

2024 Planning Guidelines

Economic Conditions

Drivers and assumptions for the basis of the financial plan

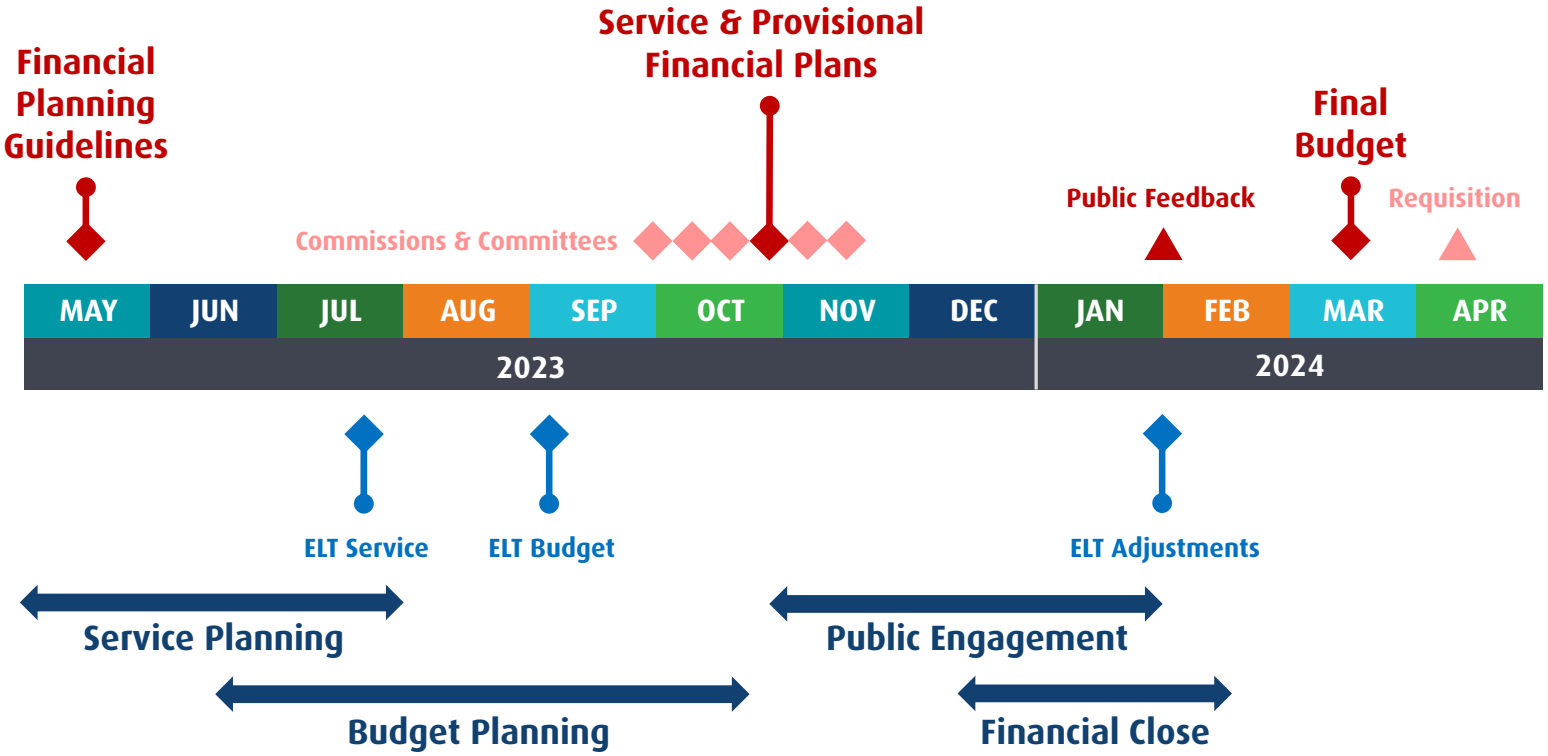
Service Delivery

The Corporate Plan aligns services plans to outcomes

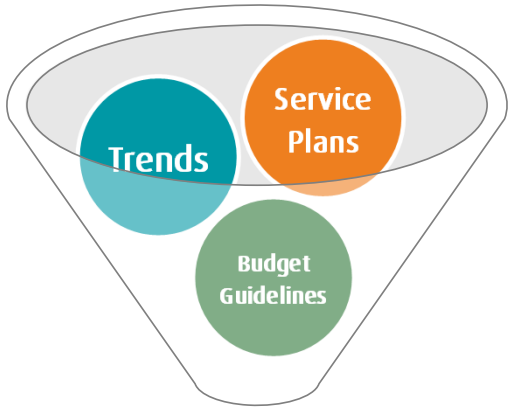
Financial Management Strategies

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

2024 Planning Timeline



Annual Planning Process



2024 Final Budget

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

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

Budget Guidelines
Annual Board approval of the Financial Management Strategies and Guidelines

Review Process
- Board approved Financial Planning Guidelines (Spring 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)

Changes since Provisional Approval

Comparison of Budgets

2024 PROVISIONAL

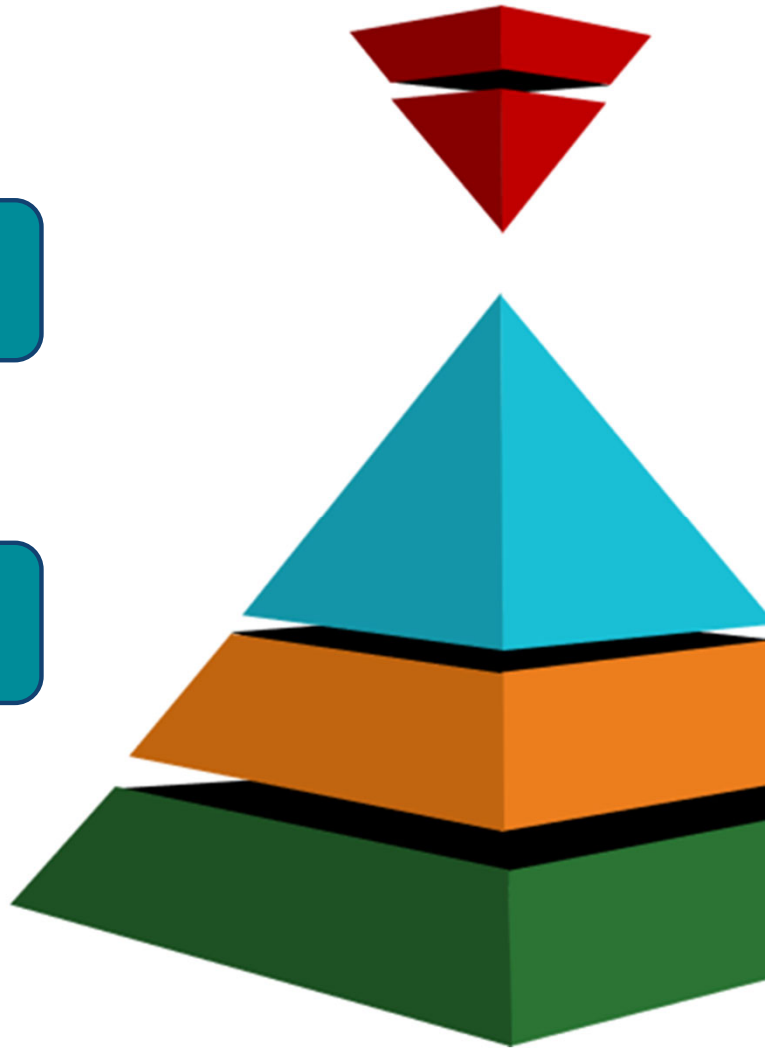
Operating | $362M
Capital | $235M
Requisition | 4.3%

Consolidated
Requisition | 3.4%
Cost/HH | 3.4%

2024 FINAL

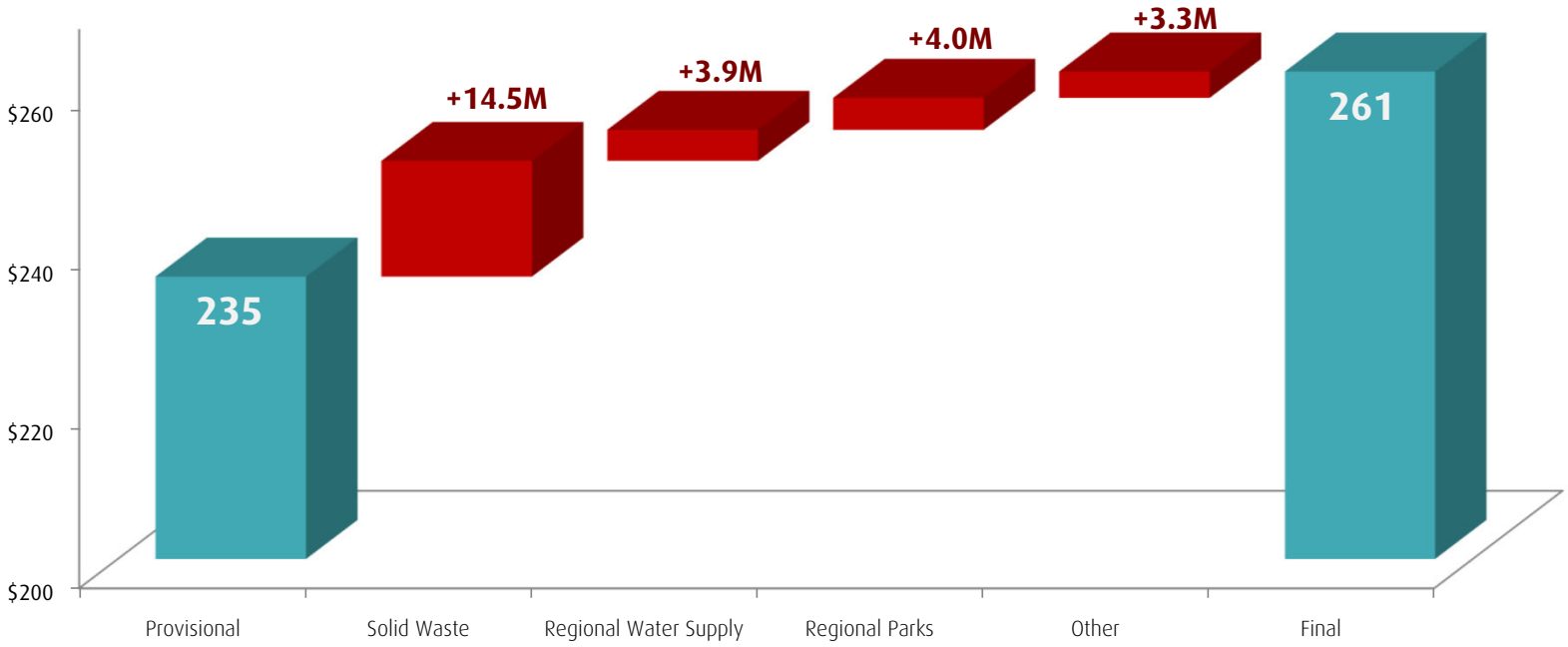
Operating | $368M
Capital | $261M
Requisition | 7.3%

Consolidated
Requisition | 5.8%
Cost/HH | 3.8%



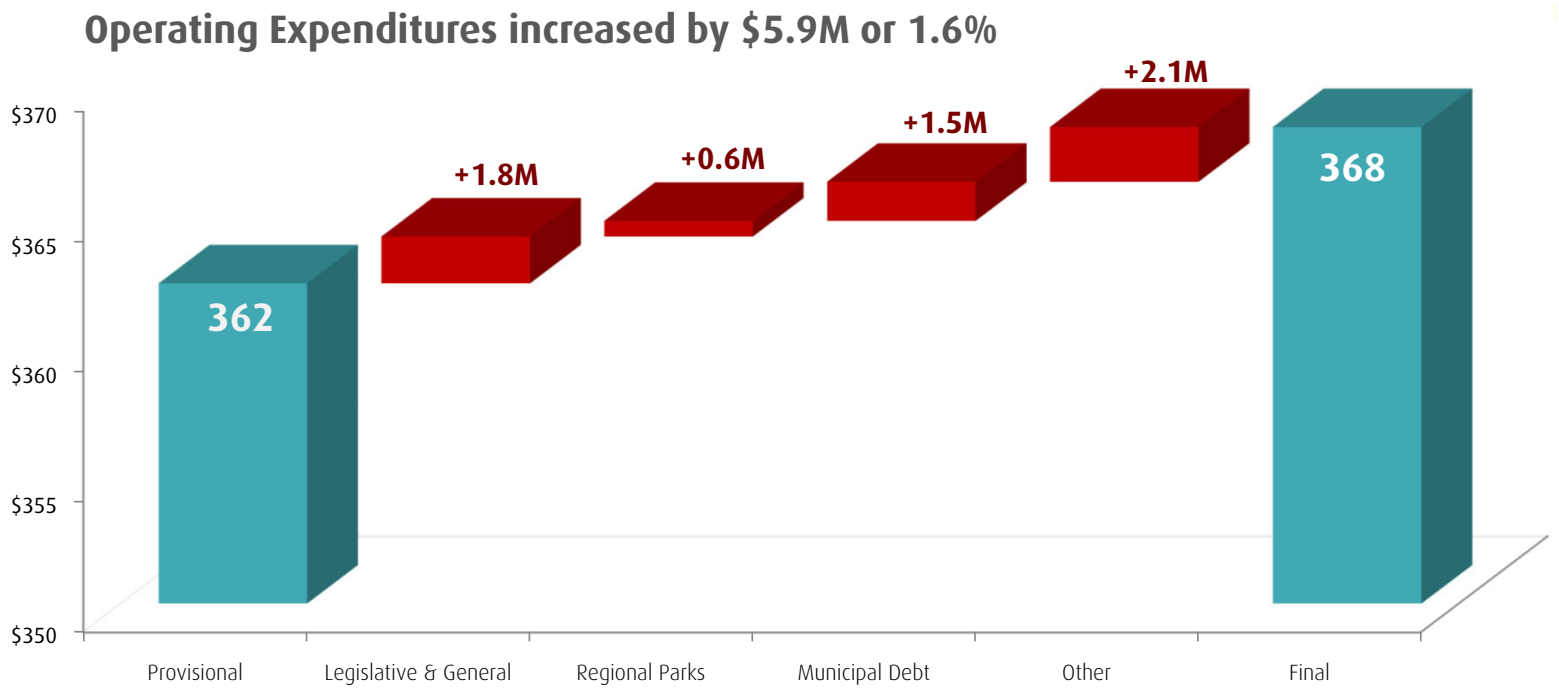
Capital Investment changes

Capital Investment increased by $25.7M or 10.9%



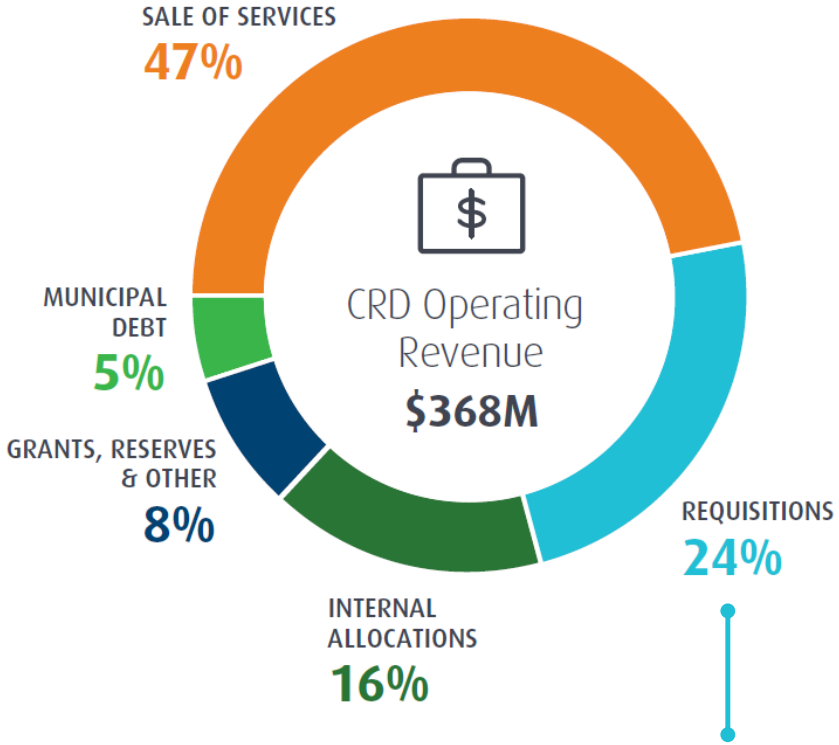
Solid Waste Disposal	Carryforward of various projects: $6.2M Cell 4 liner, $5.6M Landfill Gas Utilization, $1.7M gas flares and blowers, $0.5M aggregate production, and $0.5m for relocation of the contractor workshop.
Regional Water Supply	Carryforward of various projects: $1.0M UV system replacement, $0.9M Field Operations Centre, and $0.5M GVWS wildfire modelling. Increased cost estimate of $1.0M for the Cecelia Meter replacement project.
Regional Parks	Carryforward of $1.4M for the Mayne Island Regional Trail. Accelerating $1.0M on the Selkirk trestle and section 1 of the trestle renewal project. Deferrals of $1.1M vehicle replacements, and $0.3M replacement of Matheson Creek bridge.
Other	Carryforward of $1.1M pipe replacement in JDFWD, Accelerating $0.9M SAP/S4 system migration, $0.7M new acquisition for land within Land Banking and Housing, increased cost $0.8M Field Operations Centre.

Operating Budget changes



Legislative & General	$1.5M carryforward on corporate initiatives: Electronic Data Records Management System (EDRMS), Enterprise Project Document Management System (EPDMS), Enterprise Asset Management (EAM), First Nations Initiatives and feasibility studies. $0.2M boardroom improvements, actuarial support for insurance and phase 2 of employee engagement survey.
Regional Parks	One-time and ongoing costs for acquiring and operating the Royal Oak Golf Course property.
Municipal Debt	Net change in municipal debt across all municipalities since Provisional approval. Includes new debt issues and refinancing on existing debt.
Other	+$0.4M in refinancing and borrowing costs across various services, +$0.3M for the Alliance to End Homelessness and Aboriginal Coalition to End Homelessness, +$0.3M for Climate Action and Adaption, +$0.3M Fire Protection in the Electoral Areas, +$0.2M odour sampling & monitoring.

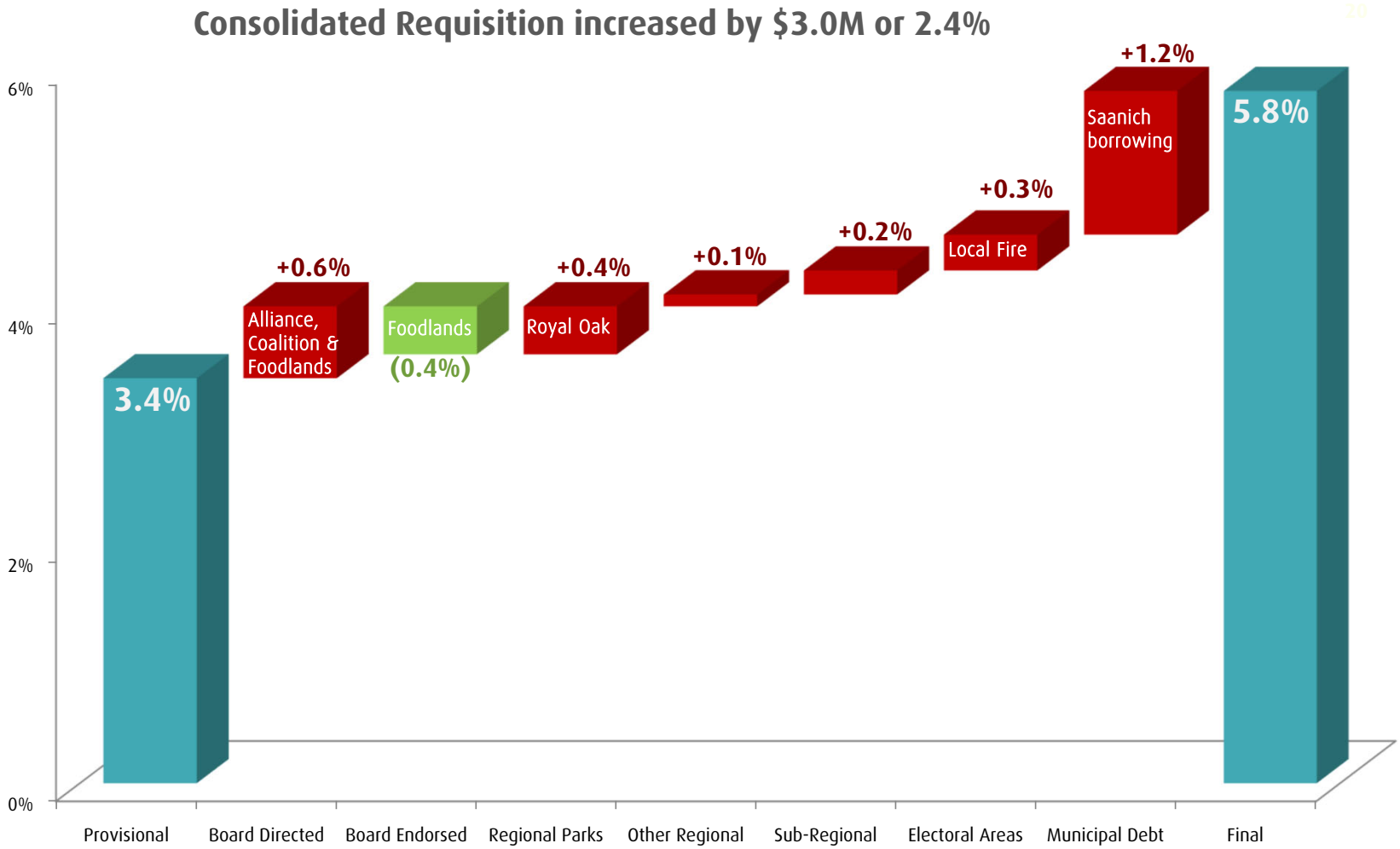
Operating Budget funding



Sale of Services	172.6
Requisitions	88.5
Internal Allocations	57.7
Grants, Reserves & Other	31.3
Municipal Debt	18.1
Total	$368M

2024 Final Budget	2024 Preliminary	Δ $	Δ %	2023 Budget
$88.5M	$87.0M	$1.5M	1.7%	$82.1M

Requisition Funding changes



Impacts to Participants

Impact of Assessment & Folios

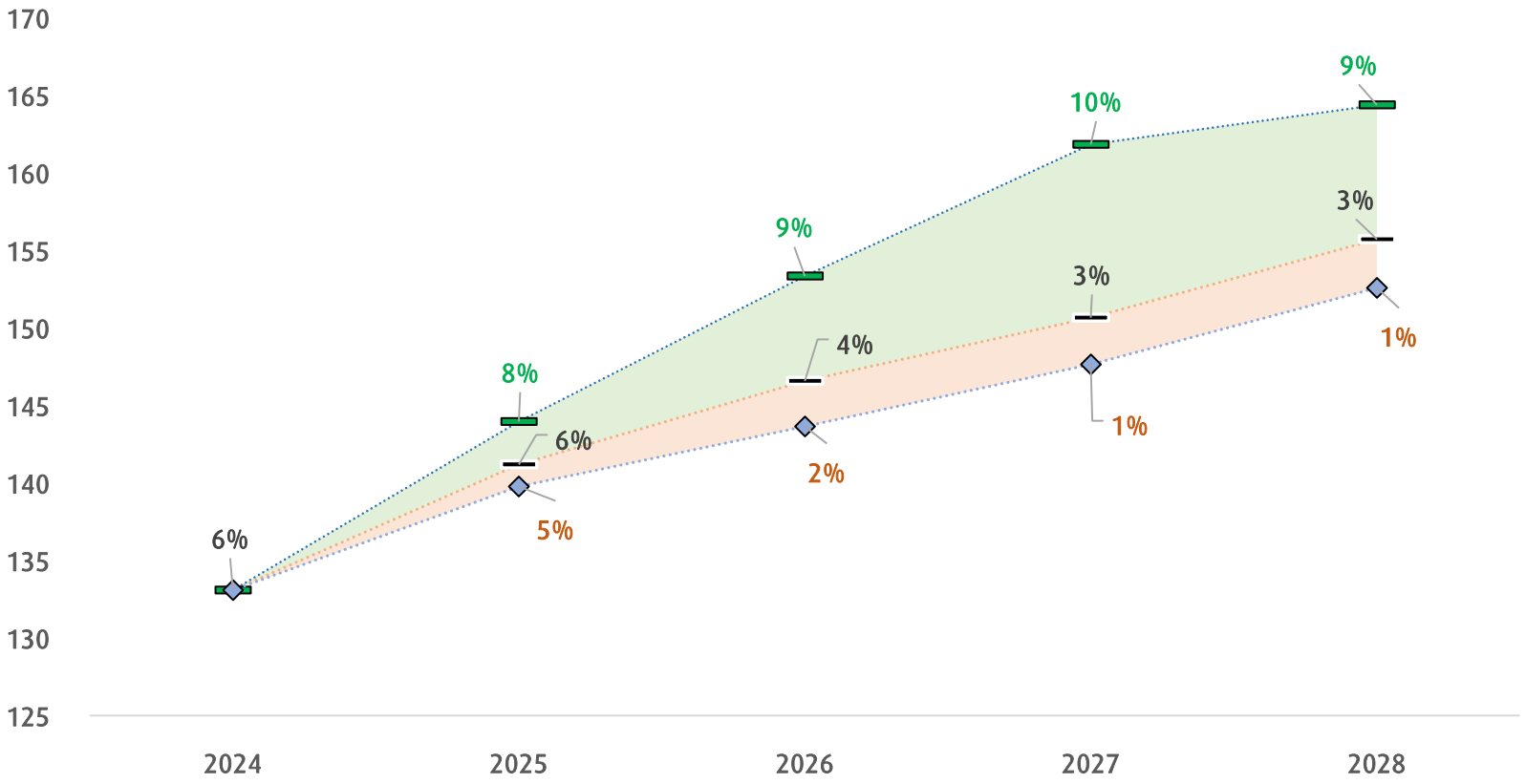
Impact of Assessment & Folios

Requisition by Participant

	A	+	B	=	C	→	D	→	E	→	F
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD Final		CRD & Municipal Debt		CRD, CRHD & Municipal Debt		Cost per HH CRD & CRHD & Muni Debt
Central Saanich	0.5%		5.5%		6.0%		5.4%		4.7%		2.5%
Colwood	1.3%		4.4%		5.7%		1.8%		1.7%		(0.5%)
Esquimalt	0.4%		3.8%		4.2%		(0.1%)		0.1%		(3.0%)
Highlands	(3.2%)		8.8%		5.6%		2.1%		0.4%		(0.9%)
Langford	0.9%		13.3%		14.2%		14.2%		11.6%		6.4%
Metchosin	1.4%		8.5%		9.9%		9.9%		6.3%		6.0%
North Saanich	0.1%		6.3%		6.4%		5.6%		4.5%		3.4%
Oak Bay	(1.2%)		3.3%		2.1%		(4.3%)		(3.7%)		(3.9%)
Saanich	(1.1%)		8.3%		7.2%		11.7%		8.1%		7.2%
Sidney	0.6%		6.1%		6.7%		5.6%		4.7%		2.1%
Sooke	0.8%		4.6%		5.4%		4.8%		3.8%		3.1%
Victoria	0.7%		7.7%		8.4%		6.9%		5.3%		3.0%
View Royal	(0.1%)		8.5%		8.4%		7.7%		5.8%		5.6%
Juan de Fuca*	0.1%		8.0%		8.1%		8.1%		6.6%		4.2%
Salt Spring Island*	(1.0%)		9.3%		8.3%		8.3%		6.8%		6.2%
Southern Gulf Islands*	(0.3%)		6.1%		5.8%		5.8%		4.7%		4.6%
Total	-		7.8%		7.8%		7.3%		5.8%		3.8%

* Excludes Local Defined Areas

5-Year Consolidated Requisition Forecast



Future requisition forecasts consider various factors such as inflation, demographic shifts, population growth, and macro-economic conditions. These forecasts are based on current regional population trends and are updated to reflect emerging federal and provincial policies.

Inflation is expected to continue its moderation in 2024 and subsequently decrease, influenced by adjustments in Bank of Canada monetary policy and associated factors. Persistent economic challenges, including unemployment rates, logistics & supply chain, cost of goods including shelter, utilities, and consumables have implications on service delivery.

Financial Health Indicators

Financial Health Indicators

Investing for the Future

Measure: the amount of capital invested in infrastructure for every dollar that assets depreciate each year.

Result: in 2024, the investment in capital will be $261M* vs $56M in amortization. This yields a 4.7x multiplier.

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

Saving for a Rainy Day

Measure: reserves provide sources of funding for uncontrollable factors and allow the CRD to set aside funds for future capital requirements.

Result: in 2024, reserve contributions will total $25M vs a $368M* operating budget. The result is 6.9%.

* excludes municipal debt servicing costs, otherwise operating budget = $368.2M with 6.9% contribution rate

Financial Health Indicators

Debt Affordability

Measure: the amount of revenue committed to debt repayment for existing and new capital.

Result: in 2024, debt servicing costs will account for $22M* out of the total revenue of $286M**. This equates to 7.6%.

* excludes municipal borrowing
** excludes municipal debt (18.1M), internal allocations (57.7M), and surplus carryforward (6.5M).

Debt Management

Measure: the amount of capital investment that will be funded by debt (instead of operating or reserves).

Result: in 2024, debt will fund approximately 32.3% of total capital investment of $261M.

Financial Plan Summary

Managing Capital Investments

capital investment is 4.7x depreciation while 7.6% 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

Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

Thank you

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Capital Regional District

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Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 13, 2024

SUBJECT **Bylaw No. 4603: 2024 to 2028 Financial Plan Bylaw, 2024**

ISSUE SUMMARY

This report summarizes updates to the 2024 budget since provisional approval and presents Bylaw No. 4603: 2024 to 2028 Financial Plan to the Capital Regional District (CRD) Board.

BACKGROUND

Section 374 of the *Local Government Act* requires that the CRD develop and approve a five-year Financial Plan by March 31 each year. On October 25, 2023, the CRD Board approved the 2024 Service Plans, the 2024 Staff Establishment Chart (SEC) and the Provisional 2024 to 2028 Financial Plan. A provisional approval of the financial plan is required by the organization to advance annual fees and charges bylaws, obtain amended expenditure authority from January through April, ensure initiation of capital projects in the new year and provides continued operating continuity through final approval. Additionally, prior to advancing the Financial Plan bylaw, plans are updated based on year-end results, payments in lieu of taxes (PILT), revised assessment information for cost sharing and include committee or commission directed changes.

Through their respective Boards, the Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) have separate provisional and final budget requirements. As detailed in the *Hospital District Act*, a CRHD final 10-year capital and provisional operating plan is required before the end of the calendar year while the final operating budget must be approved by March 31. For CRHC, the final annual financial plan must be approved before the end of the calendar year as required by BC Housing.

CRD Financial Plan revenues are derived from fees and charges, service and operating agreements, grants and taxes. Expenditures are determined through a variety of processes, many of which the CRD Board controls directly. Other processes include delegated authority or those recommended by commissions. All budget recommendations are incorporated into service plans, operating plans and capital expenditure plans for final approval by the Board.

The CRD Financial Plan consists of more than 200 budgets funding the delivery of regional, sub-regional and local services to over 452,000 residents, businesses and visitors throughout the region. Various trends and variables impact the Financial Plan, including, but not limited to, economic conditions, population growth, demographics, climate change and regulatory or legislative amendments. The Financial Plan aims to balance these factors in alignment with the Board approved service and financial planning guidelines, the strategic priorities and the corporate plan.

Planning and Approval Process

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

The service planning cycle is designed to ensure alignment and implementation of Board and corporate 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.

Regional Trends and Observations

The Canadian economy faced stagnation in the second quarter of 2023, with early indications pointing towards a flat gross domestic product for July and a contraction in August. This slowdown is attributed to muted economic demand and a reduced pace of inflation. Despite these challenges, the Bank of Canada opted to maintain the overnight policy rate steady at 5.00% in December 2023[1].

The rate through report publishing remains at 5.00%, up from the pandemic low of 0.25%. This decision reflects the bank's efforts to address inflationary pressures and economic overheating. Professional economists cite a range of predicted initial interest rate cuts in Canada from as early as April to as late as September.

Regional population growth has consistently exceeded provincial rates. In 2023, seven municipalities in the CRD exceeded the provincial average municipal population growth rate of 3.0%[2]. Since 2011, cumulative growth surpassed 24% with rates accelerating through 2023. Population growth was 3.3% in 2023, exceeding the previous high since 2011 of 2.4% in 2022.

The average annual inflation for the Greater Victoria region was 3.4% in January 2024, 3.6% nationally, 3.7% provincially and 4.0% for Vancouver[3]. The Greater Victoria unemployment rate climbed to 4.5% but remained below the provincial, national and Vancouver rates of 5.4%, 5.7% and 5.8% respectively[4].

In January 2024, the benchmark home price in the region was reported at $1,244,000, a 1.6% increase from the previous January's measure of $1,224,000[5]. Active listings have surged to 2,140 in January 2024, marking a significant 23.1% increase compared to the 1,739 active listings recorded in January 2023. With continued population growth, pressure on housing affordability in the region is expected to persist.

Following a mid-year slowdown in the value of construction permits, the latter half of 2023 returned to historic highs. Although the total number of permits issued for the year decreased by (21%) to 3,101, there was a smaller (6%) decline in permit values. This trend suggests a market transition

[1] Bank of Canada Policy Interest Rate at: https://www.bankofcanada.ca/core-functions/monetary-policy/key-interest-rate/
[2] BC Population Estimates at: https://www2.gov.bc.ca/gov/content/data/statistics/people-population community/population/population-estimates
[3] BC Stats CPI report at: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf
[4] Table 14-10-0380-01 Labour force characteristics, three-month moving average, seasonally adjusted: Labour force characteristics, three-month moving average, seasonally adjusted (statcan.gc.ca)
[5] Victoria Real Estate Board at: stats_release_2024_01.pdf (vreb.org)

towards fewer high-value projects. Permits in 2023 totaled $2.1 billion[6]. Regional housing starts increased by 4% to 4,992 for the calendar year 2023 compared to 2022[7]. However, as housing starts typically lag behind building permit issuance, this uptick may be temporary, suggesting a potential slowdown in 2024.

With population growth accelerating through 2023, population is expected to continue to be a significant economic driver locally, pushing demand for housing, jobs and CRD services higher into 2024.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4603, "2024 to 2028 Financial Plan Bylaw, 2024", be introduced and read a first, second and third time; and
2. That Bylaw No. 4603 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That staff amend Bylaw No. 4603, "2024 to 2028 Financial Plan Bylaw, 2024 as directed.

IMPLICATIONS

Governance Implications

Public Consultation

Section 375 of the *Local Government Act* requires consultation on the financial plan before adoption. In support of the diverse services and governance structures at the CRD, the engagement process employs a variety of means to solicit feedback from regional, sub-regional and local rate payers.

Many CRD services are governed through commissions or committees which are composed of elected officials, and in many cases, volunteer local rate payers. With commissions and committees providing oversight and direction to services through public meetings, input is received leading up to the preparation of budgets through the annual planning process.

To supplement these processes, the CRD also makes budget materials publicly available on the website and has recently implemented a new digital engagement platform to capture feedback. Timing of input follows provisional budget through final budget review.

In addition, and new for 2024, residents were invited to an online public information session to learn how the Regional District develops budgets, makes decisions and delivers services. The presentation included an overview of the 2024 provisional budgeted taxes, rates and consolidated budget figures as well as key capital projects planned.

[6] CRD Regional Planning Population Data
[7] CMHC Monthly Housing Starts Data Tables 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

Public feedback on the 2024 to 2028 Five-Year Financial Plan Bylaw was concluded on February 28 and then shared through the Board correspondence portal. Feedback is considered and incorporated in alignment with corporate and strategic planning for Board approval and integrated into service planning where applicable.

Appendix K provides a summary of consultation activities and feedback received to date regarding the final budget.

Legislative Implications

Financial Plan Bylaw

The Financial Plan bylaw includes operating and capital expenditures, reserve transfers and revenue requirements from 2024 to 2028. Bylaw No. 4603, cited as "2024 to 2028 Financial Plan Bylaw, 2024", including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix L.

As in previous years, final BC Assessment data up to March 31 will be incorporated into the plan. The adjustments are typically not material changes.

As approved by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Areas Committee (EAC), including the review of budgets of local service commissions. The EAC will review and recommend approval of all electoral area-only budgets on March 13, 2024. Appendix O includes the report and appendices for reference.

Although the financial plan bylaw covers a five-year period, the annual service and financial planning process enables regular amendments. While staff are guided by the Board approved Corporate Plan, there are annual intervention points including the initiative progress reporting, Board check-in on priorities and the Service and Financial Planning Guidelines. The processes includes annual approvals of Service Plans and the five-year financial plan bylaw, effectively creating a rolling budget.

Economic Implications

Assessment and Growth

The majority of CRD services are cost apportioned on assessments where property values and folios are primary factors impacting estimates on costs per average household.

Through 2023, the region experienced a modest increase in converted assessments of $175 million or 0.8%, while residential folios grew by 1,481 or 1.0%.[8] The change in assessments varied more significantly by municipality and electoral area for this period, with swings by participant from (3.6%) to 2.9%.

[8] BC Assessment 2024 Tax Roll

When assessments in an area increases more than the regional average, the percent of costs apportioned to that area increases. Increases in assessed values also impacts the theoretical calculation of an 'Average Residential Household'. Additionally, when the rate of change in assessed values outpaces the rate of change in folios in an area, the average cost per household also increases. Appendix P contains requisition by participant, including the isolated impact on requisition driven by the change in assessed values for each participating area.

Financial Implications

Budget Overview

The 2024 CRD Financial Plan includes $368.2 million in operating expenditures, an increase of $24.2 million or 7.0%, and $261.1 million in capital investment, an increase of $33.8 million or 14.9.% from 2023.

Table 1: 2024 CRD Budget – Change from Prior Year

Budget Type ($M)	2024 Final	2023 Final*	$ Change	% Change
Operating	368.2	344.0	24.2	7.0%
Capital	261.1	227.3	33.8	14.9%
Total	**$629.3**	**$571.3**	**$58.0**	**10.2%**

*2023 final amounts as shown in Bylaw 4589

Appendix A provides additional tables summarizing 2024 year over year changes in operating and capital expenditures, requisition and reserves. The total impact of the operating and capital budget on the 2024 Financial Plan Summaries, along with 2024 Individual Municipal and Electoral Area Requisitions, is included in Appendix J.

Updates Following Provisional Budget Approval

The final budget reflects amendments to the Provisional Financial Plan approved in October with year-end results, BC Assessment information and additional committee, commission and staff recommended initiatives. This report focuses on changes since Provisional Budget approval; as such, Tables 2 through 5 compare and summarize the 2024 Final to the Provisional budget. Appendix B and Appendix D provide an overview of the 2024 operating and capital budgets.

Operating Expenses

Since provisional approval, the operating budget increased $5.9 million or 1.6%. Table 2 summarizes changes by type of expense:

Table 2: Changes in Operating Expenses

Expenditure Type ($M)	2024 Final	2024 Prelim	$ Change	% Change
Operations	270.2	265.9	4.3	1.6%
Debt Servicing	39.9	37.7	2.2	5.8%
Capital Funding	32.7	32.6	0.1	0.3%
Transfer to Reserves	25.4	26.1	-0.7	-2.7%
Total	**$368.2**	**$362.3**	**$5.9**	**1.6%**

The $4.3 million change in operations is primarily due to:

- $1.5 million in carryforward of corporate initiatives including the Electronic Documents and Records Management System, Enterprise Project Document Management System, Enterprise Asset Management, feasibility studies on centralized procurement, centralized project management, and various First Nations initiatives.
- $0.3 million from Board-directed initiatives at provisional; a one-time contribution to the Alliance to End Homelessness, and an ongoing contribution to the Aboriginal Coalition to End Homelessness.
- $0.3 million for operational costs associated with the Board approved Royal Oak Golf Course acquisition.
- $0.3 million in additional staffing costs directed by select commissions for Fire Protection services in the electoral areas.
- $0.2 million adjustment in the Climate Action and Adaption service for community engagement, programming and policy development as per Board direction.

The $2.2 million increase in debt servicing largely a result of new issuances, including $12 million by the District of Saanich, and a number of municipal debt issuances refinanced at higher market rates.

Details on all major operating budget changes are listed in Appendix C, with Appendix M providing a listing of operating cost types by service and Appendix Q providing detailed operating budgets by service.

Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue sources are revised accordingly and are summarized in Table 3.

Table 3: Changes in Operating Revenue

Revenue Type ($M)	2024 Final	2024 Prelim	$ Change	% Change
Sale of Services	172.6	172.9	-0.3	-0.2%
Requisition	88.5	87.0	1.5	1.7%
Internal Allocations	57.7	57.5	0.2	0.5%
Municipal Debt	18.1	16.6	1.5	9.0%
Transfer from Reserves	10.0	7.8	2.2	28.2%
Rentals and other Revenue	8.2	8.2	0.0	0.0%
Grants and PILT	6.6	6.4	0.2	3.1%
Surplus Carryforward	6.5	5.9	0.6	10.2%
Total	**368.2**	**362.3**	**5.9**	**1.6%**

The increase of $1.5 million in requisition is primarily related to:

- $0.5 million to fund one-time and ongoing costs in relation to preparing and operating the newly acquired Royal Oak Golf Course through the Regional Parks service, including debt servicing costs for the property.
- $0.4 million increase due to changes in revenue by requisition vs invoice by agreement in the core area service as a result of sewer flow adjustments.
- $0.3 million to fund the one-time contribution to the Alliance to End Homelessness and the ongoing contribution for Aboriginal Coalition to End Homelessness.
- $0.3 million for additional staffing costs in Fire Protection services in the electoral areas.

The increase of $1.5 million in municipal debt is primarily driven by a $12 million new issue for the District of Saanich and rate renewals for Victoria and View Royal.

The increase of $2.2 million in transfers from reserve is being utilized to fund many of the expenses identified in Table 2. This includes utilization of operating reserves to fund 2023 initiatives carried over into 2024.

A comprehensive list of changes in operating revenue by driver is included in Appendix C. As in previous years, surplus carryforward estimates were included in the provisional budget as a forecast in each service and are revised for final budget with actual 2023 year-end results.

Payments-In-Lieu of Taxes

PILT are monies recovered from tax exempt parcels owned by federal, provincial and Crown agencies within the region. Under legislation, the amount of tax is determined by class and rate if the properties were taxable. However, the amount of PILT can vary as the requirement to pay is discretionary to the Minister, Lieutenant Governor and heads of Crown Corporations.

Monies collected in each municipality are processed by the CRD and returned through credit to each of the services the municipalities participate in. These payments are a regular source of funding and are meant to offset the municipality's share of annual costs for CRD services. The historical approach, through provisional budget, is to plan prior year actuals since current year

PILT information is not available until after provisional approval. Revisions for final budget include the actual PILT distributed. For 2024, the PILT received was higher than provisional budget. 2024 PILT totaled $3.9 million or an increase of $0.1 million from the prior year. Appendix C includes a summary of PILT revenue by member municipality.

Capital Investment

Table 4 summarizes changes to the capital budget by community need.

Table 4: Changes in Capital Investment

Investment Type ($M)	2024 Final	2024 Prelim	$ Change	% Change
Water	100.5	96	4.5	4.7%
Solid Waste & Recycling	53.6	39.1	14.5	37.1%
Wastewater	46.0	50.4	(4.4)	(8.7%)
Regional Parks	15.9	10.8	5.1	47.2%
Housing & Health	15.1	14.5	0.6	4.1%
Arts & Recreation	13.0	12.0	1.0	8.3%
Business Systems & Processes	8.4	5.4	3.0	50.0%
Safety & Emergency Management	1.8	1.2	0.6	50.0%
Transportation	1.5	1.3	0.2	15.4%
Local Government	1.4	1.2	0.2	16.7%
Climate Action	2.8	2.4	0.4	16.7%
People / Planning / First Nations	1.1	1.1	0.0	(3.8%)
Total	**$261.1**	**$235.4**	**$25.7**	**10.9%**

The $4.5 million increase in Water capital investment includes:

- $3.7 million carryforward and timing adjustments across multiple projects within Regional Water Supply, Juan de Fuca (JDF) Water Distribution and Saanich Peninsula Water Supply.
- $1.0 million updated estimates for the Cecelia Meter Replacement within Regional Water.
- $0.9 million updated estimates for Mount Tolmie tank capital refurbishment within Regional Water.
- $(1.1) million in deferred work on water main No.3 and No.4 from 2024 to 2025, to allow prioritization of Mount Tolmie tank refurbishment.

The $14.5 million increase in Solid Waste and Recycling includes deferrals of capital work deferred to 2024 for Cell 4 Liner, the Landfill Gas Utilization project, Aggregate Production, Contractor Workshop relocation and construction of the Gas Flare, Candlestick and Landfill Gas Blowers Project.

The ($4.4) million decrease in Wastewater is largely due to deferrals to 2025 for multiple projects including the Manhole Repair and Replacement project, Western Trunk Grit Chamber Repairs for

Core Area Wastewater and Wastewater treatment Plant Upgrades for Maliview Estates Sewer and Ganges Sewer Utility.

The $5.1 million increase in Regional Parks includes:

- $1.1 for development of the Schooner Way Trail added for Pender Island Community Parks, contingent on the receipt of Federal and Provincial grants and community donations.
- $1.0 million advancing grant spending from 2025 to 2024 for construction of the Selkirk trestle and section 1 of the Regional Trestle renewal.
- $0.3 million additional donation funding for increased scope of the Ball Field Redevelopment project for Salt Spring Island (SSI).
- $1.7 million carryforward across multiple projects within Regional Parks and related services.

The $3.0 million increase in Business Systems and Processes includes the advancing of work from 2025 to 2024 for the SAP system migration project, and the addition of construction costs for additional space at the Field Operations Centre and carry forward of renovation work the Fisgard offices.

Additional details for all major capital investment changes are listed in Appendix F.

Capital Funding

As a result of changes to capital investment shown in Table 4, capital funding sources are also revised and summarized in Table 5 below.

Table 5: Changes in Capital Investment Funding

Investment Funding Source ($M)	2024 Final	2024 Prelim	$ Change	% Change
Current Operating and WIP	87.2	65.6	21.6	33.0%
Debenture Debt	84.4	85.3	(0.9)	(1.1%)
Reserve Funding	61.9	57.4	4.5	7.8%
Grants	21.0	21.2	(0.2)	(0.9%)
Donations & Third-Party Funding	6.6	5.9	0.7	11.9%
Total	**$261.1**	**$235.4**	**$25.7**	**10.9%**

The change in Current Operating and work in progress (WIP) are related to a variety of projects including

- $7.3 million for the Landfill Gas Utilization, Gas Flares and Blower projects being carried forward into 2024.
- $7.2 million for Cell 4 liner, aggregate production and workshop relocation at the Hartland Landfill being carried forward to 2024.
- $4.4 million in carryforward for Regional Water, JDF Water Distribution and Saanich Peninsula Water Supply.
- The balance is related to capital funding changes over 21 services.

The change in debenture debt is largely related to deferral of timing from 2024 to 2025 for the Core Area Wastewater Manhole repairs and replacement project and the Western Trunk Grit Chamber repairs.

Change in Reserve Funding are primarily due to:

- $1.5 million in vehicle replacements for Regional Parks and JDF Water Distribution carried forward from 2024.
- $0.8 million related to the construction of the Field Operations Centre.
- $0.2 million as a portion of the Schooner Way Trail development on Pender Island.
- $0.2 million carryforward as a portion of the Matheson Creek Bridge replacement.
- The balance is related to projects lees than $0.25 million over 32 services.

The change in donations and third-party funding is largely related to planned donations for redeveloping Hydro Field into a baseball park on SSI, and the development of the Schooner Way Trail on Pender Island.

Additional details for all major capital changes are included in Appendix F.

A total $763 million in capital investment is planned in the 2024 to 2028 Capital Plan. The plan reflects continued commitment to address critical infrastructure while also progressing Board Strategic Priorities with key investments in emission reducing projects such as the Landfill Gas Utilization facility at the Hartland Landfill and affordable housing projects.

As in previous years, changes to the capital plan are managed through budget amendments with the approval of the Board. A summary of capital investment is included in Appendix D, projects greater than $0.5 million are included in Appendix E and a complete list of capital projects by service is included in Appendix N.

Staff Establishment Chart

The SEC is attached as Appendix G, detailing Full-Time Equivalent (FTE) employees included in each department and division. The SEC remains unchanged from the provisional approval and all FTE’s are reflected in the financial plan.

Financial Indicators and Reserve Forecasts

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 resulted in Board approved guidelines in 2022. The guidelines define the relationship between leverage and savings and are now incorporated into financial planning across all CRD services.

Financial indicators relate directly to the CRD, and services provided to the communities in which the CRD operates. These indicators provide a measurement of financial capacity including debt servicing relative to revenue and planned capital expenditures, capital investment relative to depreciation and transfers to reserves relative to the net book value of assets and operating expenditures. A summary of the financial indicators is included in Appendix I. Consolidated summaries of operating and capital reserve activity can be found in Appendix H.

CONCLUSION

The CRD Board must adopt a five-year Financial Plan bylaw each year by March 31. The attached bylaw and supporting schedules summarize the CRD Financial Plan for the years 2024 to 2028. The 2024 budget was preliminarily approved by the Board on October 25, 2023. The 2024 to 2028 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2024 to 2028 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4603, "2024 to 2028 Financial Plan Bylaw, 2024", be introduced and read a first, second and third time; and
2. That Bylaw No. 4603 be adopted.
3. That the Staff Establishment Chart as attached in Appendix G be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Stephen Henderson, B.Sc., MBA, Acting General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Presentation: Capital Regional District 2024 to 2028 Final Budget
Appendix A: CRD 2024 Final vs. 2023 Final Budgets
Appendix B: CRD 2024 Operating Budget Overview
Appendix C: Drivers for Changes in Operating Budget
Appendix D: CRD 2024 Capital Budget Overview
Appendix E: CRD 2024 Major Capital Projects > $500,000
Appendix F: Drivers for Changes in Capital Investment
Appendix G: CRD 2024 Staff Establishment Chart
Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
Appendix I: CRD 2024 Financial Indicators
Appendix J: CRD 2024 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
Appendix K: Public Input
Appendix L: Bylaw No. 4603, "2024 to 2028 Financial Plan Bylaw, 2024", inclusive of Schedule A and Schedule B
Appendix M: CRD 2024 Operating Cost Summary by Service
Appendix N: CRD 2024 to 2028 Capital Project Listing by Service
Appendix O: Electoral Areas Committee Final Budget Report
Appendix P: Requisition by Participant – Impact of Assessed Values
Appendix Q: Final Budget Review Package (Parts A, B and C)

CRD 2024 Final vs. 2023 Final Budgets

The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2024 budget.

Operating Expenditures
(in $ millions)

Expenditure Type	2024 Final	2023 Final[1]	$ Change	% of Total Change
Operations	270.2	247.4	22.8	6.6%
Debt Servicing	39.9	46.8	(6.9)	(2.0%)
Capital Funding	32.7	26.5	6.2	1.8%
Transfers to Reserves	25.4	23.3	2.1	0.6%
Total	**$368.2**	**$344.0**	**$24.2**	**7.0%**

[1]2023 Final amounts as shown in Bylaw 4589

Operating Revenues
(in $ millions)

Revenue Source	2024 Final	2023 Final[1]	$ Change	% of Total Change
Sale of services	172.6	154.6	18.0	5.2%
Requisitions[2]	106.6	99.3	7.3	2.1%
Allocation to other services	57.7	53.1	4.6	1.3%
Transfer from reserve for capital	10.0	16.2	(6.2)	(1.8%)
Rentals and other revenue	8.2	9.1	(0.9)	(0.3%)
Grants and PILT	6.6	5.4	1.2	0.3%
Surplus	6.5	6.3	0.2	0.1%
Total	**$368.2**	**$344.0**	**$24.2**	**7.0%**

[1]2023 Final amounts as shown in Bylaw 4589

[2]Includes Municipal Debt

Requisitions
(in $ millions)

Description	2024 Final	2023 Final	$ Change	% Change
Total Electoral Areas Only	17.8	16.4	1.4	8.5%
Regional / Sub Regional	70.7	65.7	5.0	7.6%
Total Before Municipal Debt	**88.5**	**82.1**	**6.4**	**7.8%**
Municipal Debt	18.1	17.3	0.8	4.6%
Total	**$106.6**	**$99.3**	**$7.3**	**7.3%**

CRD 2024 Final vs. 2023 Final Budgets

Capital Expenditures
(in $ millions)

Description	2024 Final (a)	2024 Prelim (b)	2023 Final[1] (c)	Change (a-c)	% of Total Change
Engineered Structures	175.3	158.5	138.6	36.7	16.1%
Equipment	34.7	32.1	30.2	4.5	2.0%
Buildings	31.8	28.8	35.1	(3.3)	(1.5%)
Land	10.7	9.3	14.0	(3.3)	(1.5%)
Vehicles	8.6	6.7	9.4	(0.8)	(0.4%)
Ending Balance	**$261.1**	**$235.4**	**$227.3**	**$33.8**	**14.9%**

[1]2023 Final amounts as shown in Bylaw 4589

Capital Revenues
(in $ millions)

Description	2024 Final (a)	2024 Prelim (b)	2023 Final[1] (c)	Change (a-c)	% of Total Change
Current Operating and WIP	87.2	65.6	54.9	32.3	14.2%
Debenture Debt	84.4	85.3	53.9	30.5	13.4%
Reserve Funding	61.9	57.4	79.3	(17.4)	(7.7%)
Grants	21.0	21.2	20.9	0.1	0.0%
Donations & Third Party Funding	6.6	5.9	18.3	(11.7)	(5.1%)
Ending Balance	**$261.1**	**$235.4**	**$227.3**	**$33.8**	**14.9%**

[1]2023 Final amounts as shown in Bylaw 4529

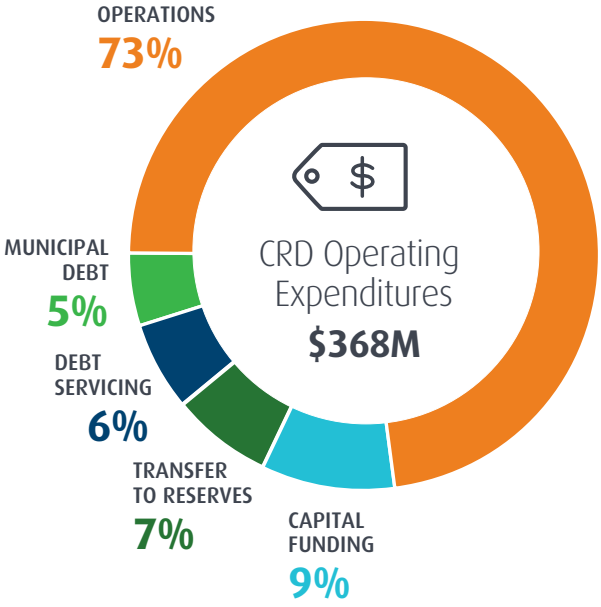
Reserves - Capital
(in $ millions)

Reserve Activity - Forecast	2024 Final	2023 Final	$ Change	% Change
Opening Reserve Balance Actual[1]	145.7	130.8	14.9	11.4%
Transfer to/from Operating	21.9	41.5	(19.6)	(47.2%)
Interest Income	5.2	4.6	0.6	13.0%
Transfer to Fund Capital Projects	(46.5)	(31.2)	(15.3)	49.0%
Ending Balance	**$126.3**	**$145.7**	**($19.4)**	**(13.3%)**

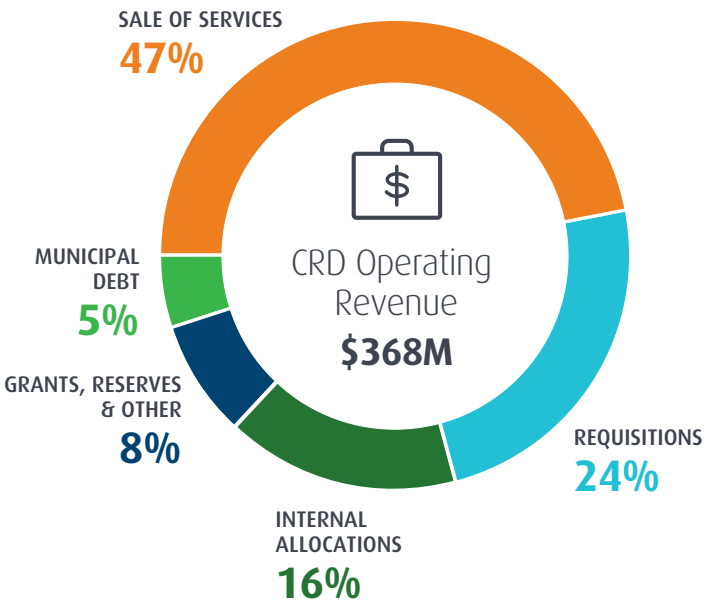
[1]Reserve balances restated from Consolidated Financial Statements to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

CRD 2024 Operating Budget Overview

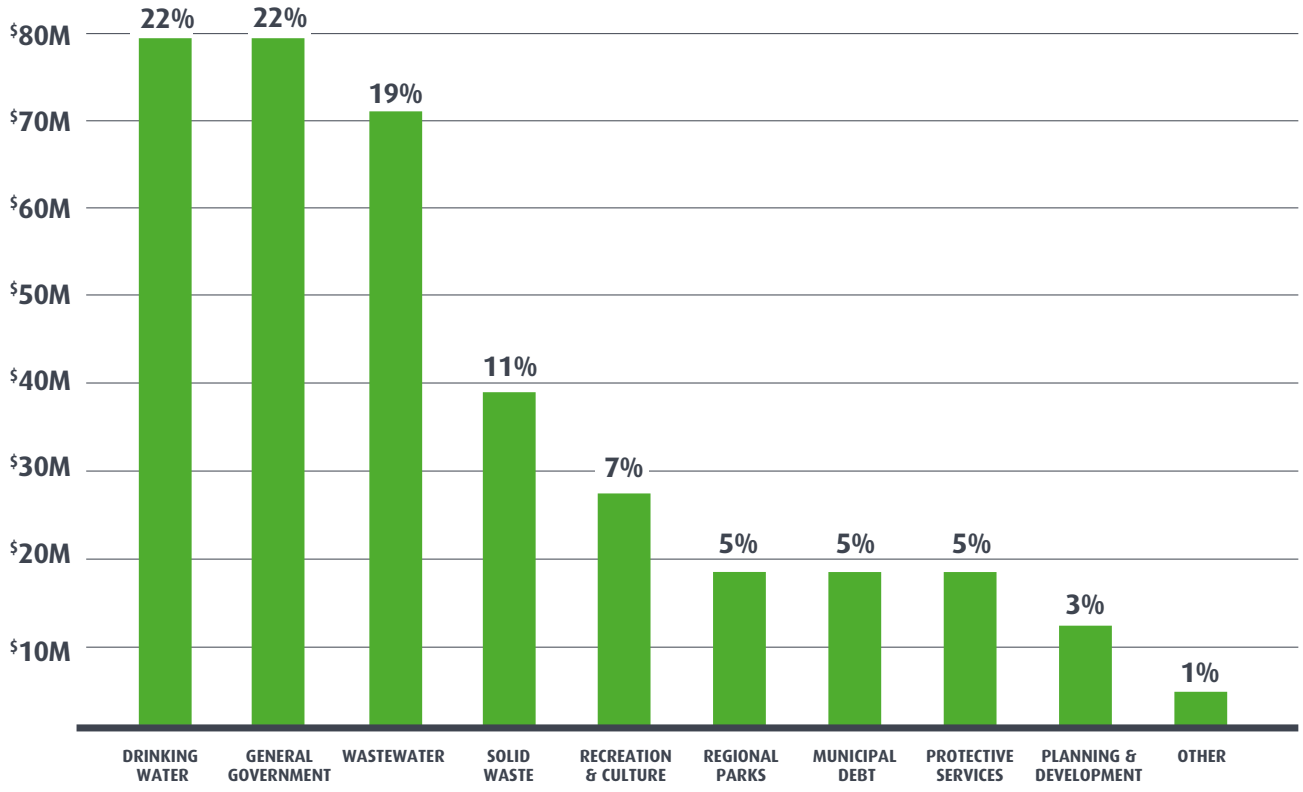
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



2024 Operating Budget
Changes from Preliminary
March 13, 2024

Purpose: To provide detailed listing of budget drivers for changes in the operating budget

Table 1: Drivers for Change in Operating Expenses Page 2-7
Table 2: Drivers for Change in Surplus Carry Forward Page 8
Table 3: Drivers for Change in Transfer from Reserves Revenue Page 9-10
Table 4: Drivers for Change in Requisition Revenue Page 11-12
Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT) Page 13

Operating Expenses

Since Provisional approval, the operating budget increased by $5.9 million or 1.6%. Table 1 provides a detailed listing of changes greater than $50,000 to the operating budget since Provisional approval.

Table 1: Drivers for Change in Operating Expenses

Service	($M) Change	Description	Impact	Funding Source	Direction
Legislative and General Government	0.687	Information Technology Initiatives	Regional	Reserve (one-time & ongoing)	Included in 2023 Service Plan
	Carry forward of initiatives from 2023, including deferral of Enterprise Project Document Management System (EPDMS) development and implementation for $455k, digital communications sharepoint analytics of $45k, and computer supplies and support for Electronic Documents and Records Management System (EDRMS) and Enterprise Asset Management (EAM) initiatives for $100k. Additional increase in ongoing costs for SAP software licences of $80k.				
	0.325	Finance Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of initiatives from 2023, including EAM consultant and deliverable work for $170k, and SAP module work of $110k. Additional expenses for risk advisory consultancy of $100k; partially offset by a one-time reduction in salaries budget refinements due to project timing ($55k).				
	0.310	Corporate Services Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of unspent funds from 2023 to be spent in 2024 for the EDRMS Project of $190k and feasibility study for centralizing procurement for $100k; actuarial support costs for Legal & Risk to review self-insurance funding $70k.				

Legislative and General Government	0.234	First Nation Initiatives	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Carry forward of unspent funds from 2023 for archeology and cultural monitoring initiatives $71k, government-to-government consultation $70k, inclusive regional governance programming $44k; Board and Commissions cultural training $29k, and Forum of all Councils $20k.				
	0.080	Board Initiatives	Regional	Reserve (ongoing & one-time)	Change in Budget Assumptions
	Upgrades of the Board correspondence portal including new hosting provider for $50k; one-time costs for Chief Administrative Officer (CAO) 360 review $30k				
	0.083	Corporate Emergency Initiatives	Regional	Other Revenue & Surplus (one-time)	Change in Budget Assumptions
	First Nation engagement work related to Emergency Disaster Management Act Implementation for $66k; emergency management software acquisition deferred from 2023 for $17k				
	0.050	Human Resources Initiatives	Regional	Reserve (one-time)	Change in Budget Assumptions
	Second phase of Capital Regional District (CRD) Employee Experience survey				

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Regional Parks	0.591	Royal Oak Golf Course Property Operating and Borrowing Costs	Regional	Requisition & Other Revenue (one-time & ongoing)	CRD Board November 8, 2023; Change in Budget Assumptions
	One-time costs of $130k and ongoing costs of $96k for preparing and operating the Royal Oak Golf Course property for Regional Parks use. $365k in interest expense on the $8.5m property acquisition. The interest expense will be offset by additional interest revenue earned in 2024 in the Regional Parks Land Acquisition Reserve Fund.				
Climate Action and Adaptation	0.190	Climate Action Education and Policy Development	Regional	Reserve & Recovery (one-time)	CRD Board January 17, 2024
	Auxiliary and consulting support for climate action community engagement and education programming, and greenhouse gas reduction policy analysis approaches.				
	0.099	Reinstatement of Invasive Species Support	Regional	Reserve & Recovery (one-time)	Change in Budget Assumptions
	With the deferral of the establishment of the Biodiversity Service, costs for monitoring and environmental support for invasive species have been reinstated to the Climate Action and Adaption service budget.				
Community Health	0.275	Board Directives for Addressing Homelessness	Regional	Requisition (ongoing & one-time)	CRD Board October 11, 2023
	Board-directed initiatives for a one-time contribution to the Alliance to End Homelessness and an ongoing contribution for Aboriginal Coalition to End Homelessness				
Environmental Protection and Water Quality	0.158	Odour Sampling and Monitoring Support	Regional	Reserve (one-time)	Change in Budget Assumptions
	Reflects one-time enhanced odour sampling support related to wastewater treatment				

Regional Housing Trust Fund	0.118	Capital Grants Capacity	Regional	Surplus & Other Revenue	Change in Budget Assumptions
	Increased funding available for contribution to capital grants in 2024, resulting from 2023 surplus carry-forward				
Pender Fire Protection	0.114	Pender Fire Recommendations	Local Area	Requisition (on-going)	Pender Island Fire Protection Society September 21, 2023
	Additional staffing costs of $97k and reserve transfers of $17k, as directed by Pender Fire Protection Society				
Otter Point Fire Protection	0.110	Otter Point Fire Recommendations	Local Area	Requisition (on-going)	Otter Point Volunteer Fire Department Commission January 10, 2024
	Additional compensation for Fire Chief and Assistant Fire Chief, as directed by Otter Point Volunteer Fire Department Commission				
North Galiano Fire Protection	0.100	North Galiano Fire Recommendations	Local Area	Requisition & Surplus (ongoing & one-time)	North Galiano Fire Protection and Emergency Response Service Commission October 15, 2023
	Reflects costs for new Assistant Fire Chief position $85k; supplies acquisition deferred from 2023 of $13k, as directed by Commission				
Environmental Engineering Services	0.100	Feasibility Study	Regional	Reserve (one-time)	Included in 2023 Service Plan
	Conduct a feasibility study for a centralized project delivery office, carried forward from 2023				

Panorama Recreation Center	0.100	Facility Assessment	Sub-Regional	Requisition (one-time)	Peninsula Recreation Commission November 23, 2023
	To hire a consultant to conduct a sub-regional recreation facility needs assessment to assist in the planning of new and existing recreation facilities and services, recommended by Commission				
Electoral Area (EA) Admin Exp - Southern Gulf Islands	0.097	Service Level Maintenance	Local Area	Recovery & Reserve (one-time)	Change in Budget Assumptions
	Contractor support costs to maintain service level during staff secondment; cost offset by increased revenue recovery				
Core Area Wastewater Operations	0.070	Host Community Impact Fee	Sub-Regional	Reserve (ongoing)	Change in Budget Assumptions
	The annual Host Community Impact fee payable to Esquimalt was previously funded through the Core Area Wastewater Treatment project. With closeout of the project, the fee will be incurred in the operations budget. This expense is funded through residual funds from the project.				
911 Systems	0.065	2024 Service Contract Adjustment	Regional	Requisition & Reserve (ongoing)	Change in Budget Assumptions
	Increase in levy from Ecomm for 2024, to maintain service levels				
EA Emergency Program	0.058	Regulatory Update	Local Area	Reserve (one-time)	Change in Budget Assumptions
	Contractor costs required for support with regulatory updates from Emergency Disaster Management Act				

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Salt Spring Island (SSI) Liquid Waste Disposal	0.058	SSI Local Community Commission (LCC) Directive	Local Area	Fees + Charges & Parcel Tax (ongoing)	SSI LCC February 1, 2024
	Cost adjustment associated with sewage and septage sludges, to reflect actual 2023 volume and rates for an impact of $50k; increase in refinancing existing debt servicing costs of $8k.				
Vancouver Island Regional Library	0.051	Higher Levy Payment	Local Area	Requisition & Other Revenue (ongoing)	Vancouver Island Regional Library Board September 16, 2023
	Higher levy payment for library services, approved by Vancouver Island Regional Library Board.				
SSI Community Transportation	(0.070)	SSI LCC Directive	Local Area	Requisition (one-time)	SSI LCC February 1, 2024
	Reflects reduction in transfers to reserves to reduce requisition as directed by SSI LCC.				
Harbours Environmental Action	(0.072)	Re-Evaluate Service	Sub-Regional	Requisition (ongoing)	Change in Budget Assumptions
	Re-evaluate the Saanich Peninsula Harbours Environmental Action service while the CRD Board considers boat management options in the wider region				
Land Banking & Housing	(0.134)	Land Banking & Housing Initiatives	Regional	Reserve, Surplus & Other Revenue (one-time)	Change in Budget Assumptions
	One-time reduction in debt servicing costs due to timing of borrowing from Spring to Fall in 2024 ($191)k; partially offset by carry-forward of housing program consulting costs $47k.				
Municipal Debt	1.506	Net change in municipal debt across all municipalities. These debt changes occurred and were recognized subsequent to the 2024 Provisional Financial Plan development and approval			
All other services (Including EA)	0.624	Net increase across 82 other services			
Subtotal	**$5.977**				

Operating Revenue

Service plan adjustments and budget assumption changes since the provisional budget are funded through a variety of revenue sources totaling $6.0 million. The following tables provide changes since provisional approval by revenue type.

Table 2: Drivers for Change in Surplus Carry forward

Service	($M) Change	Description	Impact	Direction
Debt - Core Area Sewage Integrated Treatment Facilities	0.202	Debt reserve fund earnings returned upon debt maturity in 2023, carried forward as requisition to be returned to participants in 2024	Sub-Regional	Change in Budget Assumptions
Regional Housing Trust Fund	0.109	Savings from 2023 carried forward to fund increased contribution for capital grants in 2024	Sub-Regional	Change in Budget Assumptions
All other services (Including EA)	0.270	Net increase across 48 other services		
Total	**$0.581**			

Table 3: Drivers for Change in Transfer from Reserves Revenue

Service	($M) Change	Description	Impact	Direction
Legislative and General Government	0.608	Information Technology - Funding for software licence, computer supply and development and support costs for initiatives carried forward from 2023	Regional	Included in 2023 Service Plan
	0.325	Finance - Funding for initiatives carried forward from 2023 including contracted EAM consulting, Enterprise Resource Planning (ERP) financial system module work. Also, risk advisory consulting	Regional	Included in 2023 Service Plan
	0.310	Corporate - Funding for work deferred from 2023 for EDRMS and the centralized procurement feasibility study, along with actuarial support costs for Legal & Risk to review self-insurance funding	Regional	Included in 2023 Service Plan
	0.234	First Nations - Funding for initiatives carried forward from 2023 including cultural monitoring, government to government consultation, regional governance programming, training and Forum of all Councils	Regional	Included in 2023 Service Plan
	0.080	Board - Funding for upgrading Board Correspondence Portal and CAO 360 Review	Regional	Change in Budget Assumptions
	0.050	Human Resources - Funding for second phase of CRD Employee Experience Survey	Regional	Change in Budget Assumptions

2024 Operating Budget
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Climate Action and Adaption	0.190	Increased transfer from reserves to cover increasing capacity for the climate action community engagement and education programming	Regional	CRD Board January 17, 2024
Environmental Protection and Water Quality	0.122	Increased transfer from reserves for one-time enhanced odour sampling support related to wastewater treatment	Regional	Change in Budget Assumptions
Environmental Engineering Services	0.100	Funding for centralized project delivery office feasibility study, deferred from 2023	Regional	Included in 2023 Service Plan
EA Emergency Program	0.058	Increased transfer from reserves to fund one-time contractor costs required to support regulatory updates from Emergency Disaster Management Act	Local Area	Change in Budget Assumptions
Land Banking & Housing	(0.069)	Reduced use of reserve with one-time savings on timing of debt expense in 2024	Regional	Change in Budget Assumptions
All other services (Including EA)	0.173	Net increase across 15 other services		
Total	**$2.181**			

Table 4: Drivers for Change in Requisition Revenue

Service	($M) Change	Description	Impact	Direction
Regional Parks	0.445	Funding for the one-time and ongoing costs associated with preparing and operating the Royal Oak Golf Course acquired lands and building for Regional Parks use. Includes debt servicing costs for the property acquisition.	Regional	CRD Board November 8, 2023; Change in Budget Assumptions
Core Area Operations	0.362	Change due to participation by requisition versus invoice by agreement, and cost apportionment updates based on year-end flow adjustments and PILT contributions	Sub-Regional	Change in Budget Assumptions
Community Health	0.274	Funding for Board-directed initiatives for a one-time contribution to the Alliance to End Homelessness and an ongoing contribution for Aboriginal Coalition to End Homelessness	Regional	CRD Board October 11, 2023
Pender Fire Protection	0.115	Funding for additional staffing costs and reserve transfers, as directed by Pender Fire Protection Society	Local Area	Pender Island Fire Protection Society September 21, 2023
Otter Point Fire Protection	0.110	Funding for additional compensation for Fire Chief and Assistant Fire Chief, as directed by Otter Point Volunteer Fire Department Commission	Local Area	Otter Point Volunteer Fire Department Commission January 10, 2024
Panorama Recreation Centre Center	0.100	Funding for Panorama Recreation Facility assessment, recommended by Commission	Sub-Regional	Peninsula Recreation Commission November 23, 2023
Legislative and General Government	0.080	Information Technology - Funding for increase in SAP software licences starting 2024	Regional	Change in Budget Assumptions
North Galiano Fire Protection	0.085	Funding for new Assistant Fire Chief position, as directed by Commission	Local Area	North Galiano Fire Protection and Emergency Response Service Commission October 15, 2023

2024 Operating Budget
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911 Systems	0.066	Funding for increase in levy from Ecomm for 2024, to maintain service levels	Regional	Change in Budget Assumptions
Vancouver Island Regional Library	0.051	Funding for higher levy payment, approved by Vancouver Island Regional Library Board	Local Area	Vancouver Island Regional Library Board September 16, 2023
SSI Community Transportation	(0.070)	Reflects reduction in transfers to reserves expense to reduce requisition, as directed by SSI LCC	Local Area	SSI LCC February 1, 2024
Harbours Environmental Action	(0.072)	Reflects reduction in requisition as service is re-evaluated. CRD Board to consider boat management options in the wider region.	Sub-Regional	Change in Budget Assumptions
Municipal Debt	1.462	Increase in debt servicing costs due to the District of Saanich borrowing $12.2m in fall 2024, resulting in annual debt servicing costs of $1.1m; the City of Victoria received an interest rate increase and actuarial rate decrease, resulting in additional debt servicing costs of $286k.		
All other services (Including EA)	(0.020)	Net decrease across 84 other services		
Total	**$2.988**			

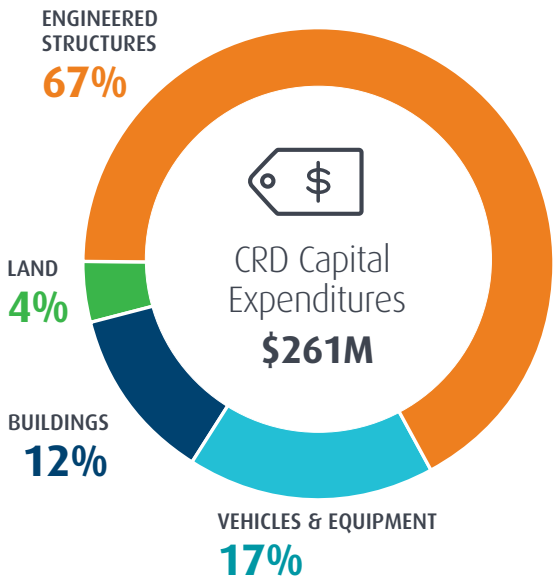
Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT)

Municipality* ($M)	2024 Final	2024 Prelim	$ Change	% Change
Township of Esquimalt	2.338	2.188	0.150	7%
City of Victoria	0.520	0.527	(0.007)	-1%
District of North Saanich	0.316	0.337	(0.021)	-6%
City of Colwood	0.166	0.185	(0.019)	-10%
District of Saanich	0.239	0.228	0.011	5%
District of Metchosin	0.131	0.116	0.015	13%
Electoral Areas	0.086	0.085	0.001	1%
City of Langford	0.042	0.039	0.003	8%
District of Central Saanich	0.026	0.023	0.003	13%
Town of Sidney	0.008	0.009	(0.001)	-11%
District of Sooke	0.015	0.009	0.006	67%
Town of View Royal	0.007	0.006	0.001	17%
District of Oak Bay	0.002	0.000	0.002	0%
Total	**$3.896**	**$3.752**	**$0.144**	**4%**

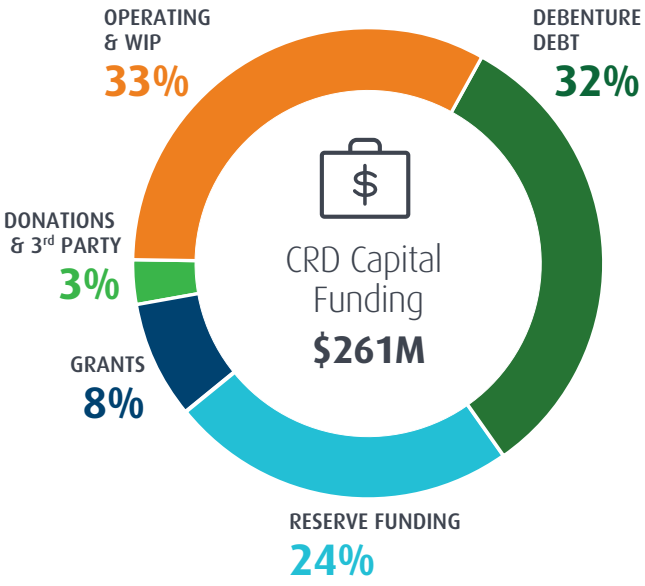
*Excludes municipalities and electoral areas that do not receive PILT

CRD 2024 Capital Budget Overview

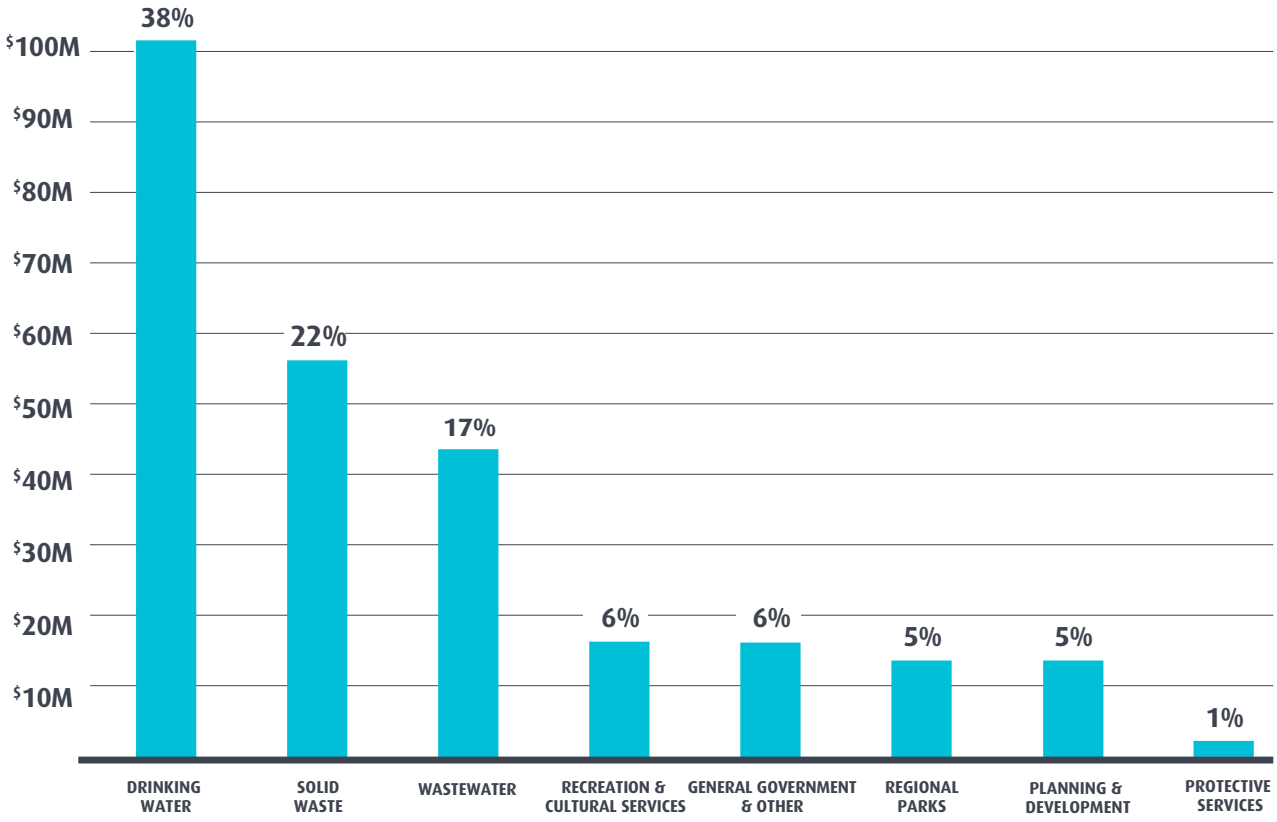
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



CRD 2024 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE	COMMUNITY NEED
Parks & Recreation			
REGIONAL PARKS			
Potential Land Acquisition Transactions	5.0	Debt	Regional Parks
Regional Trestle Renewal, Trails Widening and Lighting Project	1.9	Debt, Grant	Regional Parks
Mayne Island Regional Trail	1.4	Capital Funds on Hand, Debt	Regional Parks
Design & Expand East Sooke Aylard Farm Parking	1.1	Capital Funds on Hand, Reserves	Regional Parks
Vehicle Replacement	0.6	ERF	Regional Parks
SEAPARC			
Skate Park Renewal	1.0	Capital Funds on Hand, Reserves, Grant	Arts & Recreation
PANORAMA RECREATION			
Centennial Park Multi-Sport Box	4.8	Debt, Grant	Arts & Recreation
Heat Recovery Plant	2.4	Debt	Arts & Recreation
Environmental Services			
ENVIRONMENTAL RESOURCE MANAGEMENT			
Landfill Gas Utilization	22.3	Capital Funds on Hand, Debt, Reserves	Solid Waste & Recycling
Cell 4 Liner Installation	6.7	Capital Funds on Hand, Debt	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
Gas Flare, Candlestick & LFG Blowers	1.7	Capital Funds on Hand	Solid Waste & Recycling
Aggregate Production for Internal Use	1.3	Capital Funds on Hand, Reserves	Solid Waste & Recycling
Contractor Workshop Relocation	1.2	Capital Funds on Hand, 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
CLIMATE ACTION AND ADAPTATION			
Regional Electric Vehicle Charging Infrastructure	0.8	Capital Funds on Hand, Grant	Climate Action
FACILITIES MANAGEMENT & ENGINEERING			
Interior Renovations	0.8	Capital Funds on Hand	Business Systems & Processes
Legislative & General Administration			
INFORMATION TECHNOLOGY			
SAP	3.6	Capital Funds on Hand	Business Systems & Processes
FINANCE			
Additional Office Space at IWS Field Office	0.8	Reserves	Business Systems & Processes
Regional 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
Land Acquisition	0.7	Grant	Housing & Health
Family Court Building			
Mechanical Upgrades	1.1	Reserves, Other	Housing & Health
Royal Theatre			
Repair Building Envelope	0.7	Reserves, Other	Arts & Recreation

Continued on next page

CRD 2024 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE	COMMUNITY NEED
Integrated Water Services			
SAANICH PENINSULA WATER SUPPLY			
SPW System Upgrade and Expansion	7.8	Debt, Reserves	Water
Hamsterly Pump Station Backup Power Generator	1.1	Reserves	Water
Keating Cross Road Water Main	1.0	Reserves	Water
SCADA Upgrades	0.7	Reserves	Water
REGIONAL WATER SUPPLY			
Replacement of UV System	10.4	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	8.4	Capital Funds on Hand, Other	Water
RWS Supply Main No. 4 Upgrade	2.2	Capital Funds on Hand, Grant	Water
Sooke Lake Dam - Instrumentation System Improvements	1.7	Capital Funds on Hand	Water
Purchase of land	1.5	Capital Funds on Hand	Water
Cecelia Meter Replacement	1.5	Capital Funds on Hand	Water
Vehicle & Equipment Replacement	1.4	ERF	Water
Main No.3 Segment Replacement	1.3	Capital Funds on Hand	Water
Integrate Dam Performance and Hydromet to SCADA	1.2	Capital Funds on Hand	Water
GVWSA Forest Resilience - Wildfire/Forest Modelling and Forest Management Field Trials	1.1	Capital Funds on Hand, Other	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 Tank Structural and Infiltration Improvements	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
Bulk Supply Meter Replacement Program	0.7	Capital Funds on Hand	Water
Implications from 2016 Sooke Lake Dam Safety Review	0.6	Capital Funds on Hand	Water
Cabin Pond Dams Decommissioning (PES)	0.6	Capital Funds on Hand	Water
Deception Dam - Dam Safety Review 2021 & Improvements	0.6	Capital Funds on Hand	Water
Leech River Watershed Restoration	0.6	Capital Funds on Hand	Water
Sooke Lake Dam - Breach Risk Reduction Measures	0.6	Capital Funds on Hand	Water
Implications from Goldstream Dam Safety Review	0.5	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION			
AC Pipe Replacement Program	7.4	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
Vehicle & Equipment Replacement	1.2	ERF	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
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 Site Decommissioning Program	0.5	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	0.6	Capital Funds on Hand	Water

Continued on next page

CRD 2024 Capital Projects Greater than $500,000

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
L.W.M.P. - CORE AND WEST SHORE			
Biosolids Advanced Thermal Pilot Demonstration Plant	1.0	Reserves	Wastewater
CORE AREA WASTEWATER			
East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8.0	Debt	Wastewater
Marigold Electrical and Building Upgrades	5.6	Debt	Wastewater
SCADA and Radio Assessment	2.2	Debt	Wastewater
Currie Major Electrical and Seismic Upgrades	2.0	Debt	Wastewater
Craigflower Inlet Reconfiguration	1.7	Debt	Wastewater
Gorge Siphon Inlet Chamber Upgrade	1.2	Reserves	Wastewater
Annual Provisional Emergency Repairs	1.0	Reserves	Wastewater
Process & Mechanical Upgrades	0.9	Debt	Wastewater
Lang Cove Electrical and Building Upgrades	0.6	Reserves	Wastewater
Safety & Security Upgrades	0.6	Debt	Wastewater
Craigflower Forcemain Twinning	0.6	Debt	Wastewater
Salt Spring Island (SSI)			
SSI PARK LAND & REC PROGRAMS			
Park Maintenance Facility	0.6	Reserves, Grant	Regional Parks
MALIVIEW ESTATES SEWER SYSTEM			
Wastewater Treatment Plant Upgrade	0.9	Debt, Grant	Wastewater
GANGES SEWER UTILITY			
Ganges WWTP Replacement of Electrical & Instrumentation	0.6	Reserves, Grant	Wastewater
Southern Gulf Islands (SGI)			
PENDER ISLAND COMMUNITY PARKS			
Trail Development	1.1	Capital Funds on Hand, Reserves, Grant, Other	Regional Parks
MAGIC LAKE SEWER UTILITY			
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	4.2	Capital Funds on Hand, Grant	Wastewater

Total Projects > $500K	**199.7**
Total Projects < $500K	**61.4**
Total 2024 Capital Projects	**261.1**

Drivers for Change in Capital Investment

Community Need	Service	($M) Change	Description	Impact	Funding Source	Direction
Business Systems & Processes	IT	0.9	SAP migration from ECC to S4 has been accelerated, with more spending brought forward from 2025 into 2024.	Regional	Current Operating and WIP $0.9	Change in Timing
	Finance	0.8	First year project costs related to construction of additional office space at the IWS Field Office.	Regional	Reserves $0.8	Change in Assumption
	CRD HQ Building	0.6	Design delays have pushed the 2nd and 4th floor renovations from 2023 to 2024.	Regional	Current Operating and WIP $0.6	Change in Timing
Regional Parks	Regional Parks	1.4	Delays in design changes for the Mayne Island Regional Trail have deferred the completion of construction to 2024.	Regional	Debt $1.3 Current Operating and WIP $0.1	Change in Timing
		1.0	Grant spending on construction of the Selkirk trestle and section 1 of the Regional Trestle renewal project has been accelerated from 2025 to 2024.	Regional	Grant $1.0	Change in Timing
		0.7	Vehicle replacement delays in 2023 and prior years are expected to be received in 2024. Includes backhoe and dump truck replacement.	Regional	Reserves $0.7	Change in Timing
	Pender Island Community Parks	2.1	Development of the Schooner Way Trail added for 2024, contingent on the receipt of Federal and Provincial grants and community donations.	Local Area	Grant $1.3 Other $0.5 Reserves $0.3	Pender Island Parks and Recreation Commission (October 16, 2023)
	SSI Park Land & Rec Program	0.3	Additional donation funding recognized in 2024 to increase the scope of the Ball Field Redevelopment project, in partnership with SD64.	Local Area	Other $0.3	SSI LCC (February 1, 2024)
Climate Action	Regional Parks	0.4	Electric Vehicle purchase delays in 2023 are expected to be received in 2024.	Regional	Current Operating and WIP $0.4	Change in Timing
Transportation	Regional Parks	0.3	Additional funds have been received to complete the replacement of the Matheson Creek Bridge.	Regional	Reserves $0.2 Current Operating and WIP $0.1	Change in Value
Arts & Recreation	Panorama Recreation	0.8	Spending deferred from 2023 to 2024 for the Centennial Park Multi-Sport Box transfer delays, and incorporation of new designs for the Heat Recovery Plant project.	Sub - Regional	Debt $0.8	Change in Timing
Housing & Health	Land Banking & Housing	0.7	Land acquisition for future affordable housing development.	Regional	Grant $0.7	Change in Assumptions
Solid Waste & Recycling	Solid Waste Disposal	6.2	Hartland Landfill Cell 4 Liner Installation was not completed in 2023 due to the delay in design and tendering. This work is carried forward to 2024.	Regional	Current Operating and WIP $6.2	Change in Timing

Solid Waste & Recycling	Solid Waste Disposal	5.6	The Landfill Gas Utilization project electrical design was conducted in 2023. Manufacturing of major equipment is in progress, with completion and installation deferred to 2024 due to the delay of contractor's work schedule. Multi-year project will end in Q4 2024.	Regional	Current Operating and WIP $5.6	Change in Timing
		1.7	Procurement of flares and blower package was conducted in 2023, with majority of construction work carried forward to 2024.	Regional	Current Operating and WIP $1.7	Change in Timing
		0.5	The 2023 phase of planned aggregate production for internal use was not accomplished in 2023 due to the delay of contractor's work schedule and is being carry forward to 2024.	Regional	Current Operating and WIP $0.5	Change in Timing
		0.5	The planned construction of the contractor workshop relocation was not accomplished in 2023 due to delay in design and tendering, and is being carried forward to 2024.	Regional	Current Operating and WIP $0.5	Change in Timing
Water	Regional Water Supply	1.0	The supply contract for the UV replacement project was completed in 2023, with construction deferred to begin late 2024.	Regional	Current Operating and WIP $1.0	Change in Assumptions
		1.0	Bid responses to the 2023 Cecelia Meter Replacement project tendering process exceeded available budget; project budget has increased in 2024 to address market cost escalation.	Regional	Current Operating and WIP $1.0	Regional Water Commission (January 17, 2024)
		1.0	Carry forward of Goldstream IWS Field Office project, delayed from 2023 as a result of continued review of scope and use of building.	Regional	Current Operating and WIP $1.0	Change in Assumptions
		0.9	Mount Tolmie tank maintenance inspection in Q4 2023 identified water infiltration and structural deficiencies in the south cell requiring mitigation. The project budget has increased to address this mitigation work.	Regional	Current Operating and WIP $0.9	Regional Water Commission (January 17, 2024)
		0.6	2023 phase of planned work for integration of dam performance and Hydromet to SCADA has been delayed to 2024, due to internal resource constraints and project prioritization.	Regional	Current Operating and WIP $0.6	Change in Timing
		0.3	Some of the projected work for GVWSA Forest Resilience has been delayed from 2023 and carried forward to 2024.	Regional	Current Operating and WIP $0.3	Change in Timing
		(1.1)	Work on the Main No. 3 Segment replacement and Main No. 4 Upgrade projects have been rescheduled from 2024 to future years, based on the status of current designs and prioritization of Mount Tolmie tank maintenance.	Regional	Current Operating and WIP ($1.1)	Regional Water Commission (January 17, 2024)

Water	Regional Water Supply	(0.7)	Other projects scheduled for 2024 that have been delayed to 2025 include supply meter replacements, post disaster emergency water supply, asset management plan for infrastructure improvements, GVWSA wildfire/forest modelling, and Goldstream WTP safety improvements.	Regional	Current Operating and WIP ($0.7)	Change in Timing
	JDF Water Distribution	1.1	Resource limitations for the AC Pipe Replacement Program and project prioritization have pushed replacements scheduled for 2023 into 2024.	Regional	Current Operating and WIP $1.1	Change in Timing
		0.4	Vehicle replacement delays in 2023 resulting from supply chain issues are carried forward from 2023 to 2024.	Regional	Current Operating and WIP $0.4	Change in Timing
	Saanich Peninsula Water Supply	0.3	Carry forward of the Hamsterly Pump Station Backup Power Generator from 2023 to 2024, due to market challenges in acquiring within budget.	Sub - Regional	Reserves $0.3	Change in Timing
		0.3	Completion of RFP process determined the SPWS System Upgrade and Expansion project delivery will be deferred from 2023 to late 2024.	Sub - Regional	Reserves $0.3	Change in Assumptions
	Lyall Harbour Boot Cove Water	(0.4)	Project rescheduled to 2025, with a change in funding source from grant to debt, as directed by Committee.	Local Area	Grant ($0.4)	Lyall Harbour/Boot Cove Water Local Service Committee (November 9, 2023).
Wastewater	Debt-Core Area Wastewater	1.4	The SCADA and Radio Assessment work is in the consulting stage, with the majority of implementation carried forward to 2024.	Sub - Regional	Debt $1.4	Change in Timing
		0.5	Residual commitments for third party payment obligations associated with the CAWTP project are carried forward to 2024.	Sub - Regional	Current Operating and WIP $0.5	Change in Timing
		0.4	Bowker Sewer Rehabilitation project will reach substantial completion Q1 2024. Budget for closeout costs carried forward to 2024.	Sub - Regional	Current Operating and WIP $0.4	Change in Timing
		(0.6)	The RFP for the Harling Pumpstation Replacement issued to be issued Q1 2024, with construction to be deferred to begin in 2025.	Sub - Regional	Debt ($0.6)	Change in Timing
		(1.3)	Construction for the Western Trunk Grit Chamber Repairs project has been adjusted from 2024 to 2025 due prioritization of other capital project resources.	Sub - Regional	Debt ($1.3)	Change in Timing
		(1.6)	Consulting efforts to occur in 2024 for the Manhole Repair and Replacement project, with construction work deferred until 2025.	Sub - Regional	Debt ($1.6)	Change in Assumptions

Wastewater	Debt-Core Area Wastewater	1.7	Other projects with carry forward amounts from 2023 to 2024 under $250,000 include sewer cleaning, Gorge siphon inlet upgrade, Saanich Peninsula Odour Control, Parsons meter replacement and various meter, electrical and building upgrades			Change in Timing
	Ganges Sewer Utility (SSI)	(3.5)	Construction delays on the Ganges Wastewater Treatment Plant has rephased implementation from 2024 to 2025	Local Area	Grant ($2.6) Debt ($0.9)	Change in Timing
Wastewater	Maliview Estates Sewer	(1.4)	Delays in design, fabrication and delivery is pushing construction and installation for the Wastewater Treatment Plant Upgrades from 2024 to 2025.	Sub - Regional	Grant ($1.1) Debt ($0.3)	Change in Timing
	All Other Services (Including EA)	0.9	Net increase across 54 capital plans			
Total		**25.7**				

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STAFF ESTABLIS MENT CHART - FINAL BUDGET

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**		

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Making a difference...together

STAFF ESTABLIS MENT C ART - F A BUDGET

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 (2025) (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		

Reserve Forecasts

Tables 1 and 3 provide the change in the operating and capital reserve forecasts since Provisional budget. Detailed reserve schedules for each service were provided as part of the preliminary budget review process, and have been updated for Final budget for each service in appendix Q . Tables 2 and 4 provide a summary of significant reserve balances at the end of 2023.

Table 1: Changes in Operating Reserve Forecasts

Reserve Activity	2024 Final	2024 Prelim	$ Change	% Change
Opening Reserve Balance	$53.0	$46.6	6.4	13.7%
Transfers from Operating	3.5	3.6	-0.1	-2.8%
Interest Income	1.9	1.6	0.3	18.8%
Transfer to Operating	(25.3)	(23.1)	(2.2)	9.5%
Closing Reserve Balance	**$33.1**	**$28.7**	**$4.4**	**15.3%**

Consolidated operating reserves through the end of 2023 are $53.0 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of $33.1 million at the end of 2024. Operating reserves reflect funds retained and segregated by services to fund future operating activities. The CRD currently manages 79 operating reserve funds.

Table 2 summarizes the significant operating reserve balances by service. A detailed listing of reserve balances will be included in the audited financial statements.

Table 2: December 31, 2023 Operating Reserve Balances by Service (>$1M)

Description	Amount ($M)
Solid Waste	22.7
Core Area Wastewater	10.8
Regional Planning	2.4
Legislative & General	2.0
Regional Growth Strategy	1.8
Climate Action	1.1
S.P.W.W.S. Sewer Debt Reserve Fund	1.1
IW Environmental Operations	1.0
Environmental Services Protection	1.0
Various (<$1M)	9.0
Total	**$53.0**

Table 3: Changes in Capital Reserve Forecasts

Reserve Activity	2024 Final	2024 Prelim	$ Change	% Change
Opening Reserve Balance	$147.7	$87.6	60.1	68.6%
Transfers from Operating	21.9	22.5	(0.6)	(2.7%)
Interest Income	5.2	3.1	2.1	67.7%
Transfer to Capital Plan	(46.5)	(42.0)	(4.5)	10.7%
Closing Reserve Balance	**$128.3**	**$71.2**	**$57.1**	**80.2%**

[1]Reserve balances restated to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

Capital reserves at the end of 2023 are $147.7 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of $128.3 million at the end of 2024. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 63 capital reserve funds.

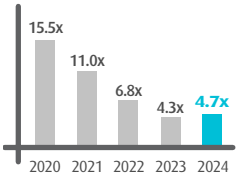
Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established by bylaw, but covers all CRD services. Specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges have been shown separately. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: December 31, 2023 Capital Reserve Balances by Service, Including ERF (>$1M)

Description	Amount
Core Area Wastewater	32.6
Equipment Replacement Fund (All Services)	31.4
Solid Waste	12.2
Regional Parks	11.2
Saanich Peninsula Water Supply	5.8
Office Facilities & Equipment	5.2
Saanich Peninsula Ice Arena Facility	4.8
McPherson Theatre	2.6
Royal Theatre	1.3
Magic Lake Estates Water System	1.2
Regional Parks Land	1.2
Sidney Treatment Plant	1.1
Sooke and Electoral Area Recreation & Facilities	1.0
Various (<$1M)	9.2
Subtotal	**$120.8**
Landfill Closure and Post-Closure	13.7
Development Cost Charges	13.2
Total	**$147.7**

CRD 2024 Financial Indicators

BUILDING INFRASTRUCTURE

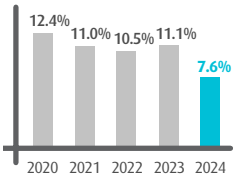


Investment in capital is **4.7x** the rate of depreciation

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 $261.1M* 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



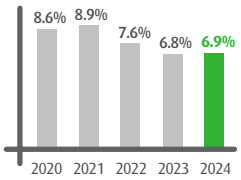
Debt servicing costs are **7.6%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2024, debt servicing costs will account for $21.7M* out of total revenue of $285.8M.**

**This excludes municipal borrowing.*

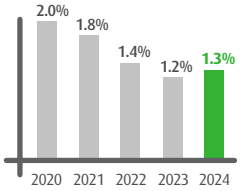
***This excludes municipal debt (18.1M), internal allocations (57.7M), and surplus carryforward (6.5M).*

SAVING FOR THE FUTURE



Reserve transfers make up **6.9%** 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 $25.4M while the operating budget will total $368.2M.



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

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2024, reserve transfers will total $25.4M 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

2024 Financial Plan Summary

(Assessment data for cost apportionment purposes is based on Completed Roll Reports released Jan 1, 2024. This will be updated for the 2024 Final Billing when BC Assessment releases Revised Roll Reports by the end of March 2024. The resulting adjustment is not expected to be material.)

Prepared by CRD Financial Services
March 13, 2024

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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 2024	Requisition 2023	Req. % Incr.
1.010	Legislative & General Government	36,520,973	39,599,526	675,320	21,550,550	5,122,140	12,251,516	11,374,383	7.71%
1.10X	Facilities Management	4,231,807	4,606,290	-	4,390,146	42,410	173,734	164,676	5.50%
1.101	G.I.S.	638,822	653,615	-	514,396	5,972	133,247	128,685	3.55%
1.112	Regional Grant in Aid	1,532,621	1,609,336	1,569,336	-	40,000	-	15,000	-100.00%
1.224	Community Health	814,860	1,002,468	2,500	-	191,389	808,579	624,376	29.50%
1.226	Health Facilities - VIHA	1,720,718	1,776,222	-	-	1,776,222	-	-	0.00%
1.280	Regional Parks	17,528,008	19,684,346	-	76,018	1,629,838	17,978,490	15,952,365	12.70%
1.309	Climate Action and Adaptation	2,288,185	2,864,096	-	99,297	1,173,434	1,591,365	1,716,387	-7.28%
1.310	Land Banking & Housing	3,152,716	3,679,545	260,634	595,481	962,032	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	639,731	-	603,101	36,630	-	-	0.00%
1.324	Regional Planning Services	1,554,118	2,227,436	-	93,180	863,135	1,271,121	1,227,844	3.52%
1.335	Geo-Spatial Referencing System	177,779	183,406	-	-	16,690	166,716	161,580	3.18%
1.374	Regional Emergency Program Support	238,227	148,016	-	-	7,290	140,726	138,181	1.84%
1.375	Hazardous Material Incident Response	446,471	405,611	-	-	49,362	356,249	334,696	6.44%
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	27,102,054	-	26,405,223	696,831	-	-	0.00%
1.911	911 Systems	2,495,079	2,606,719	-	-	2,297,884	308,835	181,510	70.15%
1.921	Regional CREST Contribution	1,790,531	1,932,993	-	-	99,442	1,833,551	1,691,654	8.39%
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	140,891	-	-	209,109	-	100.00%
Total Regional		**172,018,384**	**193,409,850**	**2,648,681**	**54,327,392**	**97,105,655**	**39,328,122**	**35,451,947**	**10.93%**

Sub-Regional	Service	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition 2024	Requisition 2023	Req. % Incr.
1.121	Sooke Regional Museum	222,348	230,107	1,995	-	653	227,459	221,810	2.55%
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	58,597	42,773	-	824	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	304,857	323,215	3	-	15,190	308,022	289,741	6.31%
1.230	Traffic Safety Commission	137,118	105,254	29,182	-	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	785,339	-	-	35,339	750,000	750,000	0.00%
1.297	Arts Grants	3,132,037	3,208,277	-	15,130	236,493	2,956,654	2,864,931	3.20%
1.311	Regional Housing Trust Fund	3,676,394	4,178,799	3,226,193	-	233,931	718,675	1,000,000	-28.13%
1.313	Animal Care Services	1,663,324	1,737,305	-	-	1,260,765	476,540	460,422	3.50%
1.330	Regional Growth Strategy	424,846	331,880	-	-	16,675	315,205	304,476	3.52%
1.40X	SEAPARC	4,571,131	5,243,766	-	-	1,945,884	3,297,882	3,212,688	2.65%
1.44X	Panorama Rec. Center.	10,136,965	10,810,738	-	-	5,311,565	5,499,173	5,260,398	4.54%
1.531	Stormwater Quality Management - Sooke	39,432	90,599	-	-	50,156	40,443	39,346	2.79%
1.536	LWMP-Stormwater Quality Management-Core	744,030	857,441	-	-	180,277	677,164	656,268	3.18%
1.537	Stormwater Quality Management - Peninsula	121,932	125,095	-	-	4,173	120,922	117,478	2.93%
1.538	Source - Stormwater Quality - Peninsula	58,657	59,263	-	-	2,310	56,953	55,836	2.00%
1.912B	911 Call Answer - Municipalities	25,947	20,030	-	681,953	(43,435)	(618,488)	(628,679)	-1.62%
1.913	913 Fire Dispatch	366,986	372,559	-	-	44,419	328,140	298,293	10.01%
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	19,038	7,288	-	37	11,713	15,512	-24.49%
3.700	Septage Disposal	157,910	161,082	-	-	161,082	-	-	0.00%
3.701	Millstream Remediation Service	537,888	19,812	-	-	13,550	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	4,993,969	-	154,483	2,756,123	2,083,363	1,993,748	4.49%
3.720	LWMP - (Peninsula) - Implementation	56,247	57,422	-	-	2,208	55,214	53,927	2.39%
3.750	LWMP - Core and West Shore	372,322	584,072	-	-	356,746	227,326	217,527	4.50%
3.752	LWMP - Harbour Studies	354,238	362,174	-	-	22,459	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	-	-	-	2,031	(2,031)	68,587	-102.96%
3.71X	Core Area Wastewater Operations	34,173,017	34,609,974	-	630,083	28,551,717	5,428,174	4,370,207	24.21%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,269,184	21,889,666	211,603	-	15,877,551	5,800,512	6,045,953	-4.06%
Total Sub-Regional		**128,148,023**	**127,742,207**	**3,519,037**	**1,536,649**	**91,361,525**	**31,324,996**	**30,244,165**	**3.57%**
Total CRD - Regional & Sub-Regional		**300,166,407**	**321,152,057**	**6,167,718**	**55,864,041**	**188,467,180**	**70,653,118**	**65,696,112**	**7.55%**
Total Electoral Areas Only		**26,480,353**	**28,841,704**	**324,302**	**1,876,503**	**8,839,360**	**17,801,539**	**16,358,854**	**8.82%**
Total CRD excluding Municipal Debt		**326,646,760**	**349,993,761**	**6,492,020**	**57,740,544**	**197,306,540**	**88,454,657**	**82,054,966**	**7.80%**
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	18,229,269	-	-	78,720	18,150,549	17,260,244	5.16%
Total CRD		**343,959,204**	**368,223,030**	**6,492,020**	**57,740,544**	**197,385,260**	**106,605,206**	**99,315,210**	**7.34%**
CRHD	Capital Regional Hospital District	32,678,574	33,548,386	131,187	-	6,954,296	26,462,903	26,462,552	0.00%
Total CRD, CRHD & Municipal Debt		**376,637,778**	**401,771,416**	**6,623,207**	**57,740,544**	**204,339,556**	**133,068,109**	**125,777,762**	**5.80%**

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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 2024	Requisition 2023	Req. % Incr.
1.011	Board Expenditures	1,258,509	1,420,700	-	-	82,500	1,338,200	1,230,009	8.80%
1.012	Other Legislative	201,873	213,426	-	-	-	213,426	201,873	5.72%
1.014	CAO & Executive Office	929,365	1,117,777	-	-	-	1,117,777	929,365	20.27%
1.014B	Corporate Services	2,941,150	3,177,282	-	555,412	460,000	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	3,798,978	-	3,110,606	130,000	558,372	686,469	-18.66%
1.017	Finance	8,459,287	9,087,726	-	4,800,000	1,273,612	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	13,385,491	-	9,100,000	1,582,348	2,703,143	2,547,379	6.11%
1.024	Planning & Protective Services	585,602	596,742	-	285,898	-	310,844	309,369	0.48%
1.025	Corporate Emergency	406,282	426,270	35,320	107,013	48,000	235,937	229,114	2.98%
1.027	First Nations Negotiations	1,311,999	1,463,202	-	-	319,700	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	1,545,346	-	850,000	125,000	570,346	618,479	-7.78%
	(Surplus)/Deficit	-	-	640,000	-	-	-	-	0.00%
	Other revenue - cc 100001	1,601,898	1,577,876	-	1,577,876	1,100,980	(1,740,980)	(2,205,597)	-21.07%
Total Legislative & General Government		**36,520,973**	**39,599,526**	**675,320**	**21,550,550**	**5,122,140**	**12,251,516**	**11,374,383**	**7.71%**

1.10X	Facilities Management	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition 2024	Requisition 2023	Req. % Incr.
1.105	Facility Management	2,016,211	2,151,733	-	1,969,650	8,349	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**	**-**	**4,390,146**	**42,410**	**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 2024	Requisition 2023	Req. % Incr.
1.151	Debt - Victoria	5,387,728	5,592,523	-	-	30,150	5,562,373	5,366,278	3.65%
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	6,764,676	-	-	16,860	6,747,816	5,562,267	21.31%
1.155	Debt - Oak Bay	278,382	-	-	-	-	-	276,972	-100.00%
1.156	Debt - N. Saanich	654,623	665,641	-	-	3,030	662,611	652,363	1.57%
1.157	Debt - Sidney	544,886	545,456	-	-	2,920	542,536	542,536	0.00%
1.160	Debt - V. Royal	534,357	568,396	-	-	2,180	566,216	532,727	6.29%
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**	**18,229,269**	**-**	**-**	**78,720**	**18,150,549**	**17,260,244**	**5.16%**

1.57X	Environmental Services	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition 2024	Requisition 2023	Req. % Incr.
1.575	Env. Ser. - Administration	201,670	206,947	-	206,947	-	-	-	0.00%
1.576	Env. Engineering Services	2,765,567	3,007,695	-	2,907,695	100,000	-	-	0.00%
1.577	Env. Ser. - Operations	13,875,220	14,549,517	-	14,074,517	475,000	-	-	0.00%
1.578	Env. Protection and Water Quality	9,177,767	9,337,895	-	9,216,064	121,831	-	-	0.00%
Total Environmental Services		**26,020,224**	**27,102,054**	**-**	**26,405,223**	**696,831**	**-**	**-**	**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 2024	Requisition 2023	Req. % Incr.
3.709	I & I Enhanced Program	408,001	417,843	-	417,843	-	-	-	0.00%
3.717	Core Area Wastewater Operations	33,765,016	34,192,131	-	212,240	1,170,895	32,808,996	28,764,837	14.06%
	Core Area Wastewater - Operations Total	**34,173,017**	**34,609,974**	**-**	**630,083**	**1,170,895**	**32,808,996**	**28,764,837**	**14.06%**
	Invoice by Agreement					27,380,822	(27,380,822)	(24,394,630)	
Total Sewer Operating		**34,173,017**	**34,609,974**	**-**	**630,083**	**28,551,717**	**5,428,174**	**4,370,207**	**24.21%**

3.718	Peninsula Wastewater TP	Gross Expenditure 2023	Gross Expenditure 2024	Carry Fwd. to 2024 Operating	Allocations to Other Services	Other Revenue	Requisition 2024	Requisition 2023	Req. % Incr.
3.718	Peninsula Wastewater TP	4,747,515	4,993,969	-	154,483	188,582	4,650,904	4,412,900	5.39%
	Invoice by Agreement					2,567,541	(2,567,541)	(2,419,152)	
Total Peninsula Wastewater TP		**4,747,515**	**4,993,969**	**-**	**154,483**	**2,756,123**	**2,083,363**	**1,993,748**	**4.49%**

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 2024	Requisition 2023	Req. % Incr.
3.750	LWMP - Core and West Shore	372,322	584,072	-	-	220,351	363,721	353,128	3.00%
	Invoice by Agreement					136,395	(136,395)	(135,601)	
Total LWMP - Core and West Shore		**372,322**	**584,072**	**-**	**-**	**356,746**	**227,326**	**217,527**	**4.50%**

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 2024	Requisition 2023	Req. % 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	-	9,695	-	-	(9,695)	44,463	-121.80%
3.792	Debt - Craigflower PS	5,165	-	336	-	-	(336)	3,918	-108.58%
3.798	Debt - Core Sewage Integrated Treatment Facilities	791,811	-	201,572	-	-	(201,572)	771,658	-126.12%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	807,616	814,559	-	-	41,710	772,849	768,385	0.58%
3.798C	Debt - Core Area Wastewater Treatment Program	25,545,722	21,075,107	-	-	637,841	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**	**21,889,666**	**211,603**	**-**	**679,551**	**20,998,512**	**22,039,826**	**-4.72%**
	Invoice by Agreement					15,198,000	(15,198,000)	(15,993,873)	
Total Sewer Debt		**27,269,184**	**21,889,666**	**211,603**	**-**	**15,877,551**	**5,800,512**	**6,045,953**	**-4.06%**

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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 2024	Requisition 2023	Req. % Incr.
	Joint Electoral Area Services								
1.103	Elections	65,760	40,580	-	-	271	40,309	65,490	-38.45%
1.104	U.B.C.M.	12,958	13,036	468	-	90	12,478	12,074	3.35%
1.318	Building Inspection	2,026,725	2,241,973	-	32,060	1,644,757	565,156	491,380	15.01%
1.320	Noise Control	41,228	65,371	-	-	318	65,053	40,910	59.01%
1.322	Nuisances & Unsightly Premises	54,986	57,419	-	-	5,849	51,570	54,661	-5.65%
1.369	Electoral Area Fire Services (JDF & SGI)	308,466	378,064	-	-	171,824	206,240	147,313	40.00%
1.372	Electoral Area Emergency Program	671,399	748,997	-	509,530	73,377	166,090	155,204	7.01%
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**	**3,545,440**	**10,468**	**541,590**	**1,896,486**	**1,096,896**	**967,032**	**13.43%**
	Juan de Fuca Electoral Area								
1.109	Electoral Area Admin Exp - JDF	66,492	72,645	-	-	246	72,399	63,123	14.70%
1.114	Grant-in-Aid - Juan de Fuca	33,865	29,515	29,225	-	290	-	-	0.00%
1.317	JDF Building Numbering	13,475	13,884	84	-	50	13,750	13,282	3.52%
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	3,145	-	-	13	105	-87.62%
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	101,252	9,450	-	21,850	69,952	69,952	0.00%
1.405	JDF EA - Community Parks	202,006	233,885	-	-	912	232,973	201,123	15.84%
1.924	Emergency Comm - CREST - JDF	144,211	160,323	11,784	-	250	148,289	143,971	3.00%
	Total JDF Regional	**1,508,155**	**1,605,274**	**53,688**	**33,180**	**126,125**	**1,392,281**	**1,305,774**	**6.62%**
1.119	Vancouver Island Regional Library	341,748	404,447	-	-	629	403,818	341,091	18.39%
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	315	-	100	33,256	32,435	2.53%
1.232	Port Renfrew Street Lighting	9,143	9,199	1,233	-	4,244	3,722	3,589	3.71%
1.350	Willis Point Fire Protect & Recreation	174,824	203,796	16,086	-	41,980	145,730	140,804	3.50%
1.353	Otter Point Fire Protection	542,138	671,460	-	-	340	671,120	541,808	23.87%
1.354	Malahat Fire Protection	66,940	73,672	617	-	-	73,055	66,352	10.10%
1.355	Durrance Road Fire Protection	3,016	3,016	-	-	-	3,016	3,016	0.00%
1.357	East Sooke Fire Protection	565,807	586,306	11,043	-	97,313	477,950	468,579	2.00%
1.358	Port Renfrew Fire Protection	161,476	202,438	-	-	82,038	120,400	96,077	25.32%
1.360	Shirley Fire Protection	193,332	200,090	-	-	210	199,880	193,122	3.50%
1.408	JDF EA - Community Recreation	93,862	98,812	6,200	-	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	-	-	71,932	72,248	66,243	9.07%
2.682	Seagirt Water System Debt	97,650	114,767	-	-	-	114,767	97,650	17.53%
2.691	Wilderness Mountain Water Service	158,838	171,071	-	-	103,576	67,495	61,900	9.04%
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**	**3,502,530**	**35,494**	**26,440**	**877,112**	**2,563,484**	**2,284,904**	**12.19%**
	TOTAL JUAN DE FUCA ELECTORAL AREA	**4,646,987**	**5,107,804**	**89,182**	**59,620**	**1,003,237**	**3,955,765**	**3,590,678**	**10.17%**

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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 2024	Requisition 2023	Req. % Incr.
	Salt Spring Island Electoral Area								
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,397,753	48,579	683,846	5,730	659,598	622,011	6.04%
1.116	Grant-in-Aid - Salt Spring Island	60,772	58,785	14,773	-	260	43,752	21,558	102.95%
1.124	SSI Economic Development Commission	96,581	69,349	15,000	-	650	53,699	95,958	-44.04%
1.236	Salt Spring Island Fernwood Dock	16,055	16,547	-	-	167	16,380	15,888	3.10%
1.141	Salt Spring Island Public Library	677,239	718,950	-	-	1,656	717,294	675,683	6.16%
1.238A	Community Transit (SSI)	599,884	632,673	-	-	278,994	353,679	261,262	35.37%
1.238B	Community Transportation (SSI)	148,993	88,489	-	-	430	88,059	147,826	-40.43%
1.299	Salt Spring Island Arts	123,180	133,806	-	-	90	133,716	123,090	8.63%
1.316	SSI Building Numbering	9,891	10,285	-	-	20	10,265	9,871	3.99%
1.342	SSI Livestock Injury Compensation	3,158	3,158	3,145	-	-	13	105	-87.62%
1.371	SSI Emergency Program	142,927	144,181	-	-	14,011	130,170	126,745	2.70%
1.378	SSI Search and Rescue	25,804	25,804	2,787	-	100	22,917	25,704	-10.84%
1.455	Salt Spring Island - Community Parks	1,097,686	1,025,297	-	404,570	32,200	588,527	584,647	0.66%
1.458	Salt Spring Is.- Community Rec	313,379	399,235	-	-	280,260	118,975	77,640	53.24%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	2,439,891	8,059	88,420	455,399	1,888,013	1,614,486	16.94%
1.535	Stormwater Quality Management - SSI	57,276	66,034	30,000	-	11,424	24,610	23,778	3.50%
1.925	Emergency Comm - CREST - SSI	145,123	150,978	-	-	160	150,818	144,675	4.25%
3.705	SSI Liquid Waste Disposal	1,028,430	1,208,171	-	-	792,046	416,125	376,975	10.39%
	Total S.S.I. Regional	**7,862,338**	**8,589,386**	**122,343**	**1,176,836**	**1,873,597**	**5,416,610**	**4,947,902**	**9.47%**
1.234	SSI Street Lighting	27,882	31,909	-	-	40	31,869	27,842	14.46%
2.620	SSI Highland Water System	32,004	31,988	172	-	90	31,726	31,795	-0.22%
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	259,231	-	-	204,001	55,230	50,212	9.99%
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	70	-	40	14,621	14,658	-0.25%
3.810	Ganges Sewer	1,187,404	1,264,781	-	-	1,202,647	62,134	59,891	3.75%
3.820	Maliview 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**	**2,881,554**	**242**	**0**	**2,499,272**	**382,040**	**360,816**	**5.88%**
	TOTAL S.S.I. ELECTORAL AREA	**10,539,393**	**11,470,940**	**122,585**	**1,176,836**	**4,372,869**	**5,798,650**	**5,308,718**	**9.23%**
	Southern Gulf Islands Electoral Area								
1.110	Electoral Area Admin Exp - SGI	479,701	572,636	-	86,867	71,609	414,160	400,086	3.52%
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	111,608	-	-	1,254	110,354	105,004	5.10%
1.125	SGI Economic Development Commission	157,768	155,896	27,650	-	1,468	126,778	121,426	4.41%
1.138	Southern Gulf Islands Regional Library	239,681	247,999	2,735	-	2,540	242,724	235,946	2.87%
1.235	SGI Small Craft Harbour Facilities	461,887	483,760	-	-	158,599	325,161	309,533	5.05%
1.314	SGI House Numbering	9,764	10,111	-	-	124	9,987	9,612	3.90%
1.341	SGI Livestock Injury Compensation	3,158	3,180	3,146	-	34	-	71	-100.00%
1.373	SGI Emergency Program	250,121	275,218	-	-	27,735	247,483	247,378	0.04%
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	187,299	214	-	1,992	185,093	179,709	3.00%
	Total Southern Gulf Islands Regional	**1,930,950**	**2,089,187**	**33,745**	**86,867**	**265,835**	**1,702,740**	**1,648,573**	**3.29%**
1.137	Galiano Island Community Use Building	68,064	70,590	3,236	-	298	67,056	64,770	3.53%
1.170	Gossip Island Electric Power Supply	63,695	63,213	283	-	290	62,640	63,455	-1.28%
1.227	Saturna Island Medical Clinic	25,327	26,027	190	-	1,421	24,416	23,171	5.37%
1.228	Galiano Health Service	139,886	144,768	15	-	124	144,629	139,686	3.54%
1.229	Pender Islands Health Care Centre	234,921	266,575	-	-	1,974	264,601	232,862	13.63%
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	1,399,332	-	-	123,179	1,276,153	1,120,842	13.86%
1.359	North Galiano Fire Protection	241,634	340,969	24,520	-	988	315,461	223,144	41.37%
1.363	Saturna Island Fire	267,829	316,453	1,596	-	12,396	302,461	256,273	18.02%
1.465	Saturna Island Comm. Parks	27,245	33,467	3,268	-	1,290	28,909	25,680	12.57%
1.468	Saturna Island - Community Rec.	18,976	20,177	4,347	-	681	15,149	13,676	10.77%
1.475	Mayne Is. Com. Parks & Rec	95,875	96,569	-	-	288	96,281	93,012	3.51%
1.476	Mayne Is. Comm. Parks (reserve)	26,883	29,771	19,191	-	10,580	-	-	0.00%
1.478	Mayne Is. Community Rec.	52,931	48,182	11,310	-	56	36,816	35,740	3.01%
1.485	North & South Pender Com. Parks	169,351	175,470	-	-	2,135	173,335	167,354	3.57%
1.488	North & South Pender Com. Rec	71,371	70,816	366	-	818	69,632	67,240	3.56%
1.495	Galiano Parks	127,681	128,309	-	-	20,827	107,482	107,562	-0.07%
1.498	Galiano Community Recreation	38,375	43,880	-	-	30	43,850	38,317	14.44%
2.630	Magic Lakes Estate Water System	1,000,318	1,009,370	-	-	429,310	580,060	580,000	0.01%
2.640	Saturna Island Water System (Lyall Harbour)	278,852	290,019	-	-	149,323	140,696	133,030	5.76%
2.642	Skana Water (Mayne)	89,870	96,840	-	-	70,260	26,580	25,680	3.50%
2.665	Sticks Allison Water (Galiano)	75,539	75,777	-	-	70,677	5,100	5,100	0.00%
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	295,660	606,635	586,010	3.52%
3.830D	Magic Lake Estates Sewer Debt	235,784	231,715	-	-	2,256	229,459	234,106	-1.98%
	Total SGI Local/Specified/Defined Services	**6,171,501**	**6,628,333**	**68,322**	**11,590**	**1,300,933**	**5,247,488**	**4,843,853**	**8.33%**
	TOTAL SGI ELECTORAL AREA	**8,102,451**	**8,717,520**	**102,067**	**98,457**	**1,566,768**	**6,950,228**	**6,492,426**	**7.05%**
	TOTAL FOR ELECTORAL AREAS ONLY	**26,480,353**	**28,841,704**	**324,302**	**1,876,503**	**8,839,360**	**17,801,539**	**16,358,854**	**8.82%**

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CAPITAL REGIONAL DISTRICT

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 13, 2024

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	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	543,882	65.26	497,901	61.04	45,981	9.23%	4.22	6.91%
1.10X	Facilities Management	7,713	0.93	7,209	0.88	504	6.99%	0.04	4.71%
1.101	G.I.S.	5,923	0.71	5,640	0.69	282	5.01%	0.02	2.77%
1.112	Regional Grant in Aid	-	-	657	0.08	(657)	-100.00%	(0.08)	-100.00%
1.224	Community Health	35,940	4.31	27,366	3.36	8,574	31.33%	0.96	28.54%
1.280	Regional Parks	799,119	95.89	699,180	85.72	99,939	14.29%	10.17	11.86%
1.309	Climate Action and Adaptation	69,151	8.30	74,275	9.11	(5,124)	-6.90%	(0.81)	-8.88%
1.310	Land Banking & Housing	82,737	9.93	65,879	8.08	16,857	25.59%	1.85	22.91%
1.312	Regional Goose Management	10,580	1.27	10,279	1.26	302	2.94%	0.01	0.74%
1.324	Regional Planning Services	56,500	6.78	53,815	6.60	2,684	4.99%	0.18	2.75%
1.335	Geo-Spatial Referencing System	7,441	0.89	7,110	0.87	331	4.65%	0.02	2.42%
1.374	Regional Emergency Program Support	6,115	0.73	5,980	0.73	135	2.27%	0.00	0.09%
1.375	Hazardous Material Incident Response	15,481	1.86	14,484	1.78	997	6.88%	0.08	4.61%
1.911	911 Systems	13,113	1.57	7,754	0.95	5,359	69.11%	0.62	65.51%
1.921	Regional CREST Contribution	78,544	9.42	72,871	8.93	5,673	7.79%	0.49	5.49%
21.ALL	Feasibility Study Reserve Fund - All	9,333	1.12	-	-	9,333	100.00%	1.12	100.00%
	Total Regional	**$1,741,572**	**$208.97**	**$1,550,401**	**$190.08**	**$191,171**	**12.33%**	**$18.89**	**9.94%**
1.126	Victoria Family Court Committee	681	0.08	680	0.08	1	0.22%	(0.00)	-1.91%
1.128	Greater Victoria Police Victim Services	16,018	1.92	14,893	1.83	1,125	7.55%	0.10	5.26%
1.230	Traffic Safety Commission	3,392	0.41	3,343	0.41	49	1.47%	(0.00)	-0.69%
1.311	Regional Housing Trust Fund	37,834	4.54	52,201	6.40	(14,368)	-27.52%	(1.86)	-29.07%
1.330	Regional Growth Strategy	14,887	1.79	14,204	1.74	683	4.81%	0.04	2.58%
1.44X	Panorama Rec. Center.	2,121,291	254.53	2,025,813	248.37	95,478	4.71%	6.17	2.48%
1.537	Stormwater Quality Management - Peninsula	32,031	3.84	29,375	3.60	2,656	9.04%	0.24	6.72%
1.538	Source - Stormwater Quality - Peninsula	24,205	2.90	23,755	2.91	451	1.90%	(0.01)	-0.27%
1.912B	911 Call Answer - Municipalities	(41,433)	(4.97)	(42,068)	(5.16)	634	1.51%	0.19	3.61%
3.701	Millstream Remediation Service	305	0.04	2,711	0.33	(2,406)	-88.74%	(0.30)	-88.98%
3.718	Peninsula Wastewater TP	1,928,771	231.43	1,842,386	225.88	86,385	4.69%	5.55	2.46%
3.720	LWMP - (Peninsula) - Implementation	23,685	2.84	23,313	2.86	372	1.59%	(0.02)	-0.57%
3.755	Regional Source Control	56,268	6.75	53,687	6.58	2,580	4.81%	0.17	2.57%
3.756	Harbours Environmental Action	(863)	(0.10)	29,179	3.58	(30,043)	-102.96%	(3.68)	-102.90%
	Total Sub Regional	**$4,217,071**	**$506.01**	**$4,073,472**	**$499.41**	**$143,600**	**3.53%**	**$6.59**	**1.32%**
	Total Capital Regional District	**$5,958,643**	**$714.98**	**$5,623,873**	**$689.50**	**$334,770**	**5.95%**	**$25.49**	**3.70%**
1.15X	Municipalities' Own Debt - M.F.A.	610,888	73.30	610,888	74.90	-	0.00%	(1.60)	-2.13%
CRHD	Capital Regional Hospital District	1,176,240	141.14	1,159,834	142.20	16,406	1.41%	(1.06)	-0.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7,745,771**	**$929.42**	**$7,394,595**	**$906.59**	**$351,176**	**4.75%**	**$22.83**	**2.52%**
	Average residential assessment - 2024/2023	**$1,132,945**		**$1,132,079**					

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

	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	45,981	0.62%	4.22	0.47%
Regional Parks	99,939	1.35%	10.17	1.12%
Land Banking & Housing	16,857	0.23%	1.85	0.20%
Feasibility Study Reserve Fund - All	9,333	0.13%	1.12	0.12%
Regional Housing Trust Fund	(14,368)	-0.19%	(1.86)	-0.21%
Panorama Rec. Center.	95,478	1.29%	6.17	0.68%
Peninsula Wastewater TP	86,385	1.17%	5.55	0.61%
Harbours Environmental Action	(30,043)	-0.41%	(3.68)	-0.41%
Municipalities' Own Debt - M.F.A.	-	0.00%	(1.60)	-0.18%
Capital Regional Hospital District	16,406	0.22%	(1.06)	-0.12%
Other	25,207	0.34%	1.95	0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**351,176**	**4.75%**	**$22.83**	**2.52%**

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	COLWOOD	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	476,519	58.09	436,599	54.50	39,920	9.14%	3.59	6.59%
1.10X	Facilities Management	6,757	0.82	6,321	0.79	436	6.90%	0.03	4.40%
1.101	G.I.S.	5,189	0.63	4,946	0.62	243	4.92%	0.02	2.46%
1.112	Regional Grant in Aid	-	-	576	0.07	(576)	-100.00%	(0.07)	-100.00%
1.224	Community Health	31,489	3.84	23,997	3.00	7,492	31.22%	0.84	28.15%
1.280	Regional Parks	700,144	85.35	613,096	76.53	87,047	14.20%	8.82	11.53%
1.309	Climate Action and Adaptation	69,244	8.44	73,719	9.20	(4,475)	-6.07%	(0.76)	-8.27%
1.310	Land Banking & Housing	72,489	8.84	57,768	7.21	14,721	25.48%	1.63	22.55%
1.312	Regional Goose Management	10,595	1.29	10,202	1.27	393	3.85%	0.02	1.42%
1.324	Regional Planning Services	49,502	6.03	47,190	5.89	2,312	4.90%	0.14	2.44%
1.335	Geo-Spatial Referencing System	6,519	0.79	6,235	0.78	285	4.56%	0.02	2.12%
1.374	Regional Emergency Program Support	6,123	0.75	5,935	0.74	188	3.18%	0.01	0.76%
1.375	Hazardous Material Incident Response	15,501	1.89	14,375	1.79	1,126	7.83%	0.10	5.31%
1.911	911 Systems	14,849	1.81	8,616	1.08	6,233	72.35%	0.73	68.32%
1.921	Regional CREST Contribution	88,943	10.84	80,969	10.11	7,974	9.85%	0.74	7.28%
21.ALL	Feasibility Study Reserve Fund - All	8,177	1.00	-	-	8,177	100.00%	1.00	100.00%
	Total Regional	**$1,562,041**	**$190.41**	**$1,390,543**	**$173.57**	**$171,497**	**12.33%**	**$16.84**	**9.70%**
1.126	Victoria Family Court Committee	668	0.08	648	0.08	20	3.06%	0.00	0.65%
1.128	Greater Victoria Police Victim Services	14,034	1.71	13,059	1.63	975	7.46%	0.08	4.95%
1.330	Regional Growth Strategy	13,043	1.59	12,455	1.55	588	4.72%	0.04	2.27%
1.536	LWMP-Stormwater Quality Management-Core	41,445	5.05	30,037	3.75	11,407	37.98%	1.30	34.75%
3.701	Millstream Remediation Service	983	0.12	8,693	1.09	(7,710)	-88.69%	(0.97)	-88.95%
3.707	LWMP - On Site System Management Program	58,662	8.19	56,515	7.05	2,147	3.80%	1.14	16.16%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	852,664	103.94	898,549	112.16	(45,886)	-5.11%	(8.22)	-7.33%
3.750	LWMP - Core and West Shore	13,603	1.66	11,653	1.45	1,950	16.73%	0.20	14.00%
3.752	LWMP - Harbour Studies	22,027	2.69	21,308	2.66	719	3.37%	0.03	0.95%
3.755	Regional Source Control	47,450	5.78	41,219	5.14	6,232	15.12%	0.64	12.42%
	Total Sub Regional	**$1,064,580**	**$130.81**	**$1,094,137**	**$136.57**	**($29,557)**	**-2.70%**	**($5.76)**	**-4.21%**
	Total Capital Regional District	**$2,626,620**	**$321.23**	**$2,484,680**	**$310.14**	**$141,940**	**5.71%**	**$11.09**	**3.57%**
	% Change					**5.71%**			
1.15X	Municipalities' Own Debt - M.F.A.	631,604	76.99	717,091	89.51	(85,487)	-11.92%	(12.52)	-13.98%
CRHD	Capital Regional Hospital District	1,030,555	125.62	1,017,034	126.95	13,521	1.33%	(1.32)	-1.04%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,288,780**	**$523.84**	**$4,218,805**	**$526.59**	**$69,974**	**1.66%**	**($2.75)**	**-0.52%**
	Average residential assessment - 2024/2023	**$1,008,415**		**$1,010,666**					

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

	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	39,920	0.95%	3.59	0.68%
Regional Parks	87,047	2.06%	8.82	1.67%
Land Banking & Housing	14,721	0.35%	1.63	0.31%
Feasibility Study Reserve Fund - All	8,177	0.19%	1.00	0.19%
LWMP-Stormwater Quality Management-Core	11,407	0.27%	1.30	0.25%
LWMP - On Site System Management Program	2,147	0.05%	1.14	0.22%
Core Area & Legacy Trunk Sewer - Debt	(45,886)	-1.09%	(8.22)	-1.55%
Municipalities' Own Debt - M.F.A.	(85,487)	-2.03%	(12.52)	-2.36%
Capital Regional Hospital District	13,521	0.32%	(1.32)	-0.25%
Other	24,406	0.58%	$1.83	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**69,974**	**1.66%**	**($2.75)**	**-0.52%**

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	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	1,255,108	153.00	972,367	121.37	282,741	29.08%	31.63	26.06%
3.71X	Sewer Operating (INVOICE)	1,255,108	153.00	972,367	121.37	282,741	29.08%	31.63	26.06%

	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	(116)	(0.01)	1,286	0.16	(1,402)	-109.01%	(0.17)	-108.80%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(11,121)	(1.36)	40,151	5.01	(51,271)	-127.70%	(6.37)	-127.05%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	30,807	3.76	30,273	3.78	534	1.76%	(0.02)	-0.62%
3.798C	Debt - Core Area Wastewater Treatment Program	833,094	101.55	828,531	103.42	4,563	0.55%	(1.86)	-1.80%
3.7XX	Sewer Debt	852,664	103.94	898,549	112.16	(45,886)	-5.11%	(8.22)	-7.33%

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	ESQUIMALT	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	395,653	60.84	362,281	57.48	33,372	9.21%	3.37	5.86%
1.10X	Facilities Management	5,611	0.86	5,245	0.83	366	6.97%	0.03	3.68%
1.101	G.I.S.	4,308	0.66	4,104	0.65	205	4.99%	0.01	1.76%
1.112	Regional Grant in Aid	-	-	478	0.08	(478)	-100.00%	(0.08)	-100.00%
1.224	Community Health	26,145	4.02	19,912	3.16	6,233	31.30%	0.86	27.27%
1.280	Regional Parks	581,328	89.40	508,735	80.71	72,593	14.27%	8.68	10.76%
1.309	Climate Action and Adaptation	60,258	9.27	64,944	10.30	(4,686)	-7.22%	(1.04)	-10.07%
1.310	Land Banking & Housing	60,188	9.26	47,935	7.61	12,253	25.56%	1.65	21.71%
1.312	Regional Goose Management	9,220	1.42	8,987	1.43	232	2.59%	(0.01)	-0.56%
1.324	Regional Planning Services	41,101	6.32	39,157	6.21	1,944	4.97%	0.11	1.74%
1.335	Geo-Spatial Referencing System	5,413	0.83	5,173	0.82	240	4.63%	0.01	1.42%
1.374	Regional Emergency Program Support	5,329	0.82	5,228	0.83	100	1.92%	(0.01)	-1.21%
1.375	Hazardous Material Incident Response	13,490	2.07	12,664	2.01	825	6.52%	0.07	3.25%
1.911	911 Systems	13,402	2.06	7,947	1.26	5,455	68.64%	0.80	63.46%
1.921	Regional CREST Contribution	80,277	12.35	74,688	11.85	5,590	7.48%	0.50	4.18%
21.ALL	Feasibility Study Reserve Fund - All	6,789	1.04	-	-	6,789	100.00%	1.04	100.00%
	Total Regional	**$1,308,513**	**$201.23**	**$1,167,480**	**$185.23**	**$141,033**	**12.08%**	**$16.00**	**8.64%**
1.126	Victoria Family Court Committee	589	0.09	585	0.09	3	0.58%	(0.00)	-2.51%
1.128	Greater Victoria Police Victim Services	11,652	1.79	10,836	1.72	816	7.53%	0.07	4.23%
1.230	Traffic Safety Commission	2,467	0.38	2,432	0.39	35	1.44%	(0.01)	-1.67%
1.297	Arts Grants	176,055	27.07	169,625	26.91	6,430	3.79%	0.16	0.60%
1.311	Regional Housing Trust Fund	33,045	5.08	45,741	7.26	(12,696)	-27.76%	(2.18)	-29.98%
1.330	Regional Growth Strategy	10,830	1.67	10,335	1.64	495	4.79%	0.03	1.57%
1.536	LWMP-Stormwater Quality Management-Core	53,695	8.26	53,646	8.51	50	0.09%	(0.25)	-2.98%
1.912B	911 Call Answer - Municipalities	(42,347)	(6.51)	(43,116)	(6.84)	769	1.78%	0.33	4.80%
3.701	Millstream Remediation Service	165	0.03	1,469	0.23	(1,305)	-88.80%	(0.21)	-89.14%
3.717	Core Area Wastewater Operations	1,396,891	214.82	1,287,973	204.34	108,919	8.46%	10.47	5.13%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	856,508	131.72	938,954	148.97	(82,446)	-8.78%	(17.25)	-11.58%
3.750	LWMP - Core and West Shore	24,660	3.79	25,107	3.98	(447)	-1.78%	(0.19)	-4.80%
3.752	LWMP - Harbour Studies	19,881	3.06	19,655	3.12	226	1.15%	(0.06)	-1.96%
3.755	Regional Source Control	80,722	12.41	83,830	13.30	(3,108)	-3.71%	(0.89)	-6.66%
	Total Sub Regional	**$2,624,813**	**$403.65**	**$2,607,073**	**$413.63**	**$17,740**	**0.68%**	**($9.98)**	**-2.41%**
	Total Capital Regional District	**$3,933,325**	**$604.88**	**$3,774,553**	**$598.85**	**$158,772**	**4.21%**	**$6.02**	**1.01%**
1.15X	Municipalities' Own Debt - M.F.A.	2,270,279	349.13	2,434,758	386.29	(164,479)	-6.76%	(37.16)	-9.62%
CRHD	Capital Regional Hospital District	855,669	131.59	843,914	133.89	11,754	1.39%	(2.30)	-1.72%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7,059,273**	**$1,085.60**	**$7,053,226**	**$1,119.03**	**$6,048**	**0.09%**	**($33.44)**	**-2.99%**
	Average residential assessment - 2024/2023	**$1,056,283**		**$1,065,955**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	33,372	0.50%	3.37	0.30%
Regional Parks	72,593	1.08%	8.68	0.78%
Climate Action and Adaptation	(4,686)	-0.07%	(1.04)	-0.09%
Land Banking & Housing	12,253	0.18%	1.65	0.15%
Feasibility Study Reserve Fund - All	6,789	0.10%	1.04	0.09%
Regional Housing Trust Fund	(12,696)	-0.19%	(2.18)	-0.19%
Core Area Wastewater Operations	108,919	1.62%	10.47	0.94%
Core Area & Legacy Trunk Sewer - Debt	(82,446)	-1.23%	(17.25)	-1.54%
Municipalities' Own Debt - M.F.A.	(164,479)	-2.45%	(37.16)	-3.32%
Capital Regional Hospital District	11,754	0.17%	(2.30)	-0.21%
Other	24,675	0.37%	$1.27	0.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**6,048**	**0.09%**	**($33.44)**	**-2.99%**

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	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	(3)	(0.00)	32	0.01	(35)	-108.36%	(0.01)	-108.11%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(10,718)	(1.65)	32,523	5.16	(43,241)	-132.95%	(6.81)	-131.94%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	21,863	3.36	23,722	3.76	(1,858)	-7.83%	(0.40)	-10.66%
3.798C	Debt - Core Area Wastewater Treatment Program	845,365	130.00	889,425	141.11	(44,060)	-4.95%	(11.11)	-7.87%
3.7XX	Sewer Debt	856,508	131.72	938,954	148.97	(82,446)	-8.78%	(17.25)	-11.58%

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	HIGHLANDS	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	77,116	74.79	73,851	72.57	3,264	4.42%	2.23	3.07%
1.10X	Facilities Management	1,094	1.06	1,069	1.05	24	2.28%	0.01	0.95%
1.101	G.I.S.	840	0.81	837	0.82	3	0.38%	(0.01)	-0.92%
1.112	Regional Grant in Aid	-	-	98	0.10	(98)	-100.00%	(0.10)	-100.00%
1.224	Community Health	5,096	4.94	4,059	3.99	1,037	25.54%	0.95	23.92%
1.280	Regional Parks	113,305	109.89	103,706	101.90	9,599	9.26%	7.99	7.84%
1.309	Climate Action and Adaptation	9,744	9.45	10,677	10.49	(933)	-8.74%	(1.04)	-9.92%
1.374	Regional Emergency Program Support	862	0.84	860	0.84	2	0.24%	(0.01)	-1.06%
1.375	Hazardous Material Incident Response	2,181	2.12	2,082	2.05	99	4.77%	0.07	3.41%
1.911	911 Systems	1,836	1.78	1,078	1.06	757	70.24%	0.72	68.04%
1.310	Land Banking & Housing	11,731	11.38	9,772	9.60	1,959	20.05%	1.78	18.50%
1.312	Regional Goose Management	1,491	1.45	1,478	1.45	13	0.90%	(0.01)	-0.41%
1.324	Regional Planning Services	8,011	7.77	7,982	7.84	29	0.36%	(0.07)	-0.94%
1.335	Geo-Spatial Referencing System	1,055	1.02	1,055	1.04	0	0.04%	(0.01)	-1.26%
1.921	Regional CREST Contribution	10,996	10.66	10,134	9.96	862	8.51%	0.71	7.10%
21.ALL	Feasibility Study Reserve Fund - All	1,323	1.28	-	-	1,323	100.00%	1.28	100.00%
	Total Regional	**$246,680**	**$239.25**	**$228,737**	**$224.76**	**$17,943**	**7.84%**	**$14.49**	**6.45%**
1.128	Greater Victoria Police Victim Services	2,271	2.20	2,209	2.17	62	2.81%	0.03	1.48%
1.297	Arts Grants	8,553	8.30	8,383	8.24	170	2.03%	0.06	0.71%
1.311	Regional Housing Trust Fund	5,331	5.17	7,501	7.37	(2,170)	-28.93%	(2.20)	-29.85%
1.126	Victoria Family Court Committee	99	0.10	98	0.10	1	0.86%	(0.00)	-0.45%
1.313	Animal Care Services	24,824	24.08	24,261	23.84	563	2.32%	0.24	1.00%
1.913	913 Fire Dispatch	9,773	9.48	10,072	9.90	(299)	-2.97%	(0.42)	-4.23%
1.330	Regional Growth Strategy	2,111	2.05	2,107	2.07	4	0.19%	(0.02)	-1.11%
1.230	Traffic Safety Commission	481	0.47	496	0.49	(15)	-3.01%	(0.02)	-4.26%
3.701	Millstream Remediation Service	60	0.06	531	0.52	(471)	-88.71%	(0.46)	-88.85%
	Total Sub Regional	**$53,503**	**$51.89**	**$55,659**	**$54.69**	**($2,156)**	**-3.87%**	**($2.80)**	**-5.12%**
	Total Capital Regional District	**$300,183**	**$291.14**	**$284,396**	**$279.45**	**$15,787**	**5.55%**	**$11.69**	**4.18%**
1.15X	Municipalities' Own Debt - M.F.A.	79,521	77.13	87,658	86.13	(8,137)	-9.28%	(9.01)	-10.46%
CRHD	Capital Regional Hospital District	166,776	161.75	172,032	169.04	(5,257)	-3.06%	(7.29)	-4.31%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$546,480**	**$530.02**	**$544,086**	**$534.62**	**$2,394**	**0.44%**	**($4.60)**	**-0.86%**
	Average residential assessment - 2024/2023	**$1,298,436**		**$1,345,786**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	3,264	0.60%	2.23	0.42%
Regional Parks	9,599	1.76%	7.99	1.49%
Climate Action and Adaptation	(933)	-0.17%	(1.04)	-0.19%
Land Banking & Housing	1,959	0.36%	1.78	0.33%
Feasibility Study Reserve Fund - All	1,323	0.24%	1.28	0.24%
Regional Housing Trust Fund	(2,170)	-0.40%	(2.20)	-0.41%
Municipalities' Own Debt - M.F.A.	(8,137)	-1.50%	(9.01)	-1.68%
Capital Regional Hospital District	(5,257)	-0.97%	(7.29)	-1.36%
Other	2,745	0.50%	$1.66	0.31%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**2,394**	**0.44%**	**($4.60)**	**-0.86%**

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	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	1,257,776	54.49	1,143,899	52.06	113,877	9.96%	2.44	4.68%
1.10X	Facilities Management	17,836	0.77	16,561	0.75	1,275	7.70%	0.02	2.53%
1.101	G.I.S.	13,697	0.59	12,958	0.59	739	5.70%	0.00	0.63%
1.112	Regional Grant in Aid	-	-	1,510	0.07	(1,510)	-100.00%	(0.07)	-100.00%
1.224	Community Health	83,115	3.60	62,872	2.86	20,243	32.20%	0.74	25.85%
1.280	Regional Parks	1,848,035	80.07	1,606,325	73.10	241,710	15.05%	6.96	9.53%
1.309	Climate Action and Adaptation	174,380	7.55	183,214	8.34	(8,834)	-4.82%	(0.78)	-9.39%
1.310	Land Banking & Housing	191,336	8.29	151,354	6.89	39,982	26.42%	1.40	20.35%
1.312	Regional Goose Management	26,681	1.16	25,354	1.15	1,327	5.23%	0.00	0.18%
1.324	Regional Planning Services	130,660	5.66	123,638	5.63	7,023	5.68%	0.03	0.61%
1.335	Geo-Spatial Referencing System	17,208	0.75	16,335	0.74	873	5.34%	0.00	0.29%
1.374	Regional Emergency Program Support	15,421	0.67	14,750	0.67	671	4.55%	(0.00)	-0.47%
1.375	Hazardous Material Incident Response	39,037	1.69	35,727	1.63	3,311	9.27%	0.07	4.02%
1.911	911 Systems	35,938	1.56	20,473	0.93	15,465	75.54%	0.63	67.11%
1.921	Regional CREST Contribution	215,260	9.33	192,403	8.76	22,857	11.88%	0.57	6.51%
21.ALL	Feasibility Study Reserve Fund - All	21,583	0.94	-	-	21,583	100.00%	0.94	100.00%
	Total Regional	**$4,087,962**	**$177.11**	**$3,607,372**	**$164.17**	**$480,591**	**13.32%**	**$12.94**	**7.88%**
1.126	Victoria Family Court Committee	1,692	0.07	1,655	0.08	37	2.22%	(0.00)	-2.68%
1.128	Greater Victoria Police Victim Services	37,042	1.60	34,215	1.56	2,828	8.26%	0.05	3.07%
1.230	Traffic Safety Commission	7,843	0.34	7,679	0.35	164	2.14%	(0.01)	-2.77%
1.330	Regional Growth Strategy	34,428	1.49	32,633	1.49	1,795	5.50%	0.01	0.44%
1.536	LWMP-Stormwater Quality Management-Core	72,860	3.16	69,813	3.18	3,047	4.36%	(0.02)	-0.64%
3.701	Millstream Remediation Service	915	0.04	8,002	0.36	(7,087)	-88.56%	(0.32)	-89.11%
3.707	LWMP - On Site System Management Program	31,877	1.79	32,980	1.50	(1,103)	-3.35%	0.29	19.51%
3.717	Core Area Wastewater Operations	3,890,335	168.55	2,964,372	134.90	925,963	31.24%	33.64	24.94%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	2,692,308	116.64	2,743,100	124.83	(50,791)	-1.85%	(8.19)	-6.56%
3.750	LWMP - Core and West Shore	42,301	1.83	35,666	1.62	6,635	18.60%	0.21	12.91%
3.752	LWMP - Harbour Studies	53,310	2.31	50,634	2.30	2,676	5.29%	0.01	0.23%
3.755	Regional Source Control	147,672	6.40	126,241	5.74	21,431	16.98%	0.65	11.36%
	Total Sub Regional	**$7,012,583**	**$304.23**	**$6,106,990**	**$277.92**	**$905,594**	**14.83%**	**$26.31**	**9.47%**
	Total Capital Regional District	**$11,100,545**	**$481.34**	**$9,714,361**	**$442.08**	**$1,386,184**	**14.27%**	**$39.26**	**8.88%**
CRHD	Capital Regional Hospital District	2,720,160	117.85	2,664,649	121.26	55,511	2.08%	(3.41)	-2.82%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$13,820,705**	**$599.19**	**$12,379,010**	**$563.35**	**$1,441,695**	**11.65%**	**$35.84**	**6.36%**
	Average residential assessment - 2024/2023	**$946,008**		**$965,417**					

	LANGFORD 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 $	%
2.681	Florence Lake Water System Debt	11,713	689.00	15,512	912.47	(3,799)	-24.49%	(223.47)	-24.49%
	Total Local	**$11,713**	**$689.00**	**$15,512**	**912.47**	**($3,799)**	**-24.49%**	**($223.47)**	**-24.49%**
	TOTAL CRD, CRHD, MUNICIPAL DEBT & LOCAL	**$13,832,418**	**$1,288.19**	**$12,394,522**	**1,475.82**	**$1,437,896**	**11.60%**		

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

	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	113,877	0.92%	2.44	0.43%
Regional Parks	241,710	1.95%	6.96	1.24%
Land Banking & Housing	39,982	0.32%	1.40	0.25%
Core Area Wastewater Operations	925,963	7.48%	33.64	5.97%
Core Area & Legacy Trunk Sewer - Debt	(50,791)	-0.41%	(8.19)	-1.45%
Capital Regional Hospital District	55,511	0.45%	(3.41)	-0.61%
Other	115,443	0.93%	$3.00	0.53%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**1,441,695**	**11.65%**	**$35.84**	**6.36%**

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	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	(127)	(0.01)	1,516	0.07	(1,643)	-108.36%	(0.07)	-107.96%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(10,804)	(0.47)	41,849	1.90	(52,653)	-125.82%	(2.37)	-124.58%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	56,423	2.44	55,982	2.55	441	0.79%	(0.10)	-4.05%
3.798C	Debt - Core Area Wastewater Treatment Program	2,646,817	114.67	2,645,991	120.41	826	0.03%	(5.74)	-4.77%
3.7XX	Sewer Debt	2,692,308	116.64	2,743,100	124.83	(50,791)	-1.85%	(8.19)	-6.56%

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	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	131,628	76.27	122,332	71.13	9,296	7.60%	5.15	7.24%
1.10X	Facilities Management	1,867	1.08	1,771	1.03	95	5.39%	0.05	5.03%
1.101	G.I.S.	1,433	0.83	1,386	0.81	48	3.44%	0.02	3.09%
1.112	Regional Grant in Aid	-	-	162	0.09	(162)	-100.00%	(0.09)	-100.00%
1.224	Community Health	8,698	5.04	6,724	3.91	1,974	29.36%	1.13	28.93%
1.280	Regional Parks	193,399	112.07	171,785	99.88	21,614	12.58%	12.19	12.20%
1.309	Climate Action and Adaptation	17,776	10.30	19,328	11.24	(1,552)	-8.03%	(0.94)	-8.34%
1.310	Land Banking & Housing	20,024	11.60	16,186	9.41	3,837	23.71%	2.19	23.29%
1.312	Regional Goose Management	2,720	1.58	2,675	1.56	45	1.68%	0.02	1.34%
1.324	Regional Planning Services	13,674	7.92	13,222	7.69	452	3.42%	0.24	3.07%
1.335	Geo-Spatial Referencing System	1,801	1.04	1,747	1.02	54	3.09%	0.03	2.74%
1.374	Regional Emergency Program Support	1,572	0.91	1,556	0.90	16	1.02%	0.01	0.68%
1.375	Hazardous Material Incident Response	3,979	2.31	3,769	2.19	210	5.58%	0.11	5.22%
1.911	911 Systems	3,577	2.07	2,133	1.24	1,444	67.68%	0.83	67.12%
1.921	Regional CREST Contribution	21,427	12.42	20,049	11.66	1,378	6.87%	0.76	6.51%
21.ALL	Feasibility Study Reserve Fund - All	2,259	1.31	-	-	2,259	100.00%	1.31	100.00%
	Total Regional	**$425,834**	**$246.76**	**$384,826**	**$223.75**	**$41,008**	**10.66%**	**$23.01**	**10.28%**
1.126	Victoria Family Court Committee	183	0.11	183	0.11	(0)	-0.19%	(0.00)	-0.53%
1.128	Greater Victoria Police Victim Services	3,877	2.25	3,659	2.13	217	5.94%	0.12	5.59%
1.297	Arts Grants	15,595	9.04	15,162	8.82	433	2.86%	0.22	2.51%
1.311	Regional Housing Trust Fund	9,733	5.64	13,594	7.90	(3,860)	-28.40%	(2.26)	-28.64%
1.313	Animal Care Services	42,372	24.55	40,188	23.37	2,184	5.44%	1.19	5.08%
1.330	Regional Growth Strategy	3,603	2.09	3,490	2.03	113	3.24%	0.06	2.89%
1.913	913 Fire Dispatch	53,669	31.10	42,106	24.48	11,562	27.46%	6.62	27.03%
3.701	Millstream Remediation Service	197	0.11	1,754	1.02	(1,556)	-88.74%	(0.91)	-88.78%
	Total Sub Regional	**$129,229**	**$74.88**	**$120,136**	**$69.85**	**$9,093**	**7.57%**	**$5.03**	**7.21%**
	Total Capital Regional District	**$555,063**	**$321.64**	**$504,962**	**$293.60**	**$50,101**	**9.92%**	**$28.04**	**9.55%**
CRHD	Capital Regional Hospital District	284,668	164.96	284,966	165.69	(298)	-0.10%	(0.73)	-0.44%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$839,731**	**$486.59**	**$789,928**	**$459.29**	**$49,803**	**6.30%**	**$27.31**	**5.95%**
	Average residential assessment - 2024/2023	**$1,324,135**		**$1,319,093**					

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

	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	9,296	1.18%	5.15	1.12%
Community Health	1,974	0.25%	1.13	0.25%
Regional Parks	21,614	2.74%	12.19	2.66%
Land Banking & Housing	3,837	0.49%	2.19	0.48%
Feasibility Study Reserve Fund - All	2,259	0.29%	1.31	0.29%
Regional Housing Trust Fund	(3,860)	-0.49%	(2.26)	-0.49%
Animal Care Services	2,184	0.28%	1.19	0.26%
913 Fire Dispatch	11,562	1.46%	6.62	1.44%
Capital Regional Hospital District	(298)	-0.04%	(0.73)	-0.16%
Other	1,235	0.16%	$0.53	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**49,803**	**6.30%**	**$27.31**	**5.95%**

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	NORTH SAANICH	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	535,880	92.07	495,382	86.01	40,498	8.18%	6.06	7.05%
1.10X	Facilities Management	7,599	1.31	7,172	1.25	427	5.95%	0.06	4.85%
1.101	G.I.S.	5,836	1.00	5,612	0.97	224	3.99%	0.03	2.91%
1.112	Regional Grant in Aid	-	-	654	0.11	(654)	-100.00%	(0.11)	-100.00%
1.224	Community Health	35,411	6.08	27,227	4.73	8,184	30.06%	1.36	28.70%
1.280	Regional Parks	787,362	135.28	695,642	120.78	91,720	13.18%	14.50	12.00%
1.309	Climate Action and Adaptation	57,911	9.95	62,280	10.81	(4,369)	-7.01%	(0.86)	-7.98%
1.310	Land Banking & Housing	81,519	14.01	65,546	11.38	15,973	24.37%	2.63	23.07%
1.312	Regional Goose Management	8,861	1.52	8,619	1.50	242	2.81%	0.03	1.74%
1.324	Regional Planning Services	55,668	9.56	53,543	9.30	2,125	3.97%	0.27	2.88%
1.335	Geo-Spatial Referencing System	7,331	1.26	7,074	1.23	257	3.64%	0.03	2.56%
1.374	Regional Emergency Program Support	5,121	0.88	5,014	0.87	107	2.14%	0.01	1.07%
1.375	Hazardous Material Incident Response	12,964	2.23	12,145	2.11	820	6.75%	0.12	5.64%
1.911	911 Systems	8,952	1.54	5,257	0.91	3,695	70.29%	0.63	68.51%
1.921	Regional CREST Contribution	53,622	9.21	49,406	8.58	4,216	8.53%	0.63	7.40%
21.ALL	Feasibility Study Reserve Fund - All	9,196	1.58	-	-	9,196	100.00%	1.58	100.00%
	Total Regional	**$1,673,235**	**$287.49**	**$1,500,573**	**$260.54**	**$172,662**	**11.51%**	**$26.95**	**10.34%**
3.701	Millstream Remediation Service	305	0.05	2,699	0.47	(2,394)	-88.71%	(0.42)	-88.82%
1.330	Regional Growth Strategy	14,668	2.52	14,132	2.45	536	3.79%	0.07	2.71%
1.126	Victoria Family Court Committee	582	0.10	579	0.10	2	0.42%	(0.00)	-0.62%
1.311	Regional Housing Trust Fund	31,605	5.43	43,666	7.58	(12,061)	-27.62%	(2.15)	-28.38%
1.44X	Panorama Rec. Center.	1,769,201	303.97	1,698,089	294.83	71,112	4.19%	9.14	3.10%
1.537	Stormwater Quality Management - Peninsula	48,645	8.36	43,613	7.57	5,032	11.54%	0.79	10.37%
1.538	Source - Stormwater Quality - Peninsula	16,525	2.84	16,105	2.80	419	2.60%	0.04	1.53%
3.720	LWMP - (Peninsula) - Implementation	9,151	1.57	8,704	1.51	447	5.14%	0.06	4.08%
1.230	Traffic Safety Commission	3,342	0.57	3,326	0.58	16	0.48%	(0.00)	-0.57%
3.755	Regional Source Control	23,982	4.12	22,300	3.87	1,682	7.54%	0.25	6.42%
3.756	Harbours Environmental Action	(589)	(0.10)	19,783	3.43	(20,373)	-102.98%	(3.54)	-102.95%
	Total Sub Regional	**1,917,416**	**329.44**	**1,872,997**	**325.20**	**44,419**	**2.37%**	**4.24**	**1.30%**
	Total Capital Regional District	**3,590,651**	**$616.93**	**$3,373,570**	**$585.74**	**$217,081**	**6.43%**	**$31.19**	**5.32%**
1.15X	Municipalities' Own Debt - M.F.A.	662,611	113.85	652,363	113.27	10,248	1.57%	0.58	0.51%
CRHD	Capital Regional Hospital District	1,158,935	199.12	1,153,965	200.36	4,970	0.43%	(1.24)	-0.62%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,412,197**	**$929.89**	**$5,179,898**	**$899.36**	**$232,299**	**4.48%**	**$30.53**	**3.39%**
	Average residential assessment - 2024/2023	**$1,598,396**		**$1,595,109**					

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

	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	40,498	0.78%	6.06	0.67%
Community Health	8,184	0.16%	1.36	0.15%
Regional Parks	91,720	1.77%	14.50	1.61%
Land Banking & Housing	15,973	0.31%	2.63	0.29%
Feasibility Study Reserve Fund - All	9,196	0.18%	1.58	0.18%
Regional Housing Trust Fund	(12,061)	-0.23%	(2.15)	-0.24%
Panorama Rec. Center.	71,112	1.37%	9.14	1.02%
Harbours Environmental Action	(20,373)	-0.39%	(3.54)	-0.39%
Municipalities' Own Debt - M.F.A.	10,248	0.20%	0.58	0.06%
Capital Regional Hospital District	4,970	0.10%	(1.24)	-0.14%
Other	12,832	0.25%	$1.61	0.18%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**232,299**	**4.48%**	**$30.53**	**3.39%**

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	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	745,233	128.04	687,530	119.37	57,703	8.39%	8.67	7.26%
3.718	Sewer Operating (INVOICE)	745,233	128.04	687,530	119.37	57,703	8.39%	8.67	7.26%

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	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	727,494	106.99	690,072	101.67	37,422	5.42%	5.33	5.24%
1.10X	Facilities Management	10,316	1.52	9,991	1.47	326	3.26%	0.05	3.08%
1.101	G.I.S.	7,922	1.17	7,817	1.15	105	1.34%	0.01	1.17%
1.112	Regional Grant in Aid	-	-	911	0.13	(911)	-100.00%	(0.13)	-100.00%
1.224	Community Health	48,073	7.07	37,928	5.59	10,145	26.75%	1.48	26.53%
1.280	Regional Parks	1,068,898	157.20	969,037	142.77	99,861	10.31%	14.44	10.11%
1.309	Climate Action and Adaptation	81,772	12.03	89,817	13.23	(8,045)	-8.96%	(1.21)	-9.12%
1.310	Land Banking & Housing	110,668	16.28	91,306	13.45	19,362	21.21%	2.82	20.99%
1.312	Regional Goose Management	12,511	1.84	12,429	1.83	82	0.66%	0.01	0.48%
1.324	Regional Planning Services	75,574	11.11	74,586	10.99	987	1.32%	0.13	1.15%
1.335	Geo-Spatial Referencing System	9,953	1.46	9,854	1.45	99	1.00%	0.01	0.82%
1.374	Regional Emergency Program Support	7,231	1.06	7,231	1.07	0	0.00%	(0.00)	-0.17%
1.375	Hazardous Material Incident Response	18,306	2.69	17,514	2.58	791	4.52%	0.11	4.34%
1.911	911 Systems	13,377	1.97	7,971	1.17	5,407	67.83%	0.79	67.54%
1.921	Regional CREST Contribution	80,126	11.78	74,906	11.04	5,220	6.97%	0.75	6.78%
21.ALL	Feasibility Study Reserve Fund - All	12,484	1.84	-	-	12,484	100.00%	1.84	100.00%
	Total Regional	**$2,284,705**	**$336.02**	**$2,101,371**	**$309.59**	**$183,334**	**8.72%**	**$26.42**	**8.53%**
1.126	Victoria Family Court Committee	828	0.12	840	0.12	(12)	-1.44%	(0.00)	-1.62%
1.128	Greater Victoria Police Victim Services	21,425	3.15	20,641	3.04	785	3.80%	0.11	3.62%
1.230	Traffic Safety Commission	4,537	0.67	4,633	0.68	(96)	-2.07%	(0.02)	-2.25%
1.290	Royal Theatre	54,016	7.94	54,373	8.01	(357)	-0.66%	(0.07)	-0.83%
1.297	Arts Grants	239,517	35.23	235,332	34.67	4,184	1.78%	0.55	1.60%
1.311	Regional Housing Trust Fund	44,655	6.57	63,006	9.28	(18,350)	-29.12%	(2.72)	-29.25%
1.330	Regional Growth Strategy	19,913	2.93	19,686	2.90	227	1.15%	0.03	0.97%
1.536	LWMP-Stormwater Quality Management-Core	69,804	10.27	63,914	9.42	5,890	9.22%	0.85	9.03%
1.912B	911 Call Answer - Municipalities	(42,268)	(6.22)	(43,243)	(6.37)	975	2.25%	0.15	2.43%
3.701	Millstream Remediation Service	149	0.02	1,340	0.20	(1,190)	-88.85%	(0.18)	-88.87%
3.7XX	Core Area & Legacy Trunk Sewer - Debt	1,399,032	205.76	1,465,543	215.92	(66,511)	-4.54%	(10.16)	-4.71%
3.750	LWMP - Core and West Shore	30,189	4.44	34,995	5.16	(4,806)	-13.73%	(0.72)	-13.88%
3.755	Regional Source Control	105,427	15.51	123,855	18.25	(18,428)	-14.88%	(2.74)	-15.03%
	Total Sub Regional	**$1,947,224**	**$286.38**	**$2,044,915**	**$301.28**	**($97,691)**	**-4.78%**	**($14.89)**	**-4.94%**
	Total Capital Regional District	**$4,231,928**	**$622.40**	**$4,146,285**	**$610.87**	**$85,643**	**2.07%**	**$11.53**	**1.89%**
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	1,573,332	231.39	1,607,485	236.83	(34,153)	-2.12%	(5.44)	-2.30%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,805,261**	**$853.79**	**$6,030,742**	**$888.50**	**($225,482)**	**-3.74%**	**($34.71)**	**-3.91%**
	Average residential assessment - 2024/2023	**$1,857,446**		**$1,885,476**					

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

	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	37,422	0.62%	5.33	0.60%
Community Health	10,145	0.17%	1.48	0.17%
Regional Parks	99,861	1.66%	14.44	1.62%
Climate Action and Adaptation	(8,045)	-0.13%	(1.21)	-0.14%
Land Banking & Housing	19,362	0.32%	2.82	0.32%
Feasibility Study Reserve Fund - All	12,484	0.21%	1.84	0.21%
Regional Housing Trust Fund	(18,350)	-0.30%	(2.72)	-0.31%
Core Area & Legacy Trunk Sewer - Debt	(66,511)	-1.10%	(10.16)	-1.14%
Regional Source Control	(18,428)	-0.31%	(2.74)	-0.31%
Municipalities' Own Debt - M.F.A.	(276,972)	-4.59%	(40.81)	-4.59%
Capital Regional Hospital District	(34,153)	-0.57%	(5.44)	-0.61%
Other	17,704	0.29%	2.45	0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**(225,482)**	**-3.74%**	**($34.71)**	**-3.91%**

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	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	2,785,400	409.65	2,920,048	430.21	(134,648)	-4.61%	(20.55)	-4.78%
3.71X	Sewer Operating (INVOICE)	2,785,400	409.65	2,920,048	430.21	(134,648)	-4.61%	(20.55)	-4.78%

	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	(1,565)	(0.23)	7,176	1.06	(8,741)	-121.80%	(1.29)	-121.77%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(12,449)	(1.83)	48,427	7.13	(60,876)	-125.71%	(8.97)	-125.66%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	68,497	10.07	67,979	10.02	519	0.76%	0.06	0.59%
3.798C	Debt - Core Area Wastewater Treatment Program	1,344,548	197.75	1,344,400	198.07	149	0.01%	(0.32)	-0.16%
3.799	Debt - Oak Bay	-	-	(2,347)	(0.35)	2,347	100.00%	0.35	100.00%
3.7XX	Sewer Debt	1,399,032	205.76	1,465,543	215.92	(66,511)	-4.54%	(10.16)	-4.71%

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	SAANICH	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	3,134,214	68.04	2,944,753	64.48	189,461	6.43%	3.56	5.52%
1.10X	Facilities Management	44,445	0.96	42,634	0.93	1,812	4.25%	0.03	3.36%
1.101	G.I.S.	34,130	0.74	33,358	0.73	772	2.32%	0.01	1.44%
1.112	Regional Grant in Aid	-	-	3,888	0.09	(3,888)	-100.00%	(0.09)	-100.00%
1.224	Community Health	207,112	4.50	161,851	3.54	45,261	27.96%	0.95	26.87%
1.280	Regional Parks	4,605,063	99.97	4,135,183	90.54	469,880	11.36%	9.42	10.41%
1.309	Climate Action and Adaptation	430,793	9.35	469,342	10.28	(38,549)	-8.21%	(0.92)	-9.00%
1.310	Land Banking & Housing	476,784	10.35	389,632	8.53	87,152	22.37%	1.82	21.32%
1.312	Regional Goose Management	65,913	1.43	64,950	1.42	963	1.48%	0.01	0.61%
1.324	Regional Planning Services	325,589	7.07	318,283	6.97	7,306	2.30%	0.10	1.42%
1.335	Geo-Spatial Referencing System	42,879	0.93	42,051	0.92	828	1.97%	0.01	1.09%
1.374	Regional Emergency Program Support	38,095	0.83	37,785	0.83	310	0.82%	(0.00)	-0.04%
1.375	Hazardous Material Incident Response	96,439	2.09	91,522	2.00	4,917	5.37%	0.09	4.47%
1.911	911 Systems	88,101	1.91	52,216	1.14	35,886	68.73%	0.77	67.28%
1.921	Regional CREST Contribution	527,708	11.46	490,717	10.74	36,991	7.54%	0.71	6.62%
21.ALL	Feasibility Study Reserve Fund - All	53,783	1.17	-	-	53,783	100.00%	1.17	100.00%
	Total Regional	**$10,171,049**	**$220.79**	**$9,278,166**	**$203.15**	**$892,883**	**9.62%**	**$17.64**	**8.68%**
1.536	LWMP-Stormwater Quality Management-Core	200,921	4.36	201,465	4.41	(544)	-0.27%	(0.05)	-1.13%
1.128	Greater Victoria Police Victim Services	92,305	2.00	88,080	1.93	4,225	4.80%	0.08	3.90%
3.701	Millstream Remediation Service	1,382	0.03	12,307	0.27	(10,926)	-88.77%	(0.24)	-88.87%
1.126	Victoria Family Court Committee	4,314	0.09	4,317	0.09	(3)	-0.08%	(0.00)	-0.94%
1.290	Royal Theatre	285,501	6.20	283,523	6.21	1,978	0.70%	(0.01)	-0.17%
1.230	Traffic Safety Commission	19,545	0.42	19,769	0.43	(224)	-1.14%	(0.01)	-1.98%
1.297	Arts Grants	1,259,609	27.34	1,227,139	26.87	32,470	2.65%	0.47	1.77%
1.311	Regional Housing Trust Fund	235,941	5.12	330,126	7.23	(94,185)	-28.53%	(2.11)	-29.14%
1.330	Regional Growth Strategy	85,789	1.86	84,007	1.84	1,782	2.12%	0.02	1.25%
1.912B	911 Call Answer - Municipalities	(278,372)	(6.04)	(283,286)	(6.20)	4,913	1.73%	0.16	2.58%
3.707	LWMP - On Site System Management Program	43,047	1.06	39,604	0.87	3,443	8.69%	0.20	22.68%
3.750	LWMP - Core and West Shore	104,097	2.26	99,088	2.17	5,009	5.06%	0.09	4.15%
3.752	LWMP - Harbour Studies	130,689	2.84	129,140	2.83	1,549	1.20%	0.01	0.33%
3.755	Regional Source Control	363,492	7.89	350,621	7.68	12,871	3.67%	0.21	2.78%
	Total Sub Regional	**$2,548,258**	**$55.45**	**$2,585,899**	**$56.62**	**($37,642)**	**-1.46%**	**($1.17)**	**-2.07%**
	Total Capital Regional District	**$12,719,307**	**$276.24**	**$11,864,065**	**$259.77**	**$855,241**	**7.21%**	**$16.47**	**6.34%**
1.15X	Municipalities' Own Debt - M.F.A.	6,747,816	146.48	5,562,267	121.79	1,185,549	21.31%	24.69	20.27%
CRHD	Capital Regional Hospital District	6,778,285	147.14	6,859,641	150.20	(81,356)	-1.19%	(3.05)	-2.03%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$26,245,408**	**$569.86**	**$24,285,974**	**$531.76**	**$1,959,434**	**8.07%**	**$38.11**	**7.17%**
	Average residential assessment - 2024/2023	**$1,181,145**		**$1,195,758**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	189,461	0.78%	3.56	0.67%
Regional Parks	469,880	1.93%	9.42	1.77%
Land Banking & Housing	87,152	0.36%	1.82	0.34%
Feasibility Study Reserve Fund - All	53,783	0.22%	1.17	0.22%
Regional Housing Trust Fund	(94,185)	-0.39%	(2.11)	-0.40%
Municipalities' Own Debt - M.F.A.	1,185,549	4.88%	24.69	4.64%
Capital Regional Hospital District	(81,356)	-0.33%	(3.05)	-0.57%
Other	149,151	0.61%	$2.60	0.49%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**1,959,434**	**8.07%**	**$38.11**	**7.17%**

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	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	9,604,598	208.50	8,268,068	181.03	1,336,530	16.16%	27.46	15.17%
3.71X	Sewer Operating (INVOICE)	9,604,598	208.50	8,268,068	181.03	1,336,530	16.16%	27.46	15.17%

	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	(2,178)	(0.05)	9,991	0.22	(12,169)	-121.80%	(0.27)	-121.62%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(62,409)	(1.35)	242,770	5.32	(305,179)	-125.71%	(6.67)	-125.49%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	245,126	5.32	243,137	5.32	1,989	0.82%	(0.00)	-0.05%
3.798C	Debt - Core Area Wastewater Treatment Program	6,387,856	138.67	6,383,269	139.77	4,587	0.07%	(1.10)	-0.79%
3.7XX	Sewer Debt (INVOICE)	6,568,394	142.59	6,879,040	150.62	(310,646)	-4.52%	(8.03)	-5.33%

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	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	443,913	53.40	406,605	50.18	37,307	9.18%	3.22	6.42%
1.10X	Facilities Management	6,295	0.76	5,887	0.73	408	6.93%	0.03	4.23%
1.101	G.I.S.	4,834	0.58	4,606	0.57	228	4.95%	0.01	2.30%
1.112	Regional Grant in Aid	-	-	537	0.07	(537)	-100.00%	(0.07)	-100.00%
1.224	Community Health	29,334	3.53	22,348	2.76	6,986	31.26%	0.77	27.94%
1.280	Regional Parks	652,236	78.47	570,978	70.47	81,258	14.23%	8.00	11.35%
1.309	Climate Action and Adaptation	51,509	6.20	55,373	6.83	(3,864)	-6.98%	(0.64)	-9.33%
1.310	Land Banking & Housing	67,529	8.12	53,800	6.64	13,730	25.52%	1.48	22.35%
1.312	Regional Goose Management	7,881	0.95	7,663	0.95	218	2.85%	0.00	0.25%
1.324	Regional Planning Services	46,115	5.55	43,948	5.42	2,167	4.93%	0.12	2.28%
1.335	Geo-Spatial Referencing System	6,073	0.73	5,806	0.72	267	4.60%	0.01	1.95%
1.374	Regional Emergency Program Support	4,555	0.55	4,458	0.55	97	2.18%	(0.00)	-0.40%
1.375	Hazardous Material Incident Response	11,531	1.39	10,798	1.33	733	6.79%	0.05	4.09%
1.911	911 Systems	8,788	1.06	5,215	0.64	3,574	68.53%	0.41	64.27%
1.921	Regional CREST Contribution	52,641	6.33	49,008	6.05	3,633	7.41%	0.28	4.70%
21.ALL	Feasibility Study Reserve Fund - All	7,617	0.92	-	-	7,617	100.00%	0.92	100.00%
	Total Regional	**$1,400,852**	**$168.53**	**$1,247,029**	**$153.91**	**$153,823**	**12.34%**	**$14.62**	**9.50%**
1.126	Victoria Family Court Committee	521	0.06	513	0.06	7	1.43%	(0.00)	-1.13%
1.128	Greater Victoria Police Victim Services	13,074	1.57	12,162	1.50	912	7.50%	0.07	4.78%
1.230	Traffic Safety Commission	2,768	0.33	2,730	0.34	39	1.41%	(0.00)	-1.15%
1.311	Regional Housing Trust Fund	28,143	3.39	38,869	4.80	(10,726)	-27.60%	(1.41)	-29.42%
1.330	Regional Growth Strategy	12,151	1.46	11,600	1.43	551	4.75%	0.03	2.10%
1.44X	Panorama Rec. Center.	1,608,681	193.53	1,536,496	189.64	72,185	4.70%	3.89	2.05%
1.537	Stormwater Quality Management - Peninsula	26,795	3.22	27,102	3.35	(307)	-1.13%	(0.12)	-3.63%
1.538	Source - Stormwater Quality - Peninsula	16,223	1.95	15,976	1.97	247	1.54%	(0.02)	-1.02%
3.701	Millstream Remediation Service	102	0.01	909	0.11	(807)	-88.81%	(0.10)	-89.09%
3.720	LWMP - (Peninsula) - Implementation	22,378	2.69	21,911	2.70	467	2.13%	(0.01)	-0.46%
3.755	Regional Source Control	53,162	6.40	50,462	6.23	2,700	5.35%	0.17	2.69%
3.756	Harbours Environmental Action	(579)	(0.07)	19,624	2.42	(20,203)	-102.95%	(2.49)	-102.87%
	Total Sub Regional	**$1,783,418**	**$214.55**	**$1,738,354**	**$214.55**	**$45,064**	**2.59%**	**$0.00**	**0.00%**
	Total Capital Regional District	**$3,184,270**	**$383.08**	**$2,985,383**	**$368.46**	**$198,887**	**6.66%**	**$14.62**	**3.97%**
1.15X	Municipalities' Own Debt - M.F.A.	542,536	65.27	542,536	66.96	-	0.00%	(1.69)	-2.53%
CRHD	Capital Regional Hospital District	960,039	115.50	947,165	116.90	12,874	1.36%	(1.40)	-1.20%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,686,845**	**$563.85**	**$4,475,084**	**$552.32**	**$211,761**	**4.73%**	**$11.52**	**2.09%**
	Average residential assessment - 2024/2023	**$927,117**		**$930,686**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	% of Total	Change in Cost / Avg HH $	% of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	37,307	0.83%	3.22	0.58%
Regional Parks	81,258	1.82%	8.00	1.45%
Land Banking & Housing	13,730	0.31%	1.48	0.27%
Regional Housing Trust Fund	(10,726)	-0.24%	(1.41)	-0.26%
Panorama Rec. Center.	72,185	1.61%	3.89	0.70%
Harbours Environmental Action	(20,203)	-0.45%	(2.49)	-0.45%
Municipalities' Own Debt - M.F.A.	-	0.00%	(1.69)	-0.31%
Capital Regional Hospital District	12,874	0.29%	(1.40)	-0.25%
Other	25,335	0.57%	$1.93	0.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**211,761**	**4.73%**	**$11.52**	**2.09%**

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	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	1,822,308	219.23	1,731,622	213.72	90,686	5.24%	5.51	2.58%
3.718	Sewer Operating (INVOICE)	1,822,308	219.23	1,731,622	213.72	90,686	5.24%	5.51	2.58%

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	SOOKE	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	337,712	46.36	319,886	44.22	17,826	5.57%	2.14	4.83%
1.10X	Facilities Management	4,789	0.66	4,631	0.64	158	3.41%	0.02	2.68%
1.101	G.I.S.	3,678	0.50	3,624	0.50	54	1.49%	0.00	0.78%
1.112	Regional Grant in Aid	-	-	422	0.06	(422)	-100.00%	(0.06)	-100.00%
1.224	Community Health	22,316	3.06	17,582	2.43	4,735	26.93%	0.63	26.04%
1.280	Regional Parks	496,196	68.12	449,202	62.10	46,994	10.46%	6.02	9.69%
1.309	Climate Action and Adaptation	51,457	7.06	55,535	7.68	(4,078)	-7.34%	(0.61)	-7.99%
1.310	Land Banking & Housing	51,374	7.05	42,325	5.85	9,048	21.38%	1.20	20.53%
1.312	Regional Goose Management	7,873	1.08	7,685	1.06	188	2.45%	0.02	1.73%
1.324	Regional Planning Services	35,082	4.82	34,575	4.78	507	1.47%	0.04	0.76%
1.335	Geo-Spatial Referencing System	4,620	0.63	4,568	0.63	52	1.14%	0.00	0.44%
1.374	Regional Emergency Program Support	4,550	0.62	4,471	0.62	79	1.78%	0.01	1.07%
1.375	Hazardous Material Incident Response	11,519	1.58	10,829	1.50	690	6.37%	0.08	5.63%
1.911	911 Systems	11,449	1.57	6,635	0.92	4,814	72.56%	0.65	71.35%
1.921	Regional CREST Contribution	68,575	9.41	62,351	8.62	6,224	9.98%	0.79	9.21%
21.ALL	Feasibility Study Reserve Fund - All	5,795	0.80	-	-	5,795	100.00%	0.80	100.00%
	Total Regional	**$1,116,985**	**$153.34**	**$1,024,321**	**$141.61**	**$92,663**	**9.05%**	**$11.73**	**8.28%**
1.126	Victoria Family Court Committee	512	0.07	507	0.07	5	1.03%	0.00	0.33%
1.230	Traffic Safety Commission	2,106	0.29	2,148	0.30	(42)	-1.94%	(0.01)	-2.62%
1.297	Arts Grants	45,102	6.19	43,527	6.02	1,575	3.62%	0.17	2.89%
1.311	Regional Housing Trust Fund	28,218	3.87	39,100	5.41	(10,882)	-27.83%	(1.53)	-28.34%
1.313	Animal Care Services	108,713	14.92	105,088	14.53	3,625	3.45%	0.40	2.73%
1.330	Regional Growth Strategy	9,244	1.27	9,126	1.26	118	1.29%	0.01	0.59%
1.40X	SEAPARC	2,547,690	349.74	2,440,575	337.39	107,115	4.39%	12.35	3.66%
1.913	913 Fire Dispatch	106,509	14.62	89,661	12.40	16,848	18.79%	2.23	17.96%
3.701	Millstream Remediation Service	436	0.06	3,843	0.53	(3,408)	-88.67%	(0.47)	-88.74%
	Total Sub Regional	**$2,848,529**	**$391.04**	**$2,733,575**	**$377.90**	**$114,954**	**4.21%**	**$13.14**	**3.48%**
1.121	Sooke Regional Museum	147,700	20.28	144,820	20.02	2,880	1.99%	0.26	1.28%
1.531	Stormwater Quality Management - Sooke	40,443	5.55	39,346	5.44	1,097	2.79%	0.11	2.07%
	Total Local	**$188,143**	**$25.83**	**$184,166**	**$25.46**	**$3,977**		**$0.37**	**1.45%**
	Total Capital Regional District	**$4,153,656**	**$570.20**	**$3,942,062**	**$544.97**	**$211,594**	**5.37%**	**$25.24**	**4.63%**
1.15X	Municipalities' Own Debt - M.F.A.	476,705	65.44	476,706	65.90	(1)	0.00%	(0.46)	-0.70%
CRHD	Capital Regional Hospital District	730,361	100.26	745,158	103.01	(14,797)	-1.99%	(2.75)	-2.67%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,360,723**	**$735.91**	**$5,163,926**	**$713.88**	**$196,797**	**3.81%**	**$22.03**	**3.09%**
	Average residential assessment - 2024/2023	**$804,829**		**$820,123**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	17,826	0.35%	2.14	0.30%
Regional Parks	46,994	0.91%	6.02	0.84%
Land Banking & Housing	9,048	0.18%	1.20	0.17%
Regional Housing Trust Fund	(10,882)	-0.21%	(1.53)	-0.21%
SEAPARC	107,115	2.07%	12.35	1.73%
913 Fire Dispatch	16,848	0.33%	2.23	0.31%
Municipalities' Own Debt - M.F.A.	(1)	0.00%	(0.46)	-0.06%
Capital Regional Hospital District	(14,797)	-0.29%	(2.75)	-0.39%
Other	24,646	0.48%	$2.84	0.40%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**196,797**	**3.81%**	**$22.03**	**3.09%**

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	VICTORIA	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	2,898,233	61.53	2,667,081	57.85	231,153	8.67%	3.68	6.36%
1.10X	Facilities Management	41,099	0.87	38,613	0.84	2,485	6.44%	0.04	4.18%
1.101	G.I.S.	31,561	0.67	30,212	0.66	1,348	4.46%	0.01	2.25%
1.112	Regional Grant in Aid	-	-	3,522	0.08	(3,522)	-100.00%	(0.08)	-100.00%
1.224	Community Health	191,518	4.07	146,590	3.18	44,928	30.65%	0.89	27.88%
1.280	Regional Parks	4,258,339	90.40	3,745,260	81.23	513,079	13.70%	9.17	11.29%
1.309	Climate Action and Adaptation	363,014	7.71	390,569	8.47	(27,555)	-7.06%	(0.76)	-9.02%
1.310	Land Banking & Housing	440,886	9.36	352,892	7.65	87,994	24.94%	1.71	22.29%
1.312	Regional Goose Management	55,543	1.18	54,049	1.17	1,494	2.76%	0.01	0.59%
1.324	Regional Planning Services	301,074	6.39	288,270	6.25	12,804	4.44%	0.14	2.23%
1.335	Geo-Spatial Referencing System	39,651	0.84	38,086	0.83	1,565	4.11%	0.02	1.90%
1.374	Regional Emergency Program Support	32,102	0.68	31,444	0.68	658	2.09%	(0.00)	-0.07%
1.375	Hazardous Material Incident Response	81,266	1.73	76,161	1.65	5,105	6.70%	0.07	4.44%
1.911	911 Systems	67,750	1.44	39,992	0.87	27,758	69.41%	0.57	65.82%
1.921	Regional CREST Contribution	405,806	8.62	375,837	8.15	29,969	7.97%	0.46	5.69%
21.ALL	Feasibility Study Reserve Fund - All	49,733	1.06	-	-	49,733	100.00%	1.06	100.00%
	Total Regional	**$9,257,574**	**$196.54**	**$8,278,577**	**$179.56**	**$978,996**	**11.83%**	**$16.98**	**9.46%**
1.126	Victoria Family Court Committee	3,626	0.08	3,688	0.08	(62)	-1.68%	(0.00)	-3.76%
1.128	Greater Victoria Police Victim Services	85,355	1.81	79,774	1.73	5,581	7.00%	0.08	4.73%
1.230	Traffic Safety Commission	18,073	0.38	17,905	0.39	168	0.94%	(0.00)	-1.20%
1.290	Royal Theatre	240,483	5.11	242,104	5.25	(1,621)	-0.67%	(0.15)	-2.77%
1.295	McPherson Theatre	750,000	15.92	750,000	16.27	-	0.00%	(0.34)	-2.12%
1.297	Arts Grants	1,062,246	22.55	1,022,031	22.17	40,215	3.93%	0.38	1.73%
1.311	Regional Housing Trust Fund	198,567	4.22	274,428	5.95	(75,861)	-27.64%	(1.74)	-29.18%
1.330	Regional Growth Strategy	79,330	1.68	76,086	1.65	3,244	4.26%	0.03	2.05%
1.536	LWMP-Stormwater Quality Management-Core	197,691	4.20	188,094	4.08	9,597	5.10%	0.12	2.87%
1.912B	911 Call Answer - Municipalities	(214,068)	(4.54)	(216,967)	(4.71)	2,899	1.34%	0.16	3.43%
3.701	Millstream Remediation Service	824	0.02	7,326	0.16	(6,502)	-88.75%	(0.14)	-88.99%
3.752	LWMP - Harbour Studies	100,499	2.13	98,907	2.15	1,592	1.61%	(0.01)	-0.54%
3.755	Regional Source Control	476,242	10.11	479,936	10.41	(3,694)	-0.77%	(0.30)	-2.87%
	Total Sub Regional	**$2,998,868**	**$63.67**	**$3,023,313**	**$65.57**	**($24,444)**	**-0.81%**	**($1.91)**	**-2.91%**
	Total Capital Regional District	**$12,256,442**	**$260.20**	**$11,301,890**	**$245.13**	**$954,552**	**8.45%**	**$15.07**	**6.15%**
1.15X	Municipalities' Own Debt - M.F.A.	5,562,373	118.09	5,366,278	116.39	196,095	3.65%	1.70	1.46%
CRHD	Capital Regional Hospital District	6,267,935	133.07	6,212,818	134.75	55,118	0.89%	(1.69)	-1.25%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$24,086,751**	**$511.36**	**$22,880,986**	**$496.28**	**$1,205,765**	**5.27%**	**$15.08**	**3.04%**
	Average residential assessment - 2024/2023	**$1,068,163**		**$1,072,812**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	231,153	1.01%	3.68	0.74%
Regional Parks	513,079	2.24%	9.17	1.85%
Land Banking & Housing	87,994	0.38%	1.71	0.34%
Feasibility Study Reserve Fund - All	49,733	0.22%	1.06	0.21%
Regional Housing Trust Fund	(75,861)	-0.33%	(1.74)	-0.35%
Municipalities' Own Debt - M.F.A.	196,095	0.86%	1.70	0.34%
Capital Regional Hospital District	55,118	0.24%	(1.69)	-0.34%
Other	148,454	0.65%	$1.19	0.24%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**1,205,765**	**5.27%**	**$15.08**	**3.04%**

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	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	12,584,640	267.17	11,314,818	245.41	1,269,822	11.22%	21.76	8.87%
3.71X	Sewer Operating (INVOICE)	12,584,640	267.17	11,314,818	245.41	1,269,822	11.22%	21.76	8.87%

	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	136,395	2.90	135,601	2.94	794	0.59%	(0.05)	-1.55%
3.750	LWMP (INVOICE)	136,395	2.90	135,601	2.94	794	0.59%	(0.05)	-1.55%

	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	(5,952)	(0.13)	27,296	0.59	(33,248)	-121.80%	(0.72)	-121.34%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(84,247)	(1.79)	327,721	7.11	(411,968)	-125.71%	(8.90)	-125.16%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	328,751	6.98	326,084	7.07	2,667	0.82%	(0.09)	-1.32%
3.798C	Debt - Core Area Wastewater Treatment Program	7,568,998	160.69	7,563,564	164.05	5,435	0.07%	(3.36)	-2.05%
3.7XX	Sewer Debt (INVOICE)	7,807,550	165.75	8,244,317	178.82	(436,766)	-5.30%	(13.06)	-7.30%

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	VIEW ROYAL	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	292,051	61.65	269,021	56.92	23,030	8.56%	4.73	8.32%
1.10X	Facilities Management	4,141	0.87	3,895	0.82	247	6.33%	0.05	6.09%
1.101	G.I.S.	3,180	0.67	3,047	0.64	133	4.36%	0.03	4.13%
1.112	Regional Grant in Aid	-	-	355	0.08	(355)	-100.00%	(0.08)	-100.00%
1.224	Community Health	19,299	4.07	14,786	3.13	4,513	30.52%	0.95	30.23%
1.280	Regional Parks	429,107	90.58	377,774	79.92	51,333	13.59%	10.66	13.33%
1.309	Climate Action and Adaptation	42,107	8.89	45,052	9.53	(2,945)	-6.54%	(0.64)	-6.75%
1.310	Land Banking & Housing	44,427	9.38	35,595	7.53	8,832	24.81%	1.85	24.53%
1.312	Regional Goose Management	6,443	1.36	6,235	1.32	208	3.34%	0.04	3.10%
1.324	Regional Planning Services	30,339	6.40	29,077	6.15	1,262	4.34%	0.25	4.10%
1.335	Geo-Spatial Referencing System	3,996	0.84	3,842	0.81	154	4.01%	0.03	3.77%
1.374	Regional Emergency Program Support	3,724	0.79	3,627	0.77	97	2.66%	0.02	2.43%
1.375	Hazardous Material Incident Response	9,426	1.99	8,785	1.86	641	7.30%	0.13	7.06%
1.911	911 Systems	8,972	1.89	5,230	1.11	3,742	71.54%	0.79	71.16%
1.921	Regional CREST Contribution	53,740	11.34	49,152	10.40	4,588	9.33%	0.95	9.09%
21.ALL	Feasibility Study Reserve Fund - All	5,012	1.06	-	-	5,012	100.00%	1.06	100.00%
	Total Regional	**$955,964**	**$201.79**	**$855,474**	**$180.99**	**$100,489**	**11.75%**	**$20.80**	**11.49%**
1.126	Victoria Family Court Committee	410	0.09	409	0.09	1	0.27%	0.00	0.04%
1.128	Greater Victoria Police Victim Services	8,601	1.82	8,047	1.70	554	6.89%	0.11	6.65%
1.230	Traffic Safety Commission	1,821	0.38	1,806	0.38	15	0.84%	0.00	0.61%
1.297	Arts Grants	123,072	25.98	117,739	24.91	5,333	4.53%	1.07	4.29%
1.311	Regional Housing Trust Fund	23,075	4.87	31,707	6.71	(8,631)	-27.22%	(1.84)	-27.39%
1.330	Regional Growth Strategy	7,994	1.69	7,675	1.62	319	4.16%	0.06	3.93%
1.536	LWMP-Stormwater Quality Management-Core	37,003	7.81	45,812	9.69	(8,809)	-19.23%	(1.88)	-19.41%
3.701	Millstream Remediation Service	184	0.04	1,618	0.34	(1,435)	-88.66%	(0.30)	-88.69%
3.707	LWMP - On Site System Management Program	1,121	0.28	1,051	0.22	69	6.60%	0.06	26.38%
3.750	LWMP - Core and West Shore	9,493	2.00	8,122	1.72	1,371	16.88%	0.29	16.62%
3.752	LWMP - Harbour Studies	13,309	2.81	12,935	2.74	374	2.89%	0.07	2.66%
3.755	Regional Source Control	33,139	7.00	28,785	6.09	4,353	15.12%	0.91	14.86%
	Total Sub Regional	**$259,221**	**$54.76**	**$265,706**	**$56.21**	**($6,485)**	**-2.44%**	**($1.45)**	**-2.58%**
	Total Capital Regional District	**$1,215,185**	**$256.55**	**$1,121,180**	**$237.20**	**$94,005**	**8.38%**	**$19.35**	**8.16%**
1.15X	Municipalities' Own Debt - M.F.A.	566,216	119.52	532,727	112.71	33,489	6.29%	6.82	6.05%
CRHD	Capital Regional Hospital District	631,612	133.33	626,670	132.58	4,941	0.79%	0.74	0.56%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2,413,012**	**$509.40**	**$2,280,578**	**$482.49**	**$132,435**	**5.81%**	**$26.91**	**5.58%**
	Average residential assessment - 2024/2023	**$1,070,232**		**$1,055,517**					

Major Impacts (Changes in $/Avg HH>+/-$1.00)	Change in Requisition $	Change in Requisition % of Total	Change in Cost / Avg HH $	Change in Cost / Avg HH % of Total
TOTAL CRD, CRHD & MUNICIPAL DEBT				
Legislative & General Government	23,030	1.01%	4.73	0.98%
Regional Parks	51,333	2.25%	10.66	2.21%
Land Banking & Housing	8,832	0.39%	1.85	0.38%
Feasibility Study Reserve Fund - All	5,012	0.22%	1.06	0.22%
Arts Grants	5,333	0.23%	1.07	0.22%
Regional Housing Trust Fund	(8,631)	-0.38%	(1.84)	-0.38%
LWMP-Stormwater Quality Management-Core	(8,809)	-0.39%	(1.88)	-0.39%
Municipalities' Own Debt - M.F.A.	33,489	1.47%	6.82	1.41%
Capital Regional Hospital District	4,941	0.22%	0.74	0.15%
Other	17,906	0.79%	$3.71	0.77%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**132,435**	**5.81%**	**$26.91**	**5.58%**

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	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	875,891	184.89	677,710	143.38	198,181	29.24%	41.51	28.95%
3.71X	Sewer Operating (INVOICE)	875,891	184.89	677,710	143.38	198,181	29.24%	41.51	28.95%

	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	(91)	(0.02)	1,084	0.23	(1,174)	-108.36%	(0.25)	-108.35%
3.798	Debt - Core Sewage Integrated Treatment Facilities	(9,825)	(2.07)	38,218	8.09	(48,042)	-125.71%	(10.16)	-125.65%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	21,383	4.51	21,209	4.49	173	0.82%	0.03	0.59%
3.798C	Debt - Core Area Wastewater Treatment Program	669,525	141.33	669,044	141.55	481	0.07%	(0.22)	-0.15%
3.7XX	Sewer Debt (INVOICE)	680,992	143.75	729,555	154.35	(48,563)	-6.66%	(10.60)	-6.87%

CAPITAL REGIONAL DISTRICT

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial Services

March 13, 2024

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	JUAN DE FUCA Electoral Area	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	213,400	52.60	198,400	50.03	14,999	7.56%	2.57	5.13%
1.10X	Facilities Management	3,026	0.75	2,872	0.72	154	5.35%	0.02	2.97%
1.101	G.I.S.	2,324	0.57	2,247	0.57	76	3.40%	0.01	1.06%
1.112	Regional Grant in Aid	-	-	262	0.07	(262)	-100.00%	(0.07)	-100.00%
1.224	Community Health	14,102	3.48	10,905	2.75	3,197	29.32%	0.73	26.40%
1.280	Regional Parks	313,546	77.28	278,605	70.25	34,941	12.54%	7.03	10.00%
1.309	Climate Action and Adaptation	24,046	5.93	26,074	6.57	(2,027)	-7.77%	(0.65)	-9.86%
1.310	Land Banking & Housing	32,463	8.00	26,251	6.62	6,212	23.66%	1.38	20.87%
1.312	Regional Goose Management	3,679	0.91	3,608	0.91	71	1.97%	(0.00)	-0.33%
1.324	Regional Planning Services	22,168	5.46	21,444	5.41	724	3.38%	0.06	1.04%
1.335	Geo-Spatial Referencing System	2,920	0.72	2,833	0.71	86	3.05%	0.01	0.72%
1.374	Regional Emergency Program Support	2,126	0.52	2,099	0.53	27	1.30%	(0.01)	-0.98%
1.375	Hazardous Material Incident Response	5,383	1.33	5,084	1.28	299	5.88%	0.04	3.49%
1.911	911 Systems	3,947	0.97	2,345	0.59	1,603	68.36%	0.38	64.55%
1.921	Regional CREST Contribution	23,643	5.83	22,034	5.56	1,609	7.30%	0.27	4.88%
21.ALL	Feasibility Study Reserve Fund - All	3,662	0.90	-	-	3,662	100.00%	0.90	100.00%
	Total Regional	**$670,435**	**$165.24**	**$605,063**	**$152.57**	**$65,371**	**10.80%**	**$12.67**	**8.30%**
1.126	Victoria Family Court Committee	245	0.06	246	0.06	(1)	-0.58%	(0.00)	-2.83%
1.230	Traffic Safety Commission	1,331	0.33	1,332	0.34	(1)	-0.09%	(0.01)	-2.35%
1.313	Animal Care Services	68,696	16.93	65,178	16.44	3,518	5.40%	0.50	3.02%
1.330	Regional Growth Strategy	5,841	1.44	5,660	1.43	181	3.20%	0.01	0.87%
1.913	913 Fire Dispatch	46,463	11.45	44,005	11.10	2,458	5.59%	0.36	3.20%
3.701	Millstream Remediation Service	255	0.06	2,265	0.57	(2,010)	-88.73%	(0.51)	-88.98%
	Total Sub-Regional	**$122,831**	**$30.27**	**$118,686**	**$29.93**	**$4,145**	**3.49%**	**$0.35**	**1.16%**
1.103	Elections	8,956	2.21	14,294	3.60	(5,338)	-37.34%	(1.40)	-38.76%
1.104	U.B.C.M.	2,851	0.70	2,705	0.68	146	5.39%	0.02	3.01%
1.318	Building Inspection	129,142	31.83	110,103	27.76	19,039	17.29%	4.07	14.64%
1.320	Noise Control	14,865	3.66	9,167	2.31	5,698	62.16%	1.35	58.50%
1.322	Nuisances & Unsightly Premises	11,784	2.90	12,248	3.09	(464)	-3.79%	(0.18)	-5.96%
1.372	Electoral Area Emergency Program	37,953	9.35	34,776	8.77	3,176	9.13%	0.58	6.67%
	Total Joint Electoral Area	**$205,550**	**$50.66**	**$183,293**	**$46.22**	**$22,258**	**12.14%**	**$4.44**	**9.61%**
1.109	Electoral Area Admin Exp - JDF	72,399	17.84	63,123	15.92	9,276	14.70%	1.93	12.11%
1.317	JDF Building Numbering	13,750	3.39	13,282	3.35	468	3.52%	0.04	1.19%
1.319	Soil Deposit Removal	6,060	1.49	5,859	1.48	201	3.43%	0.02	1.10%
1.325	Electoral Area Services - Planning	743,790	183.32	718,640	181.21	25,150	3.50%	2.11	1.16%
1.340	JDF Livestock Injury Compensation	13	0.00	105	0.03	(92)	-87.62%	(0.02)	-87.90%
1.370	Juan de Fuca Emergency Program	105,055	25.89	89,719	22.62	15,336	17.09%	3.27	14.45%
1.377	JDF Search and Rescue	69,952	17.24	69,952	17.64	-	0.00%	(0.40)	-2.26%
1.405	JDF EA - Community Parks	232,973	57.42	201,123	50.71	31,850	15.84%	6.70	13.22%
1.924	Emergency Comm - CREST - JDF	148,289	36.55	143,971	36.30	4,318	3.00%	0.24	0.67%
	Total JDF Electoral Area	**$1,392,281**	**$343.15**	**$1,305,774**	**$329.26**	**$86,507**	**6.62%**	**$13.89**	**4.22%**
	Total Capital Regional District	**$2,391,097**	**$589.32**	**$2,212,816**	**$557.98**	**$178,281**	**8.06%**	**$31.34**	**5.62%**
CRHD	Capital Regional Hospital District	461,514	113.75	462,163	116.54	(649)	-0.14%	(2.79)	-2.39%
	Total CRD and CRHD	**$2,852,611**	**$703.07**	**$2,674,979**	**$674.52**	**$177,632**	**6.64%**	**$28.55**	**4.23%**
	Average residential assessment - 2024/2023	**$913,074**		**$927,796**					

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

	Change in Requisition $	Change in Requisition %	Change in Cost / Avg HH $	Change in Cost / Avg HH %
REGIONAL				
Legislative & General Government	14,999	0.56%	2.57	0.38%
Regional Parks	34,941	1.31%	7.03	1.04%
Land Banking & Housing	6,212	0.23%	1.38	0.20%
JOINT EA				
Elections	(5,338)	-0.20%	(1.40)	-0.21%
Building Inspection	19,039	0.71%	4.07	0.60%
Noise Control	5,698	0.21%	1.35	0.20%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.35%	1.93	0.29%
Electoral Area Services - Planning	25,150	0.94%	2.11	0.31%
Juan de Fuca Emergency Program	15,336	0.57%	3.27	0.48%
JDF EA - Community Parks	31,850	1.19%	6.70	0.99%
Capital Regional Hospital District	(649)	-0.02%	(2.79)	-0.41%
Other	21,118	0.79%	2.34	0.35%
TOTAL CRD & CRHD	**177,632**	**6.64%**	**$28.55**	**4.23%**

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	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	403,818	113.38	341,091	98.12	62,727	18.39%	15.26	15.55%
1.121	Sooke Regional Museum	79,759	22.39	76,990	22.15	2,769	3.60%	0.25	1.11%
1.128	Greater Victoria Police Victim Services	888	1.84	824	1.72	65	7.88%	0.12	7.24%
1.133	Langford E.A. - Greater Victoria Public Library	33,256	69.06	32,435	67.75	821	2.53%	1.31	1.93%
1.232	Port Renfrew Street Lighting	3,722	42.30	3,589	40.78	133	3.71%	1.51	3.71%
1.350	Willis Point Fire Protect & Recreation	155,566	651.22	147,830	618.99	7,736	5.23%	32.23	5.21%
1.353	Otter Point Fire Protection	703,762	623.56	565,858	513.25	137,904	24.37%	110.31	21.49%
1.354	Malahat Fire Protection	73,055	732.25	66,352	713.61	6,703	10.10%	18.64	2.61%
1.355	Durrance Road Fire Protection	3,016	335.11	3,016	335.11	-	0.00%	-	0.00%
1.357	East Sooke Fire Protection	510,822	574.38	492,750	554.84	18,073	3.67%	19.54	3.52%
1.358	Port Renfrew Fire Protection	127,325	310.63	100,727	250.25	26,598	26.41%	60.38	24.13%
1.360	Shirley Fire Protection	212,379	616.22	201,926	589.85	10,453	5.18%	26.37	4.47%
1.40X	SEAPARC	750,192	236.11	772,113	249.08	(21,921)	-2.84%	(12.97)	-5.21%
1.408	JDF EA - Community Recreation	70,632	19.83	72,632	20.89	(2,000)	-2.75%	(1.06)	-5.09%
1.523	Port Renfrew Refuse Disposal	39,376	95.87	34,856	86.42	4,520	12.97%	9.45	10.93%
2.650	Port Renfrew Water	72,248	285.57	66,243	266.04	6,005	9.07%	19.53	7.34%
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	67,495	833.27	61,900	764.20	5,595	9.04%	69.07	9.04%
3.755	Regional Source Control	666	7.34	818	9.02	(152)	-18.62%	(1.68)	-18.62%
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	**3,489,764**		**3,204,349**		**$285,415**			
	Average residential assessment - 2024/2023	**$913,074**		**$927,796**					

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	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	401,763	60.50	390,080	59.09	11,683	3.00%	1.41	2.39%
1.10X	Facilities Management	5,697	0.86	5,647	0.86	50	0.88%	0.00	0.28%
1.101	G.I.S.	4,375	0.66	4,419	0.67	(44)	-0.99%	(0.01)	-1.58%
1.112	Regional Grant in Aid	-	-	515	0.08	(515)	-100.00%	(0.08)	-100.00%
1.224	Community Health	26,549	4.00	21,440	3.25	5,109	23.83%	0.75	23.10%
1.280	Regional Parks	590,306	88.90	547,771	82.98	42,535	7.77%	5.91	7.13%
1.309	Climate Action and Adaptation	47,356	7.13	52,671	7.98	(5,315)	-10.09%	(0.85)	-10.62%
1.310	Land Banking & Housing	61,117	9.20	51,613	7.82	9,504	18.41%	1.39	17.71%
1.312	Regional Goose Management	7,246	1.09	7,289	1.10	(43)	-0.59%	(0.01)	-1.18%
1.324	Regional Planning Services	41,736	6.29	42,162	6.39	(426)	-1.01%	(0.10)	-1.60%
1.335	Geo-Spatial Referencing System	5,497	0.83	5,570	0.84	(74)	-1.33%	(0.02)	-1.91%
1.374	Regional Emergency Program Support	4,188	0.63	4,240	0.64	(53)	-1.24%	(0.01)	-1.83%
1.375	Hazardous Material Incident Response	10,601	1.60	10,271	1.56	330	3.22%	0.04	2.61%
1.911	911 Systems	8,240	1.24	4,907	0.74	3,333	67.92%	0.50	66.93%
1.921	Regional CREST Contribution	49,358	7.43	46,119	6.99	3,240	7.02%	0.45	6.39%
21.ALL	Feasibility Study Reserve Fund - All	6,894	1.04	-	-	6,894	100.00%	1.04	100.00%
	Total Regional	**$1,270,924**	**$191.39**	**$1,194,715**	**$180.99**	**$76,209**	**6.38%**	**$10.41**	**5.75%**
1.230	Traffic Safety Commission	2,505	0.38	2,619	0.40	(113)	-4.33%	(0.02)	-4.90%
1.311	Regional Housing Trust Fund	25,880	3.90	36,968	5.60	(11,088)	-29.99%	(1.70)	-30.41%
1.313	Animal Care Services	129,332	19.48	128,148	19.41	1,184	0.92%	0.06	0.33%
1.913	913 Fire Dispatch	61,702	9.29	56,142	8.50	5,561	9.90%	0.79	9.25%
	Total Sub-Regional	**$219,420**	**$33.04**	**$223,876**	**$33.92**	**($4,456)**	**-1.99%**	**($0.87)**	**-2.57%**
1.103	Elections	16,861	2.54	28,103	4.26	(11,242)	-40.00%	(1.72)	-40.36%
1.104	U.B.C.M.	5,368	0.81	5,319	0.81	49	0.92%	0.00	0.32%
1.318	Building Inspection	243,133	36.61	216,476	32.79	26,657	12.31%	3.82	11.65%
1.320	Noise Control	27,986	4.21	18,023	2.73	9,963	55.28%	1.48	54.36%
1.322	Nuisances & Unsightly Premises	22,186	3.34	24,081	3.65	(1,895)	-7.87%	(0.31)	-8.41%
1.372	Electoral Area Emergency Program	71,453	10.76	68,375	10.36	3,078	4.50%	0.40	3.88%
	Total Joint Electoral Area	**$386,986**	**$58.28**	**$360,376**	**$54.59**	**$26,609**	**7.38%**	**$3.68**	**6.75%**
1.111	Electoral Area Admin Exp - SSI	659,598	99.33	622,011	94.23	37,587	6.04%	5.10	5.42%
1.116	Grant-in-Aid - Salt Spring Island	43,752	6.59	21,558	3.27	22,194	102.95%	3.32	101.75%
1.124	SSI Economic Development Commission	53,699	8.09	95,958	14.54	(42,259)	-44.04%	(6.45)	-44.37%
1.141	Salt Spring Island Public Library	717,294	108.02	675,683	102.36	41,611	6.16%	5.66	5.53%
1.236	Salt Spring Island Fernwood Dock	16,380	2.80	15,888	2.71	492	3.10%	0.09	3.27%
1.238A	Community Transit (SSI)	353,679	53.26	261,262	39.58	92,417	35.37%	13.68	34.57%
1.238B	Community Transportation (SSI)	88,059	13.26	147,826	22.39	(59,767)	-40.43%	(9.13)	-40.78%
1.299	Salt Spring Island Arts	133,716	20.14	123,090	18.65	10,626	8.63%	1.49	7.99%
1.316	SSI Building Numbering	10,265	1.55	9,871	1.50	394	3.99%	0.05	3.38%
1.342	SSI Livestock Injury Compensation	13	0.00	105	0.02	(92)	-87.62%	(0.01)	-87.69%
1.371	SSI Emergency Program	130,170	19.60	126,745	19.20	3,425	2.70%	0.40	2.09%
1.378	SSI Search and Rescue	22,917	3.45	25,704	3.89	(2,787)	-10.84%	(0.44)	-11.37%
1.455	Salt Spring Island - Community Parks	588,527	88.63	584,647	88.57	3,880	0.66%	0.06	0.07%
1.458	Salt Spring Is.- Community Rec	118,975	17.92	77,640	11.76	41,335	53.24%	6.16	52.33%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,888,013	284.32	1,614,486	244.58	273,527	16.94%	39.74	16.25%
1.535	Stormwater Quality Management - SSI	24,610	3.71	23,778	3.60	832	3.50%	0.10	2.89%
1.925	Emergency Comm - CREST - SSI	150,818	22.71	144,675	21.92	6,143	4.25%	0.80	3.63%
3.705	SSI Liquid Waste Disposal	416,125	71.05	376,975	64.25	39,150	10.39%	6.79	10.57%
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	**$5,406,610**	**$822.91**	**$4,947,902**	**$757.00**	**$458,708**	**9.27%**	**$65.91**	**8.71%**
	Total Capital Regional District	**$7,283,940**	**$1,105.63**	**$6,726,870**	**$1,026.50**	**$557,071**	**8.28%**	**$79.13**	**7.71%**
CRHD	Capital Regional Hospital District	868,883	130.85	908,670	$137.65	(39,786)	-4.38%	(6.81)	-4.94%
	Total CRD and CRHD	**$8,152,823**	**$1,236.48**	**$7,635,539**	**$1,164.16**	**$517,284**	**6.77%**	**$72.32**	**6.21%**
	Average residential assessment - 2024/2023	**$1,050,353**		**$1,095,911**					

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Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition		Change in Cost / Avg HH	
	$	%	$	%
REGIONAL				
Legislative & General Government	11,683	0.15%	1.41	0.12%
Regional Parks	42,535	0.56%	5.91	0.51%
Land Banking & Housing	9,504	0.12%	1.39	0.12%
Feasibility Study Reserve Fund - All	6,894	0.09%	1.04	0.09%
SUB-REGIONAL				
Regional Housing Trust Fund	(11,088)	-0.15%	(1.70)	-0.15%
JOINT EA				
Elections	(11,242)	-0.15%	(1.72)	-0.15%
Building Inspection	26,657	0.35%	3.82	0.33%
Noise Control	9,963	0.13%	1.48	0.13%
SSI EA				
Electoral Area Admin Exp - SSI	37,587	0.49%	5.10	0.44%
Grant-in-Aid - Salt Spring Island	22,194	0.29%	3.32	0.29%
SSI Economic Development Commission	(42,259)	-0.55%	(6.45)	-0.55%
Salt Spring Island Public Library	41,611	0.54%	5.66	0.49%
Community Transit (SSI)	92,417	1.21%	13.68	1.17%
Community Transportation (SSI)	(59,767)	-0.78%	(9.13)	-0.78%
Salt Spring Island Arts	10,626	0.14%	1.49	0.13%
Salt Spring Is.- Community Rec	41,335	0.54%	6.16	0.53%
Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	273,527	3.58%	39.74	3.41%
SSI Liquid Waste Disposal	39,150	0.51%	6.79	0.58%
Feasibility Study Reserve Fund - E.A.	(10,000)	-0.13%	(1.51)	-0.13%
Capital Regional Hospital District	(39,786)	-0.52%	(6.81)	-0.58%
Other	25,743	0.34%	2.63	0.23%
TOTAL CRD & CRHD	**517,284**	**6.77%**	**$72.32**	**6.21%**

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	SALT SPRING ISLAND 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 $	%
1.234	SSI Street Lighting	31,869	4.93	27,842	4.33	4,027	14.46%	0.60	13.85%
2.620	SSI Highland Water System	31,726	124.91	31,795	125.18	(69)	-0.22%	(0.27)	-0.22%
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	631.91	80,318	586.26	5,622	7.00%	45.65	7.79%
2.626	Fulford Water	55,230	541.47	50,212	492.27	5,018	9.99%	49.20	9.99%
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	14,621	185.08	14,658	185.54	(37)	-0.25%	(0.47)	-0.25%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	7,615	10.01	6,359	8.42	1,256	19.76%	1.59	18.87%
3.810	Ganges Sewer	62,134	149.36	59,891	142.60	2,243	3.75%	6.76	4.74%
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	**389,655**		**367,175**		**22,480**			
	Average residential assessment - 2024/2023	**$1,050,353**		**$1,095,911**					

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	SOUTHERN GULF ISLANDS Electoral Area	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	318,727	46.39	296,965	43.25	21,762	7.33%	3.14	7.27%
1.10X	Facilities Management	4,520	0.66	4,299	0.63	220	5.13%	0.03	5.07%
1.101	G.I.S.	3,471	0.51	3,364	0.49	107	3.18%	0.02	3.12%
1.112	Regional Grant in Aid	-	-	392	0.06	(392)	-100.00%	(0.06)	-100.00%
1.224	Community Health	21,062	3.07	16,322	2.38	4,740	29.04%	0.69	28.97%
1.280	Regional Parks	468,301	68.16	417,014	60.73	51,287	12.30%	7.43	12.24%
1.309	Climate Action and Adaptation	30,568	4.45	33,004	4.81	(2,435)	-7.38%	(0.36)	-7.43%
1.310	Land Banking & Housing	48,485	7.06	39,293	5.72	9,193	23.40%	1.33	23.33%
1.312	Regional Goose Management	4,677	0.68	4,567	0.67	110	2.41%	0.02	2.35%
1.324	Regional Planning Services	33,110	4.82	32,097	4.67	1,013	3.16%	0.14	3.10%
1.335	Geo-Spatial Referencing System	4,360	0.63	4,241	0.62	120	2.83%	0.02	2.77%
1.374	Regional Emergency Program Support	2,703	0.39	2,657	0.39	46	1.74%	0.01	1.68%
1.375	Hazardous Material Incident Response	6,843	1.00	6,436	0.94	407	6.33%	0.06	6.27%
1.911	911 Systems	3,820	0.56	2,235	0.33	1,585	70.90%	0.23	70.80%
1.921	Regional CREST Contribution	22,883	3.33	21,009	3.06	1,874	8.92%	0.27	8.86%
21.ALL	Feasibility Study Reserve Fund - All	5,469	0.80	-	-	5,469	100.00%	0.80	100.00%
	Total Regional	**$979,000**	**$142.50**	**$883,894**	**$128.72**	**$95,106**	**10.76%**	**$13.77**	**10.70%**
1.230	Traffic Safety Commission	1,988	0.29	1,994	0.29	(6)	-0.30%	(0.00)	-0.36%
1.297	Arts Grants	26,906	3.92	25,993	3.79	913	3.51%	0.13	3.45%
1.311	Regional Housing Trust Fund	16,647	2.42	23,094	3.36	(6,446)	-27.91%	(0.94)	-27.95%
1.313	Animal Care Services	102,602	14.93	97,558	14.21	5,044	5.17%	0.73	5.11%
1.913	913 Fire Dispatch	50,024	7.28	56,307	8.20	(6,282)	-11.16%	(0.92)	-11.21%
	Total Sub-Regional	**$198,167**	**$28.84**	**$204,945**	**$29.85**	**($6,778)**	**-3.31%**	**($1.00)**	**-3.36%**
1.103	Elections	13,376	1.95	21,395	3.12	(8,019)	-37.48%	(1.17)	-37.51%
1.104	U.B.C.M.	4,259	0.62	4,049	0.59	209	5.17%	0.03	5.11%
1.318	Building Inspection	192,882	28.07	164,801	24.00	28,080	17.04%	4.07	16.98%
1.320	Noise Control	22,202	3.23	13,721	2.00	8,481	61.81%	1.23	61.73%
1.322	Nuisances & Unsightly Premises	17,600	2.56	18,332	2.67	(732)	-3.99%	(0.11)	-4.05%
1.372	Electoral Area Emergency Program	56,685	8.25	52,053	7.58	4,632	8.90%	0.67	8.84%
	Total Joint Electoral Area	**$307,003**	**$44.69**	**$274,351**	**$39.95**	**$32,652**	**11.90%**	**$4.73**	**11.84%**
1.110	Electoral Area Admin Exp - SGI	414,160	60.28	400,086	58.27	14,074	3.52%	2.02	3.46%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.06	105,004	15.29	5,350	5.10%	0.77	5.04%
1.125	SGI Economic Development Commission	126,778	18.45	121,426	17.68	5,352	4.41%	0.77	4.35%
1.138	Southern Gulf Islands Regional Library	242,724	35.33	235,946	34.36	6,778	2.87%	0.97	2.82%
1.235	SGI Small Craft Harbour Facilities	325,161	53.08	309,533	50.52	15,628	5.05%	2.56	5.07%
1.314	SGI House Numbering	9,987	1.45	9,612	1.40	375	3.90%	0.05	3.84%
1.341	SGI Livestock Injury Compensation	-	-	71	0.01	(71)	-100.00%	(0.01)	-100.00%
1.373	SGI Emergency Program	247,483	36.02	247,378	36.03	105	0.04%	(0.00)	-0.01%
1.533	Stormwater Quality Management - SGI	41,000	5.97	39,808	5.80	1,192	2.99%	0.17	2.94%
1.923	Emergency Comm - CREST - SGI	185,093	26.94	179,709	26.17	5,384	3.00%	0.77	2.94%
	Total SGI Electoral Area	**$1,702,740**	**$253.59**	**$1,648,573**	**$245.53**	**$54,167**	**3.29%**	**$8.06**	**3.28%**
	Total Capital Regional District	**$3,186,911**	**$469.62**	**$3,011,764**	**$444.05**	**$175,147**	**5.82%**	**$25.56**	**5.76%**
CRHD	Capital Regional Hospital District	689,302	100.33	691,763	100.74	(2,461)	-0.36%	(0.41)	-0.41%
	Total CRD and CRHD	**$3,876,213**	**$569.95**	**$3,703,526**	**$544.79**	**$172,687**	**4.66%**	**$25.15**	**4.62%**
	Average residential assessment - 2024/2023	**$805,373**		**$802,046**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	Change in Requisition %	Change in Cost / Avg HH $	Change in Cost / Avg HH %
REGIONAL				
Legislative & General Government	21,762	0.59%	3.14	0.58%
Regional Parks	51,287	1.38%	7.43	1.37%
Land Banking & Housing	9,193	0.25%	1.33	0.25%
JOINT EA				
Elections	(8,019)	-0.22%	(1.17)	-0.21%
Building Inspection	28,080	0.76%	4.07	0.75%
Noise Control	8,481	0.23%	1.23	0.23%
SGI EA				
Electoral Area Admin Exp - SGI	14,074	0.38%	2.02	0.37%
SGI Small Craft Harbour Facilities	15,628	0.42%	2.56	0.47%
Capital Regional Hospital District	(2,461)	-0.07%	(0.41)	-0.08%
Other	34,660	0.94%	4.94	0.91%
TOTAL CRD & CRHD	**172,687**	**4.66%**	**$25.15**	**4.62%**

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	SOUTHERN GULF ISLANDS Local/Specified/Defined Services	2024	Cost per Avg. Residential Assessment	2023	Cost per Avg. Residential Assessment	Difference Increase/(Decrease) $	Difference Increase/(Decrease) %	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.137	Galiano Island Community Use Building	67,056	44.32	64,770	42.57	2,286	3.53%	1.75	4.12%
1.170	Gossip Island Electric Power Supply	62,640	1,118.57	63,455	1,133.13	(815)	-1.28%	(14.55)	-1.28%
1.227	Saturna Island Medical Clinic	24,416	37.53	23,171	35.93	1,245	5.37%	1.60	4.45%
1.228	Galiano Health Service	144,629	95.59	139,686	91.81	4,943	3.54%	3.79	4.13%
1.229	Pender Islands Health Care Centre	264,601	105.92	232,862	93.35	31,739	13.63%	12.57	13.46%
1.352	South Galiano Fire Protection	635,001	716.95	602,372	674.97	32,629	5.42%	41.98	6.22%
1.356	Pender Fire Protection	1,344,763	541.10	1,171,790	472.20	172,973	14.76%	68.90	14.59%
1.359	North Galiano Fire Protection	328,783	833.17	231,790	589.85	96,994	41.85%	243.31	41.25%
1.363	Saturna Island Fire	302,461	462.93	256,273	395.58	46,188	18.02%	67.34	17.02%
1.465	Saturna Island Comm. Parks	28,909	44.24	25,680	39.64	3,229	12.57%	4.61	11.62%
1.468	Saturna Island - Community Rec.	15,149	23.18	13,676	21.11	1,473	10.77%	2.08	9.83%
1.475	Mayne Is. Com. Parks & Rec	96,281	56.42	93,012	54.53	3,269	3.51%	1.89	3.46%
1.478	Mayne Is. Community Rec.	36,816	21.57	35,740	20.95	1,076	3.01%	0.62	2.96%
1.485	North & South Pender Com. Parks	173,335	69.40	167,354	67.15	5,981	3.57%	2.25	3.35%
1.488	North & South Pender Com. Rec	69,632	27.88	67,240	26.98	2,392	3.56%	0.90	3.33%
1.495	Galiano Parks	107,482	82.36	107,562	81.74	(80)	-0.07%	0.62	0.76%
1.498	Galiano Community Recreation	43,850	33.60	38,317	29.12	5,533	14.44%	4.48	15.39%
2.630	Magic Lakes Estate Water System	580,060	485.00	580,000	484.95	60	0.01%	0.05	0.01%
2.640	Saturna Island Water System (Lyall Harbour)	140,696	808.60	133,030	768.96	7,666	5.76%	39.64	5.15%
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)	5,100	134.21	5,100	134.21	-	0.00%	-	0.00%
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	3,945	5.55	4,498	6.33	(553)	-12.29%	(0.78)	-12.26%
3.830	Magic Lake Estates Sewer System	606,635	855.62	586,010	826.53	20,625	3.52%	29.09	3.52%
3.830D	Magic Lake Estates Sewer Debt	229,459	400.45	234,106	408.56	(4,647)	-1.98%	(8.11)	-1.98%
	Total Local/Specified/Defined Services	**5,362,899**		**$4,926,964**		**$435,936**			
	Average residential assessment - 2024/2023	**$805,373**		**$802,046**					

2024 Financial Plan

Public Engagement Report

Making a difference...together

This report provides a summary of public engagement activities conducted following provisional approval of the 2024 Financial Plan.

Under the *Local Government Act*, regional districts must annually adopt, by bylaw, a five-year financial plan by March 31. Section 374 stipulates that a board must undertake a process of public consultation regarding the proposed financial plan before it is adopted. Various CRD commissions and committees receive input leading up to the preparation of budgets in the form of user statistics, surveys, advisory body reports, annual operational reports and from a wide variety of public engagement activities. Local and sub-regional commissions may also include rate payer representatives. This input is augmented by a public feedback period from October 2023 – February 2024, focused on the following objectives:

- Inform residents about the financial planning process and outcomes through digital channels (website, social media) and media coverage.
- Collect public feedback about the provisional financial plan to be shared with the board as part of the final budget review and approval process.
- Correct misconceptions about the service and financial planning process or details of the financial plan.

Engagement Methods

"Get Involved" Website

The CRD uses its digital engagement site GetInvolved.crd.bc.ca to share details of the provisional plan, invite feedback, and answer questions. Comments were collected using an online form then forwarded to the Board via the correspondence portal upon receipt. Provisional plan information remains available online at: 2024 Financial Plan | Get Involved CRD

During the feedback period, 1,074 visits resulted in three levels of participation:

- Aware (visited at least one page): 769 participants.
- Informed (downloaded documents, visited multiple pages): 368 participants.
- Engaged (shared comments or asked questions): 13 participants.

The most popular documents viewed were the Provisional Budget Presentation, Consolidated Budget Overview and Capital Projects List.

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Public Information Session

On January 17, 2024, residents were invited to an online public information session to learn how the regional district develops budgets, makes decisions, and delivers services with consideration of community needs and impact on taxpayers. The presentation also included an overview of the 2024 taxes, rates, and consolidated budget figures, as well as key capital projects planned.

- View the recorded 2024 Provisional Financial Plan Information Session
- Information Session Presentation [PDF]

Residents were encouraged to participate, ask questions, and be actively involved in the financial planning process. For those unable to attend, the information session was recorded and published to the CRD's engagement website.

Media & Stakeholder Information

An information bulletin was sent to media following provisional plan approval October 30, 2023. The bulletin highlighted the preliminary financial plan, next steps and how to share feedback. A second information bulletin was distributed on January 3, 2024 inviting members of the public to learn more about the 2024 provisional financial plan at an online information session.

Agenda items from the Committee of the Whole meeting and links for more information were included in the Board Highlights e-newsletter sent to subscribers in November. The Chair also highlighted the preliminary financial plan and next steps in his monthly CFAX update in November.

- Information Bulletin: CRD and CRHD look for public feedback on the 2024 provisional financial plans October 30, 2023
- CRD Board Highlights: November 2023
- CFAX Interview November 8, 2023
- Information Bulletin: The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan January 3, 2024

Social Media

Staff scheduled a series of post on social media that provided a snapshot of budget initiatives using rich media (a combination of animated gifs and video). Each post included a call to action to learn more on the Get Involved website to drive further audience engagement. A summary of posts is provided below.

- Facebook posts reached approximately 15,000 people with a 5.6% engagement rate (percentage of people who clicked, liked, shared or commented).
- X posts resulted in approximately 4,933 (number of times people saw a tweet) with a 4,7% engagement rate.
- LinkedIn posts resulted in approximately 5,200 impressions with a 3.75% engagement rate.

A summary of posts is included as an appendix to this report.

Responses

The following comments were received by the CRD via an online comment form and are provided to the Board as part of the annual final budget review and approval process.

Date received	Please provide your feedback on the CRD's provisional financial plan.
2023-11-10 14:45:54 -0800	the budget should not exceed that of last year. ideally it should be reduced by 3.5% inkeeping with the fiscal responsibility the CRD has to keep taxes on all properties affordable. I'm sure that the CRD can cut waste to achieve this
2024-01-06 16:18:29 -0800	The recent announcement of the CRD board wishing to borrow money towards affortable housing and adding this to our already burdened tax bill is not acceptable. As pensioners our townhouse complex, the assessed valued has gone up over 60% in the past 2 years (nothing like the publicized 5%) and we who are not planning on selling or moving elsewhere are finding this increased level is becoming unmanageable. We are born and bred Victorians, have worked hard our entire lives and have scrounged to acquire housing ownership. The thought of spending our money on housing for those who really can't afford to live in Victoria proper is very unfair. There are affordable options outside of inner Greater Victoria and these should be the focus of building advocates.

2024-01-11 12:06:35 -0800	It's my opinion that the CRD budget should be fiscally conservative. Now is not the time to add unnecessary debt to the taxpayer's already onerous load.
2024-01-11 15:47:16 -0800	NO on authorizing ANY borrowing for housing. This issue is not within the CRD's purview. Stay out of that lane. It belongs to the province and the federal government.
2024-01-14 16:48:14 -0800	I am not in favor of spending 74 million on housing Where can I vote against it?
2024-01-24 22:39:22 -0800	Thabk you to staff for your hard work. Please invest more in mountain biking trails. Thetis Lake Trail system needs a climbing trail and trails wIth interesting features like berms, log rides, small jumps and other fun features that make kids want to ride it. The current trail is too steep for hikers and riders. Please put in a multi-use climbing trail to the top of Mount Work. Please invest in a new campground. Extending Island View Beach operating season by 1 month per year isn't enough. Please advertise the Campground a little more. It would see much high occupancy if you only allowed people to check the campground sitws before having to log in. The drinking water at Island View Beach is right beside the outhouse. Apparently this is in contravention of waste water regulations. Pleaae budget for running water and flush toilets at Island View Beach. Take care of the fruit trees. They are wonderful and the CRD is not taking care of them. Please put up signage at Mount Work addressing the dog waste problems. More beginner and intermediate mountain biking trails are needed. The CRD

	hasn't done enough for mountain biking yet. Thanks for considering these comments.
2024-01-25 17:13:12 - 0800	I approve no new funds for CRD. Until such time as the Crd looks into approving land, use that already exist to provide infrastructure for a another road in and out of Sooke. I support zero funding going forward.
2024-01-31 09:26:43 - 0800	I DO NOT agree with the CRD borrowing 85 million to purchase land for housing. This is strictly a Provincial Government responsibility for not only Vancouver Island but all of BC. Too many areas are trying to get involved with housing when this does not fall under their jurisdiction. I am a resident of Colwood.
2024-02-07 12:54:15 - 0800	Please stop borrowing money and reduce expenditures to balance budget. You are making it more expensive to live here
2024-02-11 10:14:58 - 0800	Board Priority Housing Residents have access to affordable housing that enhances livability. 2a Increase supply of affordable, inclusive and adequate housing in the region Suggest: The CRD has neglected existing housing, leading to diminished landfill capacity and a surplus of abandoned properties while unaffordable short-lived pre-fabs are erected. In James Bay, rental homes suffer from inadequate heat, lack of insulation, missing eavestroughs and long-standing roof and structural issues, fostering a habitat for raccoons and rats. This neglect disproportionately affects vulnerable populations, including the poor, elderly, and disabled, who endure substandard living conditions and face complex complaint procedures and the real fear the owner will sell if they request heat or repairs. To address the alarming prevalence of slum lording in James Bay, downtown motels and beyond, proactive measures are needed: 1. Establish a task force comprising staff that are already work in designated areas: building and utility inspectors, garbage collectors, and police departments. Train them to identify and report bylaw violations threatening

	occupants' health and housing integrity, utilizing tools like Google Street View as well. Follow through with enforcement and report existing housing stock livability to the CRD. 2. Introduce financial instruments like CRD-sponsored reverse mortgages, low-interest loans, or buy-outs for property owners unable or unwilling to maintain habitable properties. 3. Restrict the sale of decrepit housing with tenants inside, offering first right of refusal to tenant groups or existing occupants to prevent slumlords from profiting at the community's expense. 4. Collaborate with organizations like Habitat for Humanity to rehabilitate homes with financially constrained owners. Proceeds from property sales should re-fund NGOs or trade training groups, before going to owners or heirs who failed to maintain the properties. 5. For every new housing proposal of 7 units or more a surcharge towards funding loans, trade school sourced repairs, NGOs and reverse mortgages for existing stock should be established instead of empty unenforced promises of market rate housing.
2024-02-25 04:16:54 -0800	You should not create a plan or budget that would increase the homeowners' property taxes. We have already experienced a 60% increase in our mortgage payments over the last two years. Stop penalizing homeowners for everything happening in the community. Perhaps you should consider taxing renters as they are also members of the community.

Questions

The project team added the following FAQs related to tax impacts and the housing borrowing bylaw:

What does the CRD do to reduce tax impacts on residents?

The Board reviews and approves Service and Financial Planning Guidelines each year that shape how we manage resources required while reducing the impact on the upcoming budget. This work includes:

- Changing the timing of initiatives to reduce overall impact on budget. An example of this work for 2024 includes deferring the creation and hiring of 11 full-time staff positions.
- Evaluating how to deliver services more cost-effectively.
- Mitigating impacts on taxes by finding areas where reserve funding can be used responsibly.

- Reviewing reserve funds every year.

For more about our planning process, visit: https://www.crd.bc.ca/about/financial-accountability/budget-planning-process

Is the $85 million proposed borrowing for housing included in this process?

No. The focus of the financial plan for 2024 is to outline resources required for the next five years based on approved initiatives and service levels. The borrowing bylaw proposed is subject to electoral approval and you can participate in that process on our website at www.crd.bc.ca/landbanking-aap. Should the borrowing bylaw be adopted, debt will not be incurred, and therefore requisition will not increase, until funding is approved for a specific project or through an annual planning approval process.

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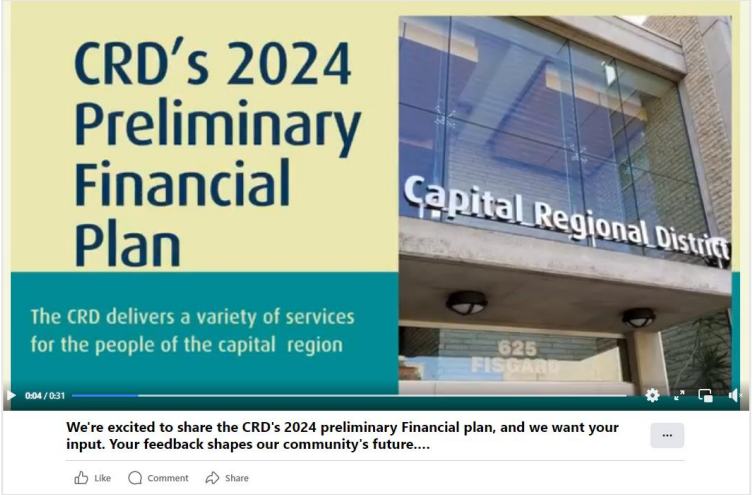
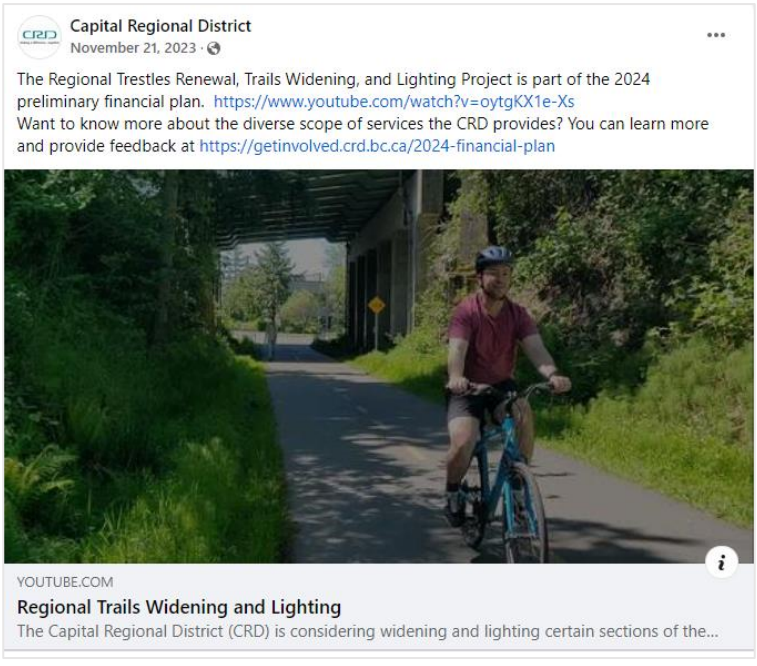
APPENDIX: SOCIAL MEDIA POSTS BY CHANNEL

FACEBOOK





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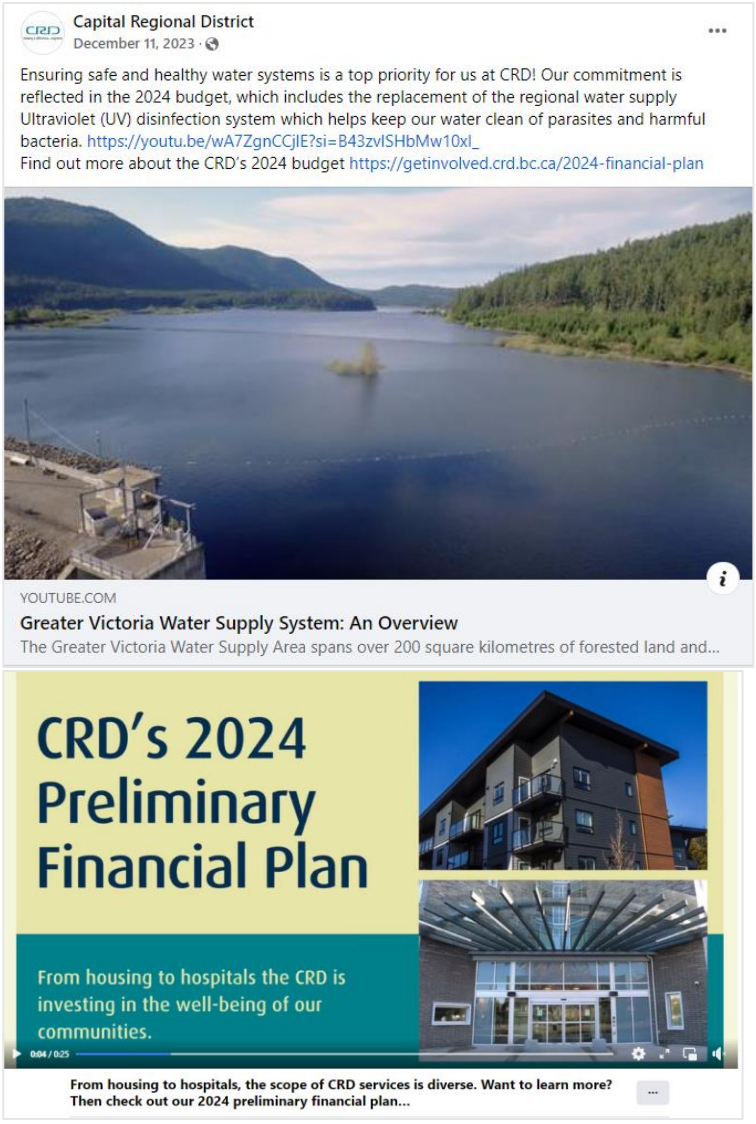

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CRD ✓
@crd_bc

Want to know how the CRD supplies services to the people of the capital region? Our 2024 preliminary financial plan is ready for your review at getinvolved.crd.bc.ca/2024-financial...

9:00 AM · Nov 9, 2023 · **287** Views

CRD ✓
@crd_bc

The Regional Trestles Renewal, Trails Widening, and Lighting Project is part of the 2024 preliminary financial plan. youtube.com/watch?v=oytgKX...
Want to know more about the diverse scope of services the CRD provides? Go to

getinvolved.crd.bc.ca
2024 Financial Plan
The Capital Regional District (CRD) Board reviewed and approved the provisional Financial Plan for 2024 at a ...

2:00 PM · Nov 21, 2023 · **377** Views

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CRD
@crd_bc

Curious about understanding the CRD budget? Our 2024 preliminary financial plan is ready for your review at getinvolved.crd.bc.ca/2024-financial...

11:00 AM · Dec 1, 2023 · **426** Views

CRD
@crd_bc

Ensuring safe and healthy water is a top priority for us! Our commitment is reflected in the 2024 budget, which includes replacing the regional water supply Ultraviolet (UV) disinfection system.
youtu.be/wA7ZgnCCjlE?si...
Find out more about the CRD's budget

getinvolved.crd.bc.ca
2024 Financial Plan
The Capital Regional District (CRD) Board reviewed and approved the provisional Financial Plan for 2024 at a ...

10:10 AM · Dec 11, 2023 · **304** Views

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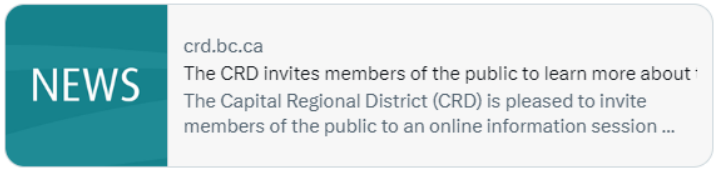
CRD
@crd_bc

From housing to hospitals, the scope of CRD services is diverse. Want to learn more? Then check out our 2024 preliminary financial plan getinvolved.crd.bc.ca/2024-financial...

2:00 PM · Dec 21, 2023 · **327** Views

CRD
@crd_bc

The CRD invites members of the public to learn more about the 2024 Provisional Financial Plan #crdNews



1:09 PM · Jan 3, 2024 · **546** Views

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From housing to hospitals, the scope of CRD services is diverse. Want to learn more? Then check out our 2024 preliminary financial plan getinvolved.crd.bc.ca/2024-financial...

10:05 AM · Jan 9, 2024 · **491** Views

CRD
@crd_bc

We want to hear from you about our 2024 provisional budget! You are invited to ask questions and share feedback at getinvolved.crd.bc.ca/2024-financial...

2:00 PM · Jan 23, 2024 · **596** Views

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LINKEDIN

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Want to know how the CRD supplies services to the people of the capital region? Our 2024 preliminary financial plan is ready for your review at https://lnkd.in/gGe4itb3

1 1 comment • 1 repost

2024 Financial Plan

Public Engagement Report

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2024 Financial Plan

Public Engagement Report

Making a difference...together

2024 Financial Plan

Public Engagement Report

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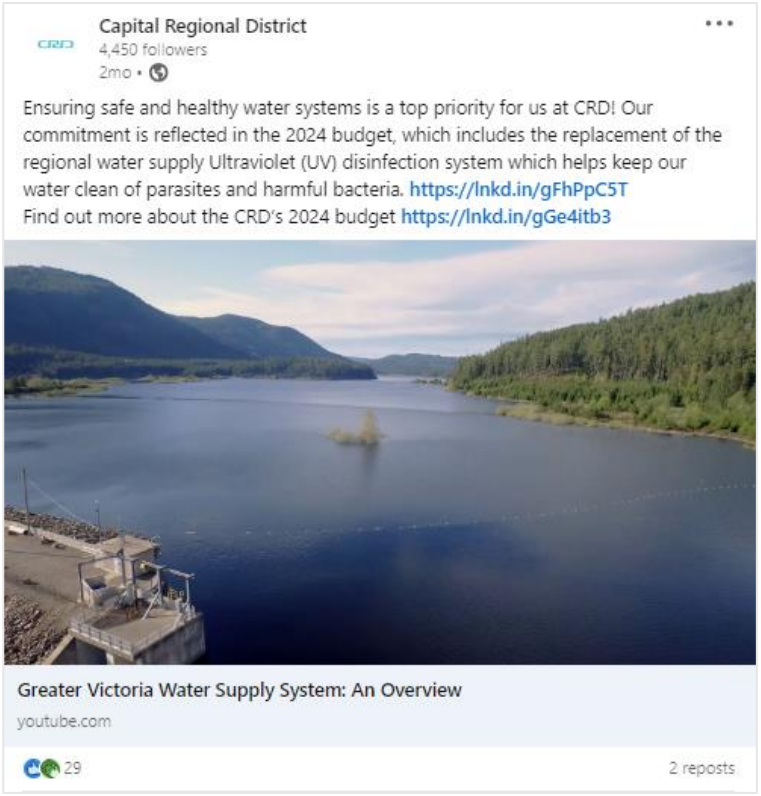

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Capital Regional District
4,450 followers
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From housing to hospitals, the scope of CRD services is diverse. Want to learn more? Then check out our 2024 preliminary financial plan https://lnkd.in/gGe4itb3

2 1 repost

Capital Regional District
4,450 followers
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From housing to hospitals, the scope of CRD services is diverse. Want to learn more? Then check out our 2024 preliminary financial plan https://lnkd.in/gGe4itb3

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APPENDIX L

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4603

****

A BYLAW TO ADOPT THE FIVE YEAR FINANCIAL PLAN FOR THE YEARS 2024 – 2028

****

WHEREAS pursuant to Section 374 of the *Local Government Act*, the Regional District must adopt a five year financial plan for the years 2024 to 2028, by bylaw, by the 31st of March;

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

1. Schedule A attached hereto and made part of this bylaw comprises the five year financial plan for the years 2024 to 2028.

2. Schedule B attached hereto and made part of this bylaw comprises the five year capital expenditure plan for the years 2024 to 2028.

3. This Bylaw may be cited as "2024 to 2028 Financial Plan Bylaw, 2024".

READ A FIRST TIME THIS	th	day of	202_
READ A SECOND TIME THIS	th	day of	202_
READ A THIRD TIME THIS	th	day of	202_
ADOPTED THIS	th	day of	202_

CHAIR

CORPORATE OFFICER

Attachment: Schedules A and B

Table of Contents

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.010	Legislative & General Government	39,599,526	37,174,170	-	-	524,890	1,900,466	39,599,526	675,320	21,550,550	3,433,881	1,592,779	95,480	-	12,251,516	12,251,516
1.10X	Facilities Management	4,606,290	4,208,790	-	-	-	397,500	4,606,290	-	4,390,146	-	42,410	-	-	173,734	173,734
1.101	G.I.S.	653,615	585,355	-	-	18,260	50,000	653,615	-	514,396	-	5,972	-	-	133,247	133,247
1.103	Elections	40,580	90	-	-	-	40,490	40,580	-	-	-	271	-	-	40,309	40,309
1.104	U.B.C.M.	13,036	13,036	-	-	-	-	13,036	468	-	-	90	-	-	12,478	12,478
1.109	Electoral Area Admin Exp - JDF	72,645	72,645	-	-	-	-	72,645	-	-	-	246	-	-	72,399	72,399
1.110	Electoral Area Admin Exp - SGI	572,636	571,536	-	-	-	1,100	572,636	-	86,867	52,688	18,921	-	-	414,160	414,160
1.111	Electoral Area Admin Exp - SSI	1,397,753	1,342,753	-	-	20,000	35,000	1,397,753	48,579	683,846	-	5,730	-	-	659,598	659,598
1.112	Regional Grant in Aid	1,609,336	1,609,336	-	-	-	-	1,609,336	1,569,336	-	-	40,000	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	29,515	29,515	-	-	-	-	29,515	29,225	-	-	290	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	58,785	58,785	-	-	-	-	58,785	14,773	-	-	260	-	-	43,752	43,752
1.117	Grant-in-Aid - Southern Gulf Islands	111,608	111,192	-	416	-	-	111,608	-	-	-	1,254	-	-	110,354	110,354
1.119	Vancouver Island Regional Library	404,447	402,678	-	1,769	-	-	404,447	-	-	-	629	-	-	403,818	403,818
1.121	Sooke Regional Museum	230,107	230,107	-	-	-	-	230,107	1,995	-	-	653	-	-	227,459	227,459
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	69,349	69,349	-	-	-	-	69,349	15,000	-	-	650	-	-	53,699	53,699
1.125	SGI Economic Development Commission	155,896	155,896	-	-	-	-	155,896	27,650	-	-	1,468	-	-	126,778	126,778
1.126	Victoria Family Court Committee	58,597	58,597	-	-	-	-	58,597	42,773	-	-	824	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	323,215	323,215	-	-	-	-	323,215	3	-	-	15,190	-	-	308,022	308,022
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	33,671	33,671	-	-	-	-	33,671	315	-	-	100	-	-	33,256	33,256
1.137	Galiano Island Community Use Building	70,590	38,862	30,653	-	-	1,075	70,590	3,236	-	-	298	-	-	67,056	67,056
1.138	Southern Gulf Islands Regional Library	247,999	247,999	-	-	-	-	247,999	2,735	-	-	2,540	-	-	242,724	242,724
1.141	Salt Spring Island Public Library	718,950	559,044	146,651	-	-	13,255	718,950	-	-	-	1,656	-	-	717,294	717,294
1.15X	Municipalities' Own Debt - M.F.A.	18,229,269	78,720	18,150,549	-	-	-	18,229,269	-	-	-	78,720	-	-	18,150,549	18,150,549
1.170	Gossip Island Electric Power Supply	63,213	592	62,621	-	-	-	63,213	283	-	-	290	-	62,640	-	62,640
1.224	Community Health	1,002,468	1,002,468	-	-	-	-	1,002,468	2,500	-	-	191,389	-	-	808,579	808,579
1.226	Health Facilities - VIHA	1,776,222	741,525	-	-	-	1,034,697	1,776,222	-	-	-	1,776,222	-	-	-	-
1.227	Saturna Island Medical Clinic	26,027	26,027	-	-	-	-	26,027	190	-	-	1,421	-	-	24,416	24,416
1.228	Galiano Health Service	144,768	144,768	-	-	-	-	144,768	15	-	-	124	-	-	144,629	144,629
1.229	Pender Islands Health Care Centre	266,575	266,238	-	337	-	-	266,575	-	-	-	1,974	-	-	264,601	264,601
1.230	Traffic Safety Commission	105,254	105,254	-	-	-	-	105,254	29,182	-	-	3,560	-	-	72,512	72,512
1.232	Port Renfrew Street Lighting	9,199	9,199	-	-	-	-	9,199	1,233	-	-	352	3,892	3,722	-	3,722
1.234	SSI Street Lighting	31,909	31,848	-	61	-	-	31,909	-	-	-	40	-	-	31,869	31,869
1.235	SGI Small Craft Harbour Facilities	483,760	254,855	87,493	-	-	141,412	483,760	-	-	-	7,449	151,150	325,161	-	325,161
1.236	Salt Spring Island Fernwood Dock	16,547	16,547	-	-	-	-	16,547	-	-	-	167	-	16,380	-	16,380
1.238A	Community Transit (SSI)	632,673	632,673	-	-	-	-	632,673	-	-	67,000	211,994	-	-	353,679	353,679
1.238B	Community Transportation (SSI)	88,489	48,489	-	-	-	40,000	88,489	-	-	-	430	-	-	88,059	88,059
1.280	Regional Parks	19,684,346	14,973,908	1,129,207	-	270,000	3,311,231	19,684,346	-	76,018	-	953,827	676,011	-	17,978,490	17,978,490
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,339	349,106	-	-	90,000	346,233	785,339	-	-	-	35,339	-	-	750,000	750,000
1.297	Arts Grants	3,208,277	3,207,277	-	-	-	1,000	3,208,277	-	15,130	49,500	186,993	-	-	2,956,654	2,956,654
1.299	Salt Spring Island Arts	133,806	132,832	-	974	-	-	133,806	-	-	-	90	-	-	133,716	133,716
1.309	Climate Action and Adaptation	2,864,096	2,058,635	-	-	792,961	12,500	2,864,096	-	99,297	190,000	983,434	-	-	1,591,365	1,591,365
1.310	Land Banking & Housing	3,679,545	2,642,012	1,009,463	-	24,000	4,070	3,679,545	260,634	595,481	106,336	820,566	35,130	-	1,861,398	1,861,398
1.311	Regional Housing Trust Fund	4,178,799	4,178,799	-	-	-	-	4,178,799	3,226,193	-	-	233,931	-	-	718,675	718,675
1.312	Regional Goose Management	243,486	243,486	-	-	-	-	243,486	-	-	-	-	-	-	243,486	243,486
1.313	Animal Care Services	1,737,305	1,697,212	-	-	-	40,093	1,737,305	-	-	-	1,232,435	28,330	-	476,540	476,540
1.314	SGI House Numbering	10,111	10,098	-	13	-	-	10,111	-	-	-	124	-	-	9,987	9,987
1.316	SSI Building Numbering	10,285	10,203	-	82	-	-	10,285	-	-	-	20	-	-	10,265	10,265
1.317	JDF Building Numbering	13,884	13,884	-	-	-	-	13,884	84	-	-	50	-	-	13,750	13,750
1.318	Building Inspection	2,241,973	2,184,393	-	-	13,460	44,120	2,241,973	-	32,060	200,183	4,584	1,439,990	-	565,156	565,156
1.319	Soil Deposit Removal	6,180	6,180	-	-	-	-	6,180	-	-	80	40	-	-	6,060	6,060
1.320	Noise Control	65,371	43,371	-	22,000	-	-	65,371	-	-	-	318	-	-	65,053	65,053
1.322	Nuisances & Unsightly Premises	57,419	57,419	-	-	-	-	57,419	-	-	5,519	330	-	-	51,570	51,570
1.323	By-Law Enforcement	639,731	588,873	-	-	-	50,858	639,731	-	603,101	-	36,630	-	-	-	-
1.324	Regional Planning Services	2,227,436	2,224,936	-	-	-	2,500	2,227,436	-	93,180	799,617	63,518	-	-	1,271,121	1,271,121
1.325	Electoral Area Services - Planning	879,137	803,367	-	-	-	75,770	879,137	-	33,180	55,016	2,151	45,000	-	743,790	743,790
1.330	Regional Growth Strategy	331,880	321,880	-	-	-	10,000	331,880	-	-	-	16,675	-	-	315,205	315,205
1.335	Geo-Spatial Referencing System	183,406	119,396	-	-	-	64,010	183,406	-	-	-	8,030	8,660	-	166,716	166,716
1.340	JDF Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,145	-	-	-	-	-	13	13
1.341	SGI Livestock Injury Compensation	3,180	3,180	-	-	-	-	3,180	3,146	-	-	34	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,158	3,158	-	-	-	-	3,158	3,145	-	-	-	-	-	13	13
1.350	Willis Point Fire Protect & Recreation	203,796	139,637	-	-	6,520	57,639	203,796	16,086	-	-	41,980	-	-	145,730	145,730
1.352	South Galiano Fire Protection	606,587	355,080	141,027	-	10,190	100,290	606,587	-	-	-	1,120	-	141,027	464,440	605,467
1.353	Otter Point Fire Protection	671,460	498,390	-	-	5,870	167,200	671,460	-	-	-	340	-	-	671,120	671,120
1.354	Malahat Fire Protection	73,672	73,672	-	-	-	-	73,672	617	-	-	-	-	-	73,055	73,055
1.355	Durrance Road Fire Protection	3,016	2,716	-	-	-	300	3,016	-	-	-	-	-	3,016	-	3,016
1.356	Pender Fire Protection	1,399,332	1,096,314	111,596	-	-	191,422	1,399,332	-	-	111,596	11,583	-	-	1,276,153	1,276,153
1.357	East Sooke Fire Protection	586,306	330,076	155,109	-	5,000	96,121	586,306	11,043	-	-	27,963	69,350	-	477,950	477,950
1.358	Port Renfrew Fire Protection	202,438	174,186	2,898	-	-	25,354	202,438	-	-	-	1,340	80,698	-	120,400	120,400
1.359	North Galiano Fire Protection	340,969	272,292	53,608	-	5,000	10,069	340,969	24,520	-	-	988	-	24,440	291,021	315,461
1.360	Shirley Fire Protection	200,090	125,634	-	-	10,000	64,456	200,090	-	-	-	210	-	-	199,880	199,880
1.363	Saturna Island Fire	316,453	316,453	-	-	-	-	316,453	1,596	-	-	12,396	-	-	302,461	302,461
1.369	Electoral Area Fire Services	378,064	375,564	-	-	2,500	-	378,064	-	-	171,704	120	-	-	206,240	206,240
1.370	Juan de Fuca Emergency Program	105,295	92,415	-	-	-	12,880	105,295	-	-	-	240	-	-	105,055	105,055
1.371	SSI Emergency Program	144,181	134,181	-	-	10,000	-	144,181	-	-	13,811	200	-	-	130,170	130,170
1.372	Electoral Area Emergency Program	748,997	743,997	-	-	-	5,000	748,997	-	509,530	72,410	967	-	-	166,090	166,090
1.373	SGI Emergency Program	275,218	254,718	-	-	-	20,500	275,218	-	-	25,000	2,735	-	-	247,483	247,483
1.374	Regional Emergency Program Support	148,016	148,016	-	-	-	-	148,016	-	-	-	7,290	-	-	140,726	140,726
1.375	Hazardous Material Incident Response	405,611	396,051	-	-	-	9,560	405,611	-	-	31,600	17,762	-	-	356,249	356,249

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CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2024
1.377	JDF Search and Rescue	101,252	88,752	-	-	9,500	3,000	101,252	9,450	-	-	21,850	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	2,787	-	-	100	-	-	22,917	22,917
1.40X	SEAPARC	5,243,766	4,669,800	103,966	-	-	470,000	5,243,766	-	-	-	534,684	1,411,200	-	3,297,882	3,297,882
1.405	JDF EA - Community Parks	233,885	215,635	-	-	-	18,250	233,885	-	-	-	912	-	-	232,973	232,973
1.408	JDF EA - Community Recreation	98,812	98,812	-	-	-	-	98,812	6,200	-	-	21,980	-	-	70,632	70,632
1.44X	Panorama Rec. Center.	10,810,738	9,320,141	337,707	-	-	1,152,890	10,810,738	-	-	-	2,081,592	3,229,973	-	5,499,173	5,499,173
1.455	Salt Spring Island - Community Parks	1,025,297	962,085	-	35,212	-	28,000	1,025,297	-	404,570	-	32,200	-	-	588,527	588,527
1.458	Salt Spring Is.- Community Rec	399,235	384,702	-	9,533	-	5,000	399,235	-	-	-	10,040	270,220	-	118,975	118,975
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,439,891	2,289,712	-	60,179	-	90,000	2,439,891	8,059	88,420	-	172,599	282,800	-	1,888,013	1,888,013
1.465	Saturna Island Comm. Parks	33,467	28,310	-	-	-	5,157	33,467	3,268	-	-	1,290	-	-	28,909	28,909
1.468	Saturna Island - Community Rec.	20,177	20,177	-	-	-	-	20,177	4,347	-	-	681	-	-	15,149	15,149
1.475	Mayne Is. Com. Parks & Rec	96,569	78,069	-	-	-	18,500	96,569	-	-	-	288	-	-	96,281	96,281
1.476	Mayne Is. Comm. Parks (reserve)	29,771	29,771	-	-	-	-	29,771	19,191	-	-	9,550	1,030	-	-	-
1.478	Mayne Is. Community Rec.	48,182	48,182	-	-	-	-	48,182	11,310	-	-	56	-	-	36,816	36,816
1.485	North & South Pender Com. Parks	175,470	158,391	-	-	-	17,079	175,470	-	-	-	2,135	-	-	173,335	173,335
1.488	North & South Pender Com. Rec	70,816	70,816	-	-	-	-	70,816	366	-	-	818	-	-	69,632	69,632
1.495	Galiano Parks	128,309	118,309	-	-	-	10,000	128,309	-	-	20,690	137	-	-	107,482	107,482
1.498	Galiano Community Recreation	43,880	43,876	-	4	-	-	43,880	-	-	-	30	-	-	43,850	43,850
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	38,751,084	36,632,697	-	-	-	2,118,387	38,751,084	-	-	2,740,000	7,510,100	28,500,984	-	-	-
1.523	Port Renfrew Refuse Disposal	110,631	92,681	-	-	-	17,950	110,631	-	26,440	-	44,815	-	-	39,376	39,376
1.525	Solid Waste Disposal - Debt	1,229,666	122,780	1,106,886	-	-	-	1,229,666	-	-	-	650	1,229,016	-	-	-
1.531	Stormwater Quality Management - Sooke	90,599	90,599	-	-	-	-	90,599	-	-	50,000	156	-	-	40,443	40,443
1.533	Stormwater Quality Management - SGI	41,480	41,480	-	-	-	-	41,480	-	-	-	480	-	-	41,000	41,000
1.535	Stormwater Quality Management - SSI	66,034	66,034	-	-	-	-	66,034	30,000	-	11,394	30	-	-	24,610	24,610
1.536	LWMP-Stormwater Quality Management-Core	857,441	839,287	-	-	-	18,154	857,441	-	-	90,000	90,277	-	-	677,164	677,164
1.537	Stormwater Quality Management - Peninsula	125,095	125,095	-	-	-	-	125,095	-	-	-	4,173	-	-	120,922	120,922
1.538	Source - Stormwater Quality - Peninsula	59,263	59,263	-	-	-	-	59,263	-	-	657	1,653	-	-	56,953	56,953
1.57X	Environmental Services	27,102,054	25,813,219	-	-	475,000	813,835	27,102,054	-	26,405,223	696,831	-	-	-	-	-
1.911	911 Systems	2,606,719	1,592,770	1,011,949	-	-	2,000	2,606,719	-	-	28,000	2,140,093	129,791	-	308,835	308,835
1.912B	911 Call Answer - Municipalities	20,030	-	-	20,030	-	-	20,030	-	681,953	-	-43,435	-	-	(618,488)	(618,488)
1.913	913 Fire Dispatch	372,559	372,559	-	-	-	-	372,559	-	-	33,771	10,648	-	-	328,140	328,140
1.921	Regional CREST Contribution	1,932,993	1,911,008	-	21,985	-	-	1,932,993	-	-	-	99,442	-	-	1,833,551	1,833,551
1.923	Emergency Comm - CREST - SGI	187,299	187,299	-	-	-	-	187,299	214	-	-	1,992	-	-	185,093	185,093
1.924	Emergency Comm - CREST - JDF	160,323	160,323	-	-	-	-	160,323	11,784	-	-	250	-	-	148,289	148,289
1.925	Emergency Comm - CREST - SSI	150,978	150,862	-	116	-	-	150,978	-	-	-	160	-	-	150,818	150,818
2.610	Saanich Peninsula Water Supply	7,892,266	7,000,266	42,000	-	-	850,000	7,892,266	-	-	-	60,500	7,831,766	-	-	-
2.620	SSI Highland Water System	31,988	117	31,871	-	-	-	31,988	172	-	-	90	-	31,726	-	31,726
2.621	Highland / Fernwood Water - SSI	572,602	387,292	44,234	-	-	141,076	572,602	-	-	20,000	940	474,032	77,630	-	77,630
2.622	Cedars of Tuam	48,397	35,982	-	-	-	12,415	48,397	-	-	-	90	48,307	-	-	-
2.624	Beddis Water	293,927	190,277	3,740	-	-	99,910	293,927	-	-	-	150	207,837	85,940	-	85,940
2.626	Fulford Water	259,231	182,005	17,852	-	-	59,374	259,231	-	-	20,000	710	183,291	55,230	-	55,230
2.628	Cedar Lane Water (SSI)	95,342	67,660	12,752	-	-	14,930	95,342	-	-	5,000	190	72,332	17,820	-	17,820
2.630	Magic Lakes Estate Water System	1,009,370	741,546	215,764	-	-	52,060	1,009,370	-	-	-	11,080	418,230	580,060	-	580,060
2.640	Saturna Island Water System (Lyall Harbour)	290,019	205,878	31,001	-	-	53,140	290,019	-	-	20,000	1,008	128,315	140,696	-	140,696
2.642	Skana Water (Mayne)	96,840	62,515	-	-	-	34,325	96,840	-	-	6,000	100	64,160	26,580	-	26,580
2.650	Port Renfrew Water	144,180	124,180	-	-	-	20,000	144,180	-	-	-	1,102	70,830	72,248	-	72,248
2.660	Fernwood Water	14,731	53	14,678	-	-	-	14,731	70	-	-	40	-	14,621	-	14,621
2.665	Sticks Allison Water (Galiano)	75,777	62,277	-	-	-	13,500	75,777	-	-	7,000	100	63,577	5,100	-	5,100
2.667	Surfside Park Estates (Mayne)	129,572	112,572	-	-	-	17,000	129,572	-	-	-	100	104,852	24,620	-	24,620
2.670	Regional Water Supply	42,114,204	21,288,207	2,896,242	-	17,450,000	479,755	42,114,204	-	-	-	836,052	41,278,152	-	-	-
2.680	Juan de Fuca Water Distribution	26,026,524	15,621,033	2,411,815	-	7,346,169	647,507	26,026,524	-	-	-	223,780	25,802,744	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	7,288	-	-	37	-	11,713	-	11,713
2.682	Seagirt Water System Debt	114,767	20,000	94,767	-	-	-	114,767	-	-	-	-	-	114,767	-	114,767
2.691	Wilderness Mountain Water Service	171,071	136,407	25,664	3,000	-	6,000	171,071	-	-	4,000	110	99,466	67,495	-	67,495
3.700	Septage Disposal	161,082	161,082	-	-	-	-	161,082	-	-	-	161,082	-	-	-	-
3.701	Millstream Remediation Service	19,812	650	19,162	-	-	-	19,812	-	-	6,262	7,288	-	-	6,262	6,262
3.705	SSI Liquid Waste Disposal	1,208,171	1,029,389	166,782	-	-	12,000	1,208,171	-	-	-	1,796	790,250	416,125	-	416,125
3.707	LWMP - On Site System Management Program	183,866	183,866	-	-	-	-	183,866	-	-	42,260	6,900	-	134,706	-	134,706
3.71X	Core Area Wastewater Operations	34,609,974	33,909,974	-	-	-	700,000	34,609,974	-	630,083	420,849	28,130,868	-	-	5,428,174	5,428,174
3.718	Peninsula Wastewater TP	4,993,969	4,007,733	-	-	-	986,237	4,993,969	-	154,483	180,000	2,576,123	-	-	2,083,363	2,083,363
3.720	LWMP - (Peninsula) - Implementation	57,422	34,200	-	-	-	23,222	57,422	-	-	-	2,208	-	-	55,214	55,214
3.750	LWMP - Core and West Shore	584,072	328,399				255,673	584,072	-	-	-	156,746	200,000	-	227,326	227,326
3.752	LWMP - Harbour Studies	362,174	362,174				-	362,174	-	-	-	22,459	-	-	339,715	339,715
3.755	Regional Source Control	1,674,718	1,674,548	-	-	-	170	1,674,718	-	55,000	43,762	96,970	61,200	-	1,417,786	1,417,786
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	2,031	-	-	(2,031)	(2,031)
3.7XX	Core Area & Legacy Trunk Sewer - Debt	21,889,666	227,343	9,163,127	6,013	5,529,745	6,963,438	21,889,666	211,603	-	-	15,877,551	-	-	5,800,512	5,800,512
3.810	Ganges Sewer	1,264,781	892,885	245,813	-	-	126,083	1,264,781	-	-	80,000	2,357	1,120,290	62,134	-	62,134
3.820	Maliview Estates Sewer System	268,646	203,533	12,243	-	-	52,870	268,646	-	-	40,000	25,270	198,306	5,070	-	5,070
3.830	Magic Lake Estates Sewer System	913,885	679,982	174,103	-	-	59,800	913,885	-	11,590	-	4,613	291,047	606,635	-	606,635
3.830D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,256	-	229,459	-	229,459
3.850	Port Renfrew Sewer	135,608	114,028	-	-	-	21,580	135,608	-	-	-	1,590	66,999	67,019	-	67,019
21.ALL	Feasibility Study Reserve Fund - All	350,000	350,000	-	-	-	-	350,000	140,891	-	-	-	-	-	209,109	209,109
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	10,000	-	-	-	-	-	(10,000)	(10,000)

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CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.010	Legislative & General Government	38,077,102	36,381,372	98,000	-	1,249,690	348,040	38,077,102	450,000	22,113,883	927,368	1,537,996	96,590	-	12,951,265	12,951,265
1.10X	Facilities Management	4,774,914	4,306,664	-	-	-	468,250	4,774,914	-	4,554,526	-	42,487	-	-	177,901	177,901
1.101	G.I.S.	668,193	599,563	-	-	18,630	50,000	668,193	-	524,684	-	6,150	-	-	137,359	137,359
1.103	Elections	65,580	90	-	-	-	65,490	65,580	-	-	-	90	-	-	65,490	65,490
1.104	U.B.C.M.	13,531	13,531	-	-	-	-	13,531	-	-	-	90	-	-	13,441	13,441
1.109	Electoral Area Admin Exp - JDF	74,096	74,096	-	-	-	-	74,096	-	-	-	250	-	-	73,846	73,846
1.110	Electoral Area Admin Exp - SGI	467,005	465,905	-	-	-	1,100	467,005	-	-	15,955	19,390	-	-	431,660	431,660
1.111	Electoral Area Admin Exp - SSI	1,423,396	1,359,396	-	-	-	64,000	1,423,396	-	698,078	-	5,750	-	-	719,568	719,568
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,727	21,727	-	-	-	-	21,727	-	-	-	290	-	-	21,437	21,437
1.116	Grant-in-Aid - Salt Spring Island	52,904	52,904	-	-	-	-	52,904	-	-	-	260	-	-	52,644	52,644
1.117	Grant-in-Aid - Southern Gulf Islands	111,217	111,217	-	-	-	-	111,217	-	-	-	1,257	-	-	109,960	109,960
1.119	Vancouver Island Regional Library	410,702	410,702	-	-	-	-	410,702	-	-	-	640	-	-	410,062	410,062
1.121	Sooke Regional Museum	234,706	234,706	-	-	-	-	234,706	-	-	-	400	-	-	234,306	234,306
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	74,716	69,716	-	-	-	5,000	74,716	-	-	14,205	640	-	-	59,871	59,871
1.125	SGI Economic Development Commission	131,794	131,794	-	-	-	-	131,794	-	-	-	1,550	-	-	130,244	130,244
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	329,109	329,109	-	-	-	-	329,109	-	-	-	14,634	-	-	314,475	314,475
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	34,344	34,344	-	-	-	-	34,344	-	-	-	100	-	-	34,244	34,244
1.137	Galiano Island Community Use Building	71,318	39,665	30,653	-	-	1,000	71,318	-	-	-	293	-	-	71,025	71,025
1.138	Southern Gulf Islands Regional Library	252,969	252,969	-	-	-	-	252,969	-	-	-	2,679	-	-	250,290	250,290
1.141	Salt Spring Island Public Library	784,498	611,277	146,651	-	-	26,570	784,498	-	-	-	1,680	-	-	782,818	782,818
1.15X	Municipalities' Own Debt - M.F.A.	17,229,603	77,040	17,152,563	-	-	-	17,229,603	-	-	-	77,040	-	-	17,152,563	17,152,563
1.170	Gossip Island Electric Power Supply	63,217	596	62,621	-	-	-	63,217	-	-	-	290	-	62,927	-	62,927
1.224	Community Health	837,514	837,514	-	-	-	-	837,514	-	-	-	190,533	-	-	646,981	646,981
1.226	Health Facilities - VIHA	1,811,746	757,423	-	-	-	1,054,323	1,811,746	-	-	-	1,811,746	-	-	-	-
1.227	Saturna Island Medical Clinic	26,547	26,547	-	-	-	-	26,547	-	-	-	1,450	-	-	25,097	25,097
1.228	Galiano Health Service	147,664	147,664	-	-	-	-	147,664	-	-	-	194	-	-	147,470	147,470
1.229	Pender Islands Health Care Centre	279,355	279,355	-	-	-	-	279,355	-	-	-	2,170	-	-	277,185	277,185
1.230	Traffic Safety Commission	78,533	78,533	-	-	-	-	78,533	-	-	-	3,630	-	-	74,903	74,903
1.232	Port Renfrew Street Lighting	9,496	9,496	-	-	-	-	9,496	-	-	-	360	3,970	5,166	-	5,166
1.234	SSI Street Lighting	32,515	32,515	-	-	-	-	32,515	-	-	-	40	-	-	32,475	32,475
1.235	SGI Small Craft Harbour Facilities	484,630	252,134	87,493	-	-	145,003	484,630	-	-	-	7,740	145,380	331,510	-	331,510
1.236	Salt Spring Island Fernwood Dock	27,074	17,074	-	-	-	10,000	27,074	-	-	-	170	-	26,904	-	26,904
1.238A	Community Transit (SSI)	703,649	668,649	-	-	-	35,000	703,649	-	-	-	217,547	-	-	486,102	486,102
1.238B	Community Transportation (SSI)	161,223	52,573	3,920	-	-	104,730	161,223	-	-	-	430	-	-	160,793	160,793
1.280	Regional Parks	20,888,055	15,339,791	1,419,207	-	751,900	3,377,157	20,888,055	-	77,539	-	934,946	637,016	-	19,238,554	19,238,554
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	90,000	346,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,275,458	3,274,438	-	-	-	1,020	3,275,458	-	15,490	40,552	178,754	-	-	3,040,662	3,040,662
1.299	Salt Spring Island Arts	129,671	129,671	-	-	-	-	129,671	-	-	-	90	-	-	129,581	129,581
1.309	Climate Action and Adaptation	2,387,474	1,534,467	-	-	792,961	60,046	2,387,474	-	-	213,510	657,352	-	-	1,516,612	1,516,612
1.310	Land Banking & Housing	4,734,904	2,612,868	2,117,926	-	-	4,110	4,734,904	-	597,373	100,000	809,456	2,000	-	3,226,075	3,226,075
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	248,369	248,369	-	-	-	-	248,369	-	-	-	-	-	-	248,369	248,369
1.313	Animal Care Services	1,775,730	1,735,947	-	-	-	39,783	1,775,730	-	-	-	1,255,990	28,900	-	490,840	490,840
1.314	SGI House Numbering	10,298	10,298	-	-	-	-	10,298	-	-	-	145	-	-	10,153	10,153
1.316	SSI Building Numbering	10,428	10,428	-	-	-	-	10,428	-	-	-	20	-	-	10,408	10,408
1.317	JDF Building Numbering	14,157	14,157	-	-	-	-	14,157	-	-	-	50	-	-	14,107	14,107
1.318	Building Inspection	2,303,372	2,240,882	-	-	13,720	48,770	2,303,372	-	32,700	143,742	4,690	1,468,790	-	653,450	653,450
1.319	Soil Deposit Removal	6,312	6,312	-	-	-	-	6,312	-	-	92	40	-	-	6,180	6,180
1.320	Noise Control	44,313	44,313	-	-	-	-	44,313	-	-	-	350	-	-	43,963	43,963
1.322	Nuisances & Unsightly Premises	58,644	58,644	-	-	-	-	58,644	-	-	-	450	-	-	58,194	58,194
1.323	By-Law Enforcement	602,960	551,617	-	-	-	51,343	602,960	-	565,660	-	37,300	-	-	-	-
1.324	Regional Planning Services	1,669,692	1,667,192	-	-	-	2,500	1,669,692	-	95,410	199,918	65,110	-	-	1,309,254	1,309,254
1.325	Electoral Area Services - Planning	905,003	829,233	-	-	-	75,770	905,003	-	33,840	57,853	2,210	45,000	-	766,100	766,100
1.330	Regional Growth Strategy	639,045	629,045	-	-	-	10,000	639,045	-	-	300,000	17,060	-	-	321,985	321,985
1.335	Geo-Spatial Referencing System	187,090	121,800	-	-	-	65,290	187,090	-	-	-	8,000	8,830	-	170,260	170,260
1.340	JDF Livestock Injury Compensation	3,161	3,161	-	-	-	-	3,161	-	-	-	-	-	-	3,161	3,161
1.341	SGI Livestock Injury Compensation	3,181	3,181	-	-	-	-	3,181	-	-	-	34	-	-	3,147	3,147
1.342	SSI Livestock Injury Compensation	3,161	3,161	-	-	-	-	3,161	-	-	-	-	-	-	3,161	3,161
1.350	Willis Point Fire Protect & Recreation	190,790	120,963	-	-	6,650	63,177	190,790	-	-	-	42,150	-	-	148,640	148,640
1.352	South Galiano Fire Protection	629,807	362,170	141,027	-	10,390	116,220	629,807	-	-	-	1,120	-	141,027	487,660	628,687
1.353	Otter Point Fire Protection	687,280	508,490	-	-	5,990	172,800	687,280	-	-	-	340	-	-	686,940	686,940
1.354	Malahat Fire Protection	70,044	70,044	-	-	-	-	70,044	-	-	-	-	-	-	70,044	70,044
1.355	Durrance Road Fire Protection	3,019	2,719	-	-	-	300	3,019	-	-	-	-	-	3,019	-	3,019
1.356	Pender Fire Protection	1,537,418	1,213,722	111,596	-	-	212,100	1,537,418	-	-	111,596	11,820	-	-	1,414,002	1,414,002
1.357	East Sooke Fire Protection	586,874	325,663	155,109	-	5,000	101,102	586,874	-	-	-	28,624	70,740	-	487,510	487,510
1.358	Port Renfrew Fire Protection	206,713	177,713	-	-	-	29,000	206,713	-	-	-	1,350	82,145	-	123,218	123,218
1.359	North Galiano Fire Protection	331,451	264,988	56,363	-	5,000	5,100	331,451	-	-	-	1,000	-	24,440	306,011	330,451
1.360	Shirley Fire Protection	204,090	128,167	-	-	10,000	65,923	204,090	-	-	-	210	-	-	203,880	203,880
1.363	Saturna Island Fire	336,613	336,613	-	-	-	-	336,613	-	-	-	12,753	-	-	323,860	323,860
1.369	Electoral Area Fire Services	332,276	329,776	-	-	2,500	-	332,276	-	-	43,416	120	-	-	288,740	288,740
1.370	Juan de Fuca Emergency Program	124,094	111,214	-	-	-	12,880	124,094	-	-	-	240	-	-	123,854	123,854
1.371	SSI Emergency Program	136,629	136,629	-	-	-	-	136,629	-	-	3,666	190	-	-	132,773	132,773
1.372	Electoral Area Emergency Program	708,055	703,055	-	-	-	5,000	708,055	-	519,720	10,485	990	-	-	176,860	176,860
1.373	SGI Emergency Program	275,268	259,367	-	-	-	15,901	275,268	-	-	25,000	2,890	-	-	247,378	247,378
1.374	Regional Emergency Program Support	151,688	151,688	-	-	-	-	151,688	-	-	-	7,530	-	-	144,158	144,158
1.375	Hazardous Material Incident Response	388,068	378,508	-	-	-	9,560	388,068	-	-	1,250	18,950	-	-	367,868	367,868

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CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.377	JDF Search and Rescue	92,232	89,232	-	-	-	3,000	92,232	-	-	-	22,280	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704
1.40X	SEAPARC	5,389,423	4,806,057	53,966	-	-	529,400	5,389,423	-	-	-	541,857	1,440,106	-	3,407,460	3,407,460
1.405	JDF EA - Community Parks	239,440	220,430	-	-	-	19,010	239,440	-	-	-	900	-	-	238,540	238,540
1.408	JDF EA - Community Recreation	94,470	94,470	-	-	-	-	94,470	-	-	-	22,420	-	-	72,050	72,050
1.44X	Panorama Rec. Center.	11,192,984	9,615,665	313,108	-	-	1,264,211	11,192,984	-	-	-	2,189,590	3,293,799	-	5,709,595	5,709,595
1.455	Salt Spring Island - Community Parks	1,009,980	984,480	-	-	-	25,500	1,009,980	-	412,660	-	32,850	-	-	564,470	564,470
1.458	Salt Spring Is.- Community Rec	397,517	388,167	-	-	-	9,350	397,517	-	-	-	10,240	275,630	-	111,647	111,647
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,797,606	2,391,731	18,375	-	-	387,500	2,797,606	-	90,190	15,000	169,790	288,450	-	2,234,176	2,234,176
1.465	Saturna Island Comm. Parks	30,801	25,554	-	-	-	5,247	30,801	-	-	-	1,650	-	-	29,151	29,151
1.468	Saturna Island - Community Rec.	15,120	15,120	-	-	-	-	15,120	-	-	-	690	-	-	14,430	14,430
1.475	Mayne Is. Com. Parks & Rec	98,490	79,480	-	-	-	19,010	98,490	-	-	-	300	-	-	98,190	98,190
1.476	Mayne Is. Comm. Parks (reserve)	10,790	10,790	-	-	-	-	10,790	-	-	-	9,740	1,050	-	-	-
1.478	Mayne Is. Community Rec.	37,610	37,610	-	-	-	-	37,610	-	-	-	60	-	-	37,550	37,550
1.485	North & South Pender Com. Parks	187,630	159,634	-	-	-	27,996	187,630	-	-	-	2,300	-	-	185,330	185,330
1.488	North & South Pender Com. Rec	71,850	71,850	-	-	-	-	71,850	-	-	-	870	-	-	70,980	70,980
1.495	Galiano Parks	131,736	120,736	-	-	-	11,000	131,736	-	-	21,100	120	-	-	110,516	110,516
1.498	Galiano Community Recreation	44,760	44,760	-	-	-	-	44,760	-	-	-	30	-	-	44,730	44,730
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	42,856,551	37,930,547	-	-	-	4,926,004	42,856,551	-	-	3,080	16,010,637	26,842,834	-	-	-
1.523	Port Renfrew Refuse Disposal	124,649	94,540	-	-	-	30,109	124,649	-	26,969	-	51,565	-	-	46,115	46,115
1.525	Solid Waste Disposal - Debt	2,137,816	77,150	2,060,666	-	-	-	2,137,816	-	-	-	650	2,137,166	-	-	-
1.531	Stormwater Quality Management - Sooke	41,338	25,284	-	-	-	16,054	41,338	-	-	-	86	-	-	41,252	41,252
1.533	Stormwater Quality Management - SGI	42,310	42,310	-	-	-	-	42,310	-	-	-	490	-	-	41,820	41,820
1.535	Stormwater Quality Management - SSI	26,201	26,201	-	-	-	-	26,201	-	-	1,071	30	-	-	25,100	25,100
1.536	LWMP-Stormwater Quality Management-Core	777,746	761,793	-	-	-	15,953	777,746	-	-	-	87,763	-	-	689,983	689,983
1.537	Stormwater Quality Management - Peninsula	127,793	127,793	-	-	-	-	127,793	-	-	-	4,455	-	-	123,338	123,338
1.538	Source - Stormwater Quality - Peninsula	60,528	60,528	-	-	-	-	60,528	-	-	673	1,763	-	-	58,092	58,092
1.57X	Environmental Services	27,046,748	26,106,750	-	-	90,000	849,998	27,046,748	-	26,848,800	105,548	92,400	-	-	-	-
1.911	911 Systems	2,626,347	1,606,948	1,011,949	-	-	7,450	2,626,347	-	-	-	2,119,045	127,195	-	380,107	380,107
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	668,314	-	-43,540	-	-	(624,774)	(624,774)
1.913	913 Fire Dispatch	400,421	400,421	-	-	-	-	400,421	-	-	26,251	9,930	-	-	364,240	364,240
1.921	Regional CREST Contribution	2,004,353	2,004,353	-	-	-	-	2,004,353	-	-	-	101,100	-	-	1,903,253	1,903,253
1.923	Emergency Comm - CREST - SGI	191,031	191,031	-	-	-	-	191,031	-	-	-	2,100	-	-	188,931	188,931
1.924	Emergency Comm - CREST - JDF	152,530	152,530	-	-	-	-	152,530	-	-	-	250	-	-	152,280	152,280
1.925	Emergency Comm - CREST - SSI	153,871	153,871	-	-	-	-	153,871	-	-	-	160	-	-	153,711	153,711
2.610	Saanich Peninsula Water Supply	8,591,464	7,446,514	644,950	-	-	500,000	8,591,464	-	-	-	30,500	8,560,964	-	-	-
2.620	SSI Highland Water System	13,878	117	13,761	-	-	-	13,878	-	-	-	90	-	13,788	-	13,788
2.621	Highland / Fernwood Water - SSI	596,859	384,330	117,864	-	-	94,665	596,859	-	-	-	950	511,289	84,620	-	84,620
2.622	Cedars of Tuam	68,215	45,362	9,353	-	-	13,500	68,215	-	-	-	90	68,125	-	-	-
2.624	Beddis Water	372,429	206,458	40,581	-	-	125,390	372,429	-	-	-	150	257,979	114,300	-	114,300
2.626	Fulford Water	280,549	175,982	44,607	-	-	59,960	280,549	-	-	-	720	213,549	66,280	-	66,280
2.628	Cedar Lane Water (SSI)	109,980	62,037	34,008	-	-	13,935	109,980	-	-	-	160	87,540	22,280	-	22,280
2.630	Magic Lakes Estate Water System	1,016,859	750,132	211,137	-	-	55,590	1,016,859	-	-	-	10,700	426,159	580,000	-	580,000
2.640	Saturna Island Water System (Lyall Harbour)	276,600	192,014	25,016	-	-	59,570	276,600	-	-	-	1,040	131,450	144,110	-	144,110
2.642	Skana Water (Mayne)	95,380	59,147	1,613	-	-	34,620	95,380	-	-	-	100	67,370	27,910	-	27,910
2.650	Port Renfrew Water	172,790	135,836	9,854	-	-	27,100	172,790	-	-	-	1,150	85,000	86,640	-	86,640
2.660	Fernwood Water	7,167	53	7,114	-	-	-	7,167	-	-	-	40	-	7,127	-	7,127
2.665	Sticks Allison Water (Galiano)	70,142	56,367	-	-	-	13,775	70,142	-	-	-	100	64,840	5,202	-	5,202
2.667	Surfside Park Estates (Mayne)	142,522	119,837	5,375	-	-	17,310	142,522	-	-	-	100	115,342	27,080	-	27,080
2.670	Regional Water Supply	45,208,371	21,855,650	3,363,371	-	19,500,000	489,350	45,208,371	-	-	-	784,100	44,424,271	-	-	-
2.680	Juan de Fuca Water Distribution	28,281,890	16,502,454	2,903,661	-	8,220,318	655,457	28,281,890	-	-	-	216,270	28,065,620	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	-	-	-	37	-	19,001	-	19,001
2.682	Seagirt Water System Debt	146,552	-	146,552	-	-	-	146,552	-	-	-	-	-	146,552	-	146,552
2.691	Wilderness Mountain Water Service	192,103	147,099	27,814	-	-	17,190	192,103	-	-	10,000	110	108,423	73,570	-	73,570
3.700	Septage Disposal	164,192	164,192	-	-	-	-	164,192	-	-	-	164,192	-	-	-	-
3.701	Millstream Remediation Service	19,710	548	19,162	-	-	-	19,710	-	-	3,717	12,277	-	-	3,716	3,716
3.705	SSI Liquid Waste Disposal	1,257,482	1,079,384	148,023	-	-	30,075	1,257,482	-	-	9,000	1,640	806,050	440,792	-	440,792
3.707	LWMP - On Site System Management Program	176,334	176,334	-	-	-	-	176,334	-	-	-	7,485	-	168,849	-	168,849
3.71X	Core Area Wastewater Operations	35,679,947	34,979,947	-	-	-	700,000	35,679,947	-	642,684	446,400	28,923,580	-	-	5,667,283	5,667,283
3.718	Peninsula Wastewater TP	5,103,255	4,412,525	38,700	-	-	652,030	5,103,255	-	157,580	20,000	2,721,601	-	-	2,204,074	2,204,074
3.720	LWMP - (Peninsula) - Implementation	58,681	34,880	-	-	-	23,801	58,681	-	-	-	2,320	-	-	56,361	56,361
3.750	LWMP - Core and West Shore	757,064	501,851				255,213	757,064	-	-	-	220,895	200,000	-	336,169	336,169
3.752	LWMP - Harbour Studies	368,640	368,640				-	368,640	-	-	-	21,658	-	-	346,982	346,982
3.755	Regional Source Control	1,664,321	1,664,148	-	-	-	173	1,664,321	-	55,000	7,453	93,303	62,424	-	1,446,141	1,446,141
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	24,652,059	202,233	10,380,802	-	5,529,745	8,539,279	24,652,059	-	-	-	17,904,221	-	-	6,747,838	6,747,838
3.810	Ganges Sewer	1,297,400	879,956	274,024	-	-	143,420	1,297,400	-	-	30,000	2,360	1,198,710	66,330	-	66,330
3.820	Maliview Estates Sewer System	242,847	165,316	28,196	-	-	49,335	242,847	-	-	-	25,230	212,192	5,425	-	5,425
3.830	Magic Lake Estates Sewer System	932,139	692,041	174,103	-	-	65,995	932,139	-	11,820	-	4,800	296,870	618,649	-	618,649
3.830D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,200	-	229,515	-	229,515
3.850	Port Renfrew Sewer	138,240	116,320	-	-	-	21,920	138,240	-	-	-	1,540	68,340	68,360	-	68,360
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	39,675,257	37,908,576	203,000	-	1,209,690	353,991	39,675,257	450,000	22,799,069	952,904	1,546,756	97,720	-	13,828,808	13,828,808
1.10X	Facilities Management	4,951,028	4,407,013	-	-	-	544,015	4,951,028	-	4,726,085	-	42,778	-	-	182,165	182,165
1.101	G.I.S.	682,401	613,401	-	-	19,000	50,000	682,401	-	535,178	-	6,270	-	-	140,953	140,953
1.103	Elections	273,261	273,261	-	-	-	-	273,261	-	-	125,811	81,960	-	-	65,490	65,490
1.104	U.B.C.M.	13,804	13,804	-	-	-	-	13,804	-	-	-	90	-	-	13,714	13,714
1.109	Electoral Area Admin Exp - JDF	75,576	75,576	-	-	-	-	75,576	-	-	-	250	-	-	75,326	75,326
1.110	Electoral Area Admin Exp - SGI	478,241	477,141	-	-	-	1,100	478,241	-	-	10,171	19,710	-	-	448,360	448,360
1.111	Electoral Area Admin Exp - SSI	1,454,646	1,390,646	-	-	-	64,000	1,454,646	-	714,139	-	5,770	-	-	734,737	734,737
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,762	21,762	-	-	-	-	21,762	-	-	-	290	-	-	21,472	21,472
1.116	Grant-in-Aid - Salt Spring Island	53,011	53,011	-	-	-	-	53,011	-	-	-	260	-	-	52,751	52,751
1.117	Grant-in-Aid - Southern Gulf Islands	111,326	111,326	-	-	-	-	111,326	-	-	-	1,257	-	-	110,069	110,069
1.119	Vancouver Island Regional Library	418,891	418,891	-	-	-	-	418,891	-	-	-	650	-	-	418,241	418,241
1.121	Sooke Regional Museum	239,397	239,397	-	-	-	-	239,397	-	-	-	410	-	-	238,987	238,987
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,134	70,134	-	-	-	5,000	75,134	-	-	13,415	650	-	-	61,069	61,069
1.125	SGI Economic Development Commission	133,952	133,952	-	-	-	-	133,952	-	-	-	1,580	-	-	132,372	132,372
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	335,692	335,692	-	-	-	-	335,692	-	-	-	14,634	-	-	321,058	321,058
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	35,027	35,027	-	-	-	-	35,027	-	-	-	100	-	-	34,927	34,927
1.137	Galiano Island Community Use Building	72,739	40,486	30,653	-	-	1,600	72,739	-	-	-	290	-	-	72,449	72,449
1.138	Southern Gulf Islands Regional Library	262,963	262,963	-	-	-	-	262,963	-	-	-	2,747	-	-	260,216	260,216
1.141	Salt Spring Island Public Library	800,147	623,576	146,651	-	-	29,920	800,147	-	-	-	1,700	-	-	798,447	798,447
1.15X	Municipalities' Own Debt - M.F.A.	16,371,186	75,440	16,295,746	-	-	-	16,371,186	-	-	-	75,440	-	-	16,295,746	16,295,746
1.170	Gossip Island Electric Power Supply	63,221	600	62,621	-	-	-	63,221	-	-	-	290	-	62,931	-	62,931
1.224	Community Health	845,152	845,152	-	-	-	-	845,152	-	-	-	190,552	-	-	654,600	654,600
1.226	Health Facilities - VIHA	1,847,981	773,693	-	-	-	1,074,288	1,847,981	-	-	-	1,847,981	-	-	-	-
1.227	Saturna Island Medical Clinic	27,134	27,134	-	-	-	-	27,134	-	-	-	1,480	-	-	25,654	25,654
1.228	Galiano Health Service	150,621	150,621	-	-	-	-	150,621	-	-	-	201	-	-	150,420	150,420
1.229	Pender Islands Health Care Centre	289,022	289,022	-	-	-	-	289,022	-	-	-	2,210	-	-	286,812	286,812
1.230	Traffic Safety Commission	80,073	80,073	-	-	-	-	80,073	-	-	-	3,700	-	-	76,373	76,373
1.232	Port Renfrew Street Lighting	9,656	9,656	-	-	-	-	9,656	-	-	-	370	4,050	5,236	-	5,236
1.234	SSI Street Lighting	33,092	33,092	-	-	-	-	33,092	-	-	-	40	-	-	33,052	33,052
1.235	SGI Small Craft Harbour Facilities	494,180	258,575	87,493	-	-	148,112	494,180	-	-	-	7,890	148,150	338,140	-	338,140
1.236	Salt Spring Island Fernwood Dock	33,622	17,622	-	-	-	16,000	33,622	-	-	-	170	-	33,452	-	33,452
1.238A	Community Transit (SSI)	758,467	709,947	-	-	-	48,520	758,467	-	-	-	219,857	-	-	538,610	538,610
1.238B	Community Transportation (SSI)	184,517	53,549	28,968	-	-	102,000	184,517	-	-	-	430	-	-	184,087	184,087
1.280	Regional Parks	21,924,294	15,734,780	2,464,207	-	280,908	3,444,399	21,924,294	-	79,089	20,000	938,488	648,248	-	20,238,469	20,238,469
1.290	Royal Theatre	580,000	100,000	-	-	105,000	375,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	90,000	346,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,343,934	3,342,894	-	-	-	1,040	3,343,934	-	15,860	41,589	178,754	-	-	3,107,731	3,107,731
1.299	Salt Spring Island Arts	132,251	132,251	-	-	-	-	132,251	-	-	-	90	-	-	132,161	132,161
1.309	Climate Action and Adaptation	2,326,611	1,473,400	-	-	792,961	60,250	2,326,611	-	-	352,117	657,352	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,555,666	2,175,077	2,376,439	-	-	4,150	4,555,666	-	462,755	-	712,866	2,000	-	3,378,045	3,378,045
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	253,359	253,359	-	-	-	-	253,359	-	-	-	-	-	-	253,359	253,359
1.313	Animal Care Services	1,816,170	1,775,119	-	-	-	41,051	1,816,170	-	-	-	1,281,120	29,480	-	505,570	505,570
1.314	SGI House Numbering	10,498	10,498	-	-	-	-	10,498	-	-	-	145	-	-	10,353	10,353
1.316	SSI Building Numbering	10,633	10,633	-	-	-	-	10,633	-	-	-	20	-	-	10,613	10,613
1.317	JDF Building Numbering	14,451	14,451	-	-	-	-	14,451	-	-	-	50	-	-	14,401	14,401
1.318	Building Inspection	2,287,639	2,224,399	-	-	13,990	49,250	2,287,639	-	33,350	39,165	4,730	1,498,180	-	712,214	712,214
1.319	Soil Deposit Removal	6,434	6,434	-	-	-	-	6,434	-	-	94	40	-	-	6,300	6,300
1.320	Noise Control	45,710	45,225	-	-	-	485	45,710	-	-	-	350	-	-	45,360	45,360
1.322	Nuisances & Unsightly Premises	59,820	59,820	-	-	-	-	59,820	-	-	-	460	-	-	59,360	59,360
1.323	By-Law Enforcement	615,813	564,398	-	-	-	51,415	615,813	-	577,773	-	38,040	-	-	-	-
1.324	Regional Planning Services	1,720,511	1,718,011	-	-	-	2,500	1,720,511	-	97,700	207,859	66,420	-	-	1,348,532	1,348,532
1.325	Electoral Area Services - Planning	906,373	830,603	-	-	-	75,770	906,373	-	34,520	35,543	2,230	45,000	-	789,080	789,080
1.330	Regional Growth Strategy	347,134	337,134	-	-	-	10,000	347,134	-	-	-	17,380	-	-	329,754	329,754
1.335	Geo-Spatial Referencing System	190,853	124,253	-	-	-	66,600	190,853	-	-	-	8,160	9,010	-	173,683	173,683
1.340	JDF Livestock Injury Compensation	3,164	3,164	-	-	-	-	3,164	-	-	-	-	-	-	3,164	3,164
1.341	SGI Livestock Injury Compensation	3,184	3,184	-	-	-	-	3,184	-	-	-	34	-	-	3,150	3,150
1.342	SSI Livestock Injury Compensation	3,164	3,164	-	-	-	-	3,164	-	-	-	-	-	-	3,164	3,164
1.350	Willis Point Fire Protect & Recreation	193,940	123,425	-	-	6,780	63,735	193,940	-	-	-	42,330	-	-	151,610	151,610
1.352	South Galiano Fire Protection	654,187	369,396	141,027	-	10,600	133,164	654,187	-	-	-	1,120	-	141,027	512,040	653,067
1.353	Otter Point Fire Protection	703,194	518,784	-	-	6,110	178,300	703,194	-	-	-	340	-	-	702,854	702,854
1.354	Malahat Fire Protection	71,442	71,442	-	-	-	-	71,442	-	-	-	-	-	-	71,442	71,442
1.355	Durrance Road Fire Protection	3,021	2,721	-	-	-	300	3,021	-	-	-	-	-	3,021	-	3,021
1.356	Pender Fire Protection	1,610,053	1,289,662	94,931	-	-	225,460	1,610,053	-	-	94,931	12,060	-	-	1,503,062	1,503,062
1.357	East Sooke Fire Protection	598,710	332,428	155,109	-	5,000	106,173	598,710	-	-	-	29,300	72,150	-	497,260	497,260
1.358	Port Renfrew Fire Protection	211,361	181,361	-	-	-	30,000	211,361	-	-	-	1,370	83,996	-	125,995	125,995
1.359	North Galiano Fire Protection	337,429	270,351	56,363	-	5,000	5,715	337,429	-	-	-	1,010	-	24,440	311,979	336,419
1.360	Shirley Fire Protection	208,170	130,740	-	-	10,000	67,430	208,170	-	-	-	210	-	-	207,960	207,960
1.363	Saturna Island Fire	341,782	341,782	-	-	-	-	341,782	-	-	-	13,010	-	-	328,772	328,772
1.369	Electoral Area Fire Services	346,611	337,141	-	-	2,500	6,970	346,611	-	-	-	120	-	-	346,491	346,491
1.370	Juan de Fuca Emergency Program	126,325	113,445	-	-	-	12,880	126,325	-	-	-	240	-	-	126,085	126,085
1.371	SSI Emergency Program	139,125	139,125	-	-	-	-	139,125	-	-	3,507	190	-	-	135,428	135,428
1.372	Electoral Area Emergency Program	724,716	719,716	-	-	-	5,000	724,716	-	530,110	6,135	1,000	-	-	187,471	187,471
1.373	SGI Emergency Program	275,328	264,089	-	-	-	11,239	275,328	-	-	25,000	2,950	-	-	247,378	247,378
1.374	Regional Emergency Program Support	155,244	155,244	-	-	-	-	155,244	-	-	-	7,670	-	-	147,574	147,574
1.375	Hazardous Material Incident Response	398,219	386,079	-	-	-	12,140	398,219	-	-	-	19,320	-	-	378,899	378,899

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CAPITAL REGIONAL DISTRICT 2026 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.377	JDF Search and Rescue	92,672	89,672	-	-	-	3,000	92,672	-	-	-	22,720	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704
1.40X	SEAPARC	5,506,523	4,912,567	53,966	-	-	539,990	5,506,523	-	-	-	552,587	1,468,920	-	3,485,016	3,485,016
1.405	JDF EA - Community Parks	244,229	225,144	-	-	-	19,085	244,229	-	-	-	920	-	-	243,309	243,309
1.408	JDF EA - Community Recreation	96,360	96,360	-	-	-	-	96,360	-	-	-	22,860	-	-	73,500	73,500
1.44X	Panorama Rec. Center.	11,754,386	9,796,963	590,608	-	-	1,366,815	11,754,386	-	-	52,785	2,234,439	3,365,440	-	6,101,722	6,101,722
1.455	Salt Spring Island - Community Parks	1,031,877	1,006,377	-	-	-	25,500	1,031,877	-	420,910	-	33,520	-	-	577,447	577,447
1.458	Salt Spring Is.- Community Rec	405,433	396,533	-	-	-	8,900	405,433	-	-	-	10,440	281,130	-	113,863	113,863
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,909,474	2,424,808	107,666	-	-	377,000	2,909,474	-	91,990	-	173,190	294,220	-	2,350,074	2,350,074
1.465	Saturna Island Comm. Parks	31,414	26,067	-	-	-	5,347	31,414	-	-	-	1,680	-	-	29,734	29,734
1.468	Saturna Island - Community Rec.	15,420	15,420	-	-	-	-	15,420	-	-	-	700	-	-	14,720	14,720
1.475	Mayne Is. Com. Parks & Rec	100,450	81,440	-	-	-	19,010	100,450	-	-	-	300	-	-	100,150	100,150
1.476	Mayne Is. Comm. Parks (reserve)	11,000	11,000	-	-	-	-	11,000	-	-	-	9,930	1,070	-	-	-
1.478	Mayne Is. Community Rec.	38,360	38,360	-	-	-	-	38,360	-	-	-	60	-	-	38,300	38,300
1.485	North & South Pender Com. Parks	200,640	162,856	-	-	-	37,784	200,640	-	-	-	2,340	-	-	198,300	198,300
1.488	North & South Pender Com. Rec	73,280	73,280	-	-	-	-	73,280	-	-	-	880	-	-	72,400	72,400
1.495	Galiano Parks	135,225	123,225	-	-	-	12,000	135,225	-	-	21,530	120	-	-	113,575	113,575
1.498	Galiano Community Recreation	45,650	45,650	-	-	-	-	45,650	-	-	-	30	-	-	45,620	45,620
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	40,868,883	40,205,763	-	-	-	663,120	40,868,883	-	-	314,312	15,950,917	24,603,654	-	-	-
1.523	Port Renfrew Refuse Disposal	127,048	96,442	-	-	-	30,606	127,048	-	27,508	-	52,500	-	-	47,040	47,040
1.525	Solid Waste Disposal - Debt	2,726,996	20,650	2,706,346	-	-	-	2,726,996	-	-	-	650	2,726,346	-	-	-
1.531	Stormwater Quality Management - Sooke	42,162	25,790	-	-	-	16,372	42,162	-	-	-	86	-	-	42,076	42,076
1.533	Stormwater Quality Management - SGI	43,155	43,155	-	-	-	-	43,155	-	-	-	500	-	-	42,655	42,655
1.535	Stormwater Quality Management - SSI	26,399	26,399	-	-	-	-	26,399	-	-	769	30	-	-	25,600	25,600
1.536	LWMP-Stormwater Quality Management-Core	791,544	775,272	-	-	-	16,272	791,544	-	-	-	87,763	-	-	703,781	703,781
1.537	Stormwater Quality Management - Peninsula	130,261	130,261	-	-	-	-	130,261	-	-	-	4,455	-	-	125,806	125,806
1.538	Source - Stormwater Quality - Peninsula	61,699	61,699	-	-	-	-	61,699	-	-	682	1,763	-	-	59,254	59,254
1.57X	Environmental Services	27,566,902	26,762,881	-	-	-	804,021	27,566,902	-	27,429,699	44,803	92,400	-	-	-	-
1.911	911 Systems	2,642,748	1,622,769	1,011,949	-	-	8,030	2,642,748	-	-	-	2,098,466	124,651	-	419,631	419,631
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	654,948	-	-44,410	-	-	(610,538)	(610,538)
1.913	913 Fire Dispatch	413,050	413,050	-	-	-	-	413,050	-	-	2,280	10,110	-	-	400,660	400,660
1.921	Regional CREST Contribution	2,102,272	2,102,272	-	-	-	-	2,102,272	-	-	-	103,080	-	-	1,999,192	1,999,192
1.923	Emergency Comm - CREST - SGI	194,835	194,835	-	-	-	-	194,835	-	-	-	2,140	-	-	192,695	192,695
1.924	Emergency Comm - CREST - JDF	155,570	155,570	-	-	-	-	155,570	-	-	-	250	-	-	155,320	155,320
1.925	Emergency Comm - CREST - SSI	156,940	156,940	-	-	-	-	156,940	-	-	-	160	-	-	156,780	156,780
2.610	Saanich Peninsula Water Supply	9,432,066	7,958,640	923,426	-	-	550,000	9,432,066	-	-	-	30,500	9,401,566	-	-	-
2.620	SSI Highland Water System	13,879	118	13,761	-	-	-	13,879	-	-	-	90	-	13,789	-	13,789
2.621	Highland / Fernwood Water - SSI	757,650	410,255	267,300	-	-	80,095	757,650	-	-	-	960	646,680	110,010	-	110,010
2.622	Cedars of Tuam	115,473	42,023	64,450	-	-	9,000	115,473	-	-	-	90	115,383	-	-	-
2.624	Beddis Water	462,508	197,550	134,958	-	-	130,000	462,508	-	-	-	150	313,768	148,590	-	148,590
2.626	Fulford Water	343,777	177,599	131,273	-	-	34,905	343,777	-	-	-	730	260,857	82,190	-	82,190
2.628	Cedar Lane Water (SSI)	154,560	81,429	50,806	-	-	22,325	154,560	-	-	20,000	160	106,550	27,850	-	27,850
2.630	Magic Lakes Estate Water System	1,064,968	805,362	165,861	-	-	93,745	1,064,968	-	-	40,000	10,730	434,238	580,000	-	580,000
2.640	Saturna Island Water System (Lyall Harbour)	308,108	189,983	62,095	-	-	56,030	308,108	-	-	-	1,060	146,581	160,467	-	160,467
2.642	Skana Water (Mayne)	100,150	60,074	11,618	-	-	28,458	100,150	-	-	-	100	70,740	29,310	-	29,310
2.650	Port Renfrew Water	215,683	131,223	66,940	-	-	17,520	215,683	-	-	-	1,130	106,253	108,300	-	108,300
2.660	Fernwood Water	4,164	54	4,110	-	-	-	4,164	-	-	-	40	-	4,124	-	4,124
2.665	Sticks Allison Water (Galiano)	71,526	57,471	-	-	-	14,055	71,526	-	-	-	100	66,120	5,306	-	5,306
2.667	Surfside Park Estates (Mayne)	192,372	132,155	50,292	-	-	9,925	192,372	-	-	-	100	155,714	36,558	-	36,558
2.670	Regional Water Supply	48,709,758	22,420,426	4,790,195	-	21,000,000	499,137	48,709,758	-	-	-	901,100	47,808,658	-	-	-
2.680	Juan de Fuca Water Distribution	30,670,985	17,359,324	3,176,048	-	9,522,047	613,566	30,670,985	-	-	-	190,270	30,480,715	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	-	-	-	37	-	19,001	-	19,001
2.682	Seagirt Water System Debt	146,552	-	146,552	-	-	-	146,552	-	-	-	-	-	146,552	-	146,552
2.691	Wilderness Mountain Water Service	195,211	141,830	39,331	-	-	14,050	195,211	-	-	4,000	110	113,851	77,250	-	77,250
3.700	Septage Disposal	167,427	167,427	-	-	-	-	167,427	-	-	-	167,427	-	-	-	-
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.705	SSI Liquid Waste Disposal	1,358,256	1,087,423	241,148	-	-	29,685	1,358,256	-	-	15,000	1,660	822,170	519,426	-	519,426
3.707	LWMP - On Site System Management Program	178,753	178,753	-	-	-	-	178,753	-	-	-	7,485	-	171,268	-	171,268
3.71X	Core Area Wastewater Operations	36,594,594	35,394,594	-	-	-	1,200,000	36,594,594	-	655,540	152,830	29,898,875	-	-	5,887,349	5,887,349
3.718	Peninsula Wastewater TP	5,549,495	4,572,978	292,837	-	-	683,680	5,549,495	-	160,730	135,000	2,902,723	-	-	2,351,042	2,351,042
3.720	LWMP - (Peninsula) - Implementation	59,851	35,574	-	-	-	24,277	59,851	-	-	-	2,320	-	-	57,531	57,531
3.750	LWMP - Core and West Shore	1,437,035	1,177,119				259,916	1,437,035	-	-	-	474,384	204,000	-	758,651	758,651
3.752	LWMP - Harbour Studies	376,071	376,071				-	376,071	-	-	-	21,658	-	-	354,413	354,413
3.755	Regional Source Control	1,738,632	1,738,455	-	-	-	177	1,738,632	-	55,000	51,593	93,303	63,672	-	1,475,064	1,475,064
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	26,028,065	281,915	11,605,326	-	5,529,745	8,611,079	26,028,065	-	-	-	18,836,582	-	-	7,191,483	7,191,483
3.810	Ganges Sewer	1,381,262	841,594	426,418	-	-	113,250	1,381,262	-	-	-	2,370	1,306,592	72,300	-	72,300
3.820	Maliview Estates Sewer System	258,087	168,599	43,913	-	-	45,575	258,087	-	-	-	25,230	227,052	5,805	-	5,805
3.830	Magic Lake Estates Sewer System	990,770	745,912	174,103	-	-	70,755	990,770	-	12,060	40,000	4,880	302,810	631,020	-	631,020
3.830D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,220	-	229,495	-	229,495
3.850	Port Renfrew Sewer	141,010	118,640	-	-	-	22,370	141,010	-	-	-	1,570	69,710	69,730	-	69,730
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027
1.010	Legislative & General Government	39,135,867	37,951,581	304,332	-	519,880	360,074	39,135,867	450,000	23,277,506	180,000	1,555,706	98,870	-	13,573,785	13,573,785
1.10X	Facilities Management	5,133,536	4,508,741	-	-	-	624,795	5,133,536	-	4,903,935	-	43,072	-	-	186,529	186,529
1.101	G.I.S.	696,435	627,055	-	-	19,380	50,000	696,435	-	545,882	-	6,390	-	-	144,163	144,163
1.103	Elections	66,080	590	-	-	-	65,490	66,080	-	-	500	90	-	-	65,490	65,490
1.104	U.B.C.M.	14,078	14,078	-	-	-	-	14,078	-	-	-	90	-	-	13,988	13,988
1.109	Electoral Area Admin Exp - JDF	77,081	77,081	-	-	-	-	77,081	-	-	-	250	-	-	76,831	76,831
1.110	Electoral Area Admin Exp - SGI	489,241	488,141	-	-	-	1,100	489,241	-	-	5,136	20,035	-	-	464,070	464,070
1.111	Electoral Area Admin Exp - SSI	1,571,004	1,506,504	-	-	-	64,500	1,571,004	-	729,932	85,000	5,790	-	-	750,282	750,282
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,797	21,797	-	-	-	-	21,797	-	-	-	290	-	-	21,507	21,507
1.116	Grant-in-Aid - Salt Spring Island	53,119	53,119	-	-	-	-	53,119	-	-	-	260	-	-	52,859	52,859
1.117	Grant-in-Aid - Southern Gulf Islands	111,436	111,436	-	-	-	-	111,436	-	-	-	1,257	-	-	110,179	110,179
1.119	Vancouver Island Regional Library	427,243	427,243	-	-	-	-	427,243	-	-	-	660	-	-	426,583	426,583
1.121	Sooke Regional Museum	244,179	244,179	-	-	-	-	244,179	-	-	-	420	-	-	243,759	243,759
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,535	70,535	-	-	-	5,000	75,535	-	-	12,585	660	-	-	62,290	62,290
1.125	SGI Economic Development Commission	136,153	136,153	-	-	-	-	136,153	-	-	-	1,610	-	-	134,543	134,543
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	342,405	342,405	-	-	-	-	342,405	-	-	-	14,634	-	-	327,771	327,771
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	35,731	35,731	-	-	-	-	35,731	-	-	-	100	-	-	35,631	35,631
1.137	Galiano Island Community Use Building	74,189	41,316	30,653	-	-	2,220	74,189	-	-	-	290	-	-	73,899	73,899
1.138	Southern Gulf Islands Regional Library	268,233	268,233	-	-	-	-	268,233	-	-	-	2,807	-	-	265,426	265,426
1.141	Salt Spring Island Public Library	815,523	635,545	9,888	-	-	170,090	815,523	-	-	-	1,130	-	-	814,393	814,393
1.15X	Municipalities' Own Debt - M.F.A.	14,832,370	75,100	14,757,270	-	-	-	14,832,370	-	-	-	75,100	-	-	14,757,270	14,757,270
1.170	Gossip Island Electric Power Supply	63,225	604	62,621	-	-	-	63,225	-	-	-	290	-	62,935	-	62,935
1.224	Community Health	596,138	596,138	-	-	-	-	596,138	-	-	-	145,571	-	-	450,567	450,567
1.226	Health Facilities - VIHA	1,884,942	790,342	-	-	-	1,094,600	1,884,942	-	-	-	1,884,942	-	-	-	-
1.227	Saturna Island Medical Clinic	27,739	27,739	-	-	-	-	27,739	-	-	-	1,510	-	-	26,229	26,229
1.228	Galiano Health Service	153,629	153,629	-	-	-	-	153,629	-	-	-	199	-	-	153,430	153,430
1.229	Pender Islands Health Care Centre	299,026	299,026	-	-	-	-	299,026	-	-	-	2,250	-	-	296,776	296,776
1.230	Traffic Safety Commission	81,646	81,646	-	-	-	-	81,646	-	-	-	3,770	-	-	77,876	77,876
1.232	Port Renfrew Street Lighting	9,825	9,825	-	-	-	-	9,825	-	-	-	380	4,130	5,315	-	5,315
1.234	SSI Street Lighting	33,671	33,671	-	-	-	-	33,671	-	-	-	40	-	-	33,631	33,631
1.235	SGI Small Craft Harbour Facilities	503,900	265,109	87,493	-	-	151,298	503,900	-	-	-	8,040	150,960	344,900	-	344,900
1.236	Salt Spring Island Fernwood Dock	36,162	18,162	-	-	-	18,000	36,162	-	-	-	170	-	35,992	-	35,992
1.238A	Community Transit (SSI)	773,624	724,164	-	-	-	49,460	773,624	-	-	-	224,241	-	-	549,383	549,383
1.238B	Community Transportation (SSI)	214,272	54,457	57,815	-	-	102,000	214,272	-	-	-	430	-	-	213,842	213,842
1.280	Regional Parks	23,960,381	16,026,661	4,134,207	-	286,526	3,512,987	23,960,381	-	80,671	-	942,101	659,477	-	22,278,132	22,278,132
1.290	Royal Theatre	580,000	100,000	-	-	109,000	371,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	94,000	342,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,412,964	3,411,903	-	-	-	1,061	3,412,964	-	16,240	42,168	178,754	-	-	3,175,802	3,175,802
1.299	Salt Spring Island Arts	134,882	134,882	-	-	-	-	134,882	-	-	-	90	-	-	134,792	134,792
1.309	Climate Action and Adaptation	1,544,331	1,319,850	-	-	164,023	60,458	1,544,331	-	-	31,037	196,152	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,494,705	2,114,076	2,376,439	-	-	4,190	4,494,705	-	359,628	-	716,354	2,000	-	3,416,723	3,416,723
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	1,857,745	1,815,745	-	-	-	42,000	1,857,745	-	-	-	1,306,740	30,070	-	520,935	520,935
1.314	SGI House Numbering	10,708	10,708	-	-	-	-	10,708	-	-	-	145	-	-	10,563	10,563
1.316	SSI Building Numbering	10,854	10,854	-	-	-	-	10,854	-	-	-	20	-	-	10,834	10,834
1.317	JDF Building Numbering	14,735	14,735	-	-	-	-	14,735	-	-	-	50	-	-	14,685	14,685
1.318	Building Inspection	2,343,536	2,279,516	-	-	14,280	49,740	2,343,536	-	34,020	4,452	4,770	1,528,150	-	772,144	772,144
1.319	Soil Deposit Removal	6,556	6,556	-	-	-	-	6,556	-	-	86	40	-	-	6,430	6,430
1.320	Noise Control	47,303	46,128	-	-	-	1,175	47,303	-	-	-	350	-	-	46,953	46,953
1.322	Nuisances & Unsightly Premises	60,978	60,978	-	-	-	-	60,978	-	-	-	470	-	-	60,508	60,508
1.323	By-Law Enforcement	628,523	577,897	-	-	-	50,626	628,523	-	589,733	-	38,790	-	-	-	-
1.324	Regional Planning Services	2,293,416	2,290,916	-	-	-	2,500	2,293,416	-	100,040	736,628	67,760	-	-	1,388,988	1,388,988
1.325	Electoral Area Services - Planning	943,522	867,752	-	-	-	75,770	943,522	-	35,211	48,311	2,250	45,000	-	812,750	812,750
1.330	Regional Growth Strategy	354,681	344,681	-	-	-	10,000	354,681	-	-	-	17,710	-	-	336,971	336,971
1.335	Geo-Spatial Referencing System	194,675	126,745	-	-	-	67,930	194,675	-	-	-	8,330	9,190	-	177,155	177,155
1.340	JDF Livestock Injury Compensation	3,168	3,168	-	-	-	-	3,168	-	-	-	-	-	-	3,168	3,168
1.341	SGI Livestock Injury Compensation	3,188	3,188	-	-	-	-	3,188	-	-	-	34	-	-	3,154	3,154
1.342	SSI Livestock Injury Compensation	3,168	3,168	-	-	-	-	3,168	-	-	-	-	-	-	3,168	3,168
1.350	Willis Point Fire Protect & Recreation	197,150	125,959	-	-	6,920	64,271	197,150	-	-	-	42,510	-	-	154,640	154,640
1.352	South Galiano Fire Protection	664,427	376,779	141,027	-	10,810	135,811	664,427	-	-	-	1,120	-	141,027	522,280	663,307
1.353	Otter Point Fire Protection	718,546	529,316	-	-	6,230	183,000	718,546	-	-	-	340	-	-	718,206	718,206
1.354	Malahat Fire Protection	72,872	72,872	-	-	-	-	72,872	-	-	-	-	-	-	72,872	72,872
1.355	Durrance Road Fire Protection	3,024	2,724	-	-	-	300	3,024	-	-	-	-	-	3,024	-	3,024
1.356	Pender Fire Protection	1,598,303	1,360,405	-	-	-	237,898	1,598,303	-	-	-	12,310	-	-	1,585,993	1,585,993
1.357	East Sooke Fire Protection	610,788	339,315	155,109	-	5,000	111,364	610,788	-	-	-	29,988	73,590	-	507,210	507,210
1.358	Port Renfrew Fire Protection	215,561	185,061	-	-	-	30,500	215,561	-	-	-	1,390	85,668	-	128,503	128,503
1.359	North Galiano Fire Protection	343,591	275,818	56,363	-	5,000	6,410	343,591	-	-	-	1,020	-	24,440	318,131	342,571
1.360	Shirley Fire Protection	212,330	133,365	-	-	10,000	68,965	212,330	-	-	-	210	-	-	212,120	212,120
1.363	Saturna Island Fire	346,954	346,954	-	-	-	-	346,954	-	-	-	13,270	-	-	333,684	333,684
1.369	Electoral Area Fire Services	353,543	344,679	-	-	2,289	6,575	353,543	-	-	-	120	-	-	353,423	353,423
1.370	Juan de Fuca Emergency Program	128,591	115,711	-	-	-	12,880	128,591	-	-	-	240	-	-	128,351	128,351
1.371	SSI Emergency Program	141,654	141,654	-	-	-	-	141,654	-	-	3,327	190	-	-	138,137	138,137
1.372	Electoral Area Emergency Program	741,034	736,034	-	-	-	5,000	741,034	-	540,708	1,535	1,010	-	-	197,781	197,781
1.373	SGI Emergency Program	250,388	243,887	-	-	-	6,501	250,388	-	-	-	3,010	-	-	247,378	247,378
1.374	Regional Emergency Program Support	158,735	158,735	-	-	-	-	158,735	-	-	-	7,810	-	-	150,925	150,925
1.375	Hazardous Material Incident Response	409,948	393,763	-	-	-	16,185	409,948	-	-	-	19,690	-	-	390,258	390,258

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CAPITAL REGIONAL DISTRICT 2027 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2027
1.377	JDF Search and Rescue	93,122	90,122	-	-	-	3,000	93,122	-	-	-	23,170	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704
1.40X	SEAPARC	5,622,710	5,017,954	53,966	-	-	550,790	5,622,710	-	-	-	563,527	1,498,274	-	3,560,909	3,560,909
1.405	JDF EA - Community Parks	249,123	229,828	-	-	-	19,295	249,123	-	-	-	940	-	-	248,183	248,183
1.408	JDF EA - Community Recreation	98,280	98,280	-	-	-	-	98,280	-	-	-	23,310	-	-	74,970	74,970
1.44X	Panorama Rec. Center.	12,000,462	10,015,701	590,608	-	-	1,394,153	12,000,462	-	-	-	2,280,382	3,438,694	-	6,281,386	6,281,386
1.455	Salt Spring Island - Community Parks	1,053,634	1,028,134	-	-	-	25,500	1,053,634	-	429,330	-	34,190	-	-	590,114	590,114
1.458	Salt Spring Is.- Community Rec	413,542	404,892	-	-	-	8,650	413,542	-	-	-	10,650	286,740	-	116,152	116,152
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,956,369	2,476,703	107,666	-	-	372,000	2,956,369	-	93,830	-	176,650	300,100	-	2,385,789	2,385,789
1.465	Saturna Island Comm. Parks	32,039	26,590	-	-	-	5,449	32,039	-	-	-	1,710	-	-	30,329	30,329
1.468	Saturna Island - Community Rec.	15,720	15,720	-	-	-	-	15,720	-	-	-	710	-	-	15,010	15,010
1.475	Mayne Is. Com. Parks & Rec	102,450	83,440	-	-	-	19,010	102,450	-	-	-	300	-	-	102,150	102,150
1.476	Mayne Is. Comm. Parks (reserve)	11,220	11,220	-	-	-	-	11,220	-	-	-	10,130	1,090	-	-	-
1.478	Mayne Is. Community Rec.	39,130	39,130	-	-	-	-	39,130	-	-	-	60	-	-	39,070	39,070
1.485	North & South Pender Com. Parks	214,560	166,142	-	-	-	48,418	214,560	-	-	-	2,380	-	-	212,180	212,180
1.488	North & South Pender Com. Rec	74,740	74,740	-	-	-	-	74,740	-	-	-	890	-	-	73,850	73,850
1.495	Galiano Parks	138,777	125,777	-	-	-	13,000	138,777	-	-	21,970	120	-	-	116,687	116,687
1.498	Galiano Community Recreation	46,560	46,560	-	-	-	-	46,560	-	-	-	30	-	-	46,530	46,530
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	40,434,649	39,771,529	-	-	-	663,120	40,434,649	-	-	119,671	15,900,431	24,414,547	-	-	-
1.523	Port Renfrew Refuse Disposal	129,488	98,375	-	-	-	31,113	129,488	-	28,058	-	53,450	-	-	47,980	47,980
1.525	Solid Waste Disposal - Debt	2,765,453	3,500	2,761,953	-	-	-	2,765,453	-	-	-	-	2,765,453	-	-	-
1.531	Stormwater Quality Management - Sooke	43,003	26,301	-	-	-	16,702	43,003	-	-	-	86	-	-	42,917	42,917
1.533	Stormwater Quality Management - SGI	44,016	44,016	-	-	-	-	44,016	-	-	-	510	-	-	43,506	43,506
1.535	Stormwater Quality Management - SSI	26,589	26,589	-	-	-	-	26,589	-	-	449	30	-	-	26,110	26,110
1.536	LWMP-Stormwater Quality Management-Core	805,613	789,016	-	-	-	16,597	805,613	-	-	-	87,763	-	-	717,850	717,850
1.537	Stormwater Quality Management - Peninsula	132,775	132,775	-	-	-	-	132,775	-	-	-	4,455	-	-	128,320	128,320
1.538	Source - Stormwater Quality - Peninsula	62,918	62,918	-	-	-	-	62,918	-	-	716	1,763	-	-	60,439	60,439
1.57X	Environmental Services	27,918,208	27,023,182	-	-	-	895,026	27,918,208	-	27,764,679	61,129	92,400	-	-	-	-
1.911	911 Systems	2,661,338	1,640,329	1,011,949	-	-	9,060	2,661,338	-	-	-	2,078,369	122,158	-	460,811	460,811
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	641,849	-	-45,300	-	-	(596,549)	(596,549)
1.913	913 Fire Dispatch	451,030	442,935	-	-	-	8,095	451,030	-	-	-	10,300	-	-	440,730	440,730
1.921	Regional CREST Contribution	2,163,064	2,163,064	-	-	-	-	2,163,064	-	-	-	105,100	-	-	2,057,964	2,057,964
1.923	Emergency Comm - CREST - SGI	198,711	198,711	-	-	-	-	198,711	-	-	-	2,180	-	-	196,531	196,531
1.924	Emergency Comm - CREST - JDF	158,680	158,680	-	-	-	-	158,680	-	-	-	250	-	-	158,430	158,430
1.925	Emergency Comm - CREST - SSI	160,070	160,070	-	-	-	-	160,070	-	-	-	160	-	-	159,910	159,910
2.610	Saanich Peninsula Water Supply	10,296,106	8,609,805	1,136,301	-	-	550,000	10,296,106	-	-	-	6,500	10,289,606	-	-	-
2.620	SSI Highland Water System	11,325	118	11,207	-	-	-	11,325	-	-	-	90	-	11,235	-	11,235
2.621	Highland / Fernwood Water - SSI	966,510	406,786	477,699	-	-	82,025	966,510	-	-	-	820	822,680	143,010	-	143,010
2.622	Cedars of Tuam	147,347	42,445	95,902	-	-	9,000	147,347	-	-	-	90	147,257	-	-	-
2.624	Beddis Water	552,290	229,629	186,061	-	-	136,600	552,290	-	-	-	150	369,370	182,770	-	182,770
2.626	Fulford Water	428,720	180,954	205,691	-	-	42,075	428,720	-	-	-	740	324,420	103,560	-	103,560
2.628	Cedar Lane Water (SSI)	165,280	68,427	63,533	-	-	33,320	165,280	-	-	-	160	130,310	34,810	-	34,810
2.630	Magic Lakes Estate Water System	1,033,238	780,895	150,603	-	-	101,740	1,033,238	-	-	-	10,760	442,478	580,000	-	580,000
2.640	Saturna Island Water System (Lyall Harbour)	314,125	193,685	62,095	-	-	58,345	314,125	-	-	-	940	149,505	163,680	-	163,680
2.642	Skana Water (Mayne)	105,157	59,968	18,946	-	-	26,243	105,157	-	-	-	100	74,277	30,780	-	30,780
2.650	Port Renfrew Water	250,151	146,814	80,607	-	-	22,730	250,151	-	-	13,000	1,140	116,881	119,130	-	119,130
2.660	Fernwood Water	3,401	54	3,347	-	-	-	3,401	-	-	-	40	-	3,361	-	3,361
2.665	Sticks Allison Water (Galiano)	72,940	58,595	-	-	-	14,345	72,940	-	-	-	100	67,428	5,412	-	5,412
2.667	Surfside Park Estates (Mayne)	266,667	124,513	136,669	-	-	5,485	266,667	-	-	7,000	100	210,214	49,353	-	49,353
2.670	Regional Water Supply	53,187,300	22,738,009	6,940,171	-	23,000,000	509,120	53,187,300	-	-	-	784,600	52,402,700	-	-	-
2.680	Juan de Fuca Water Distribution	32,242,622	18,481,360	3,205,713	-	9,933,712	621,837	32,242,622	-	-	-	179,270	32,063,352	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	-	-	-	37	-	19,001	-	19,001
2.682	Seagirt Water System Debt	146,552	-	146,552	-	-	-	146,552	-	-	-	-	-	146,552	-	146,552
2.691	Wilderness Mountain Water Service	205,031	150,628	34,568	-	-	19,835	205,031	-	-	10,000	110	116,121	78,800	-	78,800
3.700	Septage Disposal	170,727	170,727	-	-	-	-	170,727	-	-	-	170,727	-	-	-	-
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.705	SSI Liquid Waste Disposal	1,375,111	1,088,822	245,899	-	-	40,390	1,375,111	-	-	-	1,680	838,610	534,821	-	534,821
3.707	LWMP - On Site System Management Program	181,557	181,557	-	-	-	-	181,557	-	-	-	7,485	-	174,072	-	174,072
3.71X	Core Area Wastewater Operations	37,663,832	36,263,832	-	-	-	1,400,000	37,663,832	-	668,656	304,290	30,636,988	-	-	6,053,898	6,053,898
3.718	Peninsula Wastewater TP	5,620,238	4,532,432	372,456	-	-	715,350	5,620,238	-	163,950	30,000	2,997,965	-	-	2,428,323	2,428,323
3.720	LWMP - (Peninsula) - Implementation	61,044	36,281	-	-	-	24,763	61,044	-	-	-	2,320	-	-	58,724	58,724
3.750	LWMP - Core and West Shore	1,448,684	1,183,972				264,712	1,448,684	-	-	-	477,223	208,080	-	763,381	763,381
3.752	LWMP - Harbour Studies	383,639	383,639				-	383,639	-	-	-	21,658	-	-	361,981	361,981
3.755	Regional Source Control	1,729,177	1,728,997	-	-	-	180	1,729,177	-	55,000	11,362	93,303	64,946	-	1,504,566	1,504,566
3.756	Harbours Environmental Action	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,033,368	177,935	12,642,809	-	5,529,745	8,682,879	27,033,368	-	-	-	19,541,701	-	-	7,491,667	7,491,667
3.810	Ganges Sewer	1,475,221	882,435	433,246	-	-	159,540	1,475,221	-	-	25,000	2,380	1,371,921	75,920	-	75,920
3.820	Maliview Estates Sewer System	284,391	179,639	57,157	-	-	47,595	284,391	-	-	10,000	25,230	242,950	6,211	-	6,211
3.830	Magic Lake Estates Sewer System	984,770	735,089	93,471	-	-	156,210	984,770	-	12,300	15,000	4,960	308,870	643,640	-	643,640
3.830D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,240	-	229,475	-	229,475
3.850	Port Renfrew Sewer	143,828	121,013	-	-	-	22,815	143,828	-	-	-	1,600	71,103	71,125	-	71,125
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028
1.010	Legislative & General Government	40,075,777	38,874,894	304,332	-	530,280	366,271	40,075,777	450,000	23,757,324	180,000	1,564,826	100,050	-	14,023,577	14,023,577
1.10X	Facilities Management	5,308,680	4,608,091	-	-	-	700,589	5,308,680	-	5,074,318	-	43,368	-	-	190,994	190,994
1.101	G.I.S.	711,158	641,388	-	-	19,770	50,000	711,158	-	556,800	-	6,510	-	-	147,848	147,848
1.103	Elections	65,580	90	-	-	-	65,490	65,580	-	-	-	90	-	-	65,490	65,490
1.104	U.B.C.M.	14,361	14,361	-	-	-	-	14,361	-	-	-	90	-	-	14,271	14,271
1.109	Electoral Area Admin Exp - JDF	78,610	78,610	-	-	-	-	78,610	-	-	-	250	-	-	78,360	78,360
1.110	Electoral Area Admin Exp - SGI	500,808	499,332	-	-	-	1,476	500,808	-	-	1,834	20,364	-	-	478,610	478,610
1.111	Electoral Area Admin Exp - SSI	1,518,388	1,453,888	-	-	-	64,500	1,518,388	-	746,499	-	5,810	-	-	766,079	766,079
1.112	Regional Grant in Aid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	21,833	21,833	-	-	-	-	21,833	-	-	-	290	-	-	21,543	21,543
1.116	Grant-in-Aid - Salt Spring Island	53,228	53,228	-	-	-	-	53,228	-	-	-	260	-	-	52,968	52,968
1.117	Grant-in-Aid - Southern Gulf Islands	111,549	111,549	-	-	-	-	111,549	-	-	-	1,257	-	-	110,292	110,292
1.119	Vancouver Island Regional Library	435,758	435,758	-	-	-	-	435,758	-	-	-	670	-	-	435,088	435,088
1.121	Sooke Regional Museum	249,064	249,064	-	-	-	-	249,064	-	-	-	430	-	-	248,634	248,634
1.123	Prov. Court of B.C. (Family Court)	149,360	-	-	-	-	149,360	149,360	-	-	-	149,360	-	-	-	-
1.124	SSI Economic Development Commission	75,947	70,947	-	-	-	5,000	75,947	-	-	11,735	670	-	-	63,542	63,542
1.125	SGI Economic Development Commission	138,277	138,277	-	-	-	-	138,277	-	-	-	1,640	-	-	136,637	136,637
1.126	Victoria Family Court Committee	15,797	15,797	-	-	-	-	15,797	-	-	-	797	-	-	15,000	15,000
1.128	Greater Victoria Police Victim Services	349,254	349,254	-	-	-	-	349,254	-	-	-	14,634	-	-	334,620	334,620
1.129	Vancouver Island Regional Library - Debt	339,366	1,100	338,266	-	-	-	339,366	-	-	-	339,366	-	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	36,444	36,444	-	-	-	-	36,444	-	-	-	100	-	-	36,344	36,344
1.137	Galiano Island Community Use Building	75,668	42,175	30,653	-	-	2,840	75,668	-	-	-	290	-	-	75,378	75,378
1.138	Southern Gulf Islands Regional Library	273,607	273,607	-	-	-	-	273,607	-	-	-	2,869	-	-	270,738	270,738
1.141	Salt Spring Island Public Library	831,807	648,374	9,888	-	-	173,545	831,807	-	-	-	1,150	-	-	830,657	830,657
1.15X	Municipalities' Own Debt - M.F.A.	14,538,946	71,820	14,467,126	-	-	-	14,538,946	-	-	-	71,820	-	-	14,467,126	14,467,126
1.170	Gossip Island Electric Power Supply	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.224	Community Health	566,956	566,956	-	-	-	-	566,956	-	-	-	130,590	-	-	436,366	436,366
1.226	Health Facilities - VIHA	1,922,639	807,382	-	-	-	1,115,257	1,922,639	-	-	-	1,922,639	-	-	-	-
1.227	Saturna Island Medical Clinic	28,332	28,332	-	-	-	-	28,332	-	-	-	1,540	-	-	26,792	26,792
1.228	Galiano Health Service	156,698	156,698	-	-	-	-	156,698	-	-	-	200	-	-	156,498	156,498
1.229	Pender Islands Health Care Centre	309,379	309,379	-	-	-	-	309,379	-	-	-	2,300	-	-	307,079	307,079
1.230	Traffic Safety Commission	83,251	83,251	-	-	-	-	83,251	-	-	-	3,840	-	-	79,411	79,411
1.232	Port Renfrew Street Lighting	9,995	9,995	-	-	-	-	9,995	-	-	-	390	4,210	5,395	-	5,395
1.234	SSI Street Lighting	34,249	34,249	-	-	-	-	34,249	-	-	-	40	-	-	34,209	34,209
1.235	SGI Small Craft Harbour Facilities	513,850	271,835	87,493	-	-	154,522	513,850	-	-	-	8,190	153,860	351,800	-	351,800
1.236	Salt Spring Island Fernwood Dock	38,723	18,723	-	-	-	20,000	38,723	-	-	-	170	-	38,553	-	38,553
1.238A	Community Transit (SSI)	789,087	738,662	-	-	-	50,425	789,087	-	-	-	228,712	-	-	560,375	560,375
1.238B	Community Transportation (SSI)	243,204	56,405	84,799	-	-	102,000	243,204	-	-	-	430	-	-	242,774	242,774
1.280	Regional Parks	26,044,108	16,404,697	5,764,207	-	292,257	3,582,947	26,044,108	-	82,284	20,000	945,788	672,666	-	24,323,370	24,323,370
1.290	Royal Theatre	580,000	100,000	-	-	109,000	371,000	580,000	-	-	-	-	-	-	580,000	580,000
1.295	McPherson Theatre	785,822	349,589	-	-	94,000	342,233	785,822	-	-	-	35,822	-	-	750,000	750,000
1.297	Arts Grants	3,483,081	3,481,999	-	-	-	1,082	3,483,081	-	16,630	42,178	178,754	-	-	3,245,519	3,245,519
1.299	Salt Spring Island Arts	137,574	137,574	-	-	-	-	137,574	-	-	-	90	-	-	137,484	137,484
1.309	Climate Action and Adaptation	1,398,064	1,337,394	-	-	-	60,670	1,398,064	-	-	5,048	75,874	-	-	1,317,142	1,317,142
1.310	Land Banking & Housing	4,544,422	2,163,753	2,376,439	-	-	4,230	4,544,422	-	368,314	-	719,925	2,000	-	3,454,183	3,454,183
1.311	Regional Housing Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.312	Regional Goose Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.313	Animal Care Services	1,900,090	1,855,964	-	-	-	44,126	1,900,090	-	-	-	1,332,870	30,660	-	536,560	536,560
1.314	SGI House Numbering	10,918	10,918	-	-	-	-	10,918	-	-	-	145	-	-	10,773	10,773
1.316	SSI Building Numbering	11,064	11,064	-	-	-	-	11,064	-	-	-	20	-	-	11,044	11,044
1.317	JDF Building Numbering	15,039	15,039	-	-	-	-	15,039	-	-	-	50	-	-	14,989	14,989
1.318	Building Inspection	2,408,344	2,333,054	-	-	14,570	60,720	2,408,344	-	34,700	-	4,810	1,558,730	-	810,104	810,104
1.319	Soil Deposit Removal	6,689	6,689	-	-	-	-	6,689	-	-	89	40	-	-	6,560	6,560
1.320	Noise Control	48,946	47,081	-	-	-	1,865	48,946	-	-	-	350	-	-	48,596	48,596
1.322	Nuisances & Unsightly Premises	62,206	62,206	-	-	-	-	62,206	-	-	-	480	-	-	61,726	61,726
1.323	By-Law Enforcement	641,861	590,698	-	-	-	51,163	641,861	-	602,301	-	39,560	-	-	-	-
1.324	Regional Planning Services	1,703,758	1,701,258	-	-	-	2,500	1,703,758	-	102,440	101,560	69,110	-	-	1,430,648	1,430,648
1.325	Electoral Area Services - Planning	943,545	867,775	-	-	-	75,770	943,545	-	35,910	23,235	2,270	45,000	-	837,130	837,130
1.330	Regional Growth Strategy	362,548	352,548	-	-	-	10,000	362,548	-	-	-	18,040	-	-	344,508	344,508
1.335	Geo-Spatial Referencing System	198,577	129,287	-	-	-	69,290	198,577	-	-	-	8,500	9,370	-	180,707	180,707
1.340	JDF Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	-	-	-	3,171	3,171
1.341	SGI Livestock Injury Compensation	3,191	3,191	-	-	-	-	3,191	-	-	-	34	-	-	3,157	3,157
1.342	SSI Livestock Injury Compensation	3,171	3,171	-	-	-	-	3,171	-	-	-	-	-	-	3,171	3,171
1.350	Willis Point Fire Protect & Recreation	200,420	128,545	-	-	7,060	64,815	200,420	-	-	-	42,690	-	-	157,730	157,730
1.352	South Galiano Fire Protection	674,877	384,300	141,027	-	11,030	138,520	674,877	-	-	-	1,120	-	141,027	532,730	673,757
1.353	Otter Point Fire Protection	734,095	540,045	-	-	6,350	187,700	734,095	-	-	-	340	-	-	733,755	733,755
1.354	Malahat Fire Protection	74,333	74,333	-	-	-	-	74,333	-	-	-	-	-	-	74,333	74,333
1.355	Durrance Road Fire Protection	3,027	2,727	-	-	-	300	3,027	-	-	-	-	-	3,027	-	3,027
1.356	Pender Fire Protection	1,632,746	1,389,718	-	-	-	243,028	1,632,746	-	-	-	12,560	-	-	1,620,186	1,620,186
1.357	East Sooke Fire Protection	623,101	346,355	155,109	-	5,000	116,637	623,101	-	-	-	30,691	75,060	-	517,350	517,350
1.358	Port Renfrew Fire Protection	219,834	188,834	-	-	-	31,000	219,834	-	-	-	1,410	87,370	-	131,054	131,054
1.359	North Galiano Fire Protection	349,872	281,399	56,363	-	5,000	7,110	349,872	-	-	-	1,030	-	24,440	324,402	348,842
1.360	Shirley Fire Protection	216,570	136,063	-	-	10,000	70,507	216,570	-	-	-	210	-	-	216,360	216,360
1.363	Saturna Island Fire	347,127	347,127	-	-	-	-	347,127	-	-	-	13,540	-	-	333,587	333,587
1.369	Electoral Area Fire Services	360,613	352,375	-	-	1,918	6,320	360,613	-	-	-	120	-	-	360,493	360,493
1.370	Juan de Fuca Emergency Program	130,946	118,066	-	-	-	12,880	130,946	-	-	-	240	-	-	130,706	130,706
1.371	SSI Emergency Program	144,235	144,235	-	-	-	-	144,235	-	-	3,145	190	-	-	140,900	140,900
1.372	Electoral Area Emergency Program	760,212	753,272	-	-	-	6,940	760,212	-	551,520	-	1,020	-	-	207,672	207,672
1.373	SGI Emergency Program	254,219	248,809	-	-	-	5,410	254,219	-	-	3,771	3,070	-	-	247,378	247,378
1.374	Regional Emergency Program Support	162,409	162,409	-	-	-	-	162,409	-	-	-	7,950	-	-	154,459	154,459
1.375	Hazardous Material Incident Response	422,030	401,634	-	-	-	20,396	422,030	-	-	-	20,070	-	-	401,960	401,960

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CAPITAL REGIONAL DISTRICT 2028 FINANCIAL PLAN — **Schedule A**

		Expenditures						*Revenue*								
		Total 2028	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2028	Surplus from Prior Year	Recovery from Other Services	Transfers from Reserves	Other Revenue	Fees & Charges	Parcel Tax	Property Value Tax	Requisition 2028
1.377	JDF Search and Rescue	93,582	90,582	-	-	-	3,000	93,582	-	-	-	23,630	-	-	69,952	69,952
1.378	SSI Search and Rescue	25,804	25,804	-	-	-	-	25,804	-	-	-	100	-	-	25,704	25,704
1.40X	SEAPARC	5,759,642	5,143,876	53,966	-	-	561,800	5,759,642	-	-	-	574,667	1,527,520	-	3,657,455	3,657,455
1.405	JDF EA - Community Parks	254,110	234,725	-	-	-	19,385	254,110	-	-	-	960	-	-	253,150	253,150
1.408	JDF EA - Community Recreation	100,240	100,240	-	-	-	-	100,240	-	-	-	23,770	-	-	76,470	76,470
1.44X	Panorama Rec. Center.	12,272,029	10,259,384	590,608	-	-	1,422,037	12,272,029	-	-	-	2,327,451	3,513,594	-	6,430,984	6,430,984
1.455	Salt Spring Island - Community Parks	1,076,320	1,050,820	-	-	-	25,500	1,076,320	-	437,920	-	34,880	-	-	603,520	603,520
1.458	Salt Spring Is.- Community Rec	421,793	413,563	-	-	-	8,230	421,793	-	-	-	10,860	292,470	-	118,463	118,463
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	3,001,613	2,524,947	107,666	-	-	369,000	3,001,613	-	95,710	-	180,190	306,100	-	2,419,613	2,419,613
1.465	Saturna Island Comm. Parks	32,676	27,124	-	-	-	5,552	32,676	-	-	-	1,740	-	-	30,936	30,936
1.468	Saturna Island - Community Rec.	16,030	16,030	-	-	-	-	16,030	-	-	-	720	-	-	15,310	15,310
1.475	Mayne Is. Com. Parks & Rec	104,490	85,480	-	-	-	19,010	104,490	-	-	-	300	-	-	104,190	104,190
1.476	Mayne Is. Comm. Parks (reserve)	11,440	11,440	-	-	-	-	11,440	-	-	-	10,330	1,110	-	-	-
1.478	Mayne Is. Community Rec.	39,910	39,910	-	-	-	-	39,910	-	-	-	60	-	-	39,850	39,850
1.485	North & South Pender Com. Parks	229,450	169,491	-	-	-	59,959	229,450	-	-	-	2,420	-	-	227,030	227,030
1.488	North & South Pender Com. Rec	76,230	76,230	-	-	-	-	76,230	-	-	-	900	-	-	75,330	75,330
1.495	Galiano Parks	142,361	128,361	-	-	-	14,000	142,361	-	-	22,410	120	-	-	119,831	119,831
1.498	Galiano Community Recreation	47,490	47,490	-	-	-	-	47,490	-	-	-	30	-	-	47,460	47,460
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	41,079,081	40,415,961	-	-	-	663,120	41,079,081	-	-	1,031,363	15,859,171	24,188,547	-	-	-
1.523	Port Renfrew Refuse Disposal	131,980	100,350	-	-	-	31,630	131,980	-	28,620	-	54,420	-	-	48,940	48,940
1.525	Solid Waste Disposal - Debt	2,791,453	-	2,791,453	-	-	-	2,791,453	-	-	-	-	2,791,453	-	-	-
1.531	Stormwater Quality Management - Sooke	43,844	26,808	-	-	-	17,036	43,844	-	-	-	86	-	-	43,758	43,758
1.533	Stormwater Quality Management - SGI	44,894	44,894	-	-	-	-	44,894	-	-	-	520	-	-	44,374	44,374
1.535	Stormwater Quality Management - SSI	26,790	26,790	-	-	-	-	26,790	-	-	130	30	-	-	26,630	26,630
1.536	LWMP-Stormwater Quality Management-Core	821,761	804,832	-	-	-	16,929	821,761	-	-	-	87,763	-	-	733,998	733,998
1.537	Stormwater Quality Management - Peninsula	135,198	135,198	-	-	-	-	135,198	-	-	-	4,455	-	-	130,743	130,743
1.538	Source - Stormwater Quality - Peninsula	64,141	64,141	-	-	-	-	64,141	-	-	730	1,763	-	-	61,648	61,648
1.57X	Environmental Services	28,595,888	27,657,704	-	-	-	938,184	28,595,888	-	28,442,102	61,386	92,400	-	-	-	-
1.911	911 Systems	2,682,196	1,659,692	1,011,949	-	-	10,555	2,682,196	-	-	-	2,058,734	119,715	-	503,747	503,747
1.912B	911 Call Answer - Municipalities	-	-	-	-	-	-	-	-	629,012	-	-46,200	-	-	-582,812	-582,812
1.913	913 Fire Dispatch	486,480	456,968	-	-	-	29,512	486,480	-	-	-	10,490	-	-	475,990	475,990
1.921	Regional CREST Contribution	2,206,210	2,206,210	-	-	-	-	2,206,210	-	-	-	107,150	-	-	2,099,060	2,099,060
1.923	Emergency Comm - CREST - SGI	202,668	202,668	-	-	-	-	202,668	-	-	-	2,220	-	-	200,448	200,448
1.924	Emergency Comm - CREST - JDF	161,850	161,850	-	-	-	-	161,850	-	-	-	250	-	-	161,600	161,600
1.925	Emergency Comm - CREST - SSI	163,262	163,262	-	-	-	-	163,262	-	-	-	160	-	-	163,102	163,102
2.610	Saanich Peninsula Water Supply	11,170,003	9,386,207	1,183,796	-	-	600,000	11,170,003	-	-	-	3,500	11,166,503	-	-	-
2.620	SSI Highland Water System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.621	Highland / Fernwood Water - SSI	1,102,371	414,481	659,810	-	-	28,080	1,102,371	-	-	-	830	937,081	164,460	-	164,460
2.622	Cedars of Tuam	168,780	38,828	120,952	-	-	9,000	168,780	-	-	-	90	168,690	-	-	-
2.624	Beddis Water	648,310	230,264	395,609	-	-	22,437	648,310	-	-	-	150	428,840	219,320	-	219,320
2.626	Fulford Water	490,412	184,344	269,593	-	-	36,475	490,412	-	-	-	700	370,622	119,090	-	119,090
2.628	Cedar Lane Water (SSI)	196,000	69,363	109,337	-	-	17,300	196,000	-	-	-	160	154,070	41,770	-	41,770
2.630	Magic Lakes Estate Water System	1,041,690	796,765	78,945	-	-	165,980	1,041,690	-	-	-	10,800	450,890	580,000	-	580,000
2.640	Saturna Island Water System (Lyall Harbour)	320,413	197,618	62,095	-	-	60,700	320,413	-	-	-	960	152,503	166,950	-	166,950
2.642	Skana Water (Mayne)	107,263	61,169	18,946	-	-	27,148	107,263	-	-	-	100	75,763	31,400	-	31,400
2.650	Port Renfrew Water	256,043	134,454	89,974	-	-	31,615	256,043	-	-	-	1,150	126,233	128,660	-	128,660
2.660	Fernwood Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.665	Sticks Allison Water (Galiano)	74,381	59,746	-	-	-	14,635	74,381	-	-	-	100	68,761	5,520	-	5,520
2.667	Surfside Park Estates (Mayne)	270,058	119,889	136,669	-	-	13,500	270,058	-	-	-	100	218,624	51,334	-	51,334
2.670	Regional Water Supply	58,394,753	23,065,843	7,809,608	-	27,000,000	519,302	58,394,753	-	-	-	666,100	57,728,653	-	-	-
2.680	Juan de Fuca Water Distribution	33,289,391	19,776,516	2,948,889	-	9,933,712	630,274	33,289,391	-	-	-	179,270	33,110,121	-	-	-
2.681	Florence Lake Water System Debt	19,038	-	19,038	-	-	-	19,038	-	-	-	37	-	19,001	-	19,001
2.682	Seagirt Water System Debt	146,552	-	146,552	-	-	-	146,552	-	-	-	-	-	146,552	-	146,552
2.691	Wilderness Mountain Water Service	202,870	147,418	13,667	-	-	41,785	202,870	-	-	4,000	50	118,440	80,380	-	80,380
3.700	Septage Disposal	174,093	174,093	-	-	-	-	174,093	-	-	-	174,093	-	-	-	-
3.701	Millstream Remediation Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.705	SSI Liquid Waste Disposal	1,402,452	1,103,503	245,899	-	-	53,050	1,402,452	-	-	-	1,700	855,380	545,372	-	545,372
3.707	LWMP - On Site System Management Program	185,014	185,014	-	-	-	-	185,014	-	-	-	7,485	-	177,529	-	177,529
3.71X	Core Area Wastewater Operations	38,298,901	36,798,901	-	-	-	1,500,000	38,298,901	-	682,031	100,780	31,310,274	-	-	6,205,816	6,205,816
3.718	Peninsula Wastewater TP	5,902,008	4,727,652	427,306	-	-	747,050	5,902,008	-	167,220	130,000	3,096,506	-	-	2,508,282	2,508,282
3.720	LWMP - (Peninsula) - Implementation	62,260	37,013	-	-	-	25,247	62,260	-	-	-	2,320	-	-	59,940	59,940
3.750	LWMP - Core and West Shore	1,460,563	1,190,962				269,601	1,460,563	-	-	-	480,117	212,240	-	768,206	768,206
3.752	LWMP - Harbour Studies	390,879	390,879				-	390,879	-	-	-	21,658	-	-	369,221	369,221
3.755	Regional Source Control	1,762,620	1,762,436	-	-	-	184	1,762,620	-	55,000	13,415	93,303	66,245	-	1,534,657	1,534,657
3.756	Harbours Environmental Action	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	28,795,726	138,110	23,656,745	-	5,529,745	-528,874	28,795,726	-	-	-	20,777,819	-	-	8,017,907	8,017,907
3.810	Ganges Sewer	1,479,188	874,832	433,246	-	-	171,110	1,479,188	-	-	-	2,390	1,399,358	77,440	-	77,440
3.820	Maliview Estates Sewer System	279,375	173,058	57,157	-	-	49,160	279,375	-	-	-	25,230	247,810	6,335	-	6,335
3.830	Magic Lake Estates Sewer System	989,150	734,515	63,788	-	-	190,847	989,150	-	12,550	-	5,040	315,050	656,510	-	656,510
3.830D	Magic Lake Estates Sewer Debt	231,715	1,030	230,685	-	-	-	231,715	-	-	-	2,260	-	229,455	-	229,455
3.850	Port Renfrew Sewer	146,706	123,436	-	-	-	23,270	146,706	-	-	-	1,630	72,528	72,548	-	72,548
21.ALL	Feasibility Study Reserve Fund - All	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SCHEDULE B

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2024	2025	2026	2027	2028	TOTAL
EXPENDITURE						
Buildings	31,782,500	30,892,500	4,086,500	1,237,000	4,749,500	72,748,000
Equipment	34,737,860	10,127,405	9,928,859	4,352,920	3,795,636	62,942,680
Land	10,722,000	6,457,000	5,342,000	5,270,000	5,230,000	33,021,000
Engineered Structures	175,308,767	129,627,926	100,570,875	86,460,400	80,030,500	571,998,468
Vehicles	8,593,000	3,308,750	2,920,000	3,802,000	3,438,000	22,061,750
	261,144,127	**180,413,581**	**122,848,234**	**101,122,320**	**97,243,636**	**762,771,898**
SOURCE OF FUNDS						
Capital Funds on Hand	87,176,523	29,589,541	28,803,483	28,368,745	29,961,120	203,899,412
Debenture Debt	84,414,500	110,095,478	66,863,356	51,910,000	41,215,000	354,498,334
ERF	13,262,247	7,513,893	5,698,778	6,479,897	6,468,136	39,422,951
Grants (Federal, Provincial)	21,017,396	10,856,701	5,479,117	4,610,278	9,065,000	51,028,492
Reserve Fund	48,652,461	19,342,968	15,803,500	9,753,400	10,534,380	104,086,709
Other	6,621,000	3,015,000	200,000	-	-	9,836,000
	261,144,127	180,413,581	122,848,234	101,122,320	97,243,636	762,771,898

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Making a difference...together

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	CAO / Corporate Services	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		850,000			1,356,549	525,000	-	81,549			750,000	1,356,549
1.018	Health & Capital Planning Strategies	1,500					1,500			1,500				1,500
1.022	Information Technology	5,302,552	170,000	50,000			5,522,552	5,475,952		46,600				5,522,552
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			1,090,000	25,000		1,115,000	825,000					290,000	1,115,000
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	453,288					453,288			3,288			450,000	453,288
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			90,000			90,000				70,000		20,000	90,000
1.226	Health Facilities - VIHA	440,000		3,155,000	-		3,595,000	615,000				375,000	2,605,000	3,595,000
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			60,000		-	110,000
1.238B	Community Transportation (SSI)	55,000			347,000		402,000	45,000	-		210,000		147,000	402,000
1.280	Regional Parks	445,200	1,772,000	145,000	6,197,657	5,000,000	13,559,857	843,172	6,300,000	1,516,200	1,954,485	76,000	2,870,000	13,559,857
1.290	Royal Theatre	-		867,000			867,000	-			-	350,000	517,000	867,000
1.295	McPherson Theatre	57,000		275,000			332,000						332,000	332,000
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		700,000	10,110,000		9,400,000	10,000	700,000			10,110,000
1.313	Animal Care Services	40,000	42,000	185,000	65,000		332,000	302,000		30,000				332,000
1.318	Building Inspection	60,500	125,000				185,500			185,500				185,500
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	49,355			275,000		324,355			49,355	275,000			324,355
1.335	Geo-Spatial Referencing	190,000					190,000			190,000				190,000
1.350	Willis Point Fire	155,500		15,000			170,500	-		11,500	108,000		51,000	170,500
1.352	South Galiano Fire	29,000	420,000				449,000			429,000			20,000	449,000
1.353	Otter Point Fire	15,000	-	40,000			55,000			15,000			40,000	55,000
1.356	Pender Island Fire	60,000	-	18,000			78,000	-		60,000			18,000	78,000
1.357	East Sooke Fire	51,551	300,000				351,551			324,551			27,000	351,551
1.358	Port Renfrew Fire	51,000		30,000	5,000		86,000			51,000			35,000	86,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.370	JDF Emergency Program	4,100					4,100			4,100				4,100
1.371	SSI Emergency Program	20,000					20,000						20,000	20,000
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	92,000					92,000			92,000				92,000
1.405	JDF EA Community Parks & Recreation		100,000		529,000	50,000	679,000	379,000		100,000	200,000			679,000
1.40X	SEAPARC	429,000		225,500	1,122,000	-	1,776,500	69,300	-	234,700	778,000		694,500	1,776,500
1.44x	Panorama Recreation	869,072	57,000	3,809,500	4,828,408		9,563,980	390,000	5,201,500	776,072	2,104,408		1,092,000	9,563,980
1.455	SSI Community Parks	15,000	90,000		420,000		525,000	40,000		45,000	440,000		-	525,000
1.458	SSI Community Recreation	40,000			202,500		242,500			5,000	100,000		137,500	242,500
1.459	SSI Park Land & Rec Programs	103,200	30,000	895,000	450,000	15,000	1,493,200		-	51,300	826,900	450,000	165,000	1,493,200
1.465	Saturna Island Community Parks				38,000		38,000	5,000					33,000	38,000
1.475	Mayne Island Community Parks	15,000		53,000	9,000		77,000	20,000			30,000		27,000	77,000
1.485	Pender Island Community Parks	25,000			1,157,752	30,000	1,212,752	33,808			700,000	200,000	278,944	1,212,752
1.495	Galiano Community Parks	2,616			43,922		46,538	25,808		2,616			18,114	46,538
1.521	Environmental Resource Management	603,000		350,000	52,356,000		53,309,000	15,450,000	14,213,000	1,103,000			22,543,000	53,309,000
1.523	Port Renfrew Refuse Disposal				304,500		304,500				292,500		12,000	304,500
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000

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Making a difference...together

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
1.576	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
1.579	Environmental Water Quality	30,000					30,000						30,000	30,000
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	850,000			11,013,028		11,863,028		6,000,000	200,000			5,663,028	11,863,028
2.620	Highland Water (SSI)				20,000		20,000	20,000						20,000
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)				55,000		55,000	5,000	-		42,000		8,000	55,000
2.624	Beddis Water (SSI)				428,000		428,000		340,000		-		88,000	428,000
2.626	Fulford Water (SSI)	103,000			302,000		405,000	7,000	220,000		90,000		88,000	405,000
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			335,000		401,000	268,000	88,000		30,000		15,000	401,000
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	18,697,750	1,991,000	8,740,000	27,580,000	4,510,000	61,518,750	42,407,750	7,300,000	1,361,000	6,000,000	4,450,000		61,518,750
2.680	JDF Water Distribution	498,750	1,365,000	80,000	20,800,000		22,743,750	16,058,750	4,500,000	1,165,000			1,020,000	22,743,750
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				50,000		50,000		-		45,000		5,000	50,000
3.701	Millstream Site Remediation					417,000	417,000	300,000			117,000			417,000
3.705	SSI Septage / Composting			30,000	190,000		220,000	20,000	120,000		-		80,000	220,000
3.718	Saanich Peninsula Wastewater	570,000			2,245,000		2,815,000		-	905,000			1,910,000	2,815,000
3.750	L.W.M.P. - Core and West Shore				1,000,000		1,000,000		-				1,000,000	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	550,000			32,219,000		32,769,000	375,000	27,271,000	855,000	450,000		3,818,000	32,769,000
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		332,500		984,500		-		712,625		271,875	984,500
3.820	Maliview Sewer Utility (SSI)				1,050,000		1,050,000		100,000		850,000		100,000	1,050,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			4,200,000		4,260,000	1,400,000	-		2,800,000		60,000	4,260,000
3.850	Port Renfrew Sewer				215,000		215,000	40,000			175,000		-	215,000
Total		**34,737,860**	**8,593,000**	**31,782,500**	**175,308,767**	**10,722,000**	**261,144,127**	**87,176,523**	**84,414,500**	**13,262,247**	**21,017,396**	**6,621,000**	**48,652,461**	**261,144,127**

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2025 - 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	91,500					91,500			91,500				91,500
1.014	CAO / Corporate Services	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		4,250,000			4,478,994	200,000	3,000,000	28,994			1,250,000	4,478,994
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	1,056,551	100,000	-			1,156,551	1,004,551		152,000				1,156,551
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)	-			1,270,000		1,270,000	-	320,000		840,000		110,000	1,270,000
1.280	Regional Parks	68,400	350,000	585,000	10,720,015	5,000,000	16,723,415	-	13,067,515	418,400	270,000	-	2,967,500	16,723,415
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	60,000					60,000			60,000				60,000
1.350	Willis Point Fire	44,750		-			44,750	12,280		7,500	-		24,970	44,750
1.352	South Galiano Fire	45,200	85,000				130,200			95,200			35,000	130,200
1.353	Otter Point Fire	15,000	-	40,000			55,000			15,000			40,000	55,000
1.356	Pender Island Fire	5,000	-	-			5,000	-		5,000			-	5,000
1.357	East Sooke Fire	19,512	-				19,512			19,512			-	19,512
1.358	Port Renfrew Fire	16,000		10,000	-		26,000			16,000			10,000	26,000
1.359	North Galiano Fire	150,000					150,000			150,000				150,000
1.360	Shirley Fire Department	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program	-					-						-	-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
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	171,650	-		756,000	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	60,000	-		70,000		130,000	-		30,000	40,000		60,000	130,000
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	-	1,500,000	45,000	50,000	1,635,000		1,500,000	30,000	-	-	105,000	1,635,000
1.465	Saturna Island Community Parks				35,225		35,225	727					34,498	35,225
1.475	Mayne Island Community Parks	-		-	25,000		25,000	-			-		25,000	25,000
1.485	Pender Island Community Parks	20,000			1,092,500	-	1,112,500	12,500			625,000	300,000	175,000	1,112,500
1.495	Galiano Community Parks	1,000			11,000		12,000	-		1,000			11,000	12,000
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				30,000		30,000				-		30,000	30,000
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
1.579	Environmental Water Quality	-					-						-	-
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)				885,000		885,000	-	870,000		-		15,000	885,000

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Making a difference...together

2025 - 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
2.624	Beddis Water (SSI)				1,674,000		1,674,000		1,582,000		-		92,000	1,674,000
2.626	Fulford Water (SSI)	-			1,320,000		1,320,000	-	1,295,000		-		25,000	1,320,000
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)	-			580,000		580,000	-	580,000		-		-	580,000
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	32,050,000	807,000	39,244,750	19,359,500	16,700,000	685,250	1,500,000	1,000,000	-	39,244,750
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				410,000		410,000		200,000		200,000		10,000	410,000
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
3.750	L.W.M.P. - Core and West Shore				9,000,000		9,000,000		9,000,000				-	9,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			19,790,000		19,790,000	-	18,090,000	700,000	-		1,000,000	19,790,000
3.810	Ganges Sewer Utility (SSI)	-	-		6,217,186		6,217,186		2,624,296		3,322,890		270,000	6,217,186
3.820	Maliview Sewer Utility (SSI)				1,675,000		1,675,000		501,000		1,139,000		35,000	1,675,000
3.830	Magic Lake Sewer Utility (Pender)	-			300,000		300,000	100,000	-		200,000		-	300,000
3.850	Port Renfrew Sewer				15,000		15,000	-			-		15,000	15,000
Total		**10,127,405**	**3,308,750**	**30,892,500**	**129,627,926**	**6,457,000**	**180,413,581**	**29,589,541**	**110,095,478**	**7,313,893**	**10,856,701**	**3,015,000**	**19,542,968**	**- 180,413,581**

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2026 - 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	55,000					55,000			55,000				55,000
1.014	CAO / Corporate Services	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	496,650	-	-			496,650	435,000		61,650				496,650
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)	-			968,000		968,000	-	320,000		460,000		188,000	968,000
1.280	Regional Parks	107,700	325,000	-	13,420,000	5,000,000	18,852,700	-	15,000,000	432,700	-	-	3,420,000	18,852,700
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	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	7,500		-			7,500	-		7,500	-		-	7,500
1.352	South Galiano Fire	10,800	85,000				95,800			10,800			85,000	95,800
1.353	Otter Point Fire	20,000	-	40,000			60,000			20,000			40,000	60,000
1.356	Pender Island Fire	60,000	28,000	-			88,000	-		88,000			-	88,000
1.357	East Sooke Fire	51,578	-				51,578			51,578			-	51,578
1.358	Port Renfrew Fire	16,000		-	-		16,000			16,000			-	16,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program	-					-						-	-
1.372	Emergency Planning Coordination	2,500	-				2,500			2,500				2,500
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
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	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	-	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	20,000			15,000	-	35,000	-			-	-	35,000	35,000
1.495	Galiano Community Parks	1,000			3,000		4,000	-		1,000			3,000	4,000
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				27,500		27,500				-		27,500	27,500
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
1.579	Environmental Water Quality	-					-						-	-
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

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2026 - 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
2.624	Beddis Water (SSI)				443,000		443,000		305,000		-		138,000	443,000
2.626	Fulford Water (SSI)	-			1,125,000		1,125,000	-	1,125,000		-		-	1,125,000
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
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
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)	-	-		474,375		474,375		118,594		355,781		-	474,375
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				-		-	-			-		-	-
Total		**9,928,859**	**2,920,000**	**4,086,500**	**100,570,875**	**5,342,000**	**122,848,234**	**28,803,483**	**66,863,356**	**5,698,778**	**5,479,117**	**200,000**	**15,803,500**	- **122,848,234**

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2027 - 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	-					-			-				-
1.014	CAO / Corporate Services	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	180,000	-	-			180,000	130,000		50,000				180,000
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	485,000	545,000	14,385,000	5,000,000	20,477,800	-	15,000,000	547,800	-	-	4,930,000	20,477,800
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	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	13,500		-			13,500	-		13,500	-		-	13,500
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	98,000	-	10,000			108,000	5,000		98,000			5,000	108,000
1.357	East Sooke Fire	18,850	582,000				600,850			600,850			-	600,850
1.358	Port Renfrew Fire	16,000		-	-		16,000			16,000			-	16,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program	-					-						-	-
1.372	Emergency Planning Coordination	-	70,000				70,000			70,000				70,000
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	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
1.465	Saturna Island Community Parks				-		-	-					-	-
1.475	Mayne Island Community Parks	-		-	-		-	-			-		-	-
1.485	Pender Island Community Parks	-			25,000	-	25,000	-			-	-	25,000	25,000
1.495	Galiano Community Parks	-			5,900		5,900	-		-			5,900	5,900
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				-		-				-		-	-
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
1.579	Environmental Water Quality	-					-						-	-
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

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Making a difference...together

2027 - 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
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
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
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				-		-	-			-		-	-
Total		**4,352,920**	**3,802,000**	**1,237,000**	**86,460,400**	**5,270,000**	**101,122,320**	**28,368,745**	**51,910,000**	**6,479,897**	**4,610,278**	**-**	**9,753,400**	**- 101,122,320**

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Making a difference...together

2028 - 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	-					-			-				-
1.014	CAO / Corporate Services	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	94,000	-	-			94,000	45,000		49,000				94,000
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	938,000	750,000	14,185,000	5,000,000	20,947,400	-	15,000,000	787,400	2,000,000	-	3,160,000	20,947,400
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	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	11,500		-			11,500	-		11,500	-		-	11,500
1.352	South Galiano Fire	10,000	-				10,000			10,000			-	10,000
1.353	Otter Point Fire	20,000	800,000	-			820,000			820,000			-	820,000
1.356	Pender Island Fire	-	-	15,000			15,000	120		-			14,880	15,000
1.357	East Sooke Fire	14,000	-				14,000			14,000			-	14,000
1.358	Port Renfrew Fire	16,000		-	-		16,000			16,000			-	16,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program	-					-						-	-
1.372	Emergency Planning Coordination	-	-				-			-				-
1.373	SGI Emergency Program	-					-						-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
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
1.465	Saturna Island Community Parks				-		-	-					-	-
1.475	Mayne Island Community Parks	-		-	-		-	-			-		-	-
1.485	Pender Island Community Parks	-			25,000	-	25,000	-			-	-	25,000	25,000
1.495	Galiano Community Parks	-			33,000		33,000	-		-			33,000	33,000
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
1.579	Environmental Water Quality	-					-						-	-
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)				-		-	-	-		-		-	-

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Making a difference...together

2028 - 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
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
3.750	L.W.M.P. - Core and West Shore				-		-		-				-	-
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				-		-	-			-		-	-
Total		**3,795,636**	**3,438,000**	**4,749,500**	**80,030,500**	**5,230,000**	**97,243,636**	**29,961,120**	**41,215,000**	**6,243,136**	**9,065,000**	**-**	**10,759,380**	**- 97,243,636**

CRD 2024 Operating Cost Summary by Service

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN

				Expenditures												
		Total 2023	Total 2024	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.010	Legislative & General Government	36,520,973	39,599,526	25,822,657	2,148,001	3,793,868	707,030	151,140	4,330	1,700	-	4,545,444	-	-	524,890	1,900,466
1.10X	Facilities Management	4,231,807	4,606,290	1,613,555	1,054,478	294,242	73,129	222,508	-	216,307	-	734,571	-	-	-	397,500
1.101	G.I.S.	638,822	653,615	406,349	14,306	101,240	47,860	5,780	-	-	-	9,820	-	-	18,260	50,000
1.103	Elections	65,760	40,580	-	-	-	-	-	-	-	-	90	-	-	-	40,490
1.104	U.B.C.M.	12,958	13,036	-	648	-	-	-	-	-	-	12,388	-	-	-	-
1.109	Electoral Area Admin Exp - JDF	66,492	72,645	49,586	13,674	-	350	-	-	-	-	9,035	-	-	-	-
1.110	Electoral Area Admin Exp - SGI	479,701	572,636	230,090	60,295	180,767	5,720	-	-	-	-	94,664	-	-	-	1,100
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,397,753	1,004,103	138,250	21,390	12,990	2,590	-	4,660	-	158,770	-	-	20,000	35,000
1.112	Regional Grant in Aid	1,532,621	1,609,336	-	-	-	-	-	1,609,336	-	-	-	-	-	-	-
1.114	Grant-in-Aid - Juan de Fuca	33,865	29,515	-	1,693	-	-	-	27,822	-	-	-	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	60,772	58,785	-	4,799	-	-	-	53,986	-	-	-	-	-	-	-
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	111,608	-	5,311	-	-	-	105,081	-	-	800	-	416	-	-
1.119	Vancouver Island Regional Library	341,748	404,447	-	6,835	-	-	-	394,593	-	-	1,250	-	1,769	-	-
1.121	Sooke Regional Museum	222,348	230,107	-	4,447	-	-	-	225,630	-	-	30	-	-	-	-
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	-	-	-	-	-	-	-	-	-	-	149,360
1.124	SSI Economic Development Commission	96,581	69,349	-	13,239	-	-	-	10,000	-	-	46,110	-	-	-	-
1.125	SGI Economic Development Commission	157,768	155,896	-	6,307	104,559	550	-	20,000	-	-	24,480	-	-	-	-
1.126	Victoria Family Court Committee	55,625	58,597	-	316	-	-	-	50,281	-	-	8,000	-	-	-	-
1.128	Greater Victoria Police Victim Services	304,857	323,215	-	6,097	-	-	-	314,759	-	-	2,359	-	-	-	-
1.129	Vancouver Island Regional Library - Debt	339,466	339,366	-	-	-	-	-	-	-	-	1,100	338,266	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,542	33,671	-	651	-	-	-	33,010	-	-	10	-	-	-	-
1.137	Galiano Island Community Use Building	68,064	70,590	-	21,132	-	540	5,330	-	4,020	-	7,840	30,653	-	-	1,075
1.138	Southern Gulf Islands Regional Library	239,681	247,999	-	4,794	-	-	-	241,320	-	-	1,885	-	-	-	-
1.141	Salt Spring Island Public Library	677,239	718,950	-	25,419	-	-	3,390	512,440	-	-	17,795	146,651	-	-	13,255
1.170	Gossip Island Electric Power Supply	63,695	63,213	-	96	-	-	-	-	-	-	496	62,621	-	-	-
1.224	Community Health	814,860	1,002,468	113,880	47,582	827,000	343	-	-	-	-	13,663	-	-	-	-
1.226	Health Facilities - VIHA	1,720,718	1,776,222	-	55,895	650,000	-	-	-	-	-	35,630	-	-	-	1,034,697
1.227	Saturna Island Medical Clinic	25,327	26,027	-	507	-	-	-	25,520	-	-	-	-	-	-	-
1.228	Galiano Health Service	139,886	144,768	-	2,798	-	-	-	141,920	-	-	50	-	-	-	-
1.229	Pender Islands Health Care Centre	234,921	266,575	-	4,688	-	-	-	260,450	-	-	1,100	-	337	-	-
1.230	Traffic Safety Commission	137,118	105,254	-	6,856	-	-	-	40,000	-	-	58,398	-	-	-	-
1.232	Port Renfrew Street Lighting	9,143	9,199	-	457	-	-	-	-	7,580	-	1,162	-	-	-	-
1.234	SSI Street Lighting	27,882	31,909	-	3,348	-	-	-	-	26,400	-	2,100	-	61	-	-
1.235	SGI Small Craft Harbour Facilities	461,887	483,760	-	39,355	33,530	5,720	49,220	-	3,050	-	123,980	87,493	-	-	141,412
1.236	Salt Spring Island Fernwood Dock	16,055	16,547	-	6,340	1,437	820	3,740	-	320	-	3,890	-	-	-	-
1.238A	Community Transit (SSI)	599,884	632,673	-	30,634	600,009	-	1,000	-	-	-	1,030	-	-	-	-
1.238B	Community Transportation (SSI)	148,993	88,489	-	44,939	-	-	2,000	-	60	-	1,490	-	-	-	40,000
1.280	Regional Parks	17,528,008	19,684,346	9,577,592	1,599,065	1,321,578	413,749	571,558	-	80,087	-	1,410,279	1,129,207	-	270,000	3,311,231
1.290	Royal Theatre	580,000	580,000	-	17,565	-	-	-	37,535	-	-	44,900	-	-	105,000	375,000
1.295	McPherson Theatre	785,822	785,339	-	42,524	-	-	-	306,282	-	-	300	-	-	90,000	346,233
1.297	Arts Grants	3,132,037	3,208,277	341,668	85,627	5,304	3,080	-	2,738,363	-	-	33,235	-	-	-	1,000
1.299	Salt Spring Island Arts	123,180	133,806	-	2,452	-	-	-	124,190	-	-	6,190	-	974	-	-
1.309	Climate Action and Adaptation	2,288,185	2,864,096	702,900	103,354	750,291	-	-	-	-	-	502,090	-	-	792,961	12,500
1.310	Land Banking & Housing	3,152,716	3,679,545	1,664,097	512,020	323,135	3,250	-	-	-	-	139,510	1,009,463	-	24,000	4,070
1.311	Regional Housing Trust Fund	3,676,394	4,178,799	-	-	4,070	100	-	913,015	-	-	3,261,614	-	-	-	-
1.312	Regional Goose Management	237,522	243,486	-	100,180	132,600	-	-	-	-	-	10,706	-	-	-	-
1.313	Animal Care Services	1,663,324	1,737,305	1,147,100	265,707	59,200	41,200	-	-	500	-	183,505	-	-	-	40,093
1.314	SGI House Numbering	9,764	10,111	-	10,028	-	-	-	-	-	-	70	-	13	-	-
1.316	SSI Building Numbering	9,891	10,285	-	10,183	-	-	-	-	-	-	20	-	82	-	-
1.317	JDF Building Numbering	13,475	13,884	-	13,504	-	-	-	-	-	-	380	-	-	-	-
1.318	Building Inspection	2,026,725	2,241,973	1,457,133	367,722	99,770	25,042	170	-	1,760	-	232,796	-	-	13,460	44,120
1.319	Soil Deposit Removal	5,899	6,180	-	6,150	-	-	-	-	-	-	30	-	-	-	-
1.320	Noise Control	41,228	65,371	-	35,761	7,360	-	-	-	-	-	250	-	22,000	-	-
1.322	Nuisances & Unsightly Premises	54,986	57,419	-	55,099	2,000	-	-	-	-	-	320	-	-	-	-
1.323	By-Law Enforcement	571,466	639,731	427,988	84,295	500	3,500	-	-	-	-	72,590	-	-	-	50,858
1.324	Regional Planning Services	1,554,118	2,227,436	1,098,077	261,019	664,620	8,110	-	-	-	-	193,110	-	-	-	2,500
1.325	Electoral Area Services - Planning	858,038	879,137	530,668	184,669	13,520	6,250	-	-	-	-	68,260	-	-	-	75,770
1.330	Regional Growth Strategy	424,846	331,880	158,204	123,766	34,200	-	-	-	-	-	5,710	-	-	-	10,000
1.335	Geo-Spatial Referencing System	177,779	183,406	-	23,186	39,030	3,470	8,730	-	-	-	44,980	-	-	-	64,010
1.340	JDF Livestock Injury Compensation	3,158	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.341	SGI Livestock Injury Compensation	3,158	3,180	-	158	-	-	-	-	-	-	3,022	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,158	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.350	Willis Point Fire Protect & Recreation	174,824	203,796	17,530	5,464	-	3,660	38,720	-	12,890	-	61,373	-	-	6,520	57,639
1.352	South Galiano Fire Protection	584,473	606,587	200,820	17,460	-	18,650	19,460	-	9,120	-	89,570	141,027	-	10,190	100,290
1.353	Otter Point Fire Protection	542,138	671,460	6,430	18,823	23,000	20,240	21,140	-	10,780	-	397,977	-	-	5,870	167,200
1.354	Malahat Fire Protection	66,940	73,672	-	3,347	5,000	-	-	65,315	-	-	10	-	-	-	-
1.355	Durrance Road Fire Protection	3,016	3,016	-	136	-	-	-	2,500	-	-	80	-	-	-	300
1.356	Pender Fire Protection	1,243,987	1,399,332	-	48,211	-	-	-	1,008,106	1,320	-	38,677	111,596	-	-	191,422
1.357	East Sooke Fire Protection	565,807	586,306	80,614	15,367	21,972	30,453	23,874	-	18,650	-	139,146	155,109	-	5,000	96,121
1.358	Port Renfrew Fire Protection	161,476	202,438	73,360	6,729	1,040	18,760	2,520	-	14,560	-	57,217	2,898	-	-	25,354
1.359	North Galiano Fire Protection	241,634	340,969	164,420	8,988	1,370	27,177	4,670	-	4,870	-	60,797	53,608	-	5,000	10,069
1.360	Shirley Fire Protection	193,332	200,090	42,580	6,017	-	20,700	7,620	-	9,600	-	39,117	-	-	10,000	64,456
1.363	Saturna Island Fire	267,829	316,453	-	5,356	-	-	-	310,000	-	-	1,097	-	-	-	-
1.369	Electoral Area Fire Services	308,466	378,064	194,602	90,712	72,430	8,000	-	-	-	-	9,820	-	-	2,500	-
1.370	Juan de Fuca Emergency Program	89,953	105,295	12,500	14,901	35,000	5,500	-	600	-	-	23,914	-	-	-	12,880
1.371	SSI Emergency Program	142,927	144,181	18,000	7,146	52,100	5,900	-	16,700	-	-	34,335	-	-	10,000	-
1.372	Electoral Area Emergency Program	671,399	748,997	591,902	70,935	55,000	2,180	-	-	-	-	23,980	-	-	-	5,000
1.373	SGI Emergency Program	250,121	275,218	35,000	11,899	63,021	19,026	500	31,604	-	-	93,668	-	-	-	20,500
1.374	Regional Emergency Program Support	238,227	148,016	113,935	24,501	-	570	-	-	-	-	9,010	-	-	-	-
1.375	Hazardous Material Incident Response	446,471	405,611	12,470	127,931	102,000	1,660	13,910	5,750	-	-	132,330	-	-	-	9,560
1.377	JDF Search and Rescue	91,058	101,252	-	4,403	8,640	12,350	-	-	3,110	-	60,249	-	-	9,500	3,000
1.378	SSI Search and Rescue	25,804	25,804	-	1,252	-	-	-	24,222	-	-	330	-	-	-	-
1.40X	SEAPARC	4,571,131	5,243,766	3,336,731	303,078	58,450	168,050	199,863	3,781	267,523	-	332,324	103,966	-	-	470,000
1.405	JDF EA - Community Parks	202,006	233,885	107,181	34,184	23,230	9,000	-	-	60	-	41,980	-	-	-	18,250
1.408	JDF EA - Community Recreation	93,862	98,812	53,952	13,870	-	660	10,620	-	6,630	-	13,080	-	-	-	-

CRD 2024 Operating Cost Summary by Service

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN

				Expenditures												
		Total 2023	Total 2024	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.44X	Panorama Rec. Center.	10,136,965	10,810,738	6,110,302	740,745	578,171	348,510	329,438	-	561,764	-	651,211	337,707	-	-	1,152,890
1.455	Salt Spring Island - Community Parks	1,097,686	1,025,297	452,437	393,120	15,140	15,520	16,520	-	21,178	-	48,170	-	35,212	-	28,000
1.458	Salt Spring Is.- Community Rec	313,379	399,235	200,767	41,585	96,000	13,470	215	-	3,000	-	29,665	-	9,533	-	5,000
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	2,154,490	2,439,891	1,060,445	509,795	45,470	112,360	82,690	-	261,993	-	216,959	-	60,179	-	90,000
1.465	Saturna Island Comm. Parks	27,245	33,467	-	1,112	1,980	220	18,258	-	1,040	-	5,700	-	-	-	5,157
1.468	Saturna Island - Community Rec.	18,976	20,177	-	949	1,110	100	-	-	-	-	18,018	-	-	-	-
1.475	Mayne Is. Com. Parks & Rec	95,875	96,569	-	6,079	-	2,950	39,120	-	3,310	-	26,610	-	-	-	18,500
1.476	Mayne Is. Comm. Parks (reserve)	26,883	29,771	-	1,344	430	540	-	-	1,430	-	26,027	-	-	-	-
1.478	Mayne Is. Community Rec.	52,931	48,182	-	2,647	-	-	-	-	-	-	45,535	-	-	-	-
1.485	North & South Pender Com. Parks	169,351	175,470	-	11,803	60,000	16,750	45,000	-	100	-	24,738	-	-	-	17,079
1.488	North & South Pender Com. Rec	71,371	70,816	-	3,569	-	-	-	-	-	-	67,247	-	-	-	-
1.495	Galiano Parks	127,681	128,309	-	5,849	-	-	94,820	-	1,540	-	16,100	-	-	-	10,000
1.498	Galiano Community Recreation	38,375	43,880	-	1,919	-	-	-	-	-	-	41,957	-	4	-	-
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	29,690,987	38,751,084	3,931,840	8,513,147	18,764,500	224,600	518,000	211,000	121,300	-	4,348,310	-	-	-	2,118,387
1.523	Port Renfrew Refuse Disposal	93,420	110,631	-	4,471	83,880	-	750	-	1,570	-	2,010	-	-	-	17,950
1.525	Solid Waste Disposal - Debt	314,054	1,229,666	-	-	-	-	-	-	-	-	122,780	1,106,886	-	-	-
1.531	Stormwater Quality Management - Sooke	39,432	90,599	-	21,190	68,509	-	-	-	-	-	900	-	-	-	-
1.533	Stormwater Quality Management - SGI	40,221	41,480	-	36,241	5,132	-	-	-	-	-	107	-	-	-	-
1.535	Stormwater Quality Management - SSI	57,276	66,034	-	10,864	30,000	-	-	-	-	-	25,170	-	-	-	-
1.536	LWMP-Stormwater Quality Management-Core	744,030	857,441	-	528,817	259,320	-	-	-	-	-	51,150	-	-	-	18,154
1.537	Stormwater Quality Management - Peninsula	121,932	125,095	-	83,582	41,120	-	-	-	-	-	393	-	-	-	-
1.538	Source - Stormwater Quality - Peninsula	58,657	59,263	-	46,188	6,875	-	-	-	-	-	6,200	-	-	-	-
1.57X	Environmental Services	26,020,224	27,102,054	20,158,295	3,589,139	82,121	485,761	9,140	-	-	-	1,488,763	-	-	475,000	813,835
1.911	911 Systems	2,495,079	2,606,719	-	281,350	480,606	-	-	681,953	-	-	148,861	1,011,949	-	-	2,000
1.912B	911 Call Answer - Municipalities	25,947	20,030	-	-	-	-	-	-	-	-	-	-	20,030	-	-
1.913	913 Fire Dispatch	366,986	372,559	-	44,279	255,860	-	-	-	-	-	72,420	-	-	-	-
1.921	Regional CREST Contribution	1,790,531	1,932,993	-	-	-	-	-	1,905,008	-	-	6,000	-	21,985	-	-
1.923	Emergency Comm - CREST - SGI	182,388	187,299	-	3,648	-	-	-	182,831	-	-	820	-	-	-	-
1.924	Emergency Comm - CREST - JDF	144,211	160,323	-	2,875	-	-	-	147,748	-	-	9,700	-	-	-	-
1.925	Emergency Comm - CREST - SSI	145,123	150,978	-	2,902	-	-	-	147,460	-	-	500	-	116	-	-
2.610	Saanich Peninsula Water Supply	7,407,397	7,892,266	-	1,339,153	3,000	46,500	57,260	-	231,205	5,180,160	142,988	42,000	-	-	850,000
2.620	SSI Highland Water System	32,004	31,988	-	27	-	-	-	-	-	-	90	31,871	-	-	-
2.621	Highland / Fernwood Water - SSI	546,435	572,602	-	247,242	12,140	24,700	29,440	-	31,850	-	41,920	44,234	-	-	141,076
2.622	Cedars of Tuam	52,678	48,397	-	31,012	50	770	480	-	1,820	-	1,850	-	-	-	12,415
2.624	Beddis Water	297,178	293,927	-	127,859	8,460	11,470	7,260	-	16,878	-	18,350	3,740	-	-	99,910
2.626	Fulford Water	216,639	259,231	-	104,136	10,890	9,310	28,710	-	12,529	-	16,430	17,852	-	-	59,374
2.628	Cedar Lane Water (SSI)	83,180	95,342	-	43,227	2,150	1,660	6,610	-	6,333	-	7,680	12,752	-	-	14,930
2.630	Magic Lakes Estate Water System	1,000,318	1,009,370	-	536,086	4,690	58,800	25,710	-	62,220	-	54,040	215,764	-	-	52,060
2.640	Saturna Island Water System (Lyall Harbour)	278,852	290,019	-	150,641	-	6,180	25,660	-	9,359	-	14,038	31,001	-	-	53,140
2.642	Skana Water (Mayne)	89,870	96,840	-	33,744	12,240	780	7,290	-	5,011	-	3,450	-	-	-	34,325
2.650	Port Renfrew Water	133,609	144,180	-	96,632	-	9,290	8,610	-	6,491	-	3,157	-	-	-	20,000
2.660	Fernwood Water	14,744	14,731	-	13	-	-	-	-	-	-	40	14,678	-	-	-
2.665	Sticks Allison Water (Galiano)	75,539	75,777	-	45,807	-	730	8,060	-	3,420	-	4,260	-	-	-	13,500
2.667	Surfside Park Estates (Mayne)	123,835	129,572	-	47,780	20,630	20,240	6,030	-	6,892	-	11,000	-	-	-	17,000
2.670	Regional Water Supply	39,915,804	42,114,204	18,969,205	-8,397,161	1,654,464	1,496,730	91,443	-	1,477,990	-	5,995,536	2,896,242	-	17,450,000	479,755
2.680	Juan de Fuca Water Distribution	23,970,506	26,026,524	590,220	5,016,829	402,635	255,636	458	-	296,930	7,689,300	1,369,025	2,411,815	-	7,346,169	647,507
2.681	Florence Lake Water System Debt	15,549	19,038	-	-	-	-	-	-	-	-	-	19,038	-	-	-
2.682	Seagirt Water System Debt	97,650	114,767	-	-	-	-	-	-	-	-	20,000	94,767	-	-	-
2.691	Wilderness Mountain Water Service	158,838	171,071	-	90,467	4,960	25,930	-	-	11,450	-	3,600	25,664	3,000	-	6,000
3.700	Septage Disposal	157,910	161,082	-	128,622	-	-	-	-	-	-	32,460	-	-	-	-
3.701	Millstream Remediation Service	537,888	19,812	-	106	-	-	-	-	-	-	544	19,162	-	-	-
3.705	SSI Liquid Waste Disposal	1,028,430	1,208,171	-	227,819	753,450	8,190	8,160	10,000	7,270	-	14,500	166,782	-	-	12,000
3.707	LWMP - On Site System Management Program	177,649	183,866	-	110,523	37,103	-	-	-	-	-	36,240	-	-	-	-
3.71X	Core Area Wastewater Operations	34,173,017	34,609,974	-	14,769,072	6,645,061	4,331,320	1,264,873	-	3,471,258	-	3,428,390	-	-	-	700,000
3.718	Peninsula Wastewater TP	4,747,515	4,993,969	-	2,143,230	204,750	219,620	344,228	-	380,490	-	715,415	-	-	-	986,237
3.720	LWMP - (Peninsula) - Implementation	56,247	57,422	-	34,200	-	-	-	-	-	-	-	-	-	-	23,222
3.750	LWMP - Core and West Shore	372,322	584,072	-	182,579	145,310	-	-	-	-	-	510				255,673
3.752	LWMP - Harbour Studies	354,238	362,174	-	316,882	34,810	-	-	-	-	-	10,482				-
3.755	Regional Source Control	1,641,038	1,674,718	-	1,435,910	146,208	8,160	-	-	-	-	84,270	-	-	-	170
3.756	Harbours Environmental Action	70,752	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.7XX	Core Area & Legacy Trunk Sewer - Debt	27,269,184	21,889,666	-	-	-	-	-	-	-	-	227,343	9,163,127	6,013	5,529,745	6,963,438
3.810	Ganges Sewer	1,187,404	1,264,781	-	489,735	56,490	17,290	95,300	-	63,070	-	171,000	245,813	-	-	126,083
3.820	Maliview Estates Sewer System	218,911	268,646	-	76,319	29,760	1,200	44,090	-	4,920	-	47,244	12,243	-	-	52,870
3.830	Magic Lake Estates Sewer System	868,799	913,885	-	370,112	108,000	24,610	24,460	-	25,250	-	127,550	174,103	-	-	59,800
3.830D	Magic Lake Estates Sewer Debt	235,784	231,715	-	-	-	-	-	-	-	-	1,030	230,685	-	-	-
3.850	Port Renfrew Sewer	131,021	135,608	-	80,538	5,430	2,750	680	-	7,300	-	17,330	-	-	-	21,580
21.ALL	Feasibility Study Reserve Fund - All	137,412	350,000	-	-	-	-	-	-	-	-	350,000	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total CRD excluding Municipal Debt		**326,646,760**	**349,993,761**	**102,881,185**	**43,287,597**	**41,766,378**	**9,537,986**	**4,608,816**	**12,944,441**	**7,823,718**	**12,869,460**	**34,273,161**	**21,702,433**	**181,724**	**32,724,065**	**25,392,797**
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	18,229,269	-	-	-	-	-	-	-	-	78,720	18,150,549	-	-	-
	TOTAL CRD	**343,959,204**	**368,223,030**	**102,881,185**	**43,287,597**	**41,766,378**	**9,537,986**	**4,608,816**	**12,944,441**	**7,823,718**	**12,869,460**	**34,351,881**	**39,852,982**	**181,724**	**32,724,065**	**25,392,797**
CRHD	Capital Regional Hospital District	32,678,574	33,548,386	-	1,150,748	16,623	-	218,088	-	63,908	-	826,985	17,463,082	-	2,955,000	10,853,952
	TOTAL CRD,CRHD & Municipal Debt	**376,637,778**	**401,771,416**	**102,881,185**	**44,438,345**	**41,783,001**	**9,537,986**	**4,826,904**	**12,944,441**	**7,887,626**	**12,869,460**	**35,178,866**	**57,316,064**	**181,724**	**35,679,065**	**36,246,749**

*Includes Labour Charges

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.011	Board Expenditures	19-01	Replacement	Boardroom Video Distribution Equipment	81,000	E	ERF	56,000	81,000	-	-	-	-	81,000
1.011	Board Expenditures	19-02	Replacement	Boardroom Projector and Screen Replacement	60,000	E	ERF	-	-	60,000	-	-	-	60,000
1.011	Board Expenditures	19-03	Replacement	Boardroom Chairs	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.011	Board Expenditures	20-01	Replacement	Boardroom Audio System	21,700	E	ERF	-	10,000	10,000	-	-	-	20,000
1.011	Board Expenditures	20-02	Replacement	Boardroom Video Storage and Power Equipment	3,000	E	ERF	1,500	1,500	1,500	-	-	-	3,000
1.011	Board Expenditures	21-02	Replacement	Boardroom Video Streaming Equipment Replacement	17,500	E	ERF	-	12,000	5,000	-	-	-	17,000
1.011	Board Expenditures	22-01	Replacement	iPad and Tablet Replacements	50,000	E	ERF	-	-	-	50,000	-	-	50,000
1.011	Board Expenditures	22-02	Replacement	Boardroom Microphone System Replacement	100,000	E	ERF	100,000	100,000	-	-	-	-	100,000
1.011	Board Expenditures	23-01	Replacement	Replace Video Display and Switching	30,000	E	ERF	20,000	20,000	10,000	-	-	-	30,000
1.011	Board Expenditures	23-02	Replacement	Replace/Expand Recording Secretary Table	25,000	E	ERF	25,000	25,000	-	-	-	-	25,000
1.011	Board Expenditures	23-03	Replacement	Multi-Camera System	80,000	E	ERF	80,000	80,000	-	-	-	-	80,000
1.011	Board Expenditures	24-01	Replacement	AV for Boardroom	150,000	E	ERF	-	150,000	-	-	-	-	150,000
1.011	Board Expenditures	24-02	Replacement	Boardroom Table	200,000	E	ERF	-	200,000	-	-	-	-	200,000
1.011	Board Expenditures	24-03	Replacement	Wiring	15,000	E	ERF	-	15,000	-	-	-	-	15,000
1.011	Board Expenditures	24-04	Replacement	Granicus Encoder Replacement	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.011	Board Expenditures	24-05	New	Granicus Integrated Voting	20,000	E	ERF	-	10,000	5,000	5,000	-	-	20,000
	Board Expenditures Total				**913,200**			**282,500**	**764,500**	**91,500**	**55,000**	**-**	**-**	**911,000**
1.014	CAO / Corporate Services	24-01	Replacement	Computer Replacement	14,796	E	ERF	-	14,796	-	-	-	-	14,796
1.014	CAO / Corporate Services	25-01	Replacement	Computer Replacement	3,288	E	ERF	-	-	3,288	-	-	-	3,288
1.014	CAO / Corporate Services	26-01	Replacement	Computer Replacement	20,133	E	ERF	-	-	-	20,133	-	-	20,133
1.014	CAO / Corporate Services	27-01	Replacement	Computer Replacement	20,133	E	ERF	-	-	-	-	20,133	-	20,133
1.014	CAO / Corporate Services	28-01	Replacement	Computer Replacement	14,796	E	ERF	-	-	-	-	-	14,796	14,796
	Chief Administrative Officer Total				**73,146**			**-**	**14,796**	**3,288**	**20,133**	**20,133**	**14,796**	**73,146**
1.015	Real Estate	24-01	Replacement	Computer Replacement	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.015	Real Estate	26-01	Replacement	Computer Replacement	1,500	E	ERF	-	-	-	1,500	-	-	1,500
1.015	Real Estate	28-01	Replacement	Computer Replacement	1,500	E	ERF	-	-	-	-	-	1,500	1,500
	Real Estate Total				**4,500**			**-**	**1,500**	**-**	**1,500**	**-**	**1,500**	**4,500**
1.016	Human Resources	24-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	-	4,932	-	4,932
1.016	Human Resources	25-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	-	-	6,576	6,576
1.016	Human Resources	26-01	Replacement	Computer Replacement	700,000	E	Res	-	-	-	350,000	350,000	-	700,000
1.016	Human Resources	26-02	New	HRIS - Talent Suite	4,695	E	ERF	-	6,576	-	-	-	-	6,576
1.016	Human Resources	27-01	Replacement	Computer Replacement	6,260	E	ERF	-	-	6,765	-	-	-	6,765
1.016	Human Resources	28-01	Replacement	Computer Replacement	1,033	E	ERF	-	-	-	3,288	-	-	3,288
	Human Resources Total				**714,054**			**-**	**6,576**	**6,765**	**353,288**	**354,932**	**6,576**	**728,137**
1.017	Finance	21-01	New	Enterprise Asset Management	625,000	E	Cap	200,000	425,000	200,000	-	-	-	625,000
1.017	Finance	23-01	Replacement	Computer	82,110	E	ERF	12,948	12,948	-	-	-	-	12,948
1.017	Finance	24-01	Replacement	Computer	68,601	E	ERF	-	68,601	-	-	-	-	68,601
1.017	Finance	24-02	New	Office Renovations	100,000	B	Cap	-	100,000	-	-	-	-	100,000
1.017	Finance	24-03	New	Additional Office Space at IWS Field Office	5,000,000	B	Res	-	750,000	1,250,000	-	-	-	2,000,000
1.017	Finance	24-03	New	Additional Office Space at IWS Field Office	-	B	Debt	-	-	3,000,000	-	-	-	3,000,000
1.017	Finance	25-01	Replacement	Computer	28,994	E	ERF	-	-	28,994	-	-	-	28,994
1.017	Finance	26-01	Replacement	Computer	58,043	E	ERF	-	-	-	58,043	-	-	58,043
1.017	Finance	27-01	Replacement	Computer	12,994	E	ERF	-	-	-	-	12,994	-	12,994
1.017	Finance	28-01	Replacement	Computer	38,549	E	ERF	-	-	-	-	-	38,549	38,549
	Finance Total				**6,014,291**			**212,948**	**1,356,549**	**4,478,994**	**58,043**	**12,994**	**38,549**	**5,945,129**
1.018	Health & Capital Planning Strategies	24-01	Replacement	Computer	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.018	Health & Capital Planning Strategies	26-01	Replacement	Computer	3,000	E	ERF	-	-	-	3,000	-	-	3,000
1.018	Health & Capital Planning Strategies	27-01	Replacement	Computer	1,500	E	ERF	-	-	-	-	1,500	-	1,500
1.018	Health & Capital Planning Strategies	28-01	Replacement	Computer	1,500	E	ERF	-	-	-	-	-	1,500	1,500
	Health & Capital Planning Strategies Total				**7,500**			**-**	**1,500**	**-**	**3,000**	**1,500**	**1,500**	**7,500**

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.022	Information Technology	17-01	Replacement	SAP	75,000	E	Cap	50,000	50,000	25,000	-	-	-	75,000
1.022	Information Technology	18-07	Replacement	Data Centre Replacements	200,000	E	Cap	-	120,000	-	-	-	-	120,000
1.022	Information Technology	18-06	Replacement	Data Centre Replacements	5,840,000	E	Cap	-	3,575,952	559,551	-	-	-	4,135,503
1.022	Information Technology	19-04	Replacement	Data Centre Replacements	52,000	E	ERF	-	27,000	-	-	-	-	27,000
1.022	Information Technology	19-05	Replacement	Data Centre Replacements	27,000	E	ERF	-	-	27,000	-	-	-	27,000
1.022	Information Technology	19-06	Replacement	Data Centre Replacements	27,000	E	ERF	-	-	-	27,000	-	-	27,000
1.022	Information Technology	20-02	Replacement	Data Centre Replacements	30,000	E	ERF	-	-	-	-	30,000	-	30,000
1.022	Information Technology	20-03	Replacement	Data Centre Replacements	24,000	E	ERF	-	-	-	-	-	24,000	24,000
1.022	Information Technology	20-04	Replacement	Data Centre Replacements	435,000	E	Cap	190,000	190,000	-	245,000	-	-	435,000
1.022	Information Technology	20-05	Replacement	Data Centre Replacements	225,000	E	Cap	-	190,000	-	-	-	-	190,000
1.022	Information Technology	20-06	Replacement	Data Centre Replacements	100,000	V	ERF	-	-	100,000	-	-	-	100,000
1.022	Information Technology	20-07	Replacement	Meeting Room Equipment Replacement	65,000	E	Cap	-	-	-	-	65,000	-	65,000
1.022	Information Technology	21-01	Replacement	Data Centre Replacements	170,000	V	Cap	100,000	170,000	-	-	-	-	170,000
1.022	Information Technology	23-01	Replacement	SAP	90,000	E	Cap	-	-	-	70,000	-	-	70,000
1.022	Information Technology	24-01	Replacement	Computer Equipment	310,000	E	Cap	-	310,000	-	-	-	-	310,000
1.022	Information Technology	25-01	Replacement	Computer Equipment	134,000	E	Cap	-	20,000	15,000	25,000	-	-	60,000
1.022	Information Technology	26-01	Replacement	Computer Equipment	70,000	E	Cap	-	10,000	10,000	10,000	10,000	20,000	60,000
1.022	Information Technology	27-01	Replacement	Computer Equipment	100,000	E	Cap	-	80,000	20,000	-	-	-	100,000
1.022	Information Technology	28-01	Replacement	Computer Equipment	350,000	E	Cap	39,083	350,000	-	-	-	-	350,000
1.022	Information Technology	24-02	Replacement	Data Centre Replacements	170,000	E	Cap	50,000	110,000	-	30,000	30,000	-	170,000
1.022	Information Technology	25-02	Replacement	Van	410,000	E	Cap	30,000	30,000	350,000	30,000	-	-	410,000
1.022	Information Technology	24-03	New	Truck	10,000	E	Cap	-	10,000	-	-	-	-	10,000
1.022	Information Technology	24-05	new	Physical Security	415,000	E	Cap	-	100,000	25,000	25,000	25,000	25,000	200,000
1.022	Information Technology	24-06	Replacement	Brightsign replacements	116,250	E	ERF	-	19,600	25,000	34,650	20,000	25,000	124,250
1.022	Information Technology	24-07	Replacement	Teams Room Upgrades	60,000	E	Cap	-	60,000	-	-	-	-	60,000
1.022	Information Technology	24-18	Replacement	VDI system upgrades	50,000	E	Cap	-	50,000	-	-	-	-	50,000
1.022	Information Technology	24-19	New	New Workstations and Office Densification	50,000	B	Cap	50,000	50,000	-	-	-	-	50,000
	Information Technology Total				**9,605,250**			**509,083**	**5,522,552**	**1,156,551**	**496,650**	**180,000**	**94,000**	**7,449,753**
1.024	GM - Planning & Protective Services	26-01	Replacement	Computer	2,049	E	ERF	-	-	-	2,049	-	-	2,049
1.024	GM - Planning & Protective Services	27-01	Replacement	Computer	2,318	E	ERF	-	-	-	-	2,318	-	2,318
1.024	GM - Planning & Protective Services	28-01	Replacement	Computer	1,644	E	ERF	-	-	-	-	-	1,644	1,644
	GM - Planning & Protective Services Total				**6,011**			**-**	**-**	**-**	**2,049**	**2,318**	**1,644**	**6,011**
1.025	Corporate Emergency	17-01	Replacement	EOC Laptop	22,000	E	ERF	-	6,000	6,000	5,000	-	5,000	22,000
1.025	Corporate Emergency	24-01	Replacement	Surface Pro	2,000	E	ERF	-	2,000	-	2,000	-	-	4,000
	Corporate Emergency Total				**24,000**			**-**	**8,000**	**6,000**	**7,000**	**-**	**5,000**	**26,000**
1.027	First Nations Relations	24-01	Replacement	Computer Equipment Replacement	1,644	E	ERF	-	1,644	-	-	-	-	1,644
1.027	First Nations Relations	26-01	Replacement	Computer Equipment Replacement	3,693	E	ERF	-	-	-	3,693	-	-	3,693
1.027	First Nations Relations	27-01	Replacement	Computer Equipment Replacement	4,932	E	ERF	-	-	-	-	4,932	-	4,932
1.027	First Nations Relations	27-08	Replacement	Computer Equipment Replacement	1,644	E	ERF	-	-	-	-	-	1,644	1,644
	Aboriginal Initiatives Total				**11,913**			**-**	**1,644**	**-**	**3,693**	**4,932**	**1,644**	**11,913**
1.105	Facilities Management	21-01	Replacement	Unit F01112 Replacement	75,000	V	ERF	-	-	75,000	-	-	-	75,000
1.105	Facilities Management	22-01	Replacement	Equipment Replacement	50,000	E	ERF	-	10,000	10,000	10,000	-	-	30,000
1.105	Facilities Management	23-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	75,000	-	-	-	75,000
1.105	Facilities Management	23-02	New	Equipment Replacement	15,000	V	ERF	-	15,000	-	-	-	-	15,000
1.105	Facilities Management	24-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	-	75,000	-	-	75,000
1.105	Facilities Management	25-01	Replacement	Fleet Replacement	75,000	V	ERF	-	-	-	-	75,000	-	75,000
1.105	Facilities Management	27-01	Replacement	Equipment Replacement	50,000	E	ERF	-	-	-	-	10,000	10,000	20,000
	Facilities Management Total				**415,000**			**-**	**25,000**	**160,000**	**85,000**	**85,000**	**10,000**	**365,000**
1.106	Facilities and Risk	21-03	New	Interior Renovations	500,000	B	Res	-	-	100,000	100,000	-	-	200,000
1.106	Facilities and Risk	22-01	New	Interior Renovations	3,000,000	B	Cap	825,000	825,000	-	-	-	-	825,000
1.106	Facilities and Risk	23-02	New	EV Charging Infrastructure	175,000	S	Res	-	25,000	-	-	-	-	25,000
1.106	Facilities and Risk	23-03	Defer	Emergency Repairs	100,000	B	Res	-	100,000	-	-	-	-	100,000
1.106	Facilities and Risk	24-01	Renewal	Exterior Upgrades	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.106	Facilities and Risk	24-02	New	Safety Systems	75,000	B	Res	-	15,000	15,000	15,000	15,000	15,000	75,000
1.106	Facilities and Risk	24-03	New	Energy Management	75,000	B	Res	-	15,000	15,000	15,000	15,000	15,000	75,000
1.106	Facilities and Risk	24-04	Replacement	Interior Finishes	50,000	B	Res	-	25,000	25,000	-	-	-	50,000
1.106	Facilities and Risk	24-05	New	Interior Upgrades	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.106	Facilities and Risk	25-01	Study	Asset management Plan	15,000	B	Res	-	-	15,000	-	-	-	15,000
1.106	Facilities and Risk	25-02	Replacement	Roof Replacement	75,000	B	Res	-	-	75,000	-	-	-	75,000
1.106	Facilities and Risk	25-03	Replacement	Safety Systems	10,000	B	Res	-	-	10,000	-	-	-	10,000
1.106	Facilities and Risk	26-01	Replacement	Interior Upgrades	35,000	B	Res	-	10,000	10,000	10,000	10,000	10,000	50,000
1.106	Facilities and Risk	27-01	New	Interior Renovations	500,000	B	Res	-	-	-	-	100,000	100,000	200,000

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Facilities and Risk Total				**4,710,000**			**825,000**	**1,115,000**	**265,000**	**140,000**	**140,000**	**140,000**	**1,800,000**
1.107	Corporate Satellite Facilities	JDF 24-01	New	Emergency Repairs	25,000	B	Res	-	25,000	-	-	-	-	25,000
	Corporate Satellite Facilities Total				**25,000**			**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**
1.109	JDF Admin. Expenditures	26-01	Replacement	Computer Replacement	4,000	E	ERF	-	2,000	-	2,000	-	-	4,000
	JDF Admin. Expenditures Total				**4,000**			**-**	**2,000**	**-**	**2,000**	**-**	**-**	**4,000**
1.110	SGI Admin. Expenditures	24-01	Replacement	Computer & laptop	14,400	E	ERF	-	6,600	-	2,800	-	5,000	14,400
	SGI Admin. Expenditures Total				**14,400**			**-**	**6,600**	**-**	**2,800**	**-**	**5,000**	**14,400**
1.111	SSI Admin. Expenditures	24-01	Replacement	Computer	43,900	E	ERF	-	6,100	4,900	14,250	10,900	6,100	42,250
1.111	SSI Admin. Expenditures	24-01	Replacement	Computer	-	E	ERF	-	-	-	1,650	-	-	1,650
1.111	SSI Admin. Expenditures	24-02	Replacement	Boardroom Electronic Equipment	40,000	E	ERF	-	40,000	-	-	-	-	40,000
1.111	SSI Admin. Expenditures	25-01	New	Vehicle	50,000	V	ERF	-	-	65,000	-	-	-	65,000
	SSI Admin. Expenditures Total				**133,900**			**-**	**46,100**	**69,900**	**15,900**	**10,900**	**6,100**	**148,900**
1.118	Corporate Communications	22-01	Replacement	CRD Public Website	450,000	E	Res	175,000	450,000	-	-	-	-	450,000
1.118	Corporate Communications	24-01	Replacement	Computer	3,288	E	ERF	-	3,288	-	-	-	-	3,288
1.118	Corporate Communications	25-01	Replacement	Computer	4,932	E	ERF	-	-	4,932	-	-	-	4,932
1.118	Corporate Communications	26-01	Replacement	Computer	7,464	E	ERF	-	-	-	7,464	-	-	7,464
1.118	Corporate Communications	27-01	Replacement	Computer	3,288	E	ERF	-	-	-	-	3,288	-	3,288
1.118	Corporate Communications	28-01	Replacement	Computer	3,288	E	ERF	-	-	-	-	-	3,288	3,288
	Corporate Communications Total				**472,260**			**175,000**	**453,288**	**4,932**	**7,464**	**3,288**	**3,288**	**472,260**
1.123	Family Court Building	20-02	Renewal	Exterior Upgrades	47,500	B	Cap	47,500	47,500	-	-	-	-	47,500
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	1,050,000	B	Res	-	350,000	-	-	-	-	350,000
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	-	B	Other	-	700,000	-	-	-	-	700,000
1.123	Family Court Building	23-01	Renewal	Exterior Upgrades	120,000	B	Res	-	120,000	-	-	-	-	120,000
1.123	Family Court Building	23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.123	Family Court Building	24-01	Renewal	Exterior Upgrades	85,000	B	Res	-	85,000	-	-	-	-	85,000
1.123	Family Court Building	25-01	Study	Asset Management	10,000	B	Res	-	-	10,000	-	-	-	10,000
	Family Court Building Total				**1,362,500**			**47,500**	**1,352,500**	**10,000**	**-**	**-**	**-**	**1,362,500**
1.137	Galiano Island Community Use Building	24-01	New	Emergency Repairs	12,000	B	Res	-	12,000	-	-	-	-	12,000
	Galiano Island Community Use Building Total				**12,000**			**-**	**12,000**	**-**	**-**	**-**	**-**	**12,000**
1.141	SSI Public Library	23-01	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	24-01	New	Archives Climate Control System	80,000	B	Res	-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	24-01	New	Archives Climate Control System	-	B	Grant	-	70,000	-	-	-	-	70,000
1.141	SSI Public Library	28-01	New	Roof Repairs	15,000	B	Res	-	-	-	-	-	15,000	15,000
	SSI Public Library Total				**105,000**			**-**	**90,000**	**-**	**-**	**-**	**15,000**	**105,000**
1.226	Health Facilities - VIHA	EHU-21-01	Renewal	Roof Replacement	400,000	B	Res	-	400,000	-	-	-	-	400,000
1.226	Health Facilities - VIHA	EHU-21-03	Replacement	Exterior Doors	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-22-01	Renewal	Exterior Upgrades	150,000	B	Res	-	150,000	-	-	-	-	150,000
1.226	Health Facilities - VIHA	EHU-22-02	Replacement	Vertical Transportation Upgrades	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.226	Health Facilities - VIHA	EHU-23-01	Renewal	Mechanical Upgrades	150,000	B	Res	-	150,000	-	-	-	-	150,000
1.226	Health Facilities - VIHA	EHU-23-02	Renewal	Mechanical Upgrades	70,000	B	Res	-	70,000	-	-	-	-	70,000
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	1,872,500	B	Res	-	265,000	265,000	277,500	-	-	807,500
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	-	B	Other	-	200,000	200,000	200,000	-	-	600,000
1.226	Health Facilities - VIHA	EHU-23-04	Renewal	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-25-01	Study	Asset Management	10,000	B	Res	-	-	10,000	-	-	-	10,000
1.226	Health Facilities - VIHA	EHU-26-01	Renewal	Electrical Upgrades	25,000	B	Res	-	-	-	35,000	-	-	35,000
1.226	Health Facilities - VIHA	PHU-20-01	Renewal	Roof Replacement	465,000	B	Cap	440,000	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	PHU-22-01	Replacement	Mechanical Upgrades	125,000	B	Res	-	125,000	-	-	-	-	125,000
1.226	Health Facilities - VIHA	PHU-22-02	Replacement	Vertical Transportation Upgrades	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-22-03	Replacement	Roof Replacement	175,000	B	Cap	175,000	175,000	-	-	-	-	175,000
1.226	Health Facilities - VIHA	PHU-23-01	Replacement	Mechanical Upgrades	120,000	B	Res	-	110,000	-	-	-	-	110,000
1.226	Health Facilities - VIHA	PHU-23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	PHU-24-01	Renewal	Site Upgrades	75,000	S	Res	-	-	75,000	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-24-02	Replacement	Interior Upgrades	75,000	B	Other	-	75,000	-	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-24-03	Replacement	Interior Upgrades	100,000	B	Other	-	100,000	-	-	-	-	100,000
1.226	Health Facilities - VIHA	PHU-25-01	Study	Asset management	10,000	B	Res	-	-	10,000	-	-	-	10,000
1.226	Health Facilities - VIHA	PHU-26-01	Replacement	Electrical Upgrades	225,000	B	Res	-	-	-	225,000	-	-	225,000
1.226	Health Facilities - VIHA	PHU-26-02	Replacement	Exterior Upgrades	50,000	B	Res	-	-	-	50,000	-	-	50,000

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1.226	Health Facilities - VIHA	VHU-20-01	Renewal	Exterior Upgrades	205,000	B	Res	-	165,000	-	-	-	-	165,000
1.226	Health Facilities - VIHA	VHU-20-02	Renewal	Roof Replacement	360,000	B	Res	-	350,000	-	-	-	-	350,000
1.226	Health Facilities - VIHA	VHU-22-01	Replacement	Mechanical Upgrades	440,000	E	Res	-	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	VHU-22-02	Replacement	Vertical Transportation Upgrades	-	B	Cap	-	-	-	-	-	-	-
1.226	Health Facilities - VIHA	VHU-23-01	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	VHU-25-01	Replacement	Interior Upgrades	325,000	B	Other	-	-	325,000	-	-	-	325,000
1.226	Health Facilities - VIHA	VHU-25-02	Replacement	Interior Upgrades	135,000	B	Other	-	-	135,000	-	-	-	135,000
1.226	Health Facilities - VIHA	VHU-25-03	Replacement	Sitework Upgrades	65,000	B	Res	-	65,000	-	-	-	-	65,000
1.226	Health Facilities - VIHA	VHU-25-04	Study	Asset management	10,000	B	Res	-	-	10,000	-	-	-	10,000
1.226	Health Facilities - VIHA	VHU-26-01	Replacement	Mechanical Upgrades	150,000	B	Res	-	-	-	150,000	-	-	150,000
	Health Facilities - VIHA Total				**6,102,500**			**615,000**	**3,595,000**	**1,030,000**	**937,500**	**-**	**-**	**5,562,500**
1.235	SGI Small Craft Harbour Facilities	17-01	New	Piers Island Additional Float	524,700	S	Cap	157,000	157,000	-	-	-	-	157,000
1.235	SGI Small Craft Harbour Facilities	19-02	Renewal	Retreat Cove	185,000	S	Cap	179,000	-	179,000	-	-	-	179,000
1.235	SGI Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	165,000	S	Cap	80,000	80,000	-	-	-	-	80,000
1.235	SGI Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	-	S	Other	-	20,000	-	-	-	-	20,000
1.235	SGI Small Craft Harbour Facilities	19-03	Renewal	Horton Bay	-	S	Res	-	65,000	-	-	-	-	65,000
1.235	SGI Small Craft Harbour Facilities	21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	350,000	S	Res	-	150,000	50,000	50,000	50,000	50,000	350,000
1.235	SGI Small Craft Harbour Facilities	22-02	Renewal	Swartz Bay Improvements & Dock Replacement	175,000	S	Res	-	-	75,000	-	-	-	75,000
1.235	SGI Small Craft Harbour Facilities	23-01	Renewal	Miners Bay Wharfhead Deck Resurfacing	90,000	S	Cap	10,000	10,000	-	-	-	-	10,000
	SGI Small Craft Harbour Facilities Total				**1,489,700**			**426,000**	**482,000**	**304,000**	**50,000**	**50,000**	**50,000**	**936,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)	23-01	Renewal	Annual Preventative Maintenance and Repairs	50,000	S	Res	-	10,000	10,000	10,000	10,000	10,000	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	24-02	Renewal	Anticipated work from 2023 inspection	-	S	Grant	-	-	75,000	-	-	-	75,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	24-02	Renewal	Anticipated work from 2023 inspection	230,000	S	Res	-	60,000	45,000	50,000	-	-	155,000
	SSI Small Craft Harbour (Fernwood Dock) Total				**280,000**			**-**	**70,000**	**130,000**	**60,000**	**10,000**	**10,000**	**280,000**
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	-	S	Res	-	-	10,000	10,000	10,000	10,000	40,000
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	300,000	S	Grant	-	40,000	40,000	40,000	40,000	40,000	200,000
1.238A	Community Transit (SSI)	23-01	New	Bus Shelters	-	S	Grant	-	20,000	10,000	10,000	10,000	10,000	60,000
1.238A	Community Transit (SSI)	23-02	New	O & M Facility Plan	50,000	S	Cap	50,000	50,000	-	-	-	-	50,000
	Community Transit (SSI) Total				**350,000**			**50,000**	**110,000**	**60,000**	**60,000**	**60,000**	**60,000**	**350,000**
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	-	S	Res	-	30,000	-	-	-	-	30,000
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network Merchant Mews (300 m)	230,000	S	Grant	-	200,000	-	-	-	-	200,000
1.238B	Community Transportation (SSI)	22-06	New	Lower Ganges Road - Barrier removal or relocation.	14,000	S	Res	-	-	-	14,000	-	-	14,000
1.238B	Community Transportation (SSI)	22-08	New	Lower Ganges Road - Concrete Barrier removal or relocation.	69,000	S	Res	-	-	-	69,000	-	-	69,000
1.238B	Community Transportation (SSI)	22-09	New	Pathway Standards and Maintenance Development	22,000	S	Res	-	22,000	-	-	-	-	22,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	1,075,000	S	Res	-	-	-	60,000	-	-	60,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	-	S	Debt	-	-	-	-	305,000	-	305,000
1.238B	Community Transportation (SSI)	22-12	New	Design and Construction of Pathway - Rainbow Road (350 m)	-	S	Grant	-	-	-	10,000	700,000	-	710,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	485,000	S	Res	-	-	30,000	-	-	-	30,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	-	S	Debt	-	-	-	135,000	-	-	135,000
1.238B	Community Transportation (SSI)	22-14	New	Design and Construction of Pathway - Swanson Road (600 m)	-	S	Grant	-	-	10,000	310,000	-	-	320,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	-	S	Debt	-	-	-	-	5,000	60,000	65,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	-	S	Grant	-	-	-	-	-	105,000	105,000
1.238B	Community Transportation (SSI)	23-01	New	Design and Construction of Pathway - Park Drive (200 m)	190,000	S	Res	-	-	-	-	20,000	-	20,000
1.238B	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	-	S	Grant	-	10,000	750,000	-	-	-	760,000
1.238B	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	1,180,000	S	Res	-	50,000	50,000	-	-	-	100,000

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1.238B	Community Transportation (SSI)	23-03	New	Design and construction of Pathway along harbour side on Lower Ganges Road. (400 m)	-	S	Debt	-	-	320,000	-	-	-	320,000
1.238B	Community Transportation (SSI)	23-05	New	Pathway Maintenance Equipment	-	E	Res	-	10,000	-	-	-	-	10,000
1.238B	Community Transportation (SSI)	23-05	New	Pathway Maintenance Equipment	55,000	E	Cap	45,000	45,000	-	-	-	-	45,000
1.238B	Community Transportation (SSI)	24-01	New	Strategic Asset Management Plan & Accessibility Assessment	-	S	Res	-	-	15,000	-	-	-	15,000
1.238B	Community Transportation (SSI)	24-01	New	Strategic Asset Management Plan & Accessibility Assessment	95,000	S	Grant	-	-	80,000	-	-	-	80,000
1.238B	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	-	S	Debt	-	-	-	-	5,000	85,000	90,000
1.238B	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	-	S	Grant	-	-	-	-	-	140,000	140,000
1.238B	Community Transportation (SSI)	24-02	New	Design and Construction of Pathway - Whims Road (300 m)	255,000	S	Res	-	-	-	-	25,000	-	25,000
1.238B	Community Transportation (SSI)	24-03	New	McPhillips Avenue Pedestrian Facilities	-	S	Grant	-	-	-	-	-	140,000	140,000
1.238B	Community Transportation (SSI)	24-03	New	McPhillips Avenue Pedestrian Facilities	270,000	S	Res	-	-	-	-	40,000	90,000	130,000
1.238B	Community Transportation (SSI)	24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	35,000	S	Res	-	35,000	-	-	-	-	35,000
1.238B	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	465,000	S	Res	-	-	-	-	-	25,000	25,000
1.238B	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	-	S	Debt	-	-	-	-	-	130,000	130,000
1.238B	Community Transportation (SSI)	25-01	New	Design and Construction of Pathway - Sunset Road (500 m)	-	S	Grant	-	-	-	-	-	310,000	310,000
1.238B	Community Transportation (SSI)	25-02	New	Legal Survey of Drake Road proposed pathway	15,000	S	Res	-	-	15,000	-	-	-	15,000
1.238B	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	-	S	Debt	-	-	-	85,000	-	-	85,000

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1.238B	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	-	S	Grant	-	-	-	140,000	-	-	140,000
1.238B	Community Transportation (SSI)	26-01	New	Design and Construction of Pathway - Jackson Road (310 m)	250,000	S	Res	-	-	-	25,000	-	-	25,000
1.238B	Community Transportation (SSI)	26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	-	S	Res	-	-	-	20,000	-	-	20,000
1.238B	Community Transportation (SSI)	26-02	New	Prepare designs in support of application for the BC Active Transportation Infrastructure Grant.	120,000	S	Debt	-	-	-	100,000	-	-	100,000
1.238B	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	485,000	S	Res	-	-	-	-	-	30,000	30,000
1.238B	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	-	S	Debt	-	-	-	-	-	135,000	135,000
1.238B	Community Transportation (SSI)	28-01	New	Design and Construction of Pathway - Drake Road (650 m)	-	S	Grant	-	-	-	-	-	320,000	320,000
	Community Transportation (SSI) Total				**5,310,000**			**45,000**	**402,000**	**1,270,000**	**968,000**	**1,100,000**	**1,570,000**	**5,310,000**
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Debt	-	1,300,000	-	-	-	-	1,300,000
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	4,860,000	S	Cap	100,000	100,000	-	-	-	-	100,000
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	175,000	S	Cap	55,172	55,172	-	-	-	-	55,172
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	-	S	Res	-	25,000	-	-	-	-	25,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	-	S	Res	-	20,000	-	-	-	-	20,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	2,424,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	-	S	Res	-	1,120,000	-	-	-	-	1,120,000
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	1,120,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	22-02	Renewal	Design & Construct Elk/Beaver Lake Dam Upgrades (Dams 1, 2 & 3)	1,575,000	S	Res	-	125,000	200,000	-	1,250,000	-	1,575,000
1.280	Regional Parks	22-04	Decommission	Sooke Potholes Lodge Site Demolition	385,000	B	Res	-	-	385,000	-	-	-	385,000
1.280	Regional Parks	22-07	Replacement	Replace pit toilets at Coles Bay	95,000	B	Res	-	95,000	-	-	-	-	95,000
1.280	Regional Parks	22-10	Replacement	Matheson Creek Bridge	275,000	S	Cap	66,000	66,000	-	-	-	-	66,000
1.280	Regional Parks	22-10	Replacement	Matheson Creek Bridge	-	S	Res	-	205,000	-	-	-	-	205,000
1.280	Regional Parks	22-17	New	Portal Signs	-	S	Cap	79,000	79,000	-	-	-	-	79,000
1.280	Regional Parks	23-01	New	Purchase of New Genset for Mt. McDonald	60,000	E	Res	-	60,000	-	-	-	-	60,000
1.280	Regional Parks	23-05	New	Design & Construct Salt Spring Island Regional Trail	3,960,000	S	Res	-	60,000	630,000	-	-	1,000,000	1,690,000

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1.280	Regional Parks	23-05	New	Design & Construct Salt Spring Island Regional Trail	-	S	Grant	-	-	270,000	-	-	2,000,000	2,270,000
1.280	Regional Parks	23-08	New	Design & Construct Eagle Beach Retaining Wall	57,500	S	Res	-	-	7,500	50,000	-	-	57,500
1.280	Regional Parks	23-11	Renewal	Repair Witty's Lagoon Bridge	435,000	S	Res	-	60,000	375,000	-	-	-	435,000
1.280	Regional Parks	23-13	Replacement	Vehicle Replacement	-	V	ERF	275,000	275,000	-	-	-	-	275,000
1.280	Regional Parks	23-14	Replacement	Equipment Replacement	-	E	ERF	-	110,200	68,400	107,700	62,800	74,400	423,500
1.280	Regional Parks	23-15	New	Potential Land Acquisition Transactions	-	L	Debt	-	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
1.280	Regional Parks	23-16	New	Purchase new vehicles	540,000	V	Cap	366,000	366,000	-	-	-	-	366,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Grant	-	22,000	-	-	-	-	22,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Other	-	76,000	-	-	-	-	76,000
1.280	Regional Parks	23-19	New	EV Charge Stations	410,000	E	Cap	177,000	177,000	-	-	-	-	177,000
1.280	Regional Parks	24-01	Renewal	Upgrade Humpback Dam Spalling	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	24-03	Renewal	Upgrade Sooke Potholes Campground Road	75,000	S	Res	-	-	75,000	-	-	-	75,000
1.280	Regional Parks	24-04	Renewal	Design & Construct Brookleigh Boat Launch	350,000	S	Res	-	-	50,000	300,000	-	-	350,000
1.280	Regional Parks	24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	-	S	Grant	-	1,932,485	-	-	-	-	1,932,485
1.280	Regional Parks	24-05	New	Regional Trestle Renewal, Trails Widening and Lighting Project	50,000,000	S	Debt	-	-	8,067,515	10,000,000	10,000,000	10,000,000	38,067,515
1.280	Regional Parks	24-06	Renewal	Renewal of Regional Trail surfacing	500,000	S	Res	-	500,000	-	-	-	-	500,000
1.280	Regional Parks	24-07	Renewal	Site Planning and Improvements at 728 Work Site	1,500,000	B	Res	-	50,000	200,000	-	500,000	750,000	1,500,000
1.280	Regional Parks	24-08	Renewal	Sooke Hills Wilderness Trail Repair	150,000	S	Res	-	150,000	-	-	-	-	150,000
1.280	Regional Parks	24-09	Renewal	Construct Ayum Creek Bridge Repair	75,000	S	Res	-	75,000	-	-	-	-	75,000
1.280	Regional Parks	24-10	New	Design & Construct Weed Harvester Dry-Dock	-	S	Res	-	-	-	-	-	-	-
1.280	Regional Parks	24-11	New	Portal Signs	985,000	S	Res	-	175,000	275,000	285,000	250,000	-	985,000
1.280	Regional Parks	24-12	Replacement	Weed Harvester	-	V	ERF	-	350,000	-	-	-	-	350,000
1.280	Regional Parks	24-13	Renewal	Design Durrance Lake Dam Alteration Plan	300,000	S	Res	-	150,000	150,000	-	-	-	300,000
1.280	Regional Parks	24-14	Replacement	Vehicle Replacement	-	V	ERF	-	551,000	350,000	325,000	485,000	713,000	2,424,000
1.280	Regional Parks	24-15	Replacement	Dump Truck Replacement	230,000	V	ERF	-	230,000	-	-	-	-	230,000
1.280	Regional Parks	25-02	Study	Options Analysis of Shoreline Stabilization at Jordan River Regional Park	75,000	S	Res	-	-	75,000	-	-	-	75,000
1.280	Regional Parks	25-03	Renewal	Renewal of Regional Trail surfacing	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.280	Regional Parks	25-04	Renewal	Design - Regional Trail Bridge Renewals (4)	325,000	S	Res	-	-	325,000	-	-	-	325,000
1.280	Regional Parks	25-05	Replacement	Implement Kiosk Strategy	80,000	S	Res	-	-	20,000	20,000	20,000	20,000	80,000
1.280	Regional Parks	26-01	Renewal	Improve boat launch at Thetis Lake	30,000	S	Res	-	-	-	30,000	-	-	30,000
1.280	Regional Parks	26-03	Renewal	Repair Eagle Beach Picnic Shelter	80,000	S	Res	-	-	-	15,000	65,000	-	80,000
1.280	Regional Parks	26-04	Renewal	Construct - Regional Trail Bridge Renewals (4)	1,850,000	S	Res	-	-	-	950,000	900,000	-	1,850,000
1.280	Regional Parks	26-05	Renewal	Site Planning and Improvements at Mill Hill Work Site	325,000	S	Res	-	-	-	75,000	250,000	-	325,000
1.280	Regional Parks	26-06	Renewal	Renewal of Elk Beaver Lake Regional Park road surfacing	300,000	S	Res	-	-	-	150,000	150,000	-	300,000
1.280	Regional Parks	26-07	Renewal	Repair - Jordan River Regional Park Boardwalk	45,000	S	Res	-	-	-	45,000	-	-	45,000
1.280	Regional Parks	27-01	Renewal	Implement Durrance Dam alteration plan	3,000,000	S	Res	-	-	-	1,500,000	1,500,000	-	3,000,000
1.280	Regional Parks	27-02	Replacement	Replace pit toilet at Lone Tree Hill	45,000	B	Res	-	-	-	-	45,000	-	45,000
1.280	Regional Parks	28-01	New	Design Thetis Lake Dam Upgrades	150,000	S	Res	-	-	-	-	-	150,000	150,000
1.280	Regional Parks	28-02	Replacement	Replace pit toilet at Island View Beach	190,000	S	Res	-	-	-	-	-	190,000	190,000
1.280	Regional Parks	28-03	New	Assess and Repair Regional Trail Land Protection	250,000	S	Res	-	-	-	-	-	250,000	250,000
1.280	Regional Parks	28-04	New	Upgrade Regional Trail surfacing	250,000	S	Res	-	-	-	-	-	250,000	250,000
1.280	Regional Parks	28-05	Renewal	Design - Regional Trail Bridge Renewals (4)	325,000	S	Res	-	-	-	-	-	325,000	325,000
1.280	Regional Parks	28-06	Replacement	Tandem Dump Truck	-	V	Res	-	-	-	-	-	225,000	225,000
	Regional Parks Total				**78,056,500**			**1,118,172**	**13,559,857**	**16,723,415**	**18,852,700**	**20,477,800**	**20,947,400**	**90,561,172**
1.290	Royal Theatre	20-03	New	Add Balcony & Pit Railings	75,000	B	Res	-	-	75,000	-	-	-	75,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	2,293,000	B	Res	-	350,000	375,000	93,000	-	-	818,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	-	B	Other	-	350,000	375,000	-	-	-	725,000
1.290	Royal Theatre	21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	115,000	B	Cap	112,000	-	112,000	-	-	-	112,000
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	-	B	Res	-	-	140,000	-	-	-	140,000

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CRD 2024-2028 Capital Project Listing by Service

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	-	B	Grant	-	-	280,000	-	-	-	280,000
1.290	Royal Theatre	24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	700,000	B	Other	-	-	280,000	-	-	-	280,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Res	-	-	150,000	-	-	-	150,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Grant	-	-	300,000	-	-	-	300,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	750,000	B	Other	-	-	300,000	-	-	-	300,000
1.290	Royal Theatre	24-03	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.290	Royal Theatre	24-04	Renewal	Wardrobe Department Upgrade	83,000	B	Res	-	83,000	100,000	-	-	-	183,000
1.290	Royal Theatre	24-05	Renewal	Restore Stage Surface	9,000	B	Res	-	9,000	50,000	-	-	-	59,000
1.290	Royal Theatre	24-06	New	Install Loading Bay Safety Lighting	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in Balcony	-	B	Res	-	-	50,000	-	-	-	50,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in balcony	250,000	B	Other	-	-	100,000	-	-	-	100,000
1.290	Royal Theatre	25-01	Replacement	Replace Seats and Aisle Lights in Balcony	-	B	Grant	-	-	100,000	-	-	-	100,000
1.290	Royal Theatre	25-02	Replacement	Replace APs and UPS	12,000	E	Res	-	-	12,000	-	-	-	12,000
1.290	Royal Theatre	26-01	Replacement	Replace Switches	44,000	E	Res	-	-	-	44,000	-	-	44,000
1.290	Royal Theatre	28-01	Replacement	Replace SRST	16,500	E	Res	-	-	-	-	-	16,500	16,500
	Royal Theatre Total				**4,422,500**			**112,000**	**867,000**	**2,799,000**	**137,000**	**-**	**16,500**	**3,819,500**
1.295	McPherson Theatre	24-01	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.295	McPherson Theatre	25-01	Replacement	Replace APs and UPS	15,000	E	Res	-	-	15,000	-	-	-	15,000
1.295	McPherson Theatre	26-01	Replacement	Replace Switches	55,000	E	Res	-	-	-	55,000	-	-	55,000
1.295	McPherson Theatre	28-01	Replacement	Replace SRST	16,500	E	Res	-	-	-	-	-	16,500	16,500
1.295	McPherson Theatre	24-02	Replacement	Replace Architectural Detail Lighting	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.295	McPherson Theatre	24-03	New	Install Loading Bay Safety Lighting	24,000	B	Res	-	24,000	-	-	-	-	24,000
1.295	McPherson Theatre	24-04	New	Wireless Microphone Expansion Project	57,000	E	Res	-	57,000	-	-	-	-	57,000
1.295	McPherson Theatre	24-05	Replacement	Remove Concrete Canopies	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.295	McPherson Theatre	22-06	Renewal	Recoating of Fibreglass Façade	26,000	B	Res	-	26,000	-	-	-	-	26,000
1.295	McPherson Theatre	22-07	Renewal	Repair Stand-alone canopies	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.295	McPherson Theatre	21-13	Renewal	Repair Building Envelope and Restore Façade	1,163,000	B	Res	-	110,000	300,000	238,000	190,000	-	838,000
	McPherson Theatre Total				**1,471,500**			**-**	**332,000**	**315,000**	**293,000**	**190,000**	**16,500**	**1,146,500**
1.297	Arts Grants and Development	24-01	Replacement	Computer and Printer	2,100	E	ERF	-	2,100	-	-	-	-	2,100
1.297	Arts Grants and Development	26-01	Replacement	Computer and Printer	3,800	E	ERF	-	-	-	3,800	-	-	3,800
	Arts Grants and Development Total				**5,900**			**-**	**2,100**	**-**	**3,800**	**-**	**-**	**5,900**
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	1,984,991	E	Grant	-	581,478	581,478	581,478	120,278	-	1,864,712
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	721,938	E	Cap	-	211,483	211,483	211,483	43,745	-	678,194
	Climate Action and Adaptation Total				**2,706,929**			**-**	**792,961**	**792,961**	**792,961**	**164,023**	**-**	**2,542,906**
1.310	Land Banking and Housing	18-03	New	RHFP Contribution - Village on the Green	12,300,000	B	Debt	-	2,000,000	10,300,000	-	-	-	12,300,000
1.310	Land Banking and Housing	18-03	New	RHFP Contribution - Campus View	7,800,000	B	Debt	-	2,000,000	5,800,000	-	-	-	7,800,000
1.310	Land Banking and Housing	18-03	New	RHFP Contribution	5,400,000	B	Debt	-	5,400,000	-	-	-	-	5,400,000
1.310	Land Banking and Housing	24-01	Replacement	Office Equipment Replacement	25,000	E	ERF	-	10,000	5,000	10,000	-	-	25,000
1.310	Land Banking and Housing	24-02	New	Land Acquisition	700,000	L	Grant	-	700,000	-	-	-	-	700,000
	Land Banking and Housing Total				**26,225,000**			**-**	**10,110,000**	**16,105,000**	**10,000**	**-**	**-**	**26,225,000**
1.313	Animal Care Services	23-01	Replacement	Computer Replacements	18,364	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.313	Animal Care Services	23-02	Replacement	Vehicle Replacements	125,000	V	ERF	-	25,000	25,000	25,000	25,000	25,000	125,000
1.313	Animal Care Services	23-03	Renewal	Animal Shelter Improvement	200,000	B	Cap	185,000	185,000	-	-	-	-	185,000
1.313	Animal Care Services	23-04	Renewal	On-Line Payment Portal for Dog Licences	30,000	S	Cap	30,000	30,000	-	-	-	-	30,000
1.313	Animal Care Services	23-05	Renewal	Network Upgrade and Security	35,000	S	Cap	35,000	35,000	-	-	-	-	35,000
1.313	Animal Care Services	23-06	Renewal	Outreach	75,000	E	Cap	35,000	35,000	-	-	-	-	35,000
1.313	Animal Care Services	23-07	Replacement	Vehicle Replacements/Upgrades	75,189	V	Cap	17,000	17,000	-	-	-	-	17,000
	Animal Care Services Total				**558,553**			**302,000**	**332,000**	**30,000**	**30,000**	**30,000**	**30,000**	**452,000**
1.318	Building Inspection	18-01	Replacement	Vehicle Replacement	245,000	V	ERF	95,000	125,000	-	60,000	60,000	-	245,000
1.318	Building Inspection	19-01	Replacement	Computer Replacement	30,600	E	ERF	-	5,500	4,500	6,000	6,000	-	22,000
1.318	Building Inspection	21-01	Replacement	Furniture Replacement	25,000	E	ERF	25,000	25,000	-	-	-	-	25,000
1.318	Building Inspection	23-01	Replacement	Storage Room Shelving	30,000	E	ERF	30,000	30,000	-	-	-	-	30,000
	Building Inspection Total				**330,600**			**150,000**	**185,500**	**4,500**	**66,000**	**66,000**	**-**	**322,000**
1.323	ByLaw Services	19-01	Replacement	Computers	4,950	E	ERF	-	2,500	2,500	2,500	2,500	2,500	12,500
1.323	ByLaw Services	19-02	Replacement	Vehicle	150,000	V	ERF	50,000	100,000	25,000	25,000	25,000	25,000	200,000
	ByLaw Services Total				**154,950**			**50,000**	**102,500**	**27,500**	**27,500**	**27,500**	**27,500**	**212,500**
1.324	Regional Planning Services	18-01	Replacement	Computer Replacement	36,700	E	ERF	-	4,000	4,000	8,000	3,000	4,000	23,000
1.324	Regional Planning Services	22-01	Renewal	Photocopier Renewal	40,000	E	ERF	40,000	40,000	-	-	-	-	40,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.324	Regional Planning Services	23-01	Replacement	Eco-Counter Replacement	90,000	E	ERF	-	-	-	-	-	6,000	6,000
	Regional Planning Services Total				**166,700**			**40,000**	**44,000**	**4,000**	**8,000**	**3,000**	**10,000**	**69,000**
1.325	Community Planning	20-01	Replacement	Computer Equipment	10,845	E	ERF	-	4,855	3,290	-	2,700	-	10,845
1.325	Community Planning	22-01	Replacement	Vehicle	40,000	E	ERF	-	40,000	-	-	-	-	40,000
1.325	Community Planning	22-02	Study	Otter Point Ground Water Study (for OCP)	100,000	S	Grant	100,000	100,000	-	-	-	-	100,000
1.325	Community Planning	23-01	Study	Port Renfrew OCP	100,000	S	Grant	100,000	100,000	-	-	-	-	100,000
1.325	Community Planning	24-01	Study	Willis Point OCP	75,000	S	Grant	-	75,000	-	-	-	-	75,000
1.325	Community Planning	24-02	Replacement	Office Furniture	1,500	E	ERF	-	1,500	-	-	-	-	1,500
1.325	Community Planning	24-03	Renewal	Meeting Room Upgrade	3,000	E	ERF	-	3,000	-	-	-	-	3,000
	Community Planning Total				**330,345**			**200,000**	**324,355**	**3,290**	**-**	**2,700**	**-**	**330,345**
1.335	Geo-Spatial Referencing	17-01	Replacement	RTK System Digital Infrastructure	60,000	E	ERF	30,000	30,000	10,000	10,000	10,000	10,000	70,000
1.335	Geo-Spatial Referencing	24-01	Replacement	RTK Tool System Refresh	150,000	E	ERF	58,494	160,000	50,000	-	-	-	210,000
	Geo-Spatial Referencing Total				**210,000**			**88,494**	**190,000**	**60,000**	**10,000**	**10,000**	**10,000**	**280,000**
1.350	Willis Point Fire	21-01	Replacement	Turn Out Gear	30,000	E	ERF	-	6,000	6,000	6,000	6,000	6,000	30,000
1.350	Willis Point Fire	22-01	Replacement	Hose	6,000	E	ERF	-	-	-	-	6,000	-	6,000
1.350	Willis Point Fire	22-03	Renewal	Paving entrance for hall	-	E	Cap	12,280	-	12,280	-	-	-	12,280
1.350	Willis Point Fire	22-03	Renewal	Paving entrance for hall	40,000	E	Res	-	-	24,970	-	-	-	24,970
1.350	Willis Point Fire	24-01	Renewal	Washroom refresh	15,000	B	Res	-	15,000	-	-	-	-	15,000
1.350	Willis Point Fire	24-02	Replacement	Willis Point Water Supply for Fire Fighting	-	E	Grant	-	108,000	-	-	-	-	108,000
1.350	Willis Point Fire	24-02	Replacement	Willis Point Water Supply for Fire Fighting	144,000	E	Res	-	36,000	-	-	-	-	36,000
1.350	Willis Point Fire	24-03	Replacement	SCBA	30,000	E	ERF	-	1,500	1,500	1,500	1,500	1,500	7,500
1.350	Willis Point Fire	24-04	Replacement	Computer	8,000	E	ERF	-	4,000	-	-	-	4,000	8,000
	Willis Point Fire Total				**273,000**			**12,280**	**170,500**	**44,750**	**7,500**	**13,500**	**11,500**	**247,750**
1.352	South Galiano Fire	23-01	Replacement	Turn out Gear	30,700	E	ERF	-	5,000	5,200	10,800	4,700	5,000	30,700
1.352	South Galiano Fire	23-02	Replacement	Replace firehose	20,000	E	ERF	-	5,000	5,000	-	5,000	5,000	20,000
1.352	South Galiano Fire	23-03	New	Medic 1 Acquisition	85,000	V	Res	-	-	-	85,000	-	-	85,000
1.352	South Galiano Fire	24-01	Replacement	Replace Engine 1, F00858	650,000	V	ERF	-	400,000	-	-	-	-	400,000
1.352	South Galiano Fire	24-02	New	Structure Protection Unit	20,000	V	Res	-	20,000	-	-	-	-	20,000
1.352	South Galiano Fire	24-03	Replacement	Rope Rescue	10,000	E	ERF	-	10,000	-	-	-	-	10,000
1.352	South Galiano Fire	24-04	Replacement	Thermal Imaging Cameras	9,000	E	ERF	-	9,000	-	-	-	-	9,000
1.352	South Galiano Fire	25-01	New	Water Storage	35,000	E	Res	-	-	35,000	-	-	-	35,000
1.352	South Galiano Fire	26-03	Replacement	Command Unit	85,000	V	ERF	-	-	85,000	-	-	-	85,000
	South Galiano Fire Total				**944,700**			**-**	**449,000**	**130,200**	**95,800**	**9,700**	**10,000**	**694,700**
1.353	Otter Point Fire	17-02	Replacement	Turnout Gear/Pagers/Hose	90,000	E	ERF	-	15,000	15,000	20,000	20,000	20,000	90,000
1.353	Otter Point Fire	20-01	Replacement	Replace roof	40,000	B	Res	-	-	40,000	-	-	-	40,000
1.353	Otter Point Fire	22-03	Replacement	Building and Siding	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.353	Otter Point Fire	26-01	Replacement	Replace driveway pavement	100,000	B	Res	-	-	-	40,000	40,000	-	80,000
1.353	Otter Point Fire	28-01	Replacement	Replace E23	800,000	V	ERF	-	-	-	-	-	800,000	800,000
	Otter Point Fire Total				**1,070,000**			**-**	**55,000**	**55,000**	**60,000**	**60,000**	**820,000**	**1,050,000**
1.356	Pender Island Fire	20-01	Replacement	Gas Detectors -replace-ERF13	7,000	E	ERF	-	4,000	-	-	-	-	4,000
1.356	Pender Island Fire	20-12	Renewal	Hall 2 Upgrades-CCF10	-	B	Cap	5,120	-	-	-	5,000	120	5,120
1.356	Pender Island Fire	20-12	Renewal	Hall 2 Upgrades-CCF10	50,000	B	Res	-	-	-	-	-	4,880	4,880
1.356	Pender Island Fire	20-13	Renewal	Hall 1 Upgrades-CCF13	75,000	B	Res	-	8,000	-	-	-	5,000	13,000
1.356	Pender Island Fire	20-15	Replacement	Computer iPad and phones-ERF11	5,000	E	ERF	-	5,000	-	-	-	-	5,000
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Upgrades-CCF11	-	B	Res	3,035	3,035	-	-	-	-	3,035
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Upgrades-CCF11	32,000	B	Res	-	6,965	-	-	5,000	5,000	16,965
1.356	Pender Island Fire	21-02	Replacement	Fire hoses-ERF12	5,000	E	ERF	-	-	5,000	-	5,000	-	10,000
1.356	Pender Island Fire	21-03	Replacement	Turnout gear-ERF1	52,000	E	ERF	-	16,000	-	-	8,000	-	24,000
1.356	Pender Island Fire	21-04	Replacement	SCBA cylinder replacement-ERF15	20,000	E	ERF	-	15,000	-	-	-	-	15,000
1.356	Pender Island Fire	23-01	Replacement	Replace rescue equipment-ERF9	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.356	Pender Island Fire	25-01	Replacement	Replace R38 Unit 804-ERF6	100,000	E	ERF	-	-	-	-	85,000	-	85,000
1.356	Pender Island Fire	26-01	Replacement	Rescue Side x Side-ERF7	28,000	V	ERF	-	-	-	28,000	-	-	28,000
1.356	Pender Island Fire	26-02	Replacement	Training SCBA's (Used G1's)-ERF16	60,000	E	ERF	-	-	-	60,000	-	-	60,000
	Pender Island Fire Total				**454,000**			**8,155**	**78,000**	**5,000**	**88,000**	**108,000**	**15,000**	**294,000**
1.357	East Sooke Fire	17-05	Replacement	Turn out Gear	67,791	E	ERF	-	13,051	13,312	13,578	13,850	14,000	67,791
1.357	East Sooke Fire	18-01	Replacement	Tender 2	582,000	V	ERF	300,000	-	-	-	582,000	-	582,000
1.357	East Sooke Fire	19-01	Replacement	Squad Car	300,000	V	ERF	-	300,000	-	-	-	-	300,000
1.357	East Sooke Fire	21-03	Replacement	Extrication gear	33,000	E	ERF	-	-	-	33,000	-	-	33,000
1.357	East Sooke Fire	21-05	Replacement	Roof seal replacement	5,000	E	ERF	-	-	-	5,000	-	-	5,000
1.357	East Sooke Fire	22-01	Replacement	Pagers	3,500	E	ERF	-	3,500	-	-	-	-	3,500
1.357	East Sooke Fire	22-02	Replacement	Hoses	6,200	E	ERF	-	-	6,200	-	-	-	6,200
1.357	East Sooke Fire	22-04	Replacement	East Sooke Community Hall capital projects	12,000	E	Res	12,000	12,000	-	-	-	-	12,000
1.357	East Sooke Fire	23-01	New	Tablet trial	5,000	E	Res	5,000	5,000	-	-	-	-	5,000
1.357	East Sooke Fire	24-01	Replacement	TIC (infared cameras)	8,000	E	ERF	-	8,000	-	-	-	-	8,000
1.357	East Sooke Fire	24-02	New	Training Centre	10,000	E	Res	-	10,000	-	-	-	-	10,000
1.357	East Sooke Fire	27-01	Replacement	Rope for Rope Rescue	5,000	E	ERF	-	-	-	-	5,000	-	5,000
	East Sooke Fire Total				**1,037,491**			**317,000**	**351,551**	**19,512**	**51,578**	**600,850**	**14,000**	**1,037,491**
1.358	Port Renfrew Fire	23-01	Renewal	Rescue Truck Improvements	15,000	E	ERF	-	15,000	-	-	-	-	15,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.358	Port Renfrew Fire	24-01	Replacement	SCBA Fill Station	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.358	Port Renfrew Fire	24-02	Renewal	Firehall Electrical Assessment	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.358	Port Renfrew Fire	24-03	Renewal	Electrical Upgrade	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.358	Port Renfrew Fire	24-04	New	Flag Pole	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.358	Port Renfrew Fire	24-05	Renewal	Overhead Door Motors	15,000	B	Res	-	5,000	10,000	-	-	-	15,000
1.358	Port Renfrew Fire	24-06	Replacement	Fire Hose	25,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.358	Port Renfrew Fire	25-01	Replacement	SCBA Replacements	55,000	E	ERF	-	11,000	11,000	11,000	11,000	11,000	55,000
	Port Renfrew Fire Total				**160,000**			**-**	**86,000**	**26,000**	**16,000**	**16,000**	**16,000**	**160,000**
1.359	North Galiano Fire	25-01	Replacement	SCBA Replacement	150,000	E	ERF	-	-	150,000	-	-	-	150,000
	North Galiano Fire Total				**150,000**			**-**	**-**	**150,000**	**-**	**-**	**-**	**150,000**
1.360	Shirley Fire Department	19-01	Replacement	Firefighting Equipment	10,000	E	ERF	10,000	10,000	-	-	-	-	10,000
	Shirley Fire Department Total				**10,000**			**10,000**	**10,000**	**-**	**-**	**-**	**-**	**10,000**
1.369	Electoral Area Fire Services	-	-	-	-	-	-	-	-	-	-	-	-	-
	Electoral Area Fire Services Total				**-**			**-**	**-**	**-**	**-**	**-**	**-**	**-**
1.370	JDF Emergency Program	24-01	New	InReach Devices	4,100.00	E	ERF	-	4,100	-	-	-	-	4,100
	JDF Emergency Program Total				**4,100**			**-**	**4,100**	**-**	**-**	**-**	**-**	**4,100**
1.371	SSI Emergency Program	24-01	New	EOC upgrades	20,000	E	Res	-	20,000	-	-	-	-	20,000
	SSI Emergency Program Total				**20,000**			**-**	**20,000**	**-**	**-**	**-**	**-**	**20,000**
1.372	Emergency Planning Coordination	20-01	Replacement	Computer Equipment Replacement	5,000	E	ERF	-	2,500	-	2,500	-	-	5,000
1.372	Emergency Planning Coordination	23-01	Replacement	Vehicle Replacement	70,000	V	ERF	-	-	-	-	70,000	-	70,000
	Emergency Planning Coordination Total				**75,000**			**-**	**2,500**	**-**	**2,500**	**70,000**	**-**	**75,000**
1.373	SGI Emergency Program	24-01	New	Island Emergency Equiptment	25,000	E	Res	-	25,000	-	-	-	-	25,000
	SGI Emergency Program Total				**25,000**			**-**	**25,000**	**-**	**-**	**-**	**-**	**25,000**
1.375	Hazardous Material Incident Response	24-01	Replacement	Hazmat Suits	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.375	Hazardous Material Incident Response	24-02	Replacement	Hazmat Decontamination Tent	55,000	E	ERF	-	55,000	-	-	-	-	55,000
1.375	Hazardous Material Incident Response	27-01	Replacement	Command Vehicle	300,000	V	ERF	-	-	-	-	300,000	-	300,000
	Hazardous Material Incident Response Total				**375,000**			**-**	**75,000**	**-**	**-**	**300,000**	**-**	**375,000**
1.377	JDF Search and Rescue	23-01	Replacement	Vehicle Replacement	92,000	E	ERF	-	92,000	-	-	-	-	92,000
	JDF Search and Rescue Total				**92,000**			**-**	**92,000**	**-**	**-**	**-**	**-**	**92,000**
1.405	JDF EA Community Parks & Recreation	21-01	Renewal	Wieland Trail	200,000	L	Grant	-	50,000	100,000	-	-	-	150,000
1.405	JDF EA Community Parks & Recreation	22-02	Renewal	Chubb Rd - Dock Installation	75,000	S	Grant	-	25,000	-	-	-	-	25,000
1.405	JDF EA Community Parks & Recreation	23-01	New	Port Renfrew Playground Equipment	160,000	S	Cap	160,000	160,000	-	-	-	-	160,000
1.405	JDF EA Community Parks & Recreation	23-02	New	Elrose Park trail construction	45,000	S	Cap	45,000	45,000	-	-	-	-	45,000
1.405	JDF EA Community Parks & Recreation	23-03	New	Priest Cabin Park Trail Construction	50,000	S	Cap	25,000	25,000	-	-	-	-	25,000
1.405	JDF EA Community Parks & Recreation	23-05	New	Trail Construction Wigglesworth Lake Park	50,000	S	Grant	50,000	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	23-06	New	Trail Construction Admirals Forest Park	40,000	S	Cap	40,000	40,000	-	-	-	-	40,000
1.405	JDF EA Community Parks & Recreation	23-07	New	Playground Improvements Coppermine Park	100,000	S	Cap	20,000	20,000	-	-	-	-	20,000
1.405	JDF EA Community Parks & Recreation	23-08	New	Trail and Park remediation Butler Park	45,000	S	Cap	35,000	35,000	-	-	-	-	35,000
1.405	JDF EA Community Parks & Recreation	23-09	New	Fencing for Storage Compound	10,000	S	Cap	4,000	4,000	-	-	-	-	4,000
1.405	JDF EA Community Parks & Recreation	23-10	New	Lot 64 Trail Construction	50,000	S	Cap	50,000	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	24-01	New	Parks Truck Replacement	100,000	V	ERF	-	100,000	-	-	-	-	100,000
1.405	JDF EA Community Parks & Recreation	24-02	New	Fish Boat Bay Improvements	75,000	S	Grant	-	75,000	-	-	-	-	75,000
	JDF EA Community Parks & Recreation Total				**1,000,000**			**429,000**	**679,000**	**100,000**	**-**	**-**	**-**	**779,000**
1.40X	SEAPARC	20-09	Replacement	Domestic Hot Water Replacement	100,000	E	Res	-	100,000	-	-	-	-	100,000
1.40X	SEAPARC	22-02	Renewal	Pool Roof Replacement	500,000	B	Res	-	165,000	250,000	85,000	-	-	500,000
1.40X	SEAPARC	22-04	Replacement	Pool Lectronator System	60,000	E	ERF	-	15,000	15,000	-	-	-	30,000
1.40X	SEAPARC	22-07	Renewal	Golf Course Irrigation Upgrade	30,000	E	Res	-	5,000	5,000	5,000	5,000	5,000	25,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Grant	-	750,000	-	-	-	-	750,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Res	-	225,000	-	-	-	-	225,000

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CRD 2024-2028 Capital Project Listing by Service

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	1,000,000	S	Cap	25,000	25,000	-	-	-	-	25,000
1.40X	SEAPARC	23-04	Renewal	Building Assessment and Renewal	250,000	B	Res	-	50,000	50,000	50,000	50,000	50,000	250,000
1.40X	SEAPARC	23-06	Replacement	Grounds Equipment - SEAPARC	40,000	E	ERF	-	-	40,000	-	-	-	40,000
1.40X	SEAPARC	23-07	Renewal	Parking Lot Remediation	53,000	S	Cap	22,000	22,000	-	-	-	-	22,000
1.40X	SEAPARC	23-07	Renewal	Parking Lot Remediation	-	S	Res	-	-	-	-	27,000	-	27,000
1.40X	SEAPARC	23-08	Renewal	Reception area redesign	115,000	S	Res	-	100,000	-	-	-	-	100,000
1.40X	SEAPARC	23-13	Replacement	Arena Dehumidifier Wheel Replacement	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.40X	SEAPARC	24-01	New	Land Acquisition	500,000	L	Debt	-	-	500,000	-	-	-	500,000
1.40X	SEAPARC	24-02	Replacement	Security System Replacement	75,000	E	ERF	-	75,000	-	-	-	-	75,000
1.40X	SEAPARC	24-03	Replacement	Grounds Equipment - golf course	75,000	E	ERF	-	-	-	-	-	30,000	30,000
1.40X	SEAPARC	24-04	Renewal	Roof Repairs	6,000	B	Res	-	6,000	-	-	7,000	-	13,000
1.40X	SEAPARC	24-05	Renewal	Recoat Pool Metal Roof	30,000	B	Res	-	-	30,000	-	-	-	30,000
1.40X	SEAPARC	24-06	Renewal	Replace Ventilation Fans	7,000	B	Res	-	4,500	-	-	5,000	-	9,500
1.40X	SEAPARC	24-07	Replacement	Equipment Replacement (pooled)	25,700	E	ERF	-	25,700	-	-	-	-	25,700
1.40X	SEAPARC	24-08	Replacement	Upgrade BAS Software/Network	20,000	E	ERF	-	20,000	-	-	-	-	20,000
1.40X	SEAPARC	24-09	Replacement	EV Charger Replacement	14,000	E	ERF	-	14,000	-	-	-	-	14,000
1.40X	SEAPARC	24-10	Renewal	Road Sign Replacement	45,000	E	Cap	22,300	22,300	-	-	-	-	22,300
1.40X	SEAPARC	24-11	Replacement	Pool Valve Replacement	17,500	E	ERF	-	17,500	-	-	-	-	17,500
1.40X	SEAPARC	24-12	Replacement	Accessibility Lift System	25,000	E	Res	-	25,000	-	-	-	-	25,000
1.40X	SEAPARC	24-13	Renewal	Arena Compressor Overhaul	14,000	E	Res	-	14,000	15,500	-	16,000	16,500	62,000
1.40X	SEAPARC	24-14	Replacement	Heating System Replacement-Throup Rd. House	17,500	E	ERF	-	17,500	-	-	-	-	17,500
1.40X	SEAPARC	24-15	Replacement	IT Equipment Replacement	67,800	E	ERF	-	20,000	21,100	13,600	13,100	-	67,800
1.40X	SEAPARC	24-16	New	EV Charger Installation	28,000	E	Grant	-	28,000	-	-	-	-	28,000
1.40X	SEAPARC	25-01	Renewal	Implement Heat Recovery System Phase 1	-	B	Grant	-	-	-	150,000	-	-	150,000
1.40X	SEAPARC	25-01	Renewal	Implement Heat Recovery System Phase 1	2,200,000	B	Debt	-	-	200,000	1,850,000	-	-	2,050,000
1.40X	SEAPARC	25-02	Replacement	Ice resurfacer	200,000	E	ERF	-	-	200,000	-	-	-	200,000
1.40X	SEAPARC	25-03	Renewal	Recoat Arena Purlins & Frames	27,000	B	Res	-	-	-	5,000	35,000	-	40,000
1.40X	SEAPARC	25-04	Study	Exterior Wall Evaluation	12,000	B	Res	-	-	15,000	-	-	-	15,000
1.40X	SEAPARC	25-05	Replacement	Replace Sewage & Storm Pump System	17,500	B	Res	-	-	23,500	-	-	-	23,500
1.40X	SEAPARC	25-06	Replacement	Replace Backflow Preventer on Fire Line	13,000	B	Res	-	-	17,000	-	-	-	17,000
1.40X	SEAPARC	25-07	Study	Thermal Evaluation of Electrical System	5,000	B	Res	-	-	5,000	-	-	-	5,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	1,525,000	E	Res	-	-	25,000	250,000	-	-	275,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	-	E	Grant	-	-	-	1,250,000	-	-	1,250,000
1.40X	SEAPARC	25-10	Replacement	Equipment Replacement (pooled)	62,500	E	ERF	-	-	95,550	-	-	-	95,550
1.40X	SEAPARC	25-11	Renewal	Repaint Arena & Pool Exterior	120,000	B	Res	-	-	120,000	-	-	-	120,000
1.40X	SEAPARC	26-04	Renewal	Overhaul Cooling Tower - Arena	28,000	B	Res	-	-	-	38,000	-	-	38,000
1.40X	SEAPARC	26-06	Replacement	Equipment Replacement (pooled)	67,500	E	ERF	-	-	-	137,900	-	-	137,900
1.40X	SEAPARC	26-07	Renewal	Entrance sign replacement	30,000	B	Res	-	-	-	30,000	-	-	30,000
1.40X	SEAPARC	26-08	Renewal	Duct cleaning	15,000	B	Res	-	-	-	15,000	-	-	15,000
1.40X	SEAPARC	26-09	Replacement	Pool Lectronator System	60,000	E	ERF	-	-	-	15,000	15,000	15,000	45,000
1.40X	SEAPARC	27-01	Replacement	Replace Pool Circulation Pumps	12,000	E	ERF	-	-	-	-	16,000	-	16,000
1.40X	SEAPARC	27-03	Renewal	Replace Arena Rubber Mat Flooring	150,000	B	Res	-	-	-	-	135,000	-	135,000
1.40X	SEAPARC	27-04	Replacement	Equipment Replacement (pooled)	27,500	E	ERF	-	-	-	-	74,750	-	74,750
1.40X	SEAPARC	28-01	Renewal	Recoat Arena Change Room & Pool Interior Roof	84,500	B	Res	-	-	-	-	-	84,500	84,500
1.40X	SEAPARC	28-02	Renewal	Repaint Pool Fitness Facility Exterior	59,000	B	Res	-	-	-	-	-	25,000	25,000
1.40X	SEAPARC	28-03	Renewal	Recoat Arena Metal Roof	720,000	B	Res	-	-	-	-	-	20,000	20,000
1.40X	SEAPARC	28-04	Renewal	Pool Change Room Renovation	145,000	B	Res	-	-	-	-	-	10,000	10,000
1.40X	SEAPARC	28-05	Study	Pool Secondary Boiler Replacement	471,000	E	Res	-	-	-	-	-	45,000	45,000
1.40X	SEAPARC	28-06	Replacement	Equipment Replacement (pooled)	50,800	E	ERF	-	-	-	-	-	64,800	64,800
	SEAPARC Total				**9,247,800**			**69,300**	**1,776,500**	**1,627,650**	**3,894,500**	**398,850**	**365,800**	**8,063,300**
1.44x	Panorama Recreation	17-04	Renewal	Dessicant dehumidifier for Ice Plant	350,000	B	Cap	310,000	310,000	-	-	-	-	310,000
1.44x	Panorama Recreation	17-08	Renewal	Arena concourse (lobby) roof	85,000	B	Cap	80,000	80,000	-	-	-	-	80,000
1.44x	Panorama Recreation	18-02	New	Install Plant Maintenance SAP Program	150,000	E	Res	-	150,000	-	-	-	-	150,000
1.44x	Panorama Recreation	18-03	Replacement	DDC Replacement (direct digital controls)	112,000	B	Res	-	112,000	-	-	-	-	112,000
1.44x	Panorama Recreation	18-09	Replacement	Replace Pool change room HVAC Air handling Unit	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.44x	Panorama Recreation	18-14	New	Install roof safety guide wires - arenas, tennis buildings	188,000	B	Cap	-	-	-	-	-	-	-
1.44x	Panorama Recreation	19-15	New	Heat Recovery Plant	2,453,000	B	Debt	386,000	2,386,000	-	-	-	-	2,386,000
1.44x	Panorama Recreation	22-02	Replacement	Replace Daktronic/Electronic Road Sign	70,000	S	Res	-	-	70,000	-	-	-	70,000
1.44x	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	325,000	B	Res	-	310,000	-	-	-	-	310,000
1.44x	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	-	B	Grant	-	15,000	-	-	-	-	15,000
1.44x	Panorama Recreation	23-04	Replacement	Replace Fitness Studio HVAC	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.44x	Panorama Recreation	23-07	Replacement	Replace Chevrolet Passenger car	46,000	V	ERF	-	46,000	-	-	-	-	46,000
1.44x	Panorama Recreation	23-08	Replacement	Replace Utility trailer	15,000	V	ERF	-	-	-	15,000	-	-	15,000
1.44x	Panorama Recreation	23-09	Replacement	Replace Play in the Park Trailer	11,000	V	ERF	-	11,000	-	-	-	-	11,000
1.44x	Panorama Recreation	23-13	Replacement	Overhead Doors Olympia bay - auto	20,000	B	Res	-	20,000	-	-	-	-	20,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.44x	Panorama Recreation	23-14	Renewal	Arena changerooms & support spaces enahncements	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	23-15	Renewal	Greenglade parking lot	115,000	B	Res	-	115,000	-	-	-	-	115,000
1.44x	Panorama Recreation	23-16	Replacement	Video Surveillance system	160,000	E	ERF	-	160,000	-	-	-	-	160,000
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-Sport Box	-	S	Grant	-	2,012,908	-	-	-	-	2,012,908
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-Sport Box	4,912,908	S	Debt	415,500	2,815,500	-	-	-	-	2,815,500
1.44x	Panorama Recreation	24-01	Replacement	Arena A&B insulation	110,000	B	Res	-	110,000	-	-	-	-	110,000
1.44x	Panorama Recreation	24-02	Replacement	Arena Lobby HVAC	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.44x	Panorama Recreation	24-04	Replacement	Refinish indoor tennis surface	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.44x	Panorama Recreation	24-05	Replacement	Greenglade Playground	320,000	E	Cap	-	-	-	-	-	-	-
1.44x	Panorama Recreation	24-06	Replacement	Equipment Replacement (pooled)	347,072	E	ERF	-	347,072	-	-	-	-	347,072
1.44x	Panorama Recreation	24-08	Renewal	Water supply system upgrade	22,000	E	ERF	-	22,000	-	-	-	-	22,000
1.44x	Panorama Recreation	24-09	Renewal	Preschool space enhancements	76,500	B	Grant	-	76,500	-	-	-	-	76,500
1.44x	Panorama Recreation	24-10	Renewal	replace concrete pads	80,000	B	Res	-	80,000	-	-	-	-	80,000
1.44x	Panorama Recreation	24-11	New	Truck (gas) (IBC)	65,000	E	ERF	-	65,000	-	-	-	-	65,000
1.44x	Panorama Recreation	25-01	Replacement	Equipment Replacement (pooled)	411,612	E	ERF	-	-	411,612	-	-	-	411,612
1.44x	Panorama Recreation	25-03	Renewal	Rebuild ice plant compressor	250,000	E	Res	-	-	25,000	-	-	-	25,000
1.44x	Panorama Recreation	25-04	Replacement	Replace lap pool heater	50,000	E	Res	-	-	50,000	-	-	-	50,000
1.44x	Panorama Recreation	25-05	Replacement	Replacement of underwater lighting	100,000	B	Res	-	-	100,000	-	-	-	100,000
1.44x	Panorama Recreation	25-06	Renewal	Re-tile pool	300,000	B	Res	-	-	300,000	-	-	-	300,000
1.44x	Panorama Recreation	26-01	Replacement	Equipment Replacement (pooled)	383,380	E	ERF	-	-	-	383,380	-	-	383,380
1.44x	Panorama Recreation	26-02	Replacement	Replace Ford F250 4x4	95,000	E	ERF	-	95,000	-	-	-	-	95,000
1.44x	Panorama Recreation	26-03	Replacement	Replace sound system in Areana A&B	32,000	E	ERF	-	-	-	-	-	32,000	32,000
1.44x	Panorama Recreation	26-04	Renewal	Building improvements	147,000	B	Res	-	-	-	147,000	-	-	147,000
1.44x	Panorama Recreation	26-05	Replacement	HVAC equipment replacement	123,000	B	Res	-	-	-	123,000	-	-	123,000
1.44x	Panorama Recreation	26-06	Replacement	Replace diving board stands	20,000	B	Res	-	-	-	20,000	-	-	20,000
1.44x	Panorama Recreation	26-07	Replacement	Replace squash court floors	20,000	B	Res	-	-	-	20,000	-	-	20,000
1.44x	Panorama Recreation	27-01	Replacement	Equipment Replacement (pooled)	304,000	E	ERF	-	-	-	-	304,000	-	304,000
1.44x	Panorama Recreation	27-02	Renewal	Panorama exterior painting	150,000	S	Res	-	-	-	-	150,000	-	150,000
1.44x	Panorama Recreation	27-03	Renewal	Panorama lower parking lot renewal	200,000	S	Res	-	-	-	-	200,000	-	200,000
1.44x	Panorama Recreation	27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	35,000	S	Res	-	-	-	-	35,000	-	35,000
1.44x	Panorama Recreation	28-01	Replacement	Equipment Replacement (pooled)	388,239	E	ERF	-	-	-	-	-	388,239	388,239
1.44x	Panorama Recreation	28-02	Renewal	Arena renovation	3,000,000	B	Res	-	-	-	-	-	3,000,000	3,000,000
1.44x	Panorama Recreation	28-03	Renewal	Arena B rubber floor replacement	110,000	B	Res	-	-	-	-	-	110,000	110,000
1.44x	Panorama Recreation	28-04	Replacement	Pool air handing unit	250,000	B	Res	-	-	-	-	-	250,000	250,000
1.44x	Panorama Recreation	28-05	Replacement	Link building roof replacement	200,000	B	Res	-	-	-	-	-	200,000	200,000
1.44x	Panorama Recreation	28-06	Replacement	LCD Arena B screen (Hockeyville)	100,000	E	ERF	-	-	-	-	-	100,000	100,000
	Panorama Recreation Total				**16,927,711**			**1,191,500**	**9,563,980**	**956,612**	**708,380**	**689,000**	**4,080,239**	**15,998,211**
1.455	SSI Community Parks	20-08	New	Centennial Park Upgrades	1,000,000	S	Grant	200,000	200,000	-	-	-	-	200,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	-	S	Grant	30,000	150,000	20,000	-	-	-	170,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	205,000	S	Res	5,000	-	5,000	10,000	10,000	10,000	35,000
1.455	SSI Community Parks	21-05	Replacement	ERF Park Maintenance Vehicle Replacement	90,000	V	ERF	-	30,000	-	-	-	-	30,000
1.455	SSI Community Parks	21-05	Replacement	ERF Park Maintenance Vehicle Replacement	-	V	Grant	-	60,000	-	-	-	-	60,000
1.455	SSI Community Parks	23-01	New	New Maintenance Machinery	90,000	E	Res	-	-	30,000	-	-	-	30,000
1.455	SSI Community Parks	23-03	Renewal	Playground Upgrades	-	S	Grant	-	30,000	-	-	-	-	30,000
1.455	SSI Community Parks	23-03	Renewal	Playground Upgrades	90,000	S	Cap	40,000	40,000	-	-	-	-	40,000
1.455	SSI Community Parks	24-02	Replacement	Maintenance Equipment replacement	90,000	E	ERF	30,000	15,000	30,000	15,000	15,000	15,000	90,000
1.455	SSI Community Parks	25-01	Renewal	Cushion Lake Beach Access Upgrades	-	S	Grant	-	-	20,000	-	-	-	20,000
1.455	SSI Community Parks	25-01	Renewal	Cushion Lake Beach Access Upgrades	30,000	S	Res	-	-	10,000	-	-	-	10,000
1.455	SSI Community Parks	25-02	Renewal	Grace Point Boardwalk Upgrades	15,000	S	Res	-	-	15,000	-	-	-	15,000
	SSI Community Parks Total				**1,610,000**			**305,000**	**525,000**	**130,000**	**25,000**	**25,000**	**25,000**	**730,000**
1.458	SSI Community Recreation	22-02	Renewal	Bike Park Annual Repairs and Upgrades	20,000	E	Res	-	20,000	-	-	-	-	20,000
1.458	SSI Community Recreation	24-01	Replacement	Office and Computer Equipment	360,000	S	Res	-	100,000	-	-	-	-	100,000
1.458	SSI Community Recreation	23-06	New	Recreation Program Equipment	-	S	Grant	-	100,000	-	-	-	-	100,000
1.458	SSI Community Recreation	24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	17,500	S	Res	-	2,500	2,500	2,500	2,500	2,500	12,500
1.458	SSI Community Recreation	24-02	New	Ganges Harbour Walk (Detailed Design & Construction Documents)	35,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.458	SSI Community Recreation	24-04	Study	Accessibility Assessments	40,000	E	Res	-	15,000	5,000	5,000	5,000	5,000	35,000
	SSI Community Recreation Total				**472,500**			**-**	**242,500**	**12,500**	**12,500**	**12,500**	**12,500**	**292,500**
1.459	SSI Park Land & Rec Programs	19-15	Replacement	Pool equipment replacements	185,000	E	ERF	-	35,000	30,000	40,000	40,000	40,000	185,000
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical replacement	18,200	E	Grant	-	16,900	-	-	-	-	16,900
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical replacement	-	E	ERF	-	1,300	-	-	-	-	1,300
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	-	S	Grant	-	100,000	-	-	-	-	100,000
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	500,000	S	Res	50,000	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	20-10	New	Ball Field Development	-	S	Other	-	300,000	-	-	-	-	300,000

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	-	B	Grant	-	102,500	-	-	-	-	102,500
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	-	B	Grant	-	487,500	-	-	-	-	487,500
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	650,000	B	Res	-	25,000	-	-	-	-	25,000
1.459	SSI Park Land & Rec Programs	21-04	New	EV charger and infrastructure recreation centre parking lot	20,000	V	Res	-	10,000	-	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	23-06	Renewal	SIMS Upgrades	-	B	Grant	-	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	23-06	Renewal	SIMS Upgrades	96,500	B	Res	-	10,000	-	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	24-01	Renewal	Alternative Approval Process	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.459	SSI Park Land & Rec Programs	24-02	New	EV Charger	20,000	V	Grant	-	20,000	-	-	-	-	20,000
1.459	SSI Park Land & Rec Programs	24-03	New	Pool expansion (Design Phase)	45,000	S	Res	-	-	45,000	-	-	-	45,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	-	E	Res	-	35,000	-	-	-	-	35,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	-	E	ERF	-	15,000	-	-	-	-	15,000
1.459	SSI Park Land & Rec Programs	24-05	New	Portlock Shed and Equipment Replacement	200,000	B	Other	-	150,000	-	-	-	-	150,000
1.459	SSI Park Land & Rec Programs	25-01	Renewal	Pool Building Structural Repairs	-	B	Grant	-	50,000	-	-	-	-	50,000
1.459	SSI Park Land & Rec Programs	25-01	Renewal	Pool Building Structural Repairs	1,550,000	B	Debt	-	-	1,500,000	-	-	-	1,500,000
1.459	SSI Park Land & Rec Programs	25-02	Study	Firehall Repurpose	215,000	L	Res	15,000	15,000	50,000	50,000	50,000	50,000	215,000
1.459	SSI Park Land & Rec Programs	25-03	Replacement	Life Rings	10,000	E	Res	-	-	10,000	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	26-01	Renewal	Pool Tile Grouting & Expansion Joints	25,000	B	Res	-	-	-	25,000	-	-	25,000
	SSI Park Land & Rec Programs Total				**3,554,700**			**65,000**	**1,493,200**	**1,635,000**	**115,000**	**90,000**	**90,000**	**3,423,200**
1.465	Saturna Island Community Parks	21-01	Renewal	Park upgrades	16,000	S	Res	8,000	8,000	8,000	-	-	-	16,000
1.465	Saturna Island Community Parks	21-02	Renewal	Park upgrades	40,000	S	Res	38,000	20,000	20,000	-	-	-	40,000
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	10,773	S	Res	-	-	3,273	-	-	-	3,273
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	-	S	Cap	5,727	5,000	727	-	-	-	5,727
1.465	Saturna Island Community Parks	24-01	Renewal	Park upgrades	10,000	S	Res	-	5,000	3,225	-	-	-	8,225
	Saturna Island Community Parks Total				**76,773**			**51,727**	**38,000**	**35,225**	**-**	**-**	**-**	**73,225**
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	-	B	Cap	23,150	20,000	-	-	-	-	20,000
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	65,000	B	Grant	30,000	30,000	-	-	-	-	30,000
1.475	Mayne Island Community Parks	23-01	Renewal	Dinner Bay water; pumphouse upgrade	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
1.475	Mayne Island Community Parks	23-02	Renewal	Dinner Bay washrooms	3,000	B	Res	3,000	3,000	-	-	-	-	3,000
1.475	Mayne Island Community Parks	23-06	Renewal	Vulture Ridge Summit	2,000	S	Res	2,000	2,000	-	-	-	-	2,000
1.475	Mayne Island Community Parks	24-02	Renewal	Miners Bay parking wall	2,000	S	Res	-	2,000	-	-	-	-	2,000
1.475	Mayne Island Community Parks	24-05	New	Fitness Circuit	15,000	E	Res	-	15,000	-	-	-	-	15,000
1.475	Mayne Island Community Parks	25-01	Renewal	Dinner Bay well pumps	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	25-02	Replacement	Kippen Road staircase	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	25-03	Renewal	Putting Green	15,000	S	Res	-	-	15,000	-	-	-	15,000
1.475	Mayne Island Community Parks	26-01	Replacement	Adachi Pavilion kitchen	4,000	E	Res	-	-	-	4,000	-	-	4,000
	Mayne Island Community Parks Total				**121,000**			**63,150**	**77,000**	**25,000**	**4,000**	**-**	**-**	**106,000**
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements	-	S	Cap	5,600	5,600	-	-	-	-	5,600
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements	74,480	S	Res	-	19,400	5,000	5,000	15,000	-	44,400
1.485	Pender Island Community Parks	22-03	Replacement	Thieves Bay Improvements	25,000	S	Cap	20,252	7,752	12,500	-	-	-	20,252
1.485	Pender Island Community Parks	22-04	New	Dog Park	75,000	S	Res	35,000	-	-	-	10,000	25,000	35,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Other	-	200,000	300,000	-	-	-	500,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Grant	-	700,000	625,000	-	-	-	1,325,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	-	S	Cap	20,456	20,456	-	-	-	-	20,456
1.485	Pender Island Community Parks	22-05	New	Trail Development	2,420,000	S	Res	-	179,544	150,000	-	-	-	329,544
1.485	Pender Island Community Parks	23-01	Renewal	Magic Lake Park Upgrades	25,000	S	Res	22,500	25,000	-	-	-	-	25,000
1.485	Pender Island Community Parks	24-02	Renewal	Disc Park Improvements	10,000	S	Res	-	-	-	10,000	-	-	10,000
1.485	Pender Island Community Parks	24-03	New	Ball Park Improvements	65,000	E	Res	-	25,000	20,000	20,000	-	-	65,000
1.485	Pender Island Community Parks	24-04	New	Land Acquisition	30,000	L	Res	-	30,000	-	-	-	-	30,000
	Pender Island Community Parks Total				**2,724,480**			**103,808**	**1,212,752**	**1,112,500**	**35,000**	**25,000**	**25,000**	**2,410,252**
1.495	Galiano Community Parks	18-01	Renewal	Galiano Island Park Upgrades	55,459	S	Cap	3,201	3,201	-	-	-	-	3,201
1.495	Galiano Community Parks	18-02	New	Galiano Island Park Upgrades	3,900	S	Res	-	-	-	1,000	2,900	-	3,900
1.495	Galiano Community Parks	19-02	Study	Study Bay Trail Extension	2,000	S	Res	2,000	2,000	-	-	-	-	2,000
1.495	Galiano Community Parks	19-03	Renewal	Galiano Island Park Upgrades	17,000	S	Res	1,839	3,839	2,000	2,000	3,000	3,000	13,839
1.495	Galiano Community Parks	20-01	Study	Galiano Island Park Upgrades	8,000	S	Res	-	-	8,000	-	-	-	8,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	9,000	S	Cap	-	9,000	-	-	-	-	9,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	22,000	S	Res	7,275	7,275	-	-	-	-	7,275
1.495	Galiano Community Parks	21-05	Study	Galiano Island Park Upgrades	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
1.495	Galiano Community Parks	22-01	Study	Galiano Island Park Upgrades	1,000	S	Res	-	-	1,000	-	-	-	1,000
1.495	Galiano Community Parks	22-03	Renewal	Galiano Island Park Upgrades	20,000	S	Cap	13,607	13,607	-	-	-	-	13,607
1.495	Galiano Community Parks	23-01	Replacement	GIPRC Equipment and Tools Purchase	7,000	E	ERF	2,616	2,616	1,000	1,000	-	-	4,616
1.495	Galiano Community Parks	25-01	Renewal	Install Gulf Toilet at Gulfside	30,000	S	Res	-	-	-	-	-	30,000	30,000

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Galiano Community Parks Total				**180,359**			**35,538**	**46,538**	**12,000**	**4,000**	**5,900**	**33,000**	**101,438**
1.521	Environmental Resource Management	16-06	Renewal	Replacing of Small Equipments	1,430,000	E	ERF	-	240,000	240,000	270,000	270,000	270,000	1,290,000
1.521	Environmental Resource Management	17-01	Renewal	Gas & Leachate Collection Pipe Extension	2,550,000	S	Res	-	500,000	500,000	500,000	550,000	550,000	2,600,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	-	S	Cap	500,000	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	13,135,000	S	Res	-	750,000	500,000	500,000	500,000	500,000	2,750,000
1.521	Environmental Resource Management	17-04	Renewal	Progressive Closure of External Faces	10,000,000	S	Res	-	-	4,000,000	6,000,000	-	-	10,000,000
1.521	Environmental Resource Management	17-07	Renewal	Computer Equipment	71,000	E	ERF	-	13,000	15,000	15,000	15,000	15,000	73,000
1.521	Environmental Resource Management	17-09	Renewal	Vehicle Replacements	500,000	E	ERF	-	100,000	100,000	100,000	100,000	100,000	500,000
1.521	Environmental Resource Management	17-11	Renewal	Food Waste Transfer Station Relocation Planning & Construction	700,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	17-12	Renewal	Hartland Environmental Performance Model	225,000	S	Cap	-	-	225,000	-	-	-	225,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	-	S	Cap	5,600,000	5,600,000	-	-	-	-	5,600,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	7,213,000	S	Debt	-	7,213,000	-	-	-	-	7,213,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	23,718,000	S	Res	-	9,468,000	-	-	-	-	9,468,000
1.521	Environmental Resource Management	18-01	New	Interim Covers	1,350,000	S	Res	-	-	550,000	400,000	200,000	200,000	1,350,000
1.521	Environmental Resource Management	18-02	Renewal	Paving of Service Roads	550,000	S	Cap	-	350,000	-	200,000	-	-	550,000
1.521	Environmental Resource Management	18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	250,000	S	Cap	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	18-05	Renewal	Controlled Waste & Asbestos Area Development	100,000	S	Res	50,000	50,000	50,000	-	-	-	100,000
1.521	Environmental Resource Management	22-01	Renewal	Sedimentation Pond Relining	1,000,000	S	Res	1,000,000	-	1,000,000	-	-	-	1,000,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	-	S	Cap	6,200,000	6,200,000	-	-	-	-	6,200,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	7,200,000	S	Debt	500,000	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	22-03	Decommission	Leachate Line Decommissioning	100,000	S	Cap	100,000	100,000	-	-	-	-	100,000
1.521	Environmental Resource Management	22-06	Renewal	Hartland FIRE Safety Improvements	200,000	S	Res	200,000	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	22-07	Study	Recycling Area Upgrades	225,000	S	Res	25,000	225,000	-	-	-	-	225,000
1.521	Environmental Resource Management	22-10	New	Storm Water Sedimentation pond Emergency Repairs	250,000	E	Res	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	23-01	Replacement	Gas Flare, Candlestick & LFG Blowers	2,610,000	S	Cap	1,700,000	1,700,000	-	-	-	-	1,700,000
1.521	Environmental Resource Management	23-02	New	Contractor Workshop Relocation	1,250,000	S	Res	650,000	650,000	-	-	-	-	650,000
1.521	Environmental Resource Management	23-02	New	Contractor Workshop Relocation	-	S	Cap	500,000	500,000	-	-	-	-	500,000
1.521	Environmental Resource Management	23-03	New	Cell 4, 5 & 6 gas well layout Plan	150,000	S	Res	150,000	150,000	-	-	-	-	150,000
1.521	Environmental Resource Management	23-04	New	North End Commercial Access Improvements	700,000	S	Res	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	23-05	New	Existing Manual and Commercial Scale Upgrades	250,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	24-01	New	Cell 5&6 GRW	2,000,000	S	Debt	750,000	750,000	1,250,000	-	-	-	2,000,000
1.521	Environmental Resource Management	24-02	Study	Hartland North Master Plan	150,000	S	Res	-	-	150,000	-	-	-	150,000
1.521	Environmental Resource Management	24-03	New	Hartland Amenity Project	4,000,000	S	Res	1,800,000	3,800,000	-	-	-	-	3,800,000
1.521	Environmental Resource Management	24-04	New	Biosolids Beneficial Reuse /RDF Building	350,000	B	Res	-	350,000	-	-	-	-	350,000
1.521	Environmental Resource Management	24-05	New	Cell 5 Liner Construction	7,900,000	S	Debt	-	3,000,000	2,900,000	2,000,000	-	-	7,900,000

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
1.521	Environmental Resource Management	24-06	New	Cell 1, 2 & 3 Transition Liner	4,000,000	S	Debt	-	2,000,000	2,000,000	-	-	-	4,000,000
1.521	Environmental Resource Management	24-07	New	Relocation of N. Toe Road Sedimentation Pond	500,000	S	Debt	-	-	500,000	-	-	-	500,000
1.521	Environmental Resource Management	24-08	New	North End Fence Replacement	250,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	24-09	New	Diversion Transfer Station	5,000,000	S	Res	-	5,000,000	-	-	-	-	5,000,000
1.521	Environmental Resource Management	24-10	New	RNG Spare Parts Inventory	700,000	S	Res	-	700,000	-	-	-	-	700,000
1.521	Environmental Resource Management	24-11	New	Traffic Pattern Changes - Site Signage	250,000	S	Cap	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	25-01	New	NE & NW Aggregate Stockpile cover	1,400,000	S	Debt	750,000	750,000	650,000	-	-	-	1,400,000
1.521	Environmental Resource Management	25-02	Renewal	North End Wheel Wash	400,000	S	Res	-	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	25-03	New	Landfill Gas capture to meet New Federal Regs	250,000	S	Res	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	25-04	New	Hartland Operating Certificate Renewal	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.521	Environmental Resource Management	26-01	New	Cell 4& 5 Bottom Lift Gas Wells / Leachate Drain	700,000	S	Debt	-	-	350,000	-	350,000	-	700,000
	Environmental Resource Management Total				**103,677,000**			**20,475,000**	**53,309,000**	**15,330,000**	**9,985,000**	**1,985,000**	**1,635,000**	**82,244,000**
1.523	Port Renfrew Refuse Disposal	23-01	New	Covered recyclables storage	12,000	S	Res	12,000	12,000	-	-	-	-	12,000
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	-	S	Res	-	-	30,000	27,500	-	-	57,500
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	-	S	Grant	-	30,000	-	-	-	-	30,000
1.523	Port Renfrew Refuse Disposal	24-01	New	Site efficiency upgrades	350,000	S	Grant	-	262,500	-	-	-	-	262,500
	Port Renfrew Refuse Disposal Total				**362,000**			**12,000**	**304,500**	**30,000**	**27,500**	**-**	**-**	**362,000**
1.575	Environmental Administration Services	20-01	Replacement	Office Furniture	19,000	E	ERF	-	3,000	3,000	3,000	3,000	3,000	15,000
1.575	Environmental Administration Services	20-02	Replacement	Office Equipment	25,090	E	ERF	-	3,000	3,000	3,000	6,000	3,000	18,000
	Environmental Administration Services Total				**44,090**			**-**	**6,000**	**6,000**	**6,000**	**9,000**	**6,000**	**33,000**
1.576	Environmental Engineering Services	21-01	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.576	Environmental Engineering Services	23-02	Replacement	Engineering Equipment	75,000	E	ERF	-	15,000	15,000	15,000	15,000	-	60,000
1.576	Environmental Engineering Services	23-03	Replacement	Computer Equipment	125,000	E	ERF	-	25,000	25,000	25,000	25,000	-	100,000
1.576	Environmental Engineering Services	24-02	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	55,000	-	-	-	-	55,000
1.576	Environmental Engineering Services	25-01	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	-	55,000	-	-	-	55,000
1.576	Environmental Engineering Services	26-01	Replacement	Replacement ES Vehicle	55,000	V	ERF	-	-	-	55,000	-	-	55,000
1.576	Environmental Engineering Services	28-01	Replacement	Replacement ES Vehicle	65,000	V	ERF	-	-	-	-	-	65,000	65,000
1.576	Environmental Engineering Services	28-02	Replacement	Engineering Equipment	75,000	E	ERF	-	-	-	-	-	15,000	15,000
1.576	Environmental Engineering Services	28-03	Replacement	Computer Equipment	125,000	E	ERF	-	-	-	-	-	25,000	25,000
	Environmental Engineering Services Total				**680,000**			**-**	**145,000**	**95,000**	**95,000**	**40,000**	**105,000**	**480,000**
1.577	IW - Environmental Operations	18-02	Replacement	Replace Computer Equipment	100,000	E	ERF	-	20,000	20,000	20,000	20,000	-	80,000
1.577	IW - Environmental Operations	18-03	Replacement	Replace ERF Equipment	200,000	E	ERF	10,000	40,000	40,000	40,000	40,000	-	160,000
1.577	IW - Environmental Operations	19-01	Replacement	Replace IWOps Vehicle FQS014	195,000	V	ERF	-	250,000	-	-	-	-	250,000
1.577	IW - Environmental Operations	19-02	Replacement	Replace IWOps Vehicle F00932	180,000	V	ERF	-	180,000	-	-	-	-	180,000
1.577	IW - Environmental Operations	19-03	Replacement	Replace IWOps Vehicle F00994 Bobcat	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	19-05	Replacement	Replace IWOps Vehicle FQP081 Renfrew	100,000	V	ERF	-	-	100,000	-	-	-	100,000
1.577	IW - Environmental Operations	19-07	Replacement	Furniture and Office Equipment Replacement	75,000	E	ERF	-	15,000	15,000	15,000	15,000	-	60,000
1.577	IW - Environmental Operations	20-02	Replacement	Replace IWOps Vehicle F11030	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-04	Replacement	Replace IWOps Vehicle F12009	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-05	Replacement	Replace IWOps Vehicle F12024	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-06	Replacement	Replace IWOps Vehicle F12002	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	20-11	Replacement	Replace IWOps Vehicle F01080	90,000	V	ERF	-	-	-	-	-	-	-

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1.577	IW - Environmental Operations	21-02	Replacement	Replace IWOps Vehicle F11033	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	21-03	Replacement	Replace IWOps Vehicle F12029	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	22-01	Replacement	SPWWTP - Skid Steer F18036	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-02	Replacement	Burgoyne - Skid Steer F19005	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	35,000	V	ERF	35,000	35,000	-	-	-	-	35,000
1.577	IW - Environmental Operations	22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	50,000	V	ERF	50,000	50,000	-	-	-	-	50,000
1.577	IW - Environmental Operations	22-06	Replacement	Replace F14024 F550 Diesel Service Truck - Crane/Lift truck	220,000	V	ERF	250,000	250,000	-	-	-	-	250,000
1.577	IW - Environmental Operations	22-08	Replacement	Replace Mechanical and Electrical Equipment	67,500	E	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer Magic Lake	40,000	V	ERF	40,000	40,000	-	-	-	-	40,000
1.577	IW - Environmental Operations	23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	80,000	V	ERF	80,000	80,000	-	-	-	-	80,000
1.577	IW - Environmental Operations	23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	24,000	V	ERF	-	-	24,000	-	-	-	24,000
1.577	IW - Environmental Operations	23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	12,000	V	ERF	-	-	12,000	-	-	-	12,000
1.577	IW - Environmental Operations	23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	7,500	V	ERF	7,500	-	7,500	-	-	-	7,500
1.577	IW - Environmental Operations	23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	6,500	V	ERF	-	6,500	-	-	-	-	6,500
1.577	IW - Environmental Operations	23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	12,500	V	ERF	-	12,500	-	-	-	-	12,500
1.577	IW - Environmental Operations	23-09	Replacement	Replace IWOps Vehicle F13009	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-10	Replacement	Replace IWOps Vehicle F13010	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-11	Replacement	F11027 2010 Mercedes Sprinter 25C144 Van	80,000	V	ERF	80,000	80,000	-	-	-	-	80,000
1.577	IW - Environmental Operations	23-12	Replacement	FWP076 2010 Ford F250 Super Duty	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-13	Replacement	Replace EIC and Machine Shop Equipment	250,000	E	ERF	-	50,000	50,000	50,000	50,000	-	200,000
1.577	IW - Environmental Operations	23-14	New	Electric Vehicle Charger - Ganges WWTP	10,000	E	Grant	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-15	Replacement	Replace IWOps Vehicle F19009	90,000	V	ERF	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	23-16	New	Electric Vehicle Charger - McLoughlin WWTP	10,000	E	Grant	-	-	-	-	-	-	-
1.577	IW - Environmental Operations	24-01	Replacement	Replace IWOps Vehicle F13012	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	100,000	V	ERF	-	-	100,000	-	-	-	100,000
1.577	IW - Environmental Operations	25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	80,000	V	ERF	-	-	80,000	-	-	-	80,000
1.577	IW - Environmental Operations	25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-03	Replacement	F18003 2018 Ford F150	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-04	Replacement	F18012 2018 Chevrolet Colorado	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-07	Replacement	F18014 2018 GMC Sierra 1500	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	27-01	Replacement	F19006 Crane Truck	250,000	V	ERF	-	-	-	-	250,000	-	250,000
1.577	IW - Environmental Operations	27-02	Replacement	F19007 Crane Truck	250,000	V	ERF	-	-	-	-	250,000	-	250,000
1.577	IW - Environmental Operations	27-03	Replacement	F19008 2019 F350	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	27-04	Replacement	F19019 Pressure Washer Trailer	25,000	V	ERF	-	-	-	-	25,000	-	25,000
1.577	IW - Environmental Operations	28-01	Replacement	F14024 F550 Stiff Arm Crane Truck	250,000	V	ERF	-	-	-	-	-	250,000	250,000
1.577	IW - Environmental Operations	28-02	Replacement	F16012 All wheel drive Van	90,000	V	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	28-03	Replacement	F01065 Load Bank	500,000	E	ERF	-	-	-	-	-	500,000	500,000
	IW - Environmental Operations Total				**5,730,000**			**912,500**	**1,739,000**	**808,500**	**755,000**	**740,000**	**840,000**	**4,882,500**
1.578	Environmental Protection	18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	428,000	E	ERF	109,000	85,600	85,600	85,600	85,600	85,600	428,000
1.578	Environmental Protection	18-02	Replacement	Annual Computer equipment replacement	137,300	E	ERF	-	26,500	37,500	36,400	11,400	25,500	137,300

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1.578	Environmental Protection	18-03	Replacement	Annual vehicle replacement	330,000	V	ERF	-	100,000	180,000	50,000	-	-	330,000
1.578	Environmental Protection	18-04	Replacement	Furniture replacement	297,500	E	ERF	-	-	-	-	-	-	-
1.578	Environmental Protection	19-01	Replacement	IT Database Programs	380,000	E	Cap	370,000	380,000	-	-	-	-	380,000
1.578	Environmental Protection	20-01	New	Furniture	45,000	E	ERF	-	22,500	22,500	-	-	-	45,000
1.578	Environmental Protection	23-01	New	Hydration Truck Replacement	120,000	V	ERF	120,000	120,000	-	-	-	-	120,000
	Environmental Protection Total				**1,737,800**			**599,000**	**734,600**	**325,600**	**172,000**	**97,000**	**111,100**	**1,440,300**
1.579	Environmental Water Quality	20-31	Renewal	Lab Information Management System	30,000	E	Res	-	30,000	-	-	-	-	30,000
	Environmental Water Quality Total				**30,000**			**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**
1.911	911 Call Answer	25-01	New	New Equipment	1,000,000	E	ERF	-	-	1,000,000	-	-	-	1,000,000
	911 Call Answer Total				**1,000,000**			**-**	**-**	**1,000,000**	**-**	**-**	**-**	**1,000,000**
2.610	Saanich Peninsula Water Supply	18-04	New	Post Disaster Emergency Water Supply	1,200,000	S	Res	140,000	290,000	150,000	150,000	150,000	150,000	890,000
2.610	Saanich Peninsula Water Supply	20-02	New	Hamsterly Pump Station Backup Power Generator	1,100,000	S	Res	1,050,000	1,050,000	-	-	-	-	1,050,000
2.610	Saanich Peninsula Water Supply	21-01	New	Level of Service Agreement	75,000	S	Res	75,000	75,000	-	-	-	-	75,000
2.610	Saanich Peninsula Water Supply	21-04	Renewal	SCADA Upgrades	1,150,000	E	Res	500,000	700,000	200,000	200,000	-	-	1,100,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	-	S	Debt	-	6,000,000	3,000,000	3,000,000	600,000	300,000	12,900,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	14,700,000	S	Res	1,760,000	1,760,000	-	-	-	-	1,760,000
2.610	Saanich Peninsula Water Supply	22-01	Study	Water Strategic Plan Update	116,972	S	Res	115,000	115,000	-	-	-	-	115,000
2.610	Saanich Peninsula Water Supply	22-01	New	Water Strategic Plan Update	33,028	S	Res	33,028	33,028	-	-	-	-	33,028
2.610	Saanich Peninsula Water Supply	22-02	New	Microwave Radio Upgrades	450,000	E	Res	-	150,000	100,000	100,000	100,000	-	450,000
2.610	Saanich Peninsula Water Supply	22-03	New	Keating Cross Road Water Main	1,000,000	S	Res	990,000	990,000	-	-	-	-	990,000
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	49,500	S	Res	49,500	49,500	-	-	-	-	49,500
2.610	Saanich Peninsula Water Supply	23-01	Study	DCC Program Update	500	S	Res	500	500	-	-	-	-	500
2.610	Saanich Peninsula Water Supply	23-04	Renewal	RTU & PLC Upgrade and Replacement	140,000	E	ERF	-	-	-	-	-	-	-
2.610	Saanich Peninsula Water Supply	24-01	Decommission	Dean Park Road Well Decommissioning	250,000	S	Res	-	50,000	50,000	-	-	150,000	250,000
2.610	Saanich Peninsula Water Supply	24-02	New	Reservoir Seismic Isolation Valves	800,000	S	Res	-	400,000	400,000	-	-	-	800,000
2.610	Saanich Peninsula Water Supply	24-03	Renewal	Pump Station, Meter Station, Valve Repair, Transmission Main & Storage Tank Repairs, Replacements and decommissioning.	1,000,000	S	ERF	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	597,960	S	Res	-	-	597,960	-	-	-	597,960
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	6,040	S	Res	-	-	6,040	-	-	-	6,040
2.610	Saanich Peninsula Water Supply	26-01	Decommission	Decommissioning of Various Sites/Components	150,000	S	Res	-	-	-	50,000	50,000	50,000	150,000
	Saanich Peninsula Water Supply Total				**22,819,000**			**4,713,028**	**11,863,028**	**4,704,000**	**3,700,000**	**1,100,000**	**850,000**	**22,217,028**
2.620	Highland Water (SSI)	16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	122,442	S	Cap	20,000	20,000	-	-	-	-	20,000
	Highland Water (SSI) Total				**122,442**			**20,000**	**20,000**	**-**	**-**	**-**	**-**	**20,000**
2.621	Highland & Fernwood Water (SSI)	19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	40,000	S	Res	40,000	40,000	-	-	-	-	40,000
2.621	Highland & Fernwood Water (SSI)	21-01	New	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	21-03	New	Highland Upper Reservoir Replacement	1,330,000	S	Debt	-	-	1,330,000	-	-	-	1,330,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main AC replacement strategy and preliminary design	115,000	S	Debt	-	-	100,000	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main AC replacement strategy and preliminary design	-	S	Res	-	-	15,000	-	-	-	15,000
2.621	Highland & Fernwood Water (SSI)	21-05	New	Water Main AC replacement detailed design	230,000	S	Debt	-	-	230,000	-	-	-	230,000
2.621	Highland & Fernwood Water (SSI)	22-01	New	Back up Power	470,000	S	Debt	240,000	470,000	-	-	-	-	470,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Phased program of AC Water main replacement	13,000,000	S	Debt	-	-	-	2,665,000	2,665,000	2,665,000	7,995,000
2.621	Highland & Fernwood Water (SSI)	24-01	New	Fernwood PS Hazard Assess and Demolition	60,000	S	Res	-	-	60,000	-	-	-	60,000
2.621	Highland & Fernwood Water (SSI)	24-02	New	Highlands Middle Reservoir Repair	-	S	Res	-	15,000	-	-	-	-	15,000
2.621	Highland & Fernwood Water (SSI)	24-02	New	Highlands Middle Reservoir Repair	115,000	S	Debt	-	100,000	-	-	-	-	100,000
2.621	Highland & Fernwood Water (SSI)	24-03	New	WTP driveway improvements	35,000	S	Debt	-	35,000	-	-	-	-	35,000

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2.621	Highland & Fernwood Water (SSI)	24-04	Replacement	WTP Bring safety chain to specification.	13,000	S	Res	-	13,000	-	-	-	-	13,000
2.621	Highland & Fernwood Water (SSI)	24-05	Replacement	Fernwood Reservoir 1. Repair roof top railing and check for building code compliance and replace or repair	15,500	S	Res	-	15,500	-	-	-	-	15,500
2.621	Highland & Fernwood Water (SSI)	24-06	New	Critical Spares; Chlorine pump and coagulant pump	12,000	S	Res	-	12,000	-	-	-	-	12,000
2.621	Highland & Fernwood Water (SSI)	23-07	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.621	Highland & Fernwood Water (SSI)	24-07	New	Install support for lifting apparatus over DAF system.	65,000	S	Debt	-	55,000	-	-	-	-	55,000
2.621	Highland & Fernwood Water (SSI)	24-07	New	Install support for lifting apparatus over DAF system.	-	S	Res	-	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	24-08	Replacement	WTP, replace Miltronics FLT Ultrasonic Probe	11,500	S	Res	-	-	11,500	-	-	-	11,500
2.621	Highland & Fernwood Water (SSI)	24-09	New	Addition of another tank is required for backwashing of two filters in sequence.	16,000	S	Debt	-	16,000	-	-	-	-	16,000
2.621	Highland & Fernwood Water (SSI)	24-10	New	Replace or re-line Middle Reservoir - Design	95,000	S	Debt	-	-	95,000	-	-	-	95,000
2.621	Highland & Fernwood Water (SSI)	24-11	New	Replace or re-line Middle Reservoir - Construction	1,085,000	S	Debt	-	-	-	1,085,000	-	-	1,085,000
2.621	Highland & Fernwood Water (SSI)	24-12	New	Replace Upper Reservoir Pumphouse - Design and Construction	35,000	S	Res	-	-	-	-	35,000	-	35,000
2.621	Highland & Fernwood Water (SSI)	24-13	New	Install Strainer upstream of North End Road PRV	17,000	S	Debt	-	17,000	-	-	-	-	17,000
2.621	Highland & Fernwood Water (SSI)	25-01	New	Fence installation around storage reservoirs	140,000	S	Debt	-	-	140,000	-	-	-	140,000
2.621	Highland & Fernwood Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
2.621	Highland & Fernwood Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
	Highland & Fernwood Water (SSI) Total				**17,180,000**			**290,000**	**1,028,500**	**1,981,500**	**3,750,000**	**2,750,000**	**2,665,000**	**12,175,000**
2.622	Cedars of Tuam Water (SSI)	18-01	Decommission	Abandon unused wells	5,000	S	Res	-	-	5,000	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	21-03	New	Design and construct new well and dist. system	835,000	S	Debt	-	-	835,000	-	-	-	835,000
2.622	Cedars of Tuam Water (SSI)	22-02	New	Power generation equipment	35,000	S	Debt	-	-	35,000	-	-	-	35,000
2.622	Cedars of Tuam Water (SSI)	23-01	New	Electrical Service Replacement	-	S	Res	-	8,000	-	-	-	-	8,000
2.622	Cedars of Tuam Water (SSI)	23-01	New	Electrical Service Replacement	50,000	S	Grant	-	42,000	-	-	-	-	42,000
2.622	Cedars of Tuam Water (SSI)	24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	S	Res	-	-	10,000	-	-	-	10,000
2.622	Cedars of Tuam Water (SSI)	24-03	New	Public Engagement for Future Projects	5,000	S	Cap	5,000	5,000	-	-	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	26-01	New	Analysis and Design of AC pipe replacement	30,000	S	Debt	-	-	-	30,000	-	-	30,000
2.622	Cedars of Tuam Water (SSI)	26-02	New	New pipeline construction	870,000	S	Debt	-	-	-	435,000	435,000	-	870,000
2.622	Cedars of Tuam Water (SSI)	27-01	Study	Update Asset Management Plan	25,000	S	Grant	-	-	-	-	20,000	-	20,000
2.622	Cedars of Tuam Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	5,000	-	5,000
	Cedars of Tuam Water (SSI) Total				**1,865,000**			**5,000**	**55,000**	**885,000**	**465,000**	**460,000**	**-**	**1,865,000**
2.624	Beddis Water (SSI)	20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	20,000	S	Res	-	20,000	-	-	-	-	20,000
2.624	Beddis Water (SSI)	21-01	New	Back up power generation equipment - design	480,000	S	Debt	-	-	-	140,000	340,000	-	480,000
2.624	Beddis Water (SSI)	21-03	Study	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.624	Beddis Water (SSI)	21-04	New	Design of booster pump and second reservoir at Sky Valley lower reservoir and decommission of upper reservoir.	86,000	S	Res	-	53,000	-	-	-	-	53,000
2.624	Beddis Water (SSI)	23-01	Decommission	AC Pipe Removal	22,000	S	Debt	-	22,000	-	-	-	-	22,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control panel	-	S	Res	-	5,000	-	-	-	-	5,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control panel	55,000	S	Debt	-	50,000	-	-	-	-	50,000
2.624	Beddis Water (SSI)	24-05	New	Ventilation for WTP and Pump Building	24,000	S	Debt	-	24,000	-	-	-	-	24,000
2.624	Beddis Water (SSI)	24-06	Replacement	Replacement of flocculator mixer motors at WTP.	24,000	S	Debt	-	24,000	-	-	-	-	24,000
2.624	Beddis Water (SSI)	24-07	Decommission	WTP Demolish old chlorine/pump building	30,000	S	Debt	-	-	-	30,000	-	-	30,000
2.624	Beddis Water (SSI)	24-08	Renewal	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.624	Beddis Water (SSI)	25-01	Decommission	Decommission of Sky Valley Upper Reservoir	62,000	S	Debt	-	-	62,000	-	-	-	62,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.624	Beddis Water (SSI)	25-02	New	Booster pump and second reservoir at Sky Valley lower reservoir	1,320,000	S	Debt	-	-	1,320,000	-	-	-	1,320,000
2.624	Beddis Water (SSI)	25-03	New	WTP Electrical Upgrades from 2020 AMP	335,000	S	Debt	-	-	200,000	135,000	-	-	335,000
2.624	Beddis Water (SSI)	25-04	Replacement	AC Water Main Replacement Detailed Design	138,000	S	Res	-	-	-	138,000	-	-	138,000
2.624	Beddis Water (SSI)	25-05	Replacement	AC Water Main Replacement Construction	5,560,000	S	Debt	-	-	-	-	2,780,000	2,780,000	5,560,000
2.624	Beddis Water (SSI)	25-06	Study	AC Water main Assessment and Replacement Strategy	92,000	S	Res	-	-	92,000	-	-	-	92,000
2.624	Beddis Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
2.624	Beddis Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
	Beddis Water (SSI) Total				**8,528,000**			**10,000**	**428,000**	**1,674,000**	**443,000**	**3,170,000**	**2,780,000**	**8,495,000**
2.626	Fulford Water (SSI)	21-02	Study	Public Engagement for Future Projects	20,000	S	Res	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	S	Res	-	10,000	-	-	-	-	10,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	-	E	Res	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	28,000	E	Cap	3,000	3,000	-	-	-	-	3,000
2.626	Fulford Water (SSI)	22-04	New	Fulford AC Water Main Renewal Program and Detailed Design	170,000	S	Debt	-	-	170,000	-	-	-	170,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	-	E	Res	-	10,000	-	-	-	-	10,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	21,000	E	Cap	4,000	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford WTP	50,000	E	Grant	-	50,000	-	-	-	-	50,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford WTP	-	E	Res	-	16,000	-	-	-	-	16,000
2.626	Fulford Water (SSI)	24-02	New	Ventilation for WTP	-	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-02	New	Ventilation for WTP	20,000	S	Grant	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	24-03	Replacement	Replacement of flocculator mixer motors at WTP.	-	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-03	Replacement	Replacement of flocculator mixer motors at WTP.	20,000	S	Grant	-	20,000	-	-	-	-	20,000
2.626	Fulford Water (SSI)	24-04	New	Install In-Line Strainers upstream of PRVs	14,000	S	Res	-	-	14,000	-	-	-	14,000
2.626	Fulford Water (SSI)	24-05	Replacement	Replace Air Valves in raw water line on Sunnyside	11,000	S	Res	-	-	11,000	-	-	-	11,000
2.626	Fulford Water (SSI)	24-06	New	Sunnyside PRS Install Guard Rail	4,000	S	Res	-	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	24-07	New	WTP SCADA Upgrades - WTP Communications and Control Upgrades	220,000	S	Debt	-	220,000	-	-	-	-	220,000
2.626	Fulford Water (SSI)	25-01	New	Water main replacement program - construction.	4,500,000	S	Debt	-	-	1,125,000	1,125,000	1,125,000	1,125,000	4,500,000
2.626	Fulford Water (SSI)	27-01	Study	Update Asset Management Plan	50,000	S	Grant	-	-	-	-	40,000	-	40,000
2.626	Fulford Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	10,000	-	10,000
	Fulford Water (SSI) Total				**5,138,000**			**7,000**	**405,000**	**1,320,000**	**1,125,000**	**1,175,000**	**1,125,000**	**5,150,000**
2.628	Cedar Lane Water (SSI)	18-01	Renewal	Abandon unused wells	10,000	S	Res	-	-	-	10,000	-	-	10,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipment design and construction	310,000	S	Debt	-	60,000	-	-	-	-	60,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipment design and construction	-	S	Debt	-	-	250,000	-	-	-	250,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	-	S	Res	-	5,000	-	-	-	-	5,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	55,000	S	Debt	-	50,000	-	-	-	-	50,000
2.628	Cedar Lane Water (SSI)	21-06	New	WTP Manganese treatment construction / chlorine exhaust	270,000	S	Debt	-	270,000	-	-	-	-	270,000
2.628	Cedar Lane Water (SSI)	23-01	New	Investigation for new groundwater sources	35,000	S	Debt	-	35,000	-	-	-	-	35,000
2.628	Cedar Lane Water (SSI)	24-02	New	WTP provide spare pressure pump and sub-drive unit	33,000	S	Debt	-	33,000	-	-	-	-	33,000
2.628	Cedar Lane Water (SSI)	24-03	New	Mansell Well #1 Building Remove structure and rebuild a useable structure to surround the well	39,000	S	Debt	-	-	-	39,000	-	-	39,000
2.628	Cedar Lane Water (SSI)	24-04	New	Referendum or Alternative Approval Process - Funding for Future Projects	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.628	Cedar Lane Water (SSI)	25-01	New	Water main AC replacement strategy and preliminary design	24,000	S	Debt	-	-	24,000	-	-	-	24,000
2.628	Cedar Lane Water (SSI)	25-02	New	Water Main AC replacement detailed design	56,000	S	Debt	-	-	-	56,000	-	-	56,000

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2.628	Cedar Lane Water (SSI)	26-01	New	Phased program of AC Water main replacement	1,290,000	S	Debt	-	-	-	-	645,000	645,000	1,290,000
2.628	Cedar Lane Water (SSI)	27-01	Study	Update Asset Management Plan	35,000	S	Debt	-	-	-	-	30,000	-	30,000
2.628	Cedar Lane Water (SSI)	27-01	Study	Update Asset Management Plan	-	S	Res	-	-	-	-	5,000	-	5,000
	Cedar Lane Water (SSI) Total				**2,172,000**			**-**	**468,000**	**274,000**	**105,000**	**680,000**	**645,000**	**2,172,000**
2.630	Magic Lake Estates Water (Pender)	21-04	Renewal	Buck Lake Dam Repairs - Phase 1	207,000	S	Res	5,000	50,000	22,000	-	-	-	72,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	-	E	Cap	5,000	5,000	-	-	-	-	5,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	20,000	E	Cap	10,000	10,000	-	-	-	-	10,000
2.630	Magic Lake Estates Water (Pender)	23-01	Renewal	Decommission Magic Lake old Syphon	35,000	S	Res	-	35,000	-	-	-	-	35,000
2.630	Magic Lake Estates Water (Pender)	23-02	New	ISOPAC Permanent Handling & Storage	60,000	S	Res	-	60,000	-	-	-	-	60,000
2.630	Magic Lake Estates Water (Pender)	26-01	Renewal	Buck Lake Dam Repairs - Phase 2	360,000	S	Res	-	-	-	145,000	75,000	60,000	280,000
	Magic Lake Estates Water (Pender) Total				**682,000**			**20,000**	**160,000**	**22,000**	**145,000**	**75,000**	**60,000**	**462,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-01	Replacement	Air Valve Replacement - Ph 2	20,000	E	Debt	20,000	20,000	-	-	-	-	20,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-02	Replacement	PRV Bypass Assembly Replacement	8,000	E	Cap	8,000	8,000	-	-	-	-	8,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-03	Replacement	Standpipe and Valve Replacement	8,000	E	Debt	8,000	8,000	-	-	-	-	8,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-04	New	Alternative Approval Process	20,000	S	Res	15,000	15,000	-	-	-	-	15,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	19-05	New	Autoflush Installation	20,000	E	Debt	20,000	20,000	-	-	-	-	20,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	20-02	New	Raw Water Turbidity Meter	10,000	E	Debt	10,000	10,000	-	-	-	-	10,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	21-01	Replacement	Source Water Viability Study	75,000	S	Debt	-	30,000	45,000	-	-	-	75,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-01	New	Install Larger Supply Line to Tank	175,000	S	Debt	-	-	175,000	-	-	-	175,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvement and Regulatory Requirements	750,000	S	Cap	260,000	260,000	-	-	-	-	260,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvement and Regulatory Requirements	-	S	Debt	-	-	360,000	-	-	-	360,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	24-01	Replacement	Culvert Replacement for the Water Service	30,000	S	Grant	-	30,000	-	-	-	-	30,000
	Lyall Harbour Boot Cove Water (Saturna) Total				**1,116,000**			**341,000**	**401,000**	**580,000**	**-**	**-**	**-**	**981,000**
2.642	Skana Water (Mayne)	17-03	New	Alternative Approval Process	15,000	S	Res	15,000	-	15,000	-	-	-	15,000
2.642	Skana Water (Mayne)	17-04	Renewal	Well #8 Upgrade	40,000	S	Cap	25,000	25,000	-	-	-	-	25,000
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	749,120	E	Debt	-	-	75,000	127,262	-	-	202,262
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	-	E	Grant	-	-	-	546,858	-	-	546,858
2.642	Skana Water (Mayne)	20-02	Decommission	Well Decommissioning	50,000	S	Cap	5,000	5,000	-	-	-	-	5,000
2.642	Skana Water (Mayne)	23-01	Renewal	Well Protection Upgrades	35,000	S	Debt	-	-	35,000	-	-	-	35,000
2.642	Skana Water (Mayne)	24-01	New	Source Water Surveillance	50,000	E	Res	-	10,000	-	-	-	-	10,000
2.642	Skana Water (Mayne)	24-01	New	Source Water Surveillance	-	E	Debt	-	-	40,000	-	-	-	40,000
2.642	Skana Water (Mayne)	24-02	Study	Storage Tank Options Assessment	20,000	S	Res	-	20,000	-	-	-	-	20,000
	Skana Water (Mayne) Total				**959,120**			**45,000**	**60,000**	**165,000**	**674,120**	**-**	**-**	**899,120**
2.650	Port Renfrew Water	20-01	Replacement	Hydrant Replacement Program	95,000	E	Res	10,000	20,000	10,000	10,000	10,000	-	50,000
2.650	Port Renfrew Water	22-01	Replacement	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000
2.650	Port Renfrew Water	23-01	Replacement	Supply System Replacement	-	S	Debt	-	-	666,667	-	-	-	666,667
2.650	Port Renfrew Water	23-01	Replacement	Supply System Replacement	2,000,000	S	Grant	-	100,000	1,233,333	-	-	-	1,333,333
2.650	Port Renfrew Water	23-02	Replacement	AC Pipe Replacement Program	400,000	S	Debt	-	-	-	200,000	200,000	-	400,000
2.650	Port Renfrew Water	23-03	Replacement	Miscellaneous Repairs & Replacements	250,000	E	Debt	-	-	250,000	-	-	-	250,000
2.650	Port Renfrew Water	24-01	Study	Water Master Plan Study	-	S	Grant	-	131,250	-	-	-	-	131,250
2.650	Port Renfrew Water	24-01	Study	Water Master Plan Study	175,000	S	Grant	-	43,750	-	-	-	-	43,750
	Port Renfrew Water Total				**2,935,000**			**10,000**	**295,000**	**2,175,000**	**210,000**	**210,000**	**-**	**2,890,000**
2.665	Sticks Allison Water (Galiano)	22-01	New	Service Line Replacement (Provisional)	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
	Sticks Allison Water (Galiano) Total				**5,000**			**5,000**	**5,000**	**-**	**-**	**-**	**-**	**5,000**
2.667	Surfside Park Estates (Mayne)	23-01	Replacement	Alternative Approval Process	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.667	Surfside Park Estates (Mayne)	24-01	Replacement	Wood Dale Drive Water Main Replacement	300,000	S	Debt	-	-	300,000	-	-	-	300,000
2.667	Surfside Park Estates (Mayne)	25-01	Replacement	New Tank & PS	1,700,000	S	Debt	-	-	200,000	1,500,000	-	-	1,700,000
2.667	Surfside Park Estates (Mayne)	24-02	New	Source Water Surveillance	20,000	E	Res	-	-	20,000	-	-	-	20,000

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	Surfside Park Estates (Mayne) Total				**2,035,000**			**-**	**15,000**	**520,000**	**1,500,000**	**-**	**-**	**2,035,000**
2.670	Regional Water Supply	09-01	Renewal	Leech River Watershed Restoration	5,756,000	L	WU	370,000	570,000	200,000	-	-	-	770,000
2.670	Regional Water Supply	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	WU	10,000	80,000	40,000	40,000	40,000	40,000	240,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	376,000	B	Grant	-	-	300,000	-	-	-	300,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	120,000	B	WU	20,000	20,000	50,000	-	-	-	70,000
2.670	Regional Water Supply	17-01	Renewal	Voice Radio Upgrade	1,062,500	E	WU	175,000	275,000	-	-	-	-	275,000
2.670	Regional Water Supply	20-01	New	Portable Pump Station	375,000	E	WU	8,750	8,750	-	-	-	-	8,750
2.670	Regional Water Supply	20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	1,050,000	S	WU	418,000	868,000	160,000	-	-	-	1,028,000
2.670	Regional Water Supply	24-01	Replacement	IT Core Infrastructure Replacement	125,000	E	WU	-	40,000	62,500	5,000	12,500	3,000	123,000
2.670	Regional Water Supply	25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	200,000	S	WU	-	-	200,000	75,000	75,000	75,000	425,000
2.670	Regional Water Supply	26-01	New	2 x Floating Water Quality Sensor Platforms	200,000	E	WU	-	-	-	200,000	-	-	200,000
2.670	Regional Water Supply	27-01	Study	Drinking Water Safety Plan Update	80,000	S	WU	-	-	-	-	80,000	-	80,000
2.670	Regional Water Supply	17-02	New	Leech River HydroMet System	585,000	E	WU	71,000	116,000	-	-	-	-	116,000
2.670	Regional Water Supply	19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	330,000	S	WU	10,000	10,000	300,000	-	-	-	310,000
2.670	Regional Water Supply	22-02	New	Muckpile Bridge Supply and Install (Deception)	340,000	S	WU	-	-	-	325,000	-	-	325,000
2.670	Regional Water Supply	23-02	Renewal	GVWSA LiDAR Mapping	300,000	L	WU	195,000	295,000	-	-	-	-	295,000
2.670	Regional Water Supply	24-02	Study	Capital Projects Delivery Optimization	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.670	Regional Water Supply	24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	60,000	E	WU	60,000	-	-	-	-	-	-
2.670	Regional Water Supply	25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	150,000	S	WU	-	-	150,000	-	-	-	150,000
2.670	Regional Water Supply	17-03	Replacement	Office Equipment, Upgrades and Replacements	112,500	E	WU	-	22,500	22,500	22,500	22,500	22,500	112,500
2.670	Regional Water Supply	21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	2,000,000	S	WU	350,000	600,000	400,000	500,000	500,000	-	2,000,000
2.670	Regional Water Supply	24-03	Study	Biosecurity Risk Assessment & Procedures	50,000	L	WU	-	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	25-03	Renewal	Transmission Main Upgrade Program	40,000,000	S	WU	-	-	10,000,000	10,000,000	10,000,000	10,000,000	40,000,000
2.670	Regional Water Supply	17-04	Replacement	Computer Upgrades	425,000	E	WU	-	85,000	85,000	85,000	85,000	85,000	425,000
2.670	Regional Water Supply	20-04	New	Sooke Lake HyDy Model Development	520,000	E	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	800,000	S	WU	165,000	450,000	200,000	75,000	75,000	-	800,000
2.670	Regional Water Supply	22-04	Renewal	GVWSA Orthophotography	95,000	L	WU	-	-	35,000	-	40,000	-	75,000
2.670	Regional Water Supply	23-04	Renewal	17S/Sooke Main Bridge Replacement	315,000	S	WU	-	-	15,000	-	300,000	-	315,000
2.670	Regional Water Supply	24-04	Study	Sooke Lake Drawdown Study	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	20,000	E	WU	-	-	20,000	-	-	-	20,000
2.670	Regional Water Supply	17-05	New	Development of the Maintenance Management Systems	75,000	E	WU	-	15,000	15,000	15,000	15,000	15,000	75,000
2.670	Regional Water Supply	18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	1,200,000	L	WU	140,000	240,000	100,000	100,000	100,000	100,000	640,000
2.670	Regional Water Supply	19-05	Renewal	Repairs - Kapoor Shutdown	700,000	S	WU	105,000	205,000	100,000	-	-	-	305,000
2.670	Regional Water Supply	20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	180,000	L	WU	115,000	115,000	-	-	-	-	115,000
2.670	Regional Water Supply	21-05	Study	Level of Service Agreement	150,000	S	WU	140,000	140,000	-	-	-	-	140,000
2.670	Regional Water Supply	23-05	Study	Spill Management Plan and Implementation	70,000	L	WU	50,000	70,000	-	-	-	-	70,000
2.670	Regional Water Supply	24-05	New	Dock for Sooke Lake Reservoir	100,000	S	WU	-	10,000	90,000	-	-	-	100,000
2.670	Regional Water Supply	25-05	New	Heli Fire Tank	20,000	E	WU	-	-	20,000	-	-	-	20,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office	12,000,000	B	WU	1,000,000	4,440,000	2,000,000	-	-	-	6,440,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office	-	B	Other	3,000,000	4,000,000	1,000,000	-	-	-	5,000,000
2.670	Regional Water Supply	17-06	Replacement	Small Equipment & Tool Replacement (Water (	200,000	E	WU	-	40,000	40,000	40,000	40,000	-	160,000
2.670	Regional Water Supply	20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	70,000	L	WU	-	16,000	12,000	12,000	-	-	40,000

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2.670	Regional Water Supply	21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	775,000	E	WU	470,000	470,000	250,000	-	-	-	720,000
2.670	Regional Water Supply	22-06	Study	Sooke Lake Food Web Study	100,000	S	WU	20,000	-	-	-	-	-	-
2.670	Regional Water Supply	23-06	Study	GVDWS Nitrification Study	50,000	S	WU	50,000	-	-	-	-	-	-
2.670	Regional Water Supply	24-06	Study	Post Wildfire Assessment Program	55,000	L	WU	-	55,000	-	-	-	-	55,000
2.670	Regional Water Supply	25-06	Replacement	Goldstream Dam Spillway Replacement	500,000	S	WU	-	-	100,000	400,000	-	-	500,000
2.670	Regional Water Supply	17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	42,500	E	WU	-	12,500	7,500	7,500	7,500	7,500	42,500
2.670	Regional Water Supply	18-07	New	Replacement of UV System	11,500,000	E	WU	7,600,000	10,370,000	-	-	-	-	10,370,000
2.670	Regional Water Supply	19-07	New	Integrate Dam Performance and Hydromet to SCADA	1,300,000	E	WU	1,200,000	1,200,000	200,000	200,000	200,000	-	1,800,000
2.670	Regional Water Supply	23-07	Study	Sooke Lake Dam Spillway and Gates Retrofit	450,000	S	WU	150,000	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	24-07	Replacement	Field Operations Centre - IT Infrastructure Upgrades	40,000	E	WU	-	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	18-08	Replacement	Bulk Supply Meter Replacement Program	2,050,000	E	WU	650,000	650,000	200,000	200,000	150,000	-	1,200,000
2.670	Regional Water Supply	20-08	Study	Regional Water DCC Program	450,000	S	WU	250,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	22-08	New	Deception Dam Surveillance Improvements	450,000	S	WU	150,000	300,000	150,000	-	-	-	450,000
2.670	Regional Water Supply	23-08	Study	Regional Watershed Dams – Flood Forecasting System	300,000	S	WU	130,000	230,000	50,000	-	-	-	280,000
2.670	Regional Water Supply	24-08	Study	Seismic and Flood Vulnerability Assessment of Supply Main 10 and 11 Spillway Crossing	150,000	S	WU	-	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	19-09	New	Cabin Pond Dams Decommissioning (PES)	600,000	S	WU	600,000	600,000	-	-	-	-	600,000
2.670	Regional Water Supply	21-09	New	Goldstream Water Chlorination Gas System Removal	200,000	S	WU	170,000	170,000	-	-	-	-	170,000
2.670	Regional Water Supply	22-09	Study	GVWSA Powerlines Wildfire Risk Mitigation Plan	110,000	L	WU	23,000	43,000	40,000	-	-	-	83,000
2.670	Regional Water Supply	23-09	Study	Sooke Lake Dam - Dam Safety Review 2023	200,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	24-09	Study	Aggricultural Water Rate Review	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	16-10	New	Post Disaster Emergency Water Supply	2,250,000	S	WU	20,000	220,000	200,000	200,000	200,000	200,000	1,020,000
2.670	Regional Water Supply	18-10	Study	Species-at-Risk Wildlife Habitat	185,000	L	WU	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	20-10	Study	Condition & Vulnerability Assessment	200,000	S	WU	200,000	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	21-10	Replacement	SCADA Masterplan and System Upgrades	2,150,000	E	WU	750,000	300,000	725,000	600,000	300,000	-	1,925,000
2.670	Regional Water Supply	22-10	New	GVWSA/RWS Educational Videos	60,000	L	WU	27,000	27,000	30,000	-	-	-	57,000
2.670	Regional Water Supply	23-10	New	Work platform for Sooke Lake Reservoir	30,000	E	WU	10,000	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	24-10	Replacement	Sooke River Road WTP UPS Replacement	50,000	E	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	14,800,000	S	Grant	-	-	1,200,000	2,000,000	3,600,000	6,000,000	12,800,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	33,900,000	S	WU	3,500,000	2,215,000	1,885,000	20,000,000	10,000,000	-	34,100,000
2.670	Regional Water Supply	22-11	New	Additional Boom Anchors for Sooke Lake Reservoir debris boom	60,000	E	WU	60,000	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	23-11	New	Purchase and Deployment of Second Wildfire Camera for Leech WSA, and Analytic software	100,000	E	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	24-11	Replacement	IT Core Infrastructure Replacement	420,000	E	WU	-	25,000	15,000	-	130,000	250,000	420,000
2.670	Regional Water Supply	19-12	New	Goldstream Dams Instrumentation Improvements	700,000	S	WU	665,000	665,000	-	-	-	-	665,000
2.670	Regional Water Supply	23-12	Study	Project Delivery Strategy	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	24-12	Renewal	Head Tank Valve Replacement	450,000	E	WU	-	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	16-16	Renewal	Implications from Goldstream Dam Safety Review	825,000	S	WU	450,000	525,000	-	-	-	-	525,000
2.670	Regional Water Supply	17-13	New	Asset Management Plan	400,000	S	WU	60,000	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	17-25	Renewal	Implications from 2016 Sooke Lake Dam Safety Review	1,210,000	S	WU	637,000	637,000	-	-	-	-	637,000
2.670	Regional Water Supply	17-27	Replacement	Watershed Bridge and Culvert Replacement	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	600,000	E	WU	-	200,000	100,000	100,000	100,000	100,000	600,000
2.670	Regional Water Supply	17-29	Replacement	Water Supply Area Equipment Replacement	640,000	E	WU	-	140,000	125,000	125,000	125,000	125,000	640,000
2.670	Regional Water Supply	17-30	Replacement	Transmission Main Repairs	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-31	Replacement	Transmission System Components Replacement	400,000	S	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	17-33	Replacement	Disinfection Equipment Parts Replacement	1,000,000	E	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-34	Renewal	Supply System Computer Model Update	100,000	S	WU	-	20,000	20,000	20,000	20,000	20,000	100,000
2.670	Regional Water Supply	17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	2,873,000	V	ERF	170,000	1,361,000	685,250	773,000	855,000	495,000	4,169,250

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.670	Regional Water Supply	18-15	Renewal	Corrosion Protection Program	1,150,000	S	WU	275,000	275,000	150,000	150,000	-	-	575,000
2.670	Regional Water Supply	18-18	Replacement	Main No.3 Segment Replacement	15,600,000	S	WU	750,000	1,260,000	10,590,000	3,600,000	-	-	15,450,000
2.670	Regional Water Supply	18-19	New	Sooke Lake Dam - Instrumentation System Improvements	2,200,000	S	WU	650,000	1,650,000	-	-	-	-	1,650,000
2.670	Regional Water Supply	18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	600,000	S	WU	550,000	550,000	-	-	-	-	550,000
2.670	Regional Water Supply	19-13	New	Dam Safety Instrumentation	300,000	E	WU	200,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	19-15	New	Hydraulic Capacity Assessment and Transient I	250,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	19-16	Replacement	Dam Improvements	1,675,000	S	WU	-	475,000	300,000	300,000	300,000	300,000	1,675,000
2.670	Regional Water Supply	19-19	New	Hydromet Upgrades Sooke and Goldstream	400,000	E	WU	13,000	183,000	-	-	-	-	183,000
2.670	Regional Water Supply	19-22	Replacement	SCADA Repairs & Equipment Replacement	750,000	E	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.670	Regional Water Supply	19-23	New	Critical Spare Equipment Storage & Pipe Yard	1,200,000	S	WU	250,000	250,000	950,000	-	-	-	1,200,000
2.670	Regional Water Supply	19-30	Study	Leech WSA Lakes/Tributaries Assessment	75,000	L	WU	41,000	41,000	-	-	-	-	41,000
2.670	Regional Water Supply	20-16	Replacement	Cecelia Meter Replacement	1,500,000	S	WU	990,000	1,490,000	-	-	-	-	1,490,000
2.670	Regional Water Supply	20-17	Replacement	Decommission & Conceptual Design of the Smith Hill Site	1,450,000	S	WU	253,125	450,000	-	1,000,000	-	-	1,450,000
2.670	Regional Water Supply	20-19	Replacement	Goldstream System High Level Outlet Valve Re	300,000	S	WU	250,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	20-22	New	Vehicle for the Dam Safety Program	100,000	V	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	20-23	New	Vehicle for the CSE Support Program	100,000	V	WU	100,000	120,000	-	-	-	-	120,000
2.670	Regional Water Supply	20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	-	L	Other	-	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	20-27	Study	GVWSA Forest Resilience - wildfire/forest mod	1,495,000	L	WU	145,000	645,000	-	-	-	-	645,000
2.670	Regional Water Supply	20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	230,000	L	WU	115,000	115,000	60,000	-	-	-	175,000
2.670	Regional Water Supply	20-29	Renewal	GVWSA Gravel Crushing	650,000	S	WU	-	100,000	-	200,000	-	-	300,000
2.670	Regional Water Supply	21-15	Replacement	Corrosion Protection	250,000	S	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.670	Regional Water Supply	21-16	Replacement	Valve Chamber Upgrades	1,500,000	S	WU	-	300,000	300,000	300,000	300,000	300,000	1,500,000
2.670	Regional Water Supply	21-17	Replacement	Water Quality Equipment Replacement	250,000	E	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.670	Regional Water Supply	21-18	Renewal	LIMS support	125,000	E	WU	-	25,000	25,000	25,000	25,000	25,000	125,000
2.670	Regional Water Supply	21-20	Study	West Leech Road	320,000	L	WU	100,000	100,000	100,000	-	-	-	200,000
2.670	Regional Water Supply	21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	150,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	21-26	New	Road Deactivation/Rehabilitation in the GVWSA	360,000	L	WU	108,000	108,000	100,000	100,000	-	-	308,000
2.670	Regional Water Supply	21-27	New	Autogate Installations on Primary Access Routes	600,000	S	WU	-	50,000	300,000	-	-	-	350,000
2.670	Regional Water Supply	21-30	New	Vehicle for Warehouse Operations	90,000	V	WU	90,000	90,000	-	-	-	-	90,000
2.670	Regional Water Supply	22-13	New	Replace Storage Sheds with Containers	50,000	S	WU	-	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	22-14	Study	Sooke River Intake Feasibility	50,000	S	WU	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-15	New	Microwave Radio Upgrades	1,100,000	S	WU	270,000	470,000	200,000	200,000	-	-	870,000
2.670	Regional Water Supply	22-16	Renewal	Goldstream WTP Drainage Improvements	200,000	S	WU	130,000	130,000	-	-	-	-	130,000
2.670	Regional Water Supply	22-17	New	Goldstream WTP Safety Improvements	200,000	E	WU	105,000	105,000	-	-	-	-	105,000
2.670	Regional Water Supply	23-13	Study	Filtration Plant Planning & Design	16,300,000	S	WU	253,125	-	400,000	500,000	5,400,000	10,000,000	16,300,000
2.670	Regional Water Supply	23-14	Study	Council Creek Crossing Hydrology Review	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	23-16	Renewal	Humpback Channel Assessment and Upgrades	200,000	S	WU	195,000	195,000	-	-	-	-	195,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	6,000,000	S	Grant	-	6,000,000	-	-	-	-	6,000,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	3,800,000	S	WU	2,600,000	2,600,000	1,000,000	-	-	-	3,600,000
2.670	Regional Water Supply	23-18	Renewal	Sooke Lake Dam Spillway Channel Improvements	700,000	S	WU	200,000	400,000	300,000	-	-	-	700,000
2.670	Regional Water Supply	23-19	Renewal	Charters Dam - Implications from Dam Safety Review	200,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	23-20	Study	Land Exchange/Acquisition	400,000	L	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	23-21	New	EV Charging Stations Electrical Infrastructure	855,000	E	WU	650,000	855,000	-	400,000	-	-	1,255,000
2.670	Regional Water Supply	23-22	New	Fuel Truck	200,000	E	WU	200,000	325,000	-	-	-	-	325,000
2.670	Regional Water Supply	23-23	Replacement	Brushcutting head for Excavator	30,000	V	WU	30,000	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	23-24	New	East-West Connector (Filtration Plant to District of Sooke)	400,000	S	WU	-	-	-	-	200,000	200,000	400,000
2.670	Regional Water Supply	23-25	New	Deep Northern Intake and Sooke Lake Pump Station	12,200,000	S	WU	506,250	-	600,000	3,600,000	4,000,000	4,000,000	12,200,000
2.670	Regional Water Supply	23-26	New	Transmission Main - Sooke Lake Pump Station to Head Tank	3,400,000	S	WU	168,750	-	200,000	1,000,000	1,200,000	1,000,000	3,400,000
2.670	Regional Water Supply	23-27	New	Gravity Main - Sooke Lake to Head Tank	1,400,000	S	WU	84,375	-	300,000	400,000	700,000	-	1,400,000
2.670	Regional Water Supply	23-28	New	Goldstream Reservoir Connector	4,600,000	S	WU	84,375	-	400,000	2,000,000	2,200,000	-	4,600,000
2.670	Regional Water Supply	23-29	Renewal	Mt. Tolmie Control Valve Replacement	800,000	E	WU	300,000	800,000	-	-	-	-	800,000
2.670	Regional Water Supply	23-30	New	Fleet Shop Hoist	35,000	E	WU	35,000	70,000	-	-	-	-	70,000
2.670	Regional Water Supply	23-31	New	Purchase of land	1,500,000	L	WU	1,500,000	1,500,000	-	-	-	-	1,500,000

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CRD 2024-2028 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.670	Regional Water Supply	24-13	Replacement	Reservoir Log Boom Upgrade Program	500,000	S	WU	-	200,000	300,000	-	-	-	500,000
2.670	Regional Water Supply	24-14	Replacement	Laboratory Equipment Replacements	75,000	E	WU	-	75,000	-	-	-	-	75,000
2.670	Regional Water Supply	24-15	Replacement	Laboratory Renovations	200,000	B	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	24-16	Replacement	WQ Field Office IT Upgrades	10,000	E	WU	-	10,000	-	-	-	-	10,000
2.670	Regional Water Supply	24-17	New	Pool Vehicles	180,000	V	WU	-	180,000	-	-	-	-	180,000
2.670	Regional Water Supply	24-18	New	Vehicle for Watershed Hydrology Program	100,000	V	WU	-	90,000	-	-	-	-	90,000
2.670	Regional Water Supply	24-19	Renewal	Mount Tolmie Tank Structural and Infiltration I	850,000	E	WU	-	850,000	-	-	-	-	850,000
	Regional Water Supply Total				**245,852,500**			**37,386,750**	**61,518,750**	**39,244,750**	**50,915,000**	**42,417,500**	**34,383,000**	**228,479,000**
2.680	JDF Water Distribution	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	WU	10,000	80,000	40,000	40,000	40,000	40,000	240,000
2.680	JDF Water Distribution	17-01	Renewal	Voice Radio Upgrade	1,062,500	E	WU	175,000	275,000	-	-	-	-	275,000
2.680	JDF Water Distribution	20-01	New	Portable Pump Station	375,000	E	WU	8,750	8,750	-	-	-	-	8,750
2.680	JDF Water Distribution	21-01	New	Sooke Henlyn Supply & Distribution Mains	1,000,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000
2.680	JDF Water Distribution	22-01	New	East Sooke Interconnect Water Main	850,000	S	WU	470,000	820,000	-	-	-	-	820,000
2.680	JDF Water Distribution	24-01	Replacement	IT Core Infrastructure Replacement	125,000	E	WU	-	40,000	62,500	5,000	12,500	3,000	123,000
2.680	JDF Water Distribution	24-01	New	Charters Road Watermain Replacement	650,000	S	WU	-	650,000	-	-	-	-	650,000
2.680	JDF Water Distribution	21-02	Replacement	Sooke Rd - 2,200m of 600mm Pipe - VMP to Jacklin	4,000,000	S	WU	200,000	200,000	2,700,000	1,100,000	-	-	4,000,000
2.680	JDF Water Distribution	22-02	New	Microwave Radio Upgrades	550,000	S	WU	150,000	250,000	100,000	100,000	-	-	450,000
2.680	JDF Water Distribution	23-02	New	Vehicle to support the meter replacement pro	200,000	V	WU	200,000	200,000	-	-	-	-	200,000
2.680	JDF Water Distribution	24-02	New	Hwy 14 Watermain Relocation	2,000,000	S	WU	-	2,000,000	-	-	-	-	2,000,000
2.680	JDF Water Distribution	24-02	Study	Capital Projects Delivery Optimization	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.680	JDF Water Distribution	25-02	New	Throup Road Watermain Installation	900,000	S	Res	-	-	900,000	-	-	-	900,000
2.680	JDF Water Distribution	16-03	Renewal	Asset Management Plan	400,000	S	WU	145,000	395,000	-	-	-	-	395,000
2.680	JDF Water Distribution	17-03	Replacement	Office Equipment, Upgrades and Replacements	112,500	E	WU	-	22,500	22,500	22,500	22,500	22,500	112,500
2.680	JDF Water Distribution	18-03	Renewal	JDF Site Decommissioning Program	1,050,000	S	WU	540,000	540,000	150,000	100,000	100,000	100,000	990,000
2.680	JDF Water Distribution	20-03	Replacement	AC Pipe Replacement Program	140,000,000	S	WU	4,060,000	7,360,000	3,500,000	3,500,000	3,600,000	3,600,000	21,560,000
2.680	JDF Water Distribution	21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	1,125,000	S	WU	-	225,000	225,000	225,000	225,000	225,000	1,125,000
2.680	JDF Water Distribution	17-04	Replacement	Computer Upgrades	425,000	E	WU	-	85,000	85,000	85,000	85,000	85,000	425,000
2.680	JDF Water Distribution	20-04	Replacement	William Head & VGH Meter Replacement	700,000	S	WU	185,000	585,000	-	-	-	-	585,000
2.680	JDF Water Distribution	21-04	Replacement	Residential Service & Meter Replacement	6,500,000	S	WU	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
2.680	JDF Water Distribution	16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	5,000,000	S	WU	1,700,000	2,100,000	1,000,000	450,000	-	-	3,550,000
2.680	JDF Water Distribution	17-05	New	Development of the Maintenance Managemer	75,000	E	WU	-	15,000	15,000	15,000	15,000	15,000	75,000
2.680	JDF Water Distribution	21-05	Replacement	Pump Station Equipment Replacements	750,000	S	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.680	JDF Water Distribution	16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	2,094,000	V	ERF	400,000	1,165,000	905,000	774,000	710,000	750,000	4,304,000
2.680	JDF Water Distribution	17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	200,000	E	WU	-	40,000	40,000	40,000	40,000	-	160,000
2.680	JDF Water Distribution	18-06	New	Disaster Response Plan for Water Supply and I	450,000	S	WU	60,000	110,000	50,000	50,000	50,000	50,000	310,000
2.680	JDF Water Distribution	21-06	Replacement	SCADA Equipment Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	295,000	S	Res	-	20,000	20,000	20,000	20,000	165,000	245,000
2.680	JDF Water Distribution	17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	42,500	E	WU	-	12,500	7,500	7,500	7,500	7,500	42,500
2.680	JDF Water Distribution	17-07	New	Site Decommissioning - General	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.680	JDF Water Distribution	21-07	Renewal	Reservoir Equipment Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	17-09	Replacement	Emergency Main Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	19-09	New	Distribution System Seismic Resiliency Improvements	1,750,000	S	WU	250,000	750,000	500,000	500,000	-	-	1,750,000
2.680	JDF Water Distribution	21-09	Replacement	Valve Replacement	1,200,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.680	JDF Water Distribution	17-12	Replacement	Large Meters/Meter Vaults Components Replacement	1,250,000	S	WU	-	250,000	250,000	250,000	250,000	250,000	1,250,000
2.680	JDF Water Distribution	17-13	New	Site Security Upgrades	200,000	S	WU	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-15	Renewal	Distribution System Improvements	2,250,000	S	WU	-	450,000	450,000	450,000	450,000	450,000	2,250,000
2.680	JDF Water Distribution	17-16	New	Hydraulic Model Yearly Update	300,000	S	WU	-	65,000	65,000	65,000	70,000	70,000	335,000
2.680	JDF Water Distribution	21-13	Replacement	SCADA Master Plan Update & Upgrades	1,900,000	S	WU	900,000	900,000	600,000	300,000	-	-	1,800,000
2.680	JDF Water Distribution	21-14	Renewal	Fire Storage Analysis	120,000	S	WU	120,000	120,000	-	-	-	-	120,000
	JDF Water Distribution Total				**181,661,500**			**10,573,750**	**22,743,750**	**13,697,500**	**10,109,000**	**7,707,500**	**7,843,000**	**62,100,750**
2.682	Seagirt Water System	23-03	New	Seagirt Watermain Extension	2,350,000	S	Debt	2,000,000	2,000,000	-	-	-	-	2,000,000
2.682	Seagirt Water System	23-03	New	Seagirt Watermain Extension	-	S	WU	250,000	250,000	-	-	-	-	250,000
	Seagirt Water System Total				**2,350,000**			**2,250,000**	**2,250,000**	**-**	**-**	**-**	**-**	**2,250,000**
2.691	Wilderness Mountain Water Service	24-01	New	Wooden Intake Platform Replacement	-	S	Res	-	5,000	-	-	-	-	5,000
2.691	Wilderness Mountain Water Service	24-01	New	Wooden Intake Platform Replacement	50,000	S	Grant	-	45,000	-	-	-	-	45,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
2.691	Wilderness Mountain Water Service	24-02	Study	Raw Water Quality Sampling Study	-	S	Grant	-	-	-	-	-	-	-
2.691	Wilderness Mountain Water Service	24-03	New	Alternative Approval Process	10,000	S	Res	-	-	10,000	-	-	-	10,000
2.691	Wilderness Mountain Water Service	25-01	New	New Floating Intake	-	S	Grant	-	-	-	-	-	-	-
2.691	Wilderness Mountain Water Service	25-02	New	Treatment Plant Upgrades	-	S	Debt	-	-	200,000	-	-	-	200,000
2.691	Wilderness Mountain Water Service	25-02	New	Treatment Plant Upgrades	400,000	S	Grant	-	-	200,000	-	-	-	200,000
	Wilderness Mountain Water Service Total				**460,000**			**-**	**50,000**	**410,000**	**-**	**-**	**-**	**460,000**
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	14,705,734	L	Cap	300,000	300,000	-	-	-	-	300,000
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	-	L	Grant	117,000	117,000	-	-	-	-	117,000
	Millstream Site Remediation Total				**14,705,734**			**417,000**	**417,000**	**-**	**-**	**-**	**-**	**417,000**
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	-	S	Res	-	-	-	10,000	-	-	10,000
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	50,000	S	Grant	-	-	-	40,000	-	-	40,000
3.705	SSI Septage / Composting	23-01	New	Grit Chamber	20,000	S	Cap	20,000	20,000	-	-	-	-	20,000
3.705	SSI Septage / Composting	24-01	New	Storage Building Upgrades	30,000	B	Res	-	30,000	-	-	-	-	30,000
3.705	SSI Septage / Composting	24-02	New	Referendum or Alternative Approval Process - Funding for Future Projects	35,000	S	Res	-	35,000	-	-	-	-	35,000
3.705	SSI Septage / Composting	25-01	New	Burgoyne Septage Treatment Facility	2,482,500	S	Debt	-	120,000	2,280,000	82,500	-	-	2,482,500
3.705	SSI Septage / Composting	23-02	New	Abattoir Purchase of Assets	15,000	S	Res	15,000	15,000	-	-	-	-	15,000
	SSI Septage / Composting Total				**2,632,500**			**35,000**	**220,000**	**2,280,000**	**132,500**	**-**	**-**	**2,632,500**
3.718	Saanich Peninsula Wastewater	18-10	Replacement	Equipment Replacement - Annual Provisional	1,000,000	S	ERF	-	200,000	200,000	200,000	200,000	200,000	1,000,000
3.718	Saanich Peninsula Wastewater	19-06	Renewal	Odour Control Upgrades	575,000	S	Res	340,000	340,000	-	-	-	-	340,000
3.718	Saanich Peninsula Wastewater	20-02	Study	Oxidation Ditch Optimization	200,000	E	Res	115,000	115,000	-	-	-	-	115,000
3.718	Saanich Peninsula Wastewater	20-03	Renewal	Trunk Sewer Relining	1,100,000	S	Res	150,000	150,000	-	-	-	-	150,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Manhole Repairs and Replacement	50,000	S	Res	-	50,000	-	-	-	-	50,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Manhole Repairs and Replacement	850,000	S	Debt	-	-	400,000	150,000	150,000	150,000	850,000
3.718	Saanich Peninsula Wastewater	21-02	Renewal	Sidney Pump Station Wet Well Upgrades	250,000	S	Debt	-	-	250,000	-	-	-	250,000
3.718	Saanich Peninsula Wastewater	21-04	Replacement	Voice Radio Replacement	85,000	E	ERF	30,000	30,000	-	-	-	-	30,000
3.718	Saanich Peninsula Wastewater	22-02	New	Microwave Radio Upgrades	350,000	E	Res	-	150,000	100,000	100,000	-	-	350,000
3.718	Saanich Peninsula Wastewater	23-01	Renewal	DCC Program - 5-year Update	75,000	S	Res	-	75,000	-	-	-	-	75,000
3.718	Saanich Peninsula Wastewater	23-02	Renewal	Electrical & Control Upgrades	275,000	E	ERF	55,000	230,000	-	-	-	-	230,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	Odour Control Upgrade Construction	1,000,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	Odour Control Upgrade Construction	1,500,000	S	Debt	-	-	1,500,000	-	-	-	1,500,000
3.718	Saanich Peninsula Wastewater	23-04	Replacement	Replace SCADA Servers and Ethernet Upgrades	250,000	S	ERF	130,000	130,000	-	-	-	-	130,000
3.718	Saanich Peninsula Wastewater	24-01	Renewal	Sludge Tanks and Process Sump Cleaning and Repairs	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.718	Saanich Peninsula Wastewater	24-02	Replacement	Standby Power Assessment and Replacement	30,000	E	Res	-	30,000	-	-	-	-	30,000
3.718	Saanich Peninsula Wastewater	24-02	Replacement	Standby Power Assessment and Replacement	920,000	E	Debt	-	-	200,000	720,000	-	-	920,000
3.718	Saanich Peninsula Wastewater	24-03	Replacement	SCADA Equipment Replacement	1,000,000	E	Debt	-	-	250,000	250,000	250,000	250,000	1,000,000
3.718	Saanich Peninsula Wastewater	24-04	Replacement	SPWWTP PLC Replacement	500,000	E	Debt	-	-	500,000	-	-	-	500,000
3.718	Saanich Peninsula Wastewater	24-05	Replacement	Keating Pump Station - Pump Replacement	300,000	S	ERF	-	300,000	-	-	-	-	300,000
3.718	Saanich Peninsula Wastewater	24-06	Replacement	IT Core Infrastructure Replacement	195,000	E	ERF	-	15,000	-	-	-	180,000	195,000
3.718	Saanich Peninsula Wastewater	26-01	Renewal	Replace Covers on Primary Clarifiers	200,000	E	ERF	-	-	-	200,000	-	-	200,000
3.718	Saanich Peninsula Wastewater	27-01	Renewal	SPWWTP Road Upgrades	300,000	S	Res	-	-	-	-	300,000	-	300,000
3.718	Saanich Peninsula Wastewater	27-02	Renewal	Trunk Sewer Relining - Ph2	2,200,000	S	Debt	-	-	-	-	-	2,200,000	2,200,000
3.718	Saanich Peninsula Wastewater	27-03	Renewal	Flushing and CCTV Inspection	150,000	S	Res	-	-	-	-	150,000	-	150,000
3.718	Saanich Peninsula Wastewater	28-01	Study	Bazan Bay Outfall Inspection	250,000	S	Res	-	-	-	-	-	250,000	250,000
	Saanich Peninsula Wastewater Total				**14,105,000**			**1,820,000**	**2,815,000**	**3,900,000**	**1,620,000**	**1,050,000**	**3,230,000**	**12,615,000**
3.750	L.W.M.P. - Core and West Shore	24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	-	S	Debt	-	-	9,000,000	-	-	-	9,000,000
3.750	L.W.M.P. - Core and West Shore	24-01	New	Biosolids Advanced Thermal Pilot Demonstration Plant	10,000,000	S	Res	-	1,000,000	-	-	-	-	1,000,000
	L.W.M.P. - Core and West Shore Total				**10,000,000**			**-**	**1,000,000**	**9,000,000**	**-**	**-**	**-**	**10,000,000**
3.798C	Debt - Core Area Wastewater Treatment Program	21-01	Renewal	Lang Cove Electrical and Building Upgrades	1,200,000	S	Res	250,000	600,000	-	-	-	-	600,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	22-01	Renewal	Odour Control HVAC Testing and Balancing	200,000	S	Debt	150,000	150,000	-	-	-	-	150,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-01	Renewal	Cecelia Ravine Pipe Protection	1000000	S	Debt	-	-	-	-	-	1,000,000	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-01	Renewal	Trent PLC Upgrade	250,000	S	ERF	-	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-01	Renewal	Admirals Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	26-01	Renewal	NWT Sewer Replacement at Alpha-Terrace	1,000,000	S	Debt	-	-	-	1,000,000	-	-	1,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	27-01	Study	Forcemain Pipe Assessment Study	250,000	S	Debt	-	-	-	-	250,000	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	28-01	Decommission	Marigold Surge Tank Deconstruction	1,800,000	S	Debt	-	-	-	-	300,000	1,500,000	1,800,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-02	Renewal	Marigold Electrical and Building Upgrades	5,850,000	S	Debt	1,950,000	5,550,000	-	-	-	-	5,550,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-02	Renewal	Penrhyn Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-02	Renewal	Hood Mechanical and Electrical Renewal	870,000	S	Debt	-	50,000	420,000	400,000	-	-	870,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-02	Renewal	Macaulay Point Outfall Retrofit	750,000	S	Debt	-	-	750,000	-	-	-	750,000
3.798C	Debt - Core Area Wastewater Treatment Program	27-02	Renewal	Broom Overflow Pipe Rehabilitation	575,000	S	Debt	-	-	-	-	75,000	500,000	575,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-03	Renewal	Currie Major Electrical and Seismic Upgrades	2,300,000	S	Debt	110,000	2,010,000	-	-	-	-	2,010,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-03	Renewal	Acquisition of Outstanding Right-of-Ways	1,200,000	S	Debt	132,000	132,000	500,000	500,000	-	-	1,132,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	580,000	S	Debt	-	50,000	230,000	300,000	-	-	580,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-03	Renewal	Harriet Siphon Inlet Chamber Upgrade	1,500,000	S	Debt	-	-	1,500,000	-	-	-	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-04	New	Microwave Radio Upgrades	600,000	S	ERF	150,000	250,000	100,000	100,000	100,000	-	550,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-04	Renewal	Humber Electrical and Mechanical Renewal	640,000	S	Debt	-	50,000	290,000	300,000	-	-	640,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-05	Replacement	Harling PS - Complete Replacement	2,500,000	S	Debt	290,000	400,000	2,090,000	-	-	-	2,490,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-05	Replacement	Lang Cove Discharge Isolation Valves	400,000	S	ERF	300,000	-	300,000	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-05	Renewal	Rutland Electrical and Mechanical Renewal	640,000	S	Debt	-	50,000	290,000	300,000	-	-	640,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-06	Renewal	Shoreline Trunk Sewer Upgrade	3,400,000	S	Debt	340,000	440,000	2,900,000	-	-	-	3,340,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-06	Replacement	Annual Provisional Equipment Replacement	1,500,000	S	ERF	-	300,000	300,000	300,000	300,000	300,000	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	1,470,000	S	Debt	-	100,000	670,000	700,000	-	-	1,470,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-07	New	Western Trunk Sewer Twinning	25,000,000	S	Debt	370,000	370,000	-	-	-	-	370,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-07	New	Enterprise Data Historian Management System	300,000	E	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-07	Renewal	Parsons Siphon Assessment	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-08	New	Process & Mechanical Upgrades	4,250,000	S	Debt	-	850,000	850,000	850,000	850,000	850,000	4,250,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-08	Renewal	Clover Point Outfall Retrofit	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-09	Renewal	Bowker Sewer Rehabilitation Ph1	8,600,000	S	Cap	375,000	375,000	-	-	-	-	375,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-09	New	Safety & Security Upgrades	2,400,000	S	Debt	-	600,000	600,000	400,000	400,000	400,000	2,400,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-09	New	Centrate Return Line Automated Monitoring	175,000	S	Debt	-	-	-	175,000	-	-	175,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8,000,000	S	Debt	-	8,000,000	-	-	-	-	8,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-11	Renewal	Manhole Repairs and Replacement	2,000,000	S	Debt	750,000	450,000	2,600,000	-	1,000,000	-	4,050,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-11	Renewal	Western Trunk Grit Chamber Repairs	1,500,000	S	Debt	-	250,000	1,250,000	-	-	-	1,500,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	1,250,000	S	Res	465,000	1,218,000	-	-	-	-	1,218,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-12	Renewal	Harriet Siphon Cleaning and Assessment	500,000	S	Res	-	500,000	-	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	16-01a	New	CAWTP	462,000,000	S	Grant	450,000	450,000	-	-	-	-	450,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-13	New	Craigflower Forcemain Twinning	13,655,000	S	Debt	185,000	553,000	-	-	6,500,000	6,500,000	13,553,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-15	Replacement	Parsons Meter Replacement	500,000	S	Debt	182,000	432,000	-	-	-	-	432,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-16	New	Gorge & Chapman Meter	400,000	S	Debt	109,000	379,000	-	-	-	-	379,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-17	New	Esquimalt Nation Meter	300,000	S	Debt	172,000	272,000	-	-	-	-	272,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-19	New	Selkirk Meter	500,000	S	Debt	183,000	493,000	-	-	-	-	493,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-22	Study	Asset Management Plan Update	250,000	S	Debt	250,000	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-23	Study	DCC Program Development	400,000	S	Debt	150,000	150,000	-	-	-	-	150,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-24	Renewal	Record Drawing and Wastewater Agreement Updates	1,100,000	S	Debt	160,000	360,000	250,000	250,000	-	-	860,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-25	Renewal	SCADA and Radio Assessment	3,900,000	S	Debt	1,430,000	2,180,000	750,000	750,000	750,000	-	4,430,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-26	Replacement	Annual Provisional Emergency Repairs	5,000,000	S	Res	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-27	New	New Infrastructure Optimization	500,000	S	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-13	Renewal	Craigflower Inlet Reconfiguration	1,700,000	S	Debt	-	1,700,000	-	-	-	-	1,700,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-14	Renewal	Parsons Siphon/Bridge Connection Repairs	500,000	S	Res	-	500,000	-	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-15	Replacement	IT Core Infrastructure Replacement	505,000	S	ERF	-	55,000	-	-	350,000	100,000	505,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-16	New	Biosolids Particle Size Optimization	250,000	E	Debt	-	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-17	Renewal	Sewer Cleaning and Inspection	750,000	S	Debt	-	150,000	150,000	150,000	150,000	-	600,000
	Debt - Core Area Wastewater Treatment Program Total				**578,660,000**			**9,503,000**	**32,769,000**	**19,790,000**	**7,475,000**	**12,025,000**	**12,150,000**	**84,209,000**
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	50,000	S	Grant	-	-	40,000	-	-	-	40,000
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	-	S	Res	-	-	10,000	-	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	-	S	Res	60,000	-	60,000	-	-	-	60,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	1,060,000	S	Res	-	-	200,000	-	-	-	200,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical storage (Refer to 24-06 below)	-	S	Debt	-	-	800,000	-	-	-	800,000
3.810	Ganges Sewer Utility (SSI)	22-01	Replacement	Electorate Assent for Borrowing	30,000	S	Res	-	30,000	-	-	-	-	30,000
3.810	Ganges Sewer Utility (SSI)	22-02	Replacement	Public Engagement	20,000	S	Res	-	20,000	-	-	-	-	20,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	-	S	Debt	-	-	70,000	-	-	-	70,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	-	S	Debt	-	-	30,000	-	-	-	30,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction (Refer to 24-06 below)	730,000	S	Debt	-	-	630,000	-	-	-	630,000
3.810	Ganges Sewer Utility (SSI)	23-01	Replacement	Replace Generator Trailer	77,000	V	Grant	77,000	77,000	-	-	-	-	77,000
3.810	Ganges Sewer Utility (SSI)	23-03	New	Key components and spares replacement schedule	55,000	S	Grant	50,000	50,000	-	-	-	-	50,000
3.810	Ganges Sewer Utility (SSI)	23-03	None	Key components and spares replacement schedule	-	S	Res	5,000	5,000	-	-	-	-	5,000
3.810	Ganges Sewer Utility (SSI)	24-01	None	Electrical upgrades	-	S	Res	-	3,000	-	-	-	-	3,000
3.810	Ganges Sewer Utility (SSI)	24-01	New	Electrical upgrades	28,000	S	Grant	-	25,000	-	-	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	24-02	Replacement	Replace sludge thickener membranes	27,000	S	Res	-	25,000	-	-	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	24-02	None	Replace sludge thickener membranes	-	S	Res	-	2,000	-	-	-	-	2,000
3.810	Ganges Sewer Utility (SSI)	24-03	None	Ganges WWTP Replacement of Electrical & Instrumentation	-	E	Res	-	143,750	-	-	-	-	143,750

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CRD 2024-2028 Capital Project Listing by Service

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
3.810	Ganges Sewer Utility (SSI)	24-03	Replacement	Ganges WWTP Replacement of Electrical & Instrumentation	575,000	E	Grant	-	431,250	-	-	-	-	431,250
3.810	Ganges Sewer Utility (SSI)	24-04	Study	Ganges Service Area System Modelling	57,500	S	Grant	-	43,125	-	-	-	-	43,125
3.810	Ganges Sewer Utility (SSI)	24-04	None	Ganges Service Area System Modelling	-	S	Res	-	14,375	-	-	-	-	14,375
3.810	Ganges Sewer Utility (SSI)	24-05	Study	Ganges WWTP Performance Improvement Study	115,000	S	Grant	-	86,250	-	-	-	-	86,250
3.810	Ganges Sewer Utility (SSI)	24-05	None	Ganges WWTP Performance Improvement Study	-	S	Res	-	28,750	-	-	-	-	28,750
3.810	Ganges Sewer Utility (SSI)	24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	3,450,000	S	Grant	-	-	2,287,500	-	-	-	2,287,500
3.810	Ganges Sewer Utility (SSI)	24-06	Replacement	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	-	S	Grant	-	-	300,000	-	-	-	300,000
3.810	Ganges Sewer Utility (SSI)	24-06	None	Ganges WWTP Construction of Performance Improvements (This negates the requirement for 21-04 and 22-03 above)	-	S	Debt	-	-	862,500	-	-	-	862,500
3.810	Ganges Sewer Utility (SSI)	25-02	None	Ganges Replace 100% Surcharged Sewer Pipelines	-	S	Debt	-	-	231,796	-	-	-	231,796
3.810	Ganges Sewer Utility (SSI)	25-02	Replacement	Ganges Replace 100% Surcharged Sewer Pipelines	927,186	S	Grant	-	-	695,390	-	-	-	695,390
3.810	Ganges Sewer Utility (SSI)	26-01	Replacement	Ganges Replace 75% Surcharged Sewer Pipelines	474,375	S	Grant	-	-	-	355,781	-	-	355,781
3.810	Ganges Sewer Utility (SSI)	26-01	None	Ganges Replace 75% Surcharged Sewer Pipelines	-	S	Debt	-	-	-	118,594	-	-	118,594
	Ganges Sewer Utility (SSI) Total				**7,676,061**			**192,000**	**984,500**	**6,217,186**	**474,375**	**-**	**-**	**7,676,061**
3.820	Maliview Sewer Utility (SSI)	21-01	Replacement	Referendum for Borrowing	35,000	S	Res	-	20,000	-	-	-	-	20,000
3.820	Maliview Sewer Utility (SSI)	21-02	Replacement	Public Engagement	50,000	S	Res	-	40,000	-	-	-	-	40,000
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	2,260,000	S	Grant	1,809,000	850,000	1,139,000	-	-	-	1,989,000
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	-	S	Debt	201,000	-	271,000	-	-	-	271,000
3.820	Maliview Sewer Utility (SSI)	22-02	Renewal	Collection system repairs and/or renewal	460,000	S	Debt	-	-	230,000	230,000	-	-	460,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	-	S	Res	-	-	-	10,000	-	-	10,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	55,000	S	Grant	-	-	-	45,000	-	-	45,000
3.820	Maliview Sewer Utility (SSI)	23-02	Study	I&I program (MOE Requirement)	120,000	S	Debt	100,000	100,000	-	-	-	-	100,000
3.820	Maliview Sewer Utility (SSI)	23-02	Study	I&I program (MOE Requirement)	-	S	Res	-	20,000	-	-	-	-	20,000
3.820	Maliview Sewer Utility (SSI)	24-01	New	Public Education Program Sewers	15,000	S	Res	-	-	15,000	-	-	-	15,000
3.820	Maliview Sewer Utility (SSI)	24-02	New	Provisional allowance for the supply and installation of key components and critical spares.	40,000	S	Res	-	20,000	20,000	-	-	-	40,000
	Maliview Sewer Utility (SSI) Total				**3,035,000**			**2,110,000**	**1,050,000**	**1,675,000**	**285,000**	**-**	**-**	**3,010,000**
3.830	Magic Lake Sewer Utility (Pender)	24-01	Replacement	Towable Genset Replacement	60,000	E	Res	-	60,000	-	-	-	-	60,000
3.830	Magic Lake Sewer Utility (Pender)	28-01	Renewal	CCTV Inspection of AC Pipe	125,000	S	Res	-	-	-	-	-	125,000	125,000
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	-	S	Grant	3,000,000	2,800,000	200,000	-	-	-	3,000,000
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	9,289,909	S	Cap	1,500,000	1,400,000	100,000	-	-	-	1,500,000
3.830	Magic Lake Sewer Utility (Pender)	28-02	Renewal	Pump Stations - Mechanical and Electrical Upgrades (Replace when grant received or sufficient funds in CRF)	1,500,000	S	Debt	-	-	-	-	-	40,000	40,000
3.830	Magic Lake Sewer Utility (Pender)	28-03	Replacement	AC Sewer Pipe Replacement	1,000,000	S	Res	-	-	-	-	-	40,000	40,000
	Magic Lake Sewer Utility (Pender) Total				**11,974,909**			**4,500,000**	**4,260,000**	**300,000**	**-**	**-**	**205,000**	**4,765,000**
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	100,000	S	Cap	30,000	30,000	-	-	-	-	30,000
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	-	S	Cap	10,000	10,000	-	-	-	-	10,000
3.850	Port Renfrew Sewer	24-01	Study	Sewer Master Plan Study	-	S	Grant	-	131,250	-	-	-	-	131,250
3.850	Port Renfrew Sewer	24-01	Study	Sewer Master Plan Study	175,000	S	Grant	-	43,750	-	-	-	-	43,750
3.850	Port Renfrew Sewer	22-02	Renewal	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000
	Port Renfrew Sewer Total				**290,000**			**40,000**	**215,000**	**15,000**	**-**	**-**	**-**	**230,000**

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CRD 2024-2028 Capital Project Listing by Service

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2023	2024	2025	2026	2027	2028	5 - Year Total
	Grand Total				**1,445,625,872**			**104,202,183**	**261,144,127**	**180,413,581**	**122,848,234**	**101,122,320**	**97,243,636**	**762,771,898**

Making a difference...together

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, MARCH 13, 2024

SUBJECT **2024 Electoral Area Budget Review**

ISSUE SUMMARY

To present the 2024 Electoral Area (EA) budgets where they will be forwarded for final approval to the Capital Regional District (CRD) Board.

BACKGROUND

The Electoral Areas Committee (EAC) brings together the three unincorporated areas within the CRD: Juan de Fuca (JDF) EA, Salt Spring Island (SSI) EA and Southern Gulf Islands (SGI) EA.

The CRD provides a range of regional, sub-regional and local services to its residents. Regional services are provided to the entire region, sub-regional services are provided to a sub-group of participating municipalities and EAs, while local services are provided to individual municipalities, EAs, or to groups of residents within a defined area. The CRD provides services to more than 23,000 EA residents[1].

Services delivered within the EA's are enabled by the *Local Government Act* and service establishment bylaws. Service planning and budget development are guided by the 2023 to 2026 Board Priorities and CRD Corporate Plan.

Budget Approval Process

Section 374 of the *Local Government Act* requires the CRD develop and approve a five-year Financial Plan by March 31 each year, inclusive of all EA services. Under budget direction provided by the Board, review and recommendation for approval of EA service budgets, including local service commission budgets, is delegated to the EAC and SSI Local Community Commission (LCC) for applicable local services. These budgets have all been recommended and will be included in the 2024 to 2028 CRD Five-Year Financial Plan Bylaw to be presented to the Board on March 13, 2024.

On October 25, 2023, the Board approved 2024 Service Plans, the 2024 Staff Establishment Chart and the Provisional 2024 to 2028 Financial Plan, inclusive of EA service budgets through EAC and LCC recommendations.

Since provisional approval, changes to the plan have been incorporated to account for year-end results, direction from local commissions and committees and updated information from BC Assessments. In addition to approvals from each EA director, all commissions and committees have recommended their respective budgets.

[1] 2021 Census

ALTERNATIVES

Alternative 1
That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

Alternative 2
That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as amended.

IMPLICATIONS

Financial Implications

Tax Requisition

The final requisition change over the prior year is listed in Table 1 below. Requisition summaries by service area for each EA with changes from 2023 are included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI).

Table 1: 2024 Final versus 2023 Final Requisition

	2024 Final (2024 Assessment)		2023 Final (2023 Assessment)		$ Change		% Change	
	$	Cost / Avg HH	$	Cost / Avg HH	$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.9M	$703	2.7M	$675	0.18M	$28.55	6.6%	4.2%
SSI	8.2M	$1,236	7.6M	$1,164	0.52M	$72.32	6.8%	6.2%
SGI	3.9M	$570	3.7M	$545	0.18M	$25.15	4.7%	4.6%

Changes from provisional approval are the result of year-end adjustments, assessment values, local commission or committee direction and EA director input.

Table 2 compares the changes from Provisional to Final requisition for each EA. Details of these changes are included in Appendix A-2 (JDF), B-2 (SSI) and C-2 (SGI).

Table 2: 2024 Final versus Provisional Requisition

	2024 Final (2024 Assessment)		2024 Provisional (2023 Assessment)		$ Change		% Change	
	$	Cost / Avg HH	$	Cost / Avg HH	$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.9M	$703	2.8M	$715	0.02M	($11.78)	0.6%	(1.6%)
SSI	8.2M	$1,236	8.4M	$1,275	(0.22M)	($38.99)	(2.5%)	(3.1%)
SGI	3.9M	$570	3.9M	$568	0.02M	$2.22	0.4%	0.4%

Table 1 and Table 2 include changes in regional, sub-regional, joint EA, individual EA wide services and Capital Regional Hospital District (CRHD) requisition but excludes local-specified-defined area services. Property specific impacts will vary depending on the participation in defined service areas and assessment values.

Impact of Assessment Values

Included in the total requisition are regional, sub regional and joint EA service budgets, where the majority are cost apportioned on converted assessments.

Based on data from BC Assessment, the region experienced an average increase in assessment of +0.8% in 2024. Both JDF and SGI experienced changes in assessment values similar to the average at +0.7% and +0.5% respectively. However, SSI decreased by (3.6%), well below the average increase.

When assessments increase less than the average, the percent share of costs for the jurisdiction will decrease, and vice versa. Appendix D contains key assessment data points for each EA and a graph showing the assessment and folio change by participant for the region.

Increases in assessments also impact the theoretical calculation of an 'Average Residential Assessed Value' included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI). The impact is greater if the rate of change in Average Residential Assessed Value outpaces the rate of change in Converted Assessed Values in an area, and vice versa.

Table 3 summarizes the change in cost per average household by separating the change driven by cost apportionment versus changes driven by budget changes. Details are included in Appendix A-3 (JDF), B-3 (SSI) and C-3 (SGI).

Table 3: Change in Cost/Avg HH* by Cost Driver (2024 Final versus 2023 Final)

	Change in Cost Apportionment		Change in Budget		Total Change 2024 Final vs 2023 Final*	
	Cost / Avg HH	%	Cost / Avg HH	%	Cost / Avg HH	%
JDF	($15.92)	(2.4%)	$44.47	6.6%	$28.55	4.2%
SSI	($23.24)	(2.0%)	$95.56	8.2%	$72.32	6.2%
SGI	($1.80)	(0.3%)	$26.95	4.9%	$25.15	4.6%

*Cost/Avg HH includes CRD and CRHD services but excludes local/specified/defined services. Values included are based on CRD and CRHD requisition but excludes local/specified/defined services. The cost per average residential assessment (Cost/Avg HH) is a theoretical calculation that provides a directional indicator on impacts to a rate payer. The Cost/Avg HH does not reflect factors that vary by home, such as service participation and actual assessed value. This calculation is most directly impacted by changes in apportionment, folios and assessed values. It can be used as an approximation of cost per household if a home is valued at or near the 'Average Residential Assessed Value' in Appendix A-1, B-1 and C-1.

Capital Budget

The 2024 Capital Plan has been adjusted since provisional approval. All changes have been recommended through local commissions or committees, the EA director or identified by staff through review with the EA director.

The Final 2024 Capital Plan Summary overview by service for each EA is included as Appendix A-4 (JDF), B-4 (SSI) and C-4 (SGI).

A summary of all changes since provisional approval by project for each EA is shown in Appendix A-5 (JDF), B-5 (SSI) and C-5 (SGI).

Financial Plan Bylaw

The 2024 final budget packages by service are included in Appendix A-6 (JDF), B-6 (SSI) and C-6 (SGI). Each of the EA financial plans will be incorporated for final approval in the 2024 to 2028 CRD Five-Year Financial Plan Bylaw at the Board meeting on March 13, 2024.

As in prior years, final adjustments are made ahead of billing with the release of BC Assessment final data for the region. This is typically distributed at the end of March. No material changes or impacts are expected.

CONCLUSION

EA budgets have been delegated to the EAC by the CRD Board for review and recommendation and they have been prepared based on approved service plans. All budgets will be forwarded to the Board for final approval on March 13, 2024.

RECOMMENDATION

That staff be directed to advance the 2024 to 2028 Capital Regional District Five-Year Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Sr. Mgr., Financial Services / Deputy CFO
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Juan de Fuca Electoral Area
Appendix B: Salt Spring Island Electoral Area
Appendix C: Southern Gulf Islands Electoral Area
Appendix D: 2024 Assessment Data for Electoral Areas

Appendix A-1: Requisition Summary - Juan de Fuca

	Electoral Area	Final	Cost per Avg. Res Asst/		Cost per Avg. Res Asst/	Change in Requisition		Change in cost per avg household/Parcel	
	Juan de Fuca	2024	Parcel	2023	Parcel	$	%	$	%
1.010	Legislative & General Government	213,400	52.60	198,400	50.03	14,999	7.6%	2.57	5.1%
1.10X	Facilities Management	3,026	0.75	2,872	0.72	154	5.4%	0.02	3.0%
1.101	G.I.S.	2,324	0.57	2,247	0.57	76	3.4%	0.01	1.1%
1.112	Regional Grant in Aid	-	-	262	0.07	(262)	-100.0%	(0.07)	-100.0%
1.224	Community Health	14,102	3.48	10,905	2.75	3,197	29.3%	0.73	26.4%
1.280	Regional Parks	313,546	77.28	278,605	70.25	34,941	12.5%	7.03	10.0%
1.309	Climate Action and Adaptation	24,046	5.93	26,074	6.57	(2,027)	-7.8%	(0.65)	-9.9%
1.310	Land Banking & Housing	32,463	8.00	26,251	6.62	6,212	23.7%	1.38	20.9%
1.312	Regional Goose Management	3,679	0.91	3,608	0.91	71	2.0%	(0.00)	-0.3%
1.324	Regional Planning Services	22,168	5.46	21,444	5.41	724	3.4%	0.06	1.0%
1.335	Geo-Spatial Referencing System	2,920	0.72	2,833	0.71	86	3.0%	0.01	0.7%
1.374	Regional Emergency Program Support	2,126	0.52	2,099	0.53	27	1.3%	(0.01)	-1.0%
1.375	Hazardous Material Incident Response	5,383	1.33	5,084	1.28	299	5.9%	0.04	3.5%
1.911	911 Systems	3,947	0.97	2,345	0.59	1,603	68.4%	0.38	64.6%
1.921	Regional CREST Contribution	23,643	5.83	22,034	5.56	1,609	7.3%	0.27	4.9%
21.ALL	Feasibility Study Reserve Fund - All	3,662	0.90	-	-	3,662	100.0%	0.90	100.0%
	Total Regional	**$670,435**	**$165.24**	**$605,063**	**$152.57**	**$65,371**	**10.8%**	**$12.67**	**8.3%**
1.126	Victoria Family Court Committee	245	0.06	246	0.06	(1)	-0.6%	(0.00)	-2.8%
1.230	Traffic Safety Commission	1,331	0.33	1,332	0.34	(1)	-0.1%	(0.01)	-2.3%
1.313	Animal Care Services	68,696	16.93	65,178	16.44	3,518	5.4%	0.50	3.0%
1.330	Regional Growth Strategy	5,841	1.44	5,660	1.43	181	3.2%	0.01	0.9%
1.913	913 Fire Dispatch	46,463	11.45	44,005	11.10	2,458	5.6%	0.36	3.2%
3.701	Millstream Remediation Service	255	0.06	2,265	0.57	(2,010)	-88.7%	(0.51)	-89.0%
	Total Sub-Regional	**$122,831**	**$30.27**	**$118,686**	**$29.93**	**$4,145**	**3.5%**	**$0.35**	**1.2%**
1.103	Elections	8,956	2.21	14,294	3.60	(5,338)	-37.3%	(1.40)	-38.8%
1.104	U.B.C.M.	2,851	0.70	2,705	0.68	146	5.4%	0.02	3.0%
1.318	Building Inspection	129,142	31.83	110,103	27.76	19,039	17.3%	4.07	14.6%
1.320	Noise Control	14,865	3.66	9,167	2.31	5,698	62.2%	1.35	58.5%
1.322	Nuisances & Unsightly Premises	11,784	2.90	12,248	3.09	(464)	-3.8%	(0.18)	-6.0%
1.372	Electoral Area Emergency Program	37,953	9.35	34,776	8.77	3,176	9.1%	0.58	6.7%
	Total Joint Electoral Area	**$205,550**	**$50.66**	**$183,293**	**$46.22**	**$22,258**	**12.1%**	**$4.44**	**9.6%**
1.109	Electoral Area Admin Exp - JDF	72,399	17.84	63,123	15.92	9,276	14.7%	1.93	12.1%
1.317	JDF Building Numbering	13,750	3.39	13,282	3.35	468	3.5%	0.04	1.2%
1.319	Soil Deposit Removal	6,060	1.49	5,859	1.48	201	3.4%	0.02	1.1%
1.325	Electoral Area Services - Planning	743,790	183.32	718,640	181.21	25,150	3.5%	2.11	1.2%
1.340	JDF Livestock Injury Compensation	13	0.00	105	0.03	(92)	-87.6%	(0.02)	-87.9%
1.370	Juan de Fuca Emergency Program	105,055	25.89	89,719	22.62	15,336	17.1%	3.27	14.4%
1.377	JDF Search and Rescue	69,952	17.24	69,952	17.64	-	0.0%	(0.40)	-2.3%
1.405	JDF EA - Community Parks	232,973	57.42	201,123	50.71	31,850	15.8%	6.70	13.2%
1.924	Emergency Comm - CREST - JDF	148,289	36.55	143,971	36.30	4,318	3.0%	0.24	0.7%
	Total JDF Electoral Area	**$1,392,281**	**$343.15**	**$1,305,774**	**$329.26**	**$86,507**	**6.6%**	**$13.89**	**4.2%**
	Total Capital Regional District	**$2,391,097**	**$589.32**	**$2,212,816**	**$557.98**	**$178,281**	**8.1%**	**$31.34**	**5.6%**
CRHD	Capital Regional Hospital District	461,514	113.75	462,163	116.54	(649)	-0.1%	(2.79)	-2.4%
	Total CRD and CRHD	**$2,852,611**	**$703.07**	**$2,674,979**	**$674.52**	**$177,632**	**6.6%**	**$28.55**	**4.2%**
	Average residential assessment - 2024/2023	**$913,074**		**$927,796**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition		Change in Cost / Avg HH	
	$	%	$	%
REGIONAL				
Legislative & General Government	14,999	0.6%	2.57	0.4%
Regional Parks	34,941	1.3%	7.03	1.0%
Land Banking & Housing	6,212	0.2%	1.38	0.2%
JOINT EA				
Building Inspection	19,039	0.7%	4.07	0.6%
Noise Control	5,698	0.2%	1.35	0.2%
JDF EA				
Electoral Area Admin Exp - JDF	9,276	0.3%	1.93	0.3%
Electoral Area Services - Planning	25,150	0.9%	2.11	0.3%
Juan de Fuca Emergency Program	15,336	0.6%	3.27	0.5%
JDF EA - Community Parks	31,850	1.2%	6.70	1.0%
Capital Regional Hospital District	(649)	0.0%	(2.79)	-0.4%
Other	15,780	0.6%	0.94	0.1%
TOTAL CRD & CRHD	**177,632**	**6.6%**	**$28.55**	**4.2%**

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	Local/Specified/Defined Services	Final 2024	Res Asst/ Parcel	2023	Res Asst/ Parcel	Change in Requisition $	Change in Requisition %	Change in cost per avg household/Parcel $	Change in cost per avg household/Parcel %
1.119	Vancouver Island Regional Library	403,818	113.38	341,091	98.12	62,727	18.4%	15.26	15.5%
1.121	Sooke Regional Museum	79,759	22.39	76,990	22.15	2,769	3.6%	0.25	1.1%
1.128	Greater Victoria Police Victim Services	888	1.84	824	1.72	65	7.9%	0.12	7.2%
1.133	Langford E.A. - Greater Victoria Public Library	33,256	69.06	32,435	67.75	821	2.5%	1.31	1.9%
1.232	Port Renfrew Street Lighting	3,722	42.30	3,589	40.78	133	3.7%	1.51	3.7%
1.350	Willis Point Fire Protect & Recreation	155,566	651.22	147,830	618.99	7,736	5.2%	32.23	5.2%
1.353	Otter Point Fire Protection	703,762	623.56	565,858	513.25	137,904	24.4%	110.31	21.5%
1.354	Malahat Fire Protection	73,055	732.25	66,352	713.61	6,703	10.1%	18.64	2.6%
1.355	Durrance Road Fire Protection	3,016	335.11	3,016	335.11	-	0.0%	-	0.0%
1.357	East Sooke Fire Protection	510,822	574.38	492,750	554.84	18,073	3.7%	19.54	3.5%
1.358	Port Renfrew Fire Protection	127,325	310.63	100,727	250.25	26,598	26.4%	60.38	24.1%
1.360	Shirley Fire Protection	212,379	616.22	201,926	589.85	10,453	5.2%	26.37	4.5%
1.40X	SEAPARC	750,192	236.11	772,113	249.08	(21,921)	-2.8%	(12.97)	-5.2%
1.408	JDF EA - Community Recreation	70,632	19.83	72,632	20.89	(2,000)	-2.8%	(1.06)	-5.1%
1.523	Port Renfrew Refuse Disposal	39,376	95.87	34,856	86.42	4,520	13.0%	9.45	10.9%
2.650	Port Renfrew Water	72,248	285.57	66,243	266.04	6,005	9.1%	19.53	7.3%
2.682	Seagirt Water System Debt	114,767	1,334.50	97,650	1,135.47	17,117	17.5%	199.03	17.5%
2.691	Wilderness Mountain Water Service	67,495	833.27	61,900	764.20	5,595	9.0%	69.07	9.0%
3.755	Regional Source Control	666	7.34	818	9.02	(152)	-18.6%	(1.68)	-18.6%
3.850	Port Renfrew Sewer	67,019	761.58	64,750	735.80	2,269	3.5%	25.78	3.5%
	Total Local/Specified/Defined Services	**3,489,764**		**3,204,349**		**$285,415**			
	Average residential assessment - 2024/2023	**$913,074**		**$927,796**					

Appendix A2: JDF - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Juan de Fuca
(Requisition Changes > $1,000) by Services

	Electoral Area Juan de Fuca	2024 Requisition $ Final	 Provisional COW	2024 Per Avg HH $ Final	 Provisional COW	Requisition Change Final vs Provisional $	 %	Per Avg HH Change Final vs Provisional $	 %	Requisition Change Comments
1.010	Legislative & General Government	213,400	212,194	52.60	53.51	1,206	0.6%	(0.91)	-1.7%	Increase due to ongoing IT licensing costs
1.224	Community Health	14,102	9,330	3.48	2.35	4,772	51.1%	1.12	47.7%	Increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness)
1.280	Regional Parks	313,546	306,225	77.28	77.22	7,321	2.4%	0.06	0.1%	Increase due to Royal Oak Golf Course land acquisition
	Total Regional	**541,047**	**527,749**	**133.35**	**133.08**	**13,298**	**2.5%**	**0.27**	**0.2%**	
1.313	Animal Care Services	68,696	67,460	16.93	17.01	1,236	1.8%	(0.08)	-0.5%	Increase related to change in assessment values
	Total Sub-Regional	**68,696**	**67,460**	**16.93**	**17.01**	**1,236**	**1.8%**	**(0.08)**	**-0.5%**	
1.103	Elections	8,956	14,294	2.21	3.60	(5,338)	-37.3%	(1.40)	-38.8%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	129,142	126,619	31.83	31.93	2,523	2.0%	(0.10)	-0.3%	Increase related to change in assessment values
1.320	Noise Control	14,865	9,487	3.66	2.39	5,378	56.7%	1.27	53.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
	Total Joint Electoral Area	**152,962**	**150,400**	**37.70**	**37.92**	**2,563**	**1.7%**	**(0.22)**	**-0.6%**	
	Other <$1,000	2,089,906	2,089,320	515.09	526.84	586	0.0%	(11.75)	-2.2%	
	Total CRD and CRHD (JDF)	**2,852,611**	**2,834,928**	**703.07**	**714.85**	**17,683**	**0.6%**	**(11.78)**	**-1.6%**	
1.119	Vancouver Island Regional Library	403,818	353,030	113.38	101.55	50,788	14.4%	11.82	11.6%	Increase due to contribution payment requested by Society
1.353	Otter Point Fire Protection	703,762	594,440	623.56	539.17	109,321	18.4%	84.38	15.7%	Increase due to Commission recommended operating cost increase
1.354	Malahat Fire Protection	73,055	68,672	732.25	738.56	4,383	6.4%	(6.31)	-0.9%	Increase due to one-time operating cost increase
1.358	Port Renfrew Fire Protection	127,325	105,910	310.63	263.13	21,415	20.2%	47.50	18.1%	Increase due to Commission recommended operating cost increase
1.40X	SEAPARC	750,192	793,632	236.11	256.02	(43,439)	-5.5%	(19.91)	-7.8%	Decrease related to change in cost apportionment - population
2.691	Wilderness Mountain Water Service	67,495	66,230	833.27	817.65	1,265	1.9%	15.62	1.9%	Increase due to 2023 Deficit Carryover partially offset by increased user charge revenue
	Other <$1,000	1,364,117	1,365,258			(1,141)	-0.1%			
	Total Local/Specified/Defined Services	**3,489,764**	**3,347,172**			**142,592**	**4.3%**			

Appendix A-3: Change in Requisition (2024 Final vs Provisional) by Cost Driver - Juan de Fuca
(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition $		Requisition per Avg HH $		Comments
			% Increase over 2023	$ Requisition	% Increase over 2023	$/HH	
Provisional - COW (CRD&CRHD)			**6.0%**	**2,834,928**	**6.0%**	**714.85**	
Change in Cost Apportionment	1.313	Animal Care Services	0.0%	1,236	0.0%	(0.08)	
	1.318	Building Inspection	0.1%	2,508	0.0%	(0.10)	
	1.913	Fire Dispatch	-0.1%	(1,945)	-0.1%	(0.75)	Apportionment based on call volume
	All JDF EA-wide services		-	-	-1.2%	(7.93)	Change in $/Avg HH solely due to change in residential assessment
	Others	<+/-1,000	0.0%	(512)	-1.0%	(7.05)	
	Subtotal		**0.0%**	**1,287**	**-2.4%**	**(15.92)**	
Budget Changes	1.010	Legislative & General Government	0.1%	1,483	0.1%	0.37	Ongoing increase in IT licensing costs
	1.103	Elections	-0.2%	(5,496)	-0.2%	(1.39)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.224	Community Health	0.2%	4,792	0.2%	1.21	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.280	Regional Parks	0.3%	7,766	0.3%	1.96	Board directed initiative - Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.2%	5,089	0.2%	1.28	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(1,120)	0.0%	(0.28)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.913	913 Fire Dispatch	0.1%	2,203	0.1%	0.56	Payment adjustment to District of Saanich to be recovered by Requisition
	Others	<+/-1,000	0.1%	1,680	0.1%	0.42	Changes related to 2023 surplus/deficit, GILT and minor budget changes
	Subtotal		**0.6%**	**16,396**	**0.6%**	**4.13**	
Final - CRD&CRHD over 2023			**6.6%**	**2,852,611**	**4.2%**	**703.07**	
Change - Final over Provisional (COW)			**0.6%**	**17,683**	**-1.8%**	**(11.78)**	

**Requisition excludes Local/Specified/Defined area services.*

Appendix A-4: Capital Plan Summary Overview by Service - Juan de Fuca
2024 Final

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.109	JDF Admin. Expenditures	2,000					**2,000**			2,000				**2,000**
1.318	Building Inspection (Joint EA)	13,855	28,625				**42,480**			42,480				**42,480**
1.325	Community Planning	49,355			275,000		**324,355**			49,355	275,000			**324,355**
1.350	Willis Point Fire	155,500		15,000			**170,500**			11,500	108,000	51,000		**170,500**
1.353	Otter Point Fire	15,000		40,000			**55,000**			15,000		40,000		**55,000**
1.357	East Sooke Fire	51,551	300,000				**351,551**			324,551		27,000		**351,551**
1.358	Port Renfrew Fire	51,000		30,000	5,000		**86,000**			51,000		35,000		**86,000**
1.360	Shirley Fire Department	10,000					**10,000**			10,000				**10,000**
1.370	JDF Emergency Program	4,100					**4,100**			4,100				**4,100**
1.377	JDF Search and Rescue	92,000					**92,000**			92,000				**92,000**
1.405	JDF EA Community Parks & Recreation		100,000		529,000	50,000	**679,000**	379,000		100,000	200,000			**679,000**
1.523	Port Renfrew Refuse Disposal				304,500		**304,500**				292,500	12,000		**304,500**
2.650	Port Renfrew Water	20,000			275,000		**295,000**				275,000	20,000		**295,000**
2.691	Wilderness Mountain Water Service				50,000		**50,000**				45,000	5,000		**50,000**
3.850	Port Renfrew Sewer				215,000		**215,000**	40,000			175,000			**215,000**
Total		**464,361**	**428,625**	**85,000**	**1,653,500**	**50,000**	**2,681,486**	**419,000**	**-**	**701,986**	**1,370,500**	**190,000**	**-**	**2,681,486**

Appendix A-5: Change in Capital Plan (2024 Final vs Provisional) - Juan de Fuca

Service	Service Name	Project Description	Amount $			Comments
			Provisional	Final	Change	
1.318	Building Inspection (Joint EA)	Vehicle Replacement	12,320	28,778	16,458	Revised budget spending in 2024
		Storage Room Shelving	-	6,870	6,870	Revised budget spending in 2024
1.325	Community Planning	Office Furniture	-	1,500	1,500	Raising desk
		Meeting Room Upgrade	-	3,000	3,000	TV and video conference upgrade
1.350	Willis Point Fire Protection	Washroom Refresh	-	15,000	15,000	Washroom refresh
		Willis Point Water Supply for Fire Fighting	-	144,000	144,000	Purchase and install water tank
		SCBA	-	1,500	1,500	Replace 20 SCBA tanks over 20 years
		Computer	-	4,000	4,000	Replace 2 computers
1.357	East Sooke Fire Protection	Squad Car	160,000	300,000	140,000	Revised budget spending in 2024
		Tablet Trial	-	5,000	5,000	Equip trucks with tablets
		TIC (Infared Cameras)	-	8,000	8,000	Replacement of failing infrared cameras
		Training Centre	-	10,000	10,000	Finishing the training center
1.358	Port Renfrew Fire Protection	Rescue Truck Improvements	-	15,000	15,000	Enhanced fire suppresion capability
		Firehall Electrical Assessment	-	5,000	5,000	Firehall electrical assessment
		Electrical Upgrade	-	20,000	20,000	Electrical upgrade
		Flag Pole	-	5,000	5,000	Flagpole
		Overhead Door Motors	-	5,000	5,000	Overhead door motors
		Fire Hose	-	5,000	5,000	Replace fire hose
		SCBA Replacements	-	11,000	11,000	SCBA replacement
1.370	JDF Emergency Program	InReach Devices	-	4,100	4,100	InReach Devices
1.377	JDF Search and Rescue	Vehicle Replacement	-	92,000	92,000	Vehicle replacement
1.405	JDF EA Community Parks	Chubb Rd - Dock Installation	75,000	25,000	(50,000)	Revised budget spending in 2024
		Playground Improvements Coppermine Park	90,000	20,000	(70,000)	Revised budget spending in 2024
1.523	Port Renfrew Refuse Disposal	Site Efficiency Upgrades	-	30,000	30,000	Site efficiency upgrades
2.691	Wilderness Mountain Water	Raw Water Quality Sampling Study	175,000	-	(175,000)	No longer required
Total Changes - Juan de Fuca			**512,320**	**764,748**	**252,428**	

Appendix B-1: Requisition Summary - Salt Spring Island

	Electoral Area Salt Spring Island	Final 2024	Cost per Avg. Res Ass/ Parcel	2023	Cost per Avg. Res Ass/ Parcel	Change in Requisition $	 %	Change in Cost per Avg. Household/Parcel $	 %
1.010	Legislative & General Government	401,763	60.50	390,080	59.09	11,683	3.0%	1.41	2.4%
1.10X	Facilities Management	5,697	0.86	5,647	0.86	50	0.9%	0.00	0.3%
1.101	G.I.S.	4,375	0.66	4,419	0.67	(44)	-1.0%	(0.01)	-1.6%
1.112	Regional Grant in Aid	-	-	515	0.08	(515)	-100.0%	(0.08)	-100.0%
1.224	Community Health	26,549	4.00	21,440	3.25	5,109	23.8%	0.75	23.1%
1.280	Regional Parks	590,306	88.90	547,771	82.98	42,535	7.8%	5.91	7.1%
1.309	Climate Action and Adaptation	47,356	7.13	52,671	7.98	(5,315)	-10.1%	(0.85)	-10.6%
1.310	Land Banking & Housing	61,117	9.20	51,613	7.82	9,504	18.4%	1.39	17.7%
1.312	Regional Goose Management	7,246	1.09	7,289	1.10	(43)	-0.6%	(0.01)	-1.2%
1.324	Regional Planning Services	41,736	6.29	42,162	6.39	(426)	-1.0%	(0.10)	-1.6%
1.335	Geo-Spatial Referencing System	5,497	0.83	5,570	0.84	(74)	-1.3%	(0.02)	-1.9%
1.374	Regional Emergency Program Support	4,188	0.63	4,240	0.64	(53)	-1.2%	(0.01)	-1.8%
1.375	Hazardous Material Incident Response	10,601	1.60	10,271	1.56	330	3.2%	0.04	2.6%
1.911	911 Systems	8,240	1.24	4,907	0.74	3,333	67.9%	0.50	66.9%
1.921	Regional CREST Contribution	49,358	7.43	46,119	6.99	3,240	7.0%	0.45	6.4%
21.ALL	Feasibility Study Reserve Fund - All	6,894	1.04	-	-	6,894	100.0%	1.04	100.0%
	Total Regional	**$1,270,924**	**$191.39**	**$1,194,715**	**$180.99**	**$76,209**	**6.4%**	**$10.41**	**5.7%**
1.230	Traffic Safety Commission	2,505	0.38	2,619	0.40	(113)	-4.3%	(0.02)	-4.9%
1.311	Regional Housing Trust Fund	25,880	3.90	36,968	5.60	(11,088)	-30.0%	(1.70)	-30.4%
1.313	Animal Care Services	129,332	19.48	128,148	19.41	1,184	0.9%	0.06	0.3%
1.913	913 Fire Dispatch	61,702	9.29	56,142	8.50	5,561	9.9%	0.79	9.3%
	Total Sub-Regional	**$219,420**	**$33.04**	**$223,876**	**$33.92**	**($4,456)**	**-2.0%**	**($0.87)**	**-2.6%**
1.103	Elections	16,861	2.54	28,103	4.26	(11,242)	-40.0%	(1.72)	-40.4%
1.104	U.B.C.M.	5,368	0.81	5,319	0.81	49	0.9%	0.00	0.3%
1.318	Building Inspection	243,133	36.61	216,476	32.79	26,657	12.3%	3.82	11.6%
1.320	Noise Control	27,986	4.21	18,023	2.73	9,963	55.3%	1.48	54.4%
1.322	Nuisances & Unsightly Premises	22,186	3.34	24,081	3.65	(1,895)	-7.9%	(0.31)	-8.4%
1.372	Electoral Area Emergency Program	71,453	10.76	68,375	10.36	3,078	4.5%	0.40	3.9%
	Total Joint Electoral Area	**$386,986**	**$58.28**	**$360,376**	**$54.59**	**$26,609**	**7.4%**	**$3.68**	**6.7%**
1.111	Electoral Area Admin Exp - SSI	659,598	99.33	622,011	94.23	37,587	6.0%	5.10	5.4%
1.116	Grant-in-Aid - Salt Spring Island	43,752	6.59	21,558	3.27	22,194	103.0%	3.32	101.7%
1.124	SSI Economic Development Commission	53,699	8.09	95,958	14.54	(42,259)	-44.0%	(6.45)	-44.4%
1.141	Salt Spring Island Public Library	717,294	108.02	675,683	102.36	41,611	6.2%	5.66	5.5%
1.236	Salt Spring Island Fernwood Dock	16,380	2.80	15,888	2.71	492	3.1%	0.09	3.3%
1.238A	Community Transit (SSI)	353,679	53.26	261,262	39.58	92,417	35.4%	13.68	34.6%
1.238B	Community Transportation (SSI)	88,059	13.26	147,826	22.39	(59,767)	-40.4%	(9.13)	-40.8%
1.299	Salt Spring Island Arts	133,716	20.14	123,090	18.65	10,626	8.6%	1.49	8.0%
1.316	SSI Building Numbering	10,265	1.55	9,871	1.50	394	4.0%	0.05	3.4%
1.342	SSI Livestock Injury Compensation	13	0.00	105	0.02	(92)	-87.6%	(0.01)	-87.7%
1.371	SSI Emergency Program	130,170	19.60	126,745	19.20	3,425	2.7%	0.40	2.1%
1.378	SSI Search and Rescue	22,917	3.45	25,704	3.89	(2,787)	-10.8%	(0.44)	-11.4%
1.455	Salt Spring Island - Community Parks	588,527	88.63	584,647	88.57	3,880	0.7%	0.06	0.1%
1.458	Salt Spring Is.- Community Rec	118,975	17.92	77,640	11.76	41,335	53.2%	6.16	52.3%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,888,013	284.32	1,614,486	244.58	273,527	16.9%	39.74	16.3%
1.535	Stormwater Quality Management - SSI	24,610	3.71	23,778	3.60	832	3.5%	0.10	2.9%
1.925	Emergency Comm - CREST - SSI	150,818	22.71	144,675	21.92	6,143	4.2%	0.80	3.6%
3.705	SSI Liquid Waste Disposal	416,125	71.05	376,975	64.25	39,150	10.4%	6.79	10.6%
21.E.A.	Feasibility Study Reserve Fund - E.A.	(10,000)	(1.51)	-	-	(10,000)	100.0%	(1.51)	100.0%
	Total SSI Electoral Area	**$5,406,610**	**$822.91**	**$4,947,902**	**$757.00**	**$458,708**	**9.3%**	**$65.91**	**8.7%**
	Total Capital Regional District	**$7,283,940**	**$1,105.63**	**$6,726,870**	**$1,026.50**	**$557,071**	**8.3%**	**$79.13**	**7.7%**
CRHD	Capital Regional Hospital District	868,883	130.85	908,670	$137.65	(39,786)	-4.4%	(6.81)	-4.9%
	Total CRD and CRHD	**$8,152,823**	**$1,236.48**	**$7,635,539**	**$1,164.16**	**$517,284**	**6.8%**	**$72.32**	**6.2%**
	Average residential assessment - 2024/2023	**$1,050,353**		**$1,095,911**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	 %	Change in Cost / Avg HH $	 %
REGIONAL				
Legislative & General Government	11,683	0.2%	1.41	0.1%
Regional Parks	42,535	0.6%	5.91	0.5%
Land Banking & Housing	9,504	0.1%	1.39	0.1%
Feasibility Study Reserve Fund - All	6,894	0.1%	1.04	0.1%
SUB-REGIONAL				
Regional Housing Trust Fund	(11,088)	-0.1%	(1.70)	-0.1%
JOINT EA				
Elections	(11,242)	-0.1%	(1.72)	-0.1%
Building Inspection	26,657	0.3%	3.82	0.3%
Noise Control	9,963	0.1%	1.48	0.1%
SSI EA				
Electoral Area Admin Exp - SSI	37,587	0.5%	5.10	0.4%
Grant-in-Aid - Salt Spring Island	22,194	0.3%	3.32	0.3%
SSI Economic Development Commission	(42,259)	-0.6%	(6.45)	-0.6%
Salt Spring Island Public Library	41,611	0.5%	5.66	0.5%
Community Transit (SSI)	92,417	1.2%	13.68	1.2%
Community Transportation (SSI)	(59,767)	-0.8%	(9.13)	-0.8%
Salt Spring Island Arts	10,626	0.1%	1.49	0.1%
Salt Spring Is.- Community Rec	41,335	0.5%	6.16	0.5%
Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	273,527	3.6%	39.74	3.4%
SSI Liquid Waste Disposal	39,150	0.5%	6.79	0.6%
Feasibility Study Reserve Fund - E.A.	(10,000)	-0.1%	(1.51)	-0.1%
Capital Regional Hospital District	(39,786)	-0.5%	(6.81)	-0.6%
Other	25,743	0.3%	2.63	0.2%
TOTAL CRD & CRHD	**517,284**	**6.8%**	**$72.32**	**6.2%**

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	SALT SPRING ISLAND Local/Specified/Defined Services	Final 2024	Cost per Avg. Res Ass/ Parcel	2023	Cost per Avg. Res Ass/ Parcel	Change in Requisition $	 %	Change in Cost per Avg. Household/Parcel $	 %
1.234	SSI Street Lighting	31,869	4.93	27,842	4.33	4,027	14.5%	0.60	13.8%
2.620	SSI Highland Water System	31,726	124.91	31,795	125.18	(69)	-0.2%	(0.27)	-0.2%
2.621	Highland / Fernwood Water - SSI	77,630	233.12	75,000	225.23	2,630	3.5%	7.90	3.5%
2.624	Beddis Water	85,940	631.91	80,318	586.26	5,622	7.0%	45.65	7.8%
2.626	Fulford Water	55,230	541.47	50,212	492.27	5,018	10.0%	49.20	10.0%
2.628	Cedar Lane Water (SSI)	17,820	481.62	16,200	437.84	1,620	10.0%	43.78	10.0%
2.660	Fernwood Water	14,621	185.08	14,658	185.54	(37)	-0.3%	(0.47)	-0.3%
3.755	Regional Source Control - Maliview Estates / Ganges S	7,615	10.01	6,359	8.42	1,256	19.8%	1.59	18.9%
3.810	Ganges Sewer	62,134	149.36	59,891	142.60	2,243	3.7%	6.76	4.7%
3.820	Maliview Estates Sewer System	5,070	53.94	4,900	52.13	170	3.5%	1.81	3.5%
	Total Local/Specified/Defined Services	**389,655**		**367,175**		**22,480**			
	Average residential assessment - 2024/2023	**$1,050,353**		**$1,095,911**					

Appendix B2: SSI - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Salt Spring Island

(Requisition Changes > $1,000) by Services

	Electoral Area Salt Spring Island	2024 Requisition $ Final	 Provisional	2024 Per Avg HH $ Final	 Provisional	Requisition Change Final vs Provisional $	 %	Per Avg HH Change Final vs Provisional $	 %	Requisition Change Comments
			COW		COW					
1.010	Legislative & General Government	401,763	417,200	60.50	63.20	(15,437)	-3.7%	(2.70)	-4.3%	Net decrease due to ongoing IT licensing costs and change in assessment values
1.224	Community Health	26,549	18,343	4.00	2.78	8,205	44.7%	1.22	43.9%	Net increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness) and change in assessment values
1.280	Regional Parks	590,306	602,076	88.90	91.21	(11,770)	-2.0%	(2.31)	-2.5%	Net decrease due to Royal Oak Golf Course acquisition and change in assessment values
1.309	Climate Action and Adaptation	47,356	48,835	7.13	7.40	(1,478)	-3.0%	(0.27)	-3.6%	Decrease related to change in assessment values
1.310	Land Banking & Housing	61,117	63,917	9.20	9.68	(2,799)	-4.4%	(0.48)	-4.9%	Decrease related to change in assessment values
1.324	Regional Planning Services	41,736	43,637	6.29	6.61	(1,901)	-4.4%	(0.33)	-4.9%	Decrease related to change in assessment values
1.911	911 Systems	8,240	6,576	1.24	1.00	1,665	25.3%	0.24	24.6%	Increase due to payment adjustment to E-Comm 911
	Total Regional	**1,177,068**	**1,200,584**	**177.26**	**181.88**	**(23,516)**	**-2.0%**	**(4.62)**	**-2.5%**	
1.313	Animal Care Services	129,332	132,634	19.48	20.09	(3,302)	-2.5%	(0.62)	-3.1%	Decrease related to change in assessment values
1.913	Fire Dispatch	61,702	58,949	9.29	8.93	2,753	4.7%	0.36	4.1%	Increase due to payment adjustment to District of Saanich, due to moving to higher tier of call volume
	Total Sub-Regional	**191,034**	**191,583**	**28.77**	**29.02**	**(549)**	**-0.3%**	**(0.25)**	**-0.9%**	
1.103	Elections	16,861	28,103	2.54	4.26	(11,242)	-40.0%	(1.72)	-40.4%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	243,133	248,949	36.61	37.71	(5,816)	-2.3%	(1.10)	-2.9%	Decrease related to change in assessment values
1.320	Noise Control	27,986	18,653	4.21	2.83	9,333	50.0%	1.39	49.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
1.322	Nuisances & Unsightly Premises	22,186	24,922	3.34	3.78	(2,736)	-11.0%	(0.43)	-11.5%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.372	Electoral Area Emergency Program	71,453	73,160	10.76	11.08	(1,708)	-2.3%	(0.32)	-2.9%	Decrease related to change in assessment values
	Total Joint Electoral Area	**381,618**	**393,787**	**57.47**	**59.65**	**(12,169)**	**-3.1%**	**(2.19)**	**-3.7%**	
1.111	Electoral Area Admin Exp-SSI	659,598	684,287	99.33	103.66	(24,689)	-3.6%	(4.33)	-4.2%	Decrease due to reduction of reserve transfers to mitigate Requisition
1.116	Grants in Aid - Salt Spring Island	43,752	48,752	6.59	7.39	(5,000)	-10.3%	(0.80)	-10.8%	Decrease due to higher 2023 Surplus Carryover to mitigate Requisition-LCC
1.124	SSI Economic Development Commission	53,699	73,699	8.09	11.16	(20,000)	-27.1%	(3.08)	-27.6%	One-time 2023 Surplus Carryover & reduction in reserve transfers to mitigate Requisition-LCC
1.141	Salt Spring Island Public Library	717,294	726,250	108.02	110.02	(8,956)	-1.2%	(2.00)	-1.8%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.236	Salt Spring Island Fernwood Dock	16,380	21,380	2.80	3.64	(5,000)	-23.4%	(0.85)	-23.3%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.238A	Community Transit (S.S.I.)	353,679	325,586	53.26	49.32	28,093	8.6%	3.94	8.0%	BC Transit budget net increase to be recovered by Requisition-LCC
1.238B	Community Transportation (S.S.I.)	88,059	157,829	13.26	23.91	(69,770)	-44.2%	(10.65)	-44.5%	One-time reduction of reserve transfers to mitigate Requisition-LCC
1.378	SSI Search and Rescue	22,917	25,704	3.45	3.89	(2,787)	-10.8%	(0.44)	-11.4%	Decrease due to 2023 Surplus Carryover to mitigate Requisition-LCC
1.455	Salt Spring Island Community Parks	588,527	592,659	88.63	89.78	(4,132)	-0.7%	(1.15)	-1.3%	Decrease due to lower Bylaw labour charges, partially offset by higher 2023 Deficit Carryover-LCC
1.458	Salt Spring Island Community Rec	118,975	111,442	17.92	16.88	7,533	6.8%	1.03	6.1%	Increase due to 2023 Deficit Carryover to be recovered by Requisition-LCC
1.459	Salt Spring Island Park, Land & Rec Prog	1,888,013	1,922,858	284.32	291.29	(34,845)	-1.8%	(6.97)	-2.4%	Decrease due to reduction of reserve transfers to mitigate Requisition-LCC
1.925	Emergency Comm - Crest - S.S.I.	150,818	148,417	22.71	22.48	2,401	1.6%	0.23	1.0%	Increase due to payment increase to CREST
3.705	S.S.I. Liquid Waste Disposal	416,125	412,586	71.05	70.32	3,539	0.9%	0.72	1.0%	Net increase due to MFA debt refinancing interest rate reset to be recovered by Requisition-LCC
	Total SSI Electoral Area	**5,117,836**	**5,251,449**	**779.43**	**803.77**	**(133,613)**	**-2.5%**	**(24.34)**	**-3.0%**	
	Other <$1,000	1,285,267	1,327,773	193.55	201.14	(42,506)	-3.2%	(7.59)	-3.8%	
	Total CRD and CRHD (SSI)	**8,152,823**	**8,365,176**	**1,236.48**	**1,275.47**	**(212,353)**	**-2.5%**	**(38.99)**	**-3.1%**	
2.626	Fulford Water	55,230	51,970	541.47	509.51	3,260	6.3%	31.96	6.3%	Reserve contribution increase approved by Commission
3.755	Regional Source Control - Maliview Estates /	7,615	6,486	10.01	8.59	1,129	17.4%	1.42	16.5%	Increase related to change in assessment values
	All services <$1,000	326,810	326,854			(44)	0.0%			
	Total Local/Specified/Defined Services	**389,655**	**385,310**			**4,345**	**1.1%**			

**SSI Local Community Commission (LCC) budgets highlighted*

Appendix B-3: Change in Requisition (2024 Final vs Provisional) by Cost Driver - Salt Spring Island
(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition $		Requisition per Avg HH $		Comments
			% Increase over 2023	$ Requisition	% Increase over 2023	$/HH	
Provisional - COW (CRD&CRHD)			**9.6%**	**8,365,176**	**9.6%**	**1,275.47**	
Change in Cost Apportionment	1.010	Legislative & General Government	-0.2%	(18,352)	-0.3%	(3.14)	
	1.224	Community Health	0.0%	(1,216)	0.0%	(0.21)	
	1.280	Regional Parks	-0.4%	(27,038)	-0.4%	(4.63)	
	1.309	Climate Action and Adaptation	0.0%	(1,478)	0.0%	(0.27)	
	1.310	Land Banking & Housing	0.0%	(2,799)	0.0%	(0.48)	
	1.313	Animal Care Services	0.0%	(3,302)	-0.1%	(0.62)	
	1.318	Building Inspection	-0.1%	(5,845)	-0.1%	(1.10)	
	1.324	Regional Planning Services	0.0%	(1,912)	0.0%	(0.33)	
	1.372	Electoral Area Emergency Program	0.0%	(1,718)	0.0%	(0.32)	
	CRHD	Capital Regional Hospital District	-0.5%	(39,798)	-0.6%	(6.81)	
	All SSI EA-wide services		-	-	-0.4%	(4.33)	Change in $/Avg HH solely due to change in residential assessment
	Others	<+/-1,000	-0.1%	(5,082)	-0.1%	(1.01)	
	Subtotal		**-1.4%**	**(108,541)**	**-2.0%**	**(23.24)**	
Budget Changes	1.010	Legislative & General Government	0.0%	2,915	0.0%	0.44	Ongoing increase in IT licensing costs
	1.103	Elections	-0.1%	(10,806)	-0.1%	(1.64)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.111	Electoral Area Admin Exp-SSI	-0.3%	(24,689)	-0.3%	(3.74)	Reduction of reserve transfers to mitigate Requisition
	1.116	Grants in Aid - Salt Spring Island	-0.1%	(5,000)	-0.1%	(0.76)	Higher 2023 Surplus Carryover to mitigate Requisition
	1.124	SSI Economic Development Commission	-0.3%	(20,000)	-0.3%	(3.03)	One-time 2023 Surplus Carryover & reduction in reserve transfers to mitigate Requisition
	1.141	Salt Spring Island Public Library	-0.1%	(8,956)	-0.1%	(1.36)	One-time reduction of reserve transfers to mitigate Requisition
	1.224	Community Health	0.1%	9,422	0.1%	1.43	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.236	Salt Spring Island Fernwood Dock	-0.1%	(5,000)	-0.1%	(0.85)	One-time reduction of reserve transfers to mitigate Requisition
	1.238A	Community Transit (S.S.I.)	0.4%	28,093	0.4%	4.26	BC Transit budget net increase to be recovered by Requisition
	1.238B	Community Transportation (S.S.I.)	-0.9%	(69,770)	-0.9%	(10.57)	One-time reduction of reserve transfers to mitigate Requisition
	1.280	Regional Parks	0.2%	15,268	0.2%	2.31	Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.1%	10,006	0.1%	1.52	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(2,203)	0.0%	(0.33)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.378	SSI Search and Rescue	0.0%	(2,787)	0.0%	(0.42)	2023 Surplus Carryover to mitigate Requisition
	1.455	Salt Spring Island Community Parks	-0.1%	(4,132)	-0.1%	(0.63)	Lower Bylaw labour charges, partially offset by higher 2023 Deficit Carryover
	1.458	Salt Spring Island Community Rec	0.1%	7,533	0.1%	1.14	2023 Deficit Carryover to be recovered by Requisition
	1.459	Salt Spring Island Park, Land & Rec Prog	-0.5%	(34,845)	-0.5%	(5.28)	One-time reduction of reserve transfers to mitigate Requisition
	1.911	911 Systems	0.0%	1,774	0.0%	0.27	Payment adjustment to E-Comm to be recovered by Requisition
	1.913	Fire Dispatch	0.0%	2,810	0.0%	0.43	Payment adjustment to District of Saanich to be recovered by Requisition
	1.925	Emergency Comm - Crest - S.S.I.	0.0%	2,401	0.0%	0.36	Payment adjustment to CREST
	3.705	S.S.I. Liquid Waste Disposal	0.0%	3,539	0.1%	0.60	Net increase due to MFA debt refinancing interest rate reset to be recovered by Requisition
	Others	<+/-1,000	0.0%	615	0.0%	0.09	Changes related to 2023 surplus/deficit, GILT and minor budget changes
	Subtotal		**-1.4%**	**(103,812)**	**-1.4%**	**(15.75)**	
Final - CRD&CRHD over 2023			**6.8%**	**8,152,823**	**6.2%**	**1,236.48**	
Change - Final over Provisional (COW)			**-2.8%**	**(212,353)**	**-3.4%**	**(38.99)**	

**Requisition excludes Local/Specified/Defined area services.*
***SSI Local Community Commission (LCC) budgets highlighted*

Appendix B-4: Capital Plan Summary Overview by Service - Salt Spring Island
2024 Final

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Capital Reserves	TOTAL
1.111	SSI Admin. Expenditures	46,100					**46,100**			46,100				**46,100**
1.141	SSI Public Library			90,000			**90,000**				70,000	20,000		**90,000**
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			60,000			**110,000**
1.238B	Community Transportation (SSI)	55,000			347,000		**402,000**	45,000			210,000	147,000		**402,000**
1.318	Building Inspection (Joint EA)	26,015	53,750				**79,765**			79,765				**79,765**
1.371	SSI Emergency Program	20,000					**20,000**					20,000		**20,000**
1.455	SSI Community Parks	15,000	90,000		420,000		**525,000**	40,000		45,000	440,000			**525,000**
1.458	SSI Community Recreation	40,000			202,500		**242,500**			5,000	100,000	137,500		**242,500**
1.459	SSI Park Land & Rec Programs	103,200	30,000	895,000	450,000	15,000	**1,493,200**			51,300	826,900	165,000	450,000	**1,493,200**
2.620	Highland Water (SSI)				20,000		**20,000**	20,000						**20,000**
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)				55,000		**55,000**	5,000			42,000	8,000		**55,000**
2.624	Beddis Water (SSI)				428,000		**428,000**		340,000			88,000		**428,000**
2.626	Fulford Water (SSI)	103,000			302,000		**405,000**	7,000	220,000		90,000	88,000		**405,000**
2.628	Cedar Lane Water (SSI)				468,000		**468,000**		448,000			20,000		**468,000**
3.705	SSI Septage / Composting			30,000	190,000		**220,000**	20,000	120,000			80,000		**220,000**
3.810	Ganges Sewer Utility (SSI)	575,000	77,000		332,500		**984,500**				712,625	271,875		**984,500**
3.820	Maliview Sewer Utility (SSI)				1,050,000		**1,050,000**		100,000		850,000	100,000		**1,050,000**
Total		**983,315**	**250,750**	**1,015,000**	**5,473,500**	**15,000**	7,737,565	**187,000**	**2,141,000**	**227,165**	**3,401,525**	**1,330,875**	**450,000**	7,737,565

Appendix B-5: Change in Capital Plan (2024 Final vs Provisional) - Salt Spring Island

Service	Service Name	Project Description	Amount $			Comments
			Provisional	Final	Change	
1.141	SSI Public Library	Archives Climate Control System	10,000	90,000	80,000	Revised budget spending in 2024
1.238B	Community Transportation (S.S.I)	Lower Ganges Road - Barrier removal or relocation	14,000	-	(14,000)	Moved from 2024 to 2026
		Lower Ganges Road	69,000	-	(69,000)	Moved from 2024 to 2026
1.318	Building Inspection (Joint EA)	Vehicle Replacement	24,255	53,414	29,159	Revised budget spending in 2024
		Storage Room Shelving	-	12,900	12,900	Revised budget spending in 2024
1.455	SSI Community Parks	Linear Park Development	30,000	150,000	120,000	Revised budget spending in 2024
		New Maintenance Machinery	30,000	-	(30,000)	Moved from 2024 to 2025
		New Maintenance Truck	60,000	-	(60,000)	No longer required
		Ganges Harbour Walk (Detailed Design & Construction)	60,000	-	(60,000)	No longer required
		Maintenance Equipment Replacement	30,000	15,000	(15,000)	Revised budget spending in 2024
1.458	SSI Community Recreation	Skate Board Park Condition Assessment	7,500	-	(7,500)	No longer required
		Ganges Harbour Walk (Detailed Design & Construction)	-	200,000	200,000	Ganges Harbour Walk (Detailed Design & Construction Documents)
1.459	SSI Park Land & Rec Programs	Pool Electrical replacement	-	18,200	18,200	Replacement of Direct Digital Control System
		Ball Field Development	150,000	450,000	300,000	Revised budget spending in 2024
		Park Maintenance Facility	517,500	615,000	97,500	Revised budget spending in 2024
		EV Charger and Infrastructure Recreation Centre	-	10,000	10,000	EV charger and infrastructure recreation centre parking lot
		New EV Maintenance Truck	30,000	-	(30,000)	No longer required
		Pool expansion (Design Phase)	45,000	-	(45,000)	Moved from 2024 to 2025
		Portlock Shed and Equipment Replacement	-	200,000	200,000	Portlock Shed and Equipment Replacement
		Pool Building Structural Repairs	-	50,000	50,000	Pool Building Structural Repairs
		Firehall Repurpose	-	15,000	15,000	Repurpose, remediate or demolition of Ganges Fire Hall
2.620	Highland Water (SSI)	Infrastructure Upgrades (Valve Distribution)	-	20,000	20,000	Middle and Upper Reservoir Repairs
2.622	Cedars of Tuam Water (SSI)	Design and Construct New Well and Dist. System	90,000	-	(90,000)	Moved from 2024 to 2025
		Electrical Service Replacement	25,000	50,000	25,000	Revised budget spending in 2024
		Referendum or Alternative Approval Process	10,000	-	(10,000)	Moved from 2024 to 2025
2.626	Fulford Water (SSI)	Fulford AC Water Main Renewal Program	170,000	-	(170,000)	Moved from 2024 to 2025
		Install In-Line Strainers upstream of PRVs	14,000	-	(14,000)	Moved from 2024 to 2025
		Replace Air Valves in Raw Water Line on Sunnyside	11,000	-	(11,000)	Moved from 2024 to 2025
3.705	SSI Septage / Composting	Abattoir Purchase of Assets	-	15,000	15,000	To purchase assets from Abattoir Society.
1.371	SSI Emergency Program	EOC Upgrades	-	20,000	20,000	Upgrades to electrical and IT in new EOC location
3.810	Ganges Sewer Utility (SSI)	Ganges WWTP Construction	3,450,000	-	(3,450,000)	Moved from 2024 to 2025
3.820	Maliview Sewer Utility (SSI)	Wastewater Treatment Plant Upgrade	2,260,000	850,000	(1,410,000)	Moved from 2024 to 2025
Total Changes - Salt Spring Island			**7,107,255**	**2,834,514**	**(4,272,741)**	

Appendix C-1: Requisition Summary - Southern Gulf Islands

	Electoral Area Southern Gulf Islands	Final 2024	Cost per Avg. Res Asst/ Parcel	2023	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	Change in Requisition %	Change in cost per avg household/Parcel $	Change in cost per avg household/Parcel %
1.010	Legislative & General Government	318,727	46.39	296,965	43.25	21,762	7.3%	3.14	7.3%
1.10X	Facilities Management	4,520	0.66	4,299	0.63	220	5.1%	0.03	5.1%
1.101	G.I.S.	3,471	0.51	3,364	0.49	107	3.2%	0.02	3.1%
1.112	Regional Grant in Aid	-	-	392	0.06	(392)	-100.0%	(0.06)	-100.0%
1.224	Community Health	21,062	3.07	16,322	2.38	4,740	29.0%	0.69	29.0%
1.280	Regional Parks	468,301	68.16	417,014	60.73	51,287	12.3%	7.43	12.2%
1.309	Climate Action and Adaptation	30,568	4.45	33,004	4.81	(2,435)	-7.4%	(0.36)	-7.4%
1.310	Land Banking & Housing	48,485	7.06	39,293	5.72	9,193	23.4%	1.33	23.3%
1.312	Regional Goose Management	4,677	0.68	4,567	0.67	110	2.4%	0.02	2.4%
1.324	Regional Planning Services	33,110	4.82	32,097	4.67	1,013	3.2%	0.14	3.1%
1.335	Geo-Spatial Referencing System	4,360	0.63	4,241	0.62	120	2.8%	0.02	2.8%
1.374	Regional Emergency Program Support	2,703	0.39	2,657	0.39	46	1.7%	0.01	1.7%
1.375	Hazardous Material Incident Response	6,843	1.00	6,436	0.94	407	6.3%	0.06	6.3%
1.911	911 Systems	3,820	0.56	2,235	0.33	1,585	70.9%	0.23	70.8%
1.921	Regional CREST Contribution	22,883	3.33	21,009	3.06	1,874	8.9%	0.27	8.9%
21.ALL	Feasibility Study Reserve Fund - All	5,469	0.80	-	-	5,469	100.0%	0.80	100.0%
	Total Regional	**$979,000**	**$142.50**	**$883,894**	**$128.72**	**$95,106**	**10.8%**	**$13.77**	**10.7%**
1.230	Traffic Safety Commission	1,988	0.29	1,994	0.29	(6)	-0.3%	(0.00)	-0.4%
1.297	Arts Grants	26,906	3.92	25,993	3.79	913	3.5%	0.13	3.5%
1.311	Regional Housing Trust Fund	16,647	2.42	23,094	3.36	(6,446)	-27.9%	(0.94)	-28.0%
1.313	Animal Care Services	102,602	14.93	97,558	14.21	5,044	5.2%	0.73	5.1%
1.913	913 Fire Dispatch	50,024	7.28	56,307	8.20	(6,282)	-11.2%	(0.92)	-11.2%
	Total Sub-Regional	**$198,167**	**$28.84**	**$204,945**	**$29.85**	**($6,778)**	**-3.3%**	**($1.00)**	**-3.4%**
1.103	Elections	13,376	1.95	21,395	3.12	(8,019)	-37.5%	(1.17)	-37.5%
1.104	U.B.C.M.	4,259	0.62	4,049	0.59	209	5.2%	0.03	5.1%
1.318	Building Inspection	192,882	28.07	164,801	24.00	28,080	17.0%	4.07	17.0%
1.320	Noise Control	22,202	3.23	13,721	2.00	8,481	61.8%	1.23	61.7%
1.322	Nuisances & Unsightly Premises	17,600	2.56	18,332	2.67	(732)	-4.0%	(0.11)	-4.0%
1.372	Electoral Area Emergency Program	56,685	8.25	52,053	7.58	4,632	8.9%	0.67	8.8%
	Total Joint Electoral Area	**$307,003**	**$44.69**	**$274,351**	**$39.95**	**$32,652**	**11.9%**	**$4.73**	**11.8%**
1.110	Electoral Area Admin Exp - SGI	414,160	60.28	400,086	58.27	14,074	3.5%	2.02	3.5%
1.117	Grant-in-Aid - Southern Gulf Islands	110,354	16.06	105,004	15.29	5,350	5.1%	0.77	5.0%
1.125	SGI Economic Development Commission	126,778	18.45	121,426	17.68	5,352	4.4%	0.77	4.4%
1.138	Southern Gulf Islands Regional Library	242,724	35.33	235,946	34.36	6,778	2.9%	0.97	2.8%
1.235	SGI Small Craft Harbour Facilities	325,161	53.08	309,533	50.52	15,628	5.0%	2.56	5.1%
1.314	SGI House Numbering	9,987	1.45	9,612	1.40	375	3.9%	0.05	3.8%
1.341	SGI Livestock Injury Compensation	-	-	71	0.01	(71)	-100.0%	(0.01)	-100.0%
1.373	SGI Emergency Program	247,483	36.02	247,378	36.03	105	0.0%	(0.00)	0.0%
1.533	Stormwater Quality Management - SGI	41,000	5.97	39,808	5.80	1,192	3.0%	0.17	2.9%
1.923	Emergency Comm - CREST - SGI	185,093	26.94	179,709	26.17	5,384	3.0%	0.77	2.9%
	Total SGI Electoral Area	**$1,702,740**	**$253.59**	**$1,648,573**	**$245.53**	**$54,167**	**3.3%**	**$8.06**	**3.3%**
	Total Capital Regional District	**$3,186,911**	**$469.62**	**$3,011,764**	**$444.05**	**$175,147**	**5.8%**	**$25.56**	**5.8%**
CRHD	Capital Regional Hospital District	689,302	100.33	691,763	100.74	(2,461)	-0.4%	(0.41)	-0.4%
	Total CRD and CRHD	**$3,876,213**	**$569.95**	**$3,703,526**	**$544.79**	**$172,687**	**4.7%**	**$25.15**	**4.6%**
	Average residential assessment - 2024/2023	**$805,373**		**$802,046**					

Major Impacts (Changes in $/Avg HH >+/-$1.00)	Change in Requisition $	Change in Requisition %	Change in Avg HH $	Change in Avg HH %
REGIONAL				
Legislative & General Government	21,762	0.6%	3.14	0.6%
Regional Parks	51,287	1.4%	7.43	1.4%
Land Banking & Housing	9,193	0.2%	1.33	0.2%
JOINT EA				
Building Inspection	28,080	0.8%	4.07	0.7%
Noise Control	8,481	0.2%	1.23	0.2%
SGI EA				
Electoral Area Admin Exp - SGI	14,074	0.4%	2.02	0.4%
SGI Small Craft Harbour Facilities	15,628	0.4%	2.56	0.5%
Capital Regional Hospital District	(2,461)	-0.1%	(0.41)	-0.1%
Other	26,641	0.7%	3.77	0.7%
TOTAL CRD & CRHD	**172,687**	**4.7%**	**$25.15**	**4.6%**

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	Southern Gulf Islands Local/Specified/Defined Services	Final 2024	Cost per Avg. Res Asst/ Parcel	2023	Cost per Avg. Res Asst/ Parcel	Change in Requisition $	Change in Requisition %	Change in cost per avg household/Parcel $	Change in cost per avg household/Parcel %
1.137	Galiano Island Community Use Building	67,056	44.32	64,770	42.57	2,286	3.5%	1.75	4.1%
1.170	Gossip Island Electric Power Supply	62,640	1,118.57	63,455	1,133.13	(815)	-1.3%	(14.55)	-1.3%
1.227	Saturna Island Medical Clinic	24,416	37.53	23,171	35.93	1,245	5.4%	1.60	4.5%
1.228	Galiano Health Service	144,629	95.59	139,686	91.81	4,943	3.5%	3.79	4.1%
1.229	Pender Islands Health Care Centre	264,601	105.92	232,862	93.35	31,739	13.6%	12.57	13.5%
1.352	South Galiano Fire Protection	635,001	716.95	602,372	674.97	32,629	5.4%	41.98	6.2%
1.356	Pender Fire Protection	1,344,763	541.10	1,171,790	472.20	172,973	14.8%	68.90	14.6%
1.359	North Galiano Fire Protection	328,783	833.17	231,790	589.85	96,994	41.8%	243.31	41.2%
1.363	Saturna Island Fire	302,461	462.93	256,273	395.58	46,188	18.0%	67.34	17.0%
1.465	Saturna Island Comm. Parks	28,909	44.24	25,680	39.64	3,229	12.6%	4.61	11.6%
1.468	Saturna Island - Community Rec.	15,149	23.18	13,676	21.11	1,473	10.8%	2.08	9.8%
1.475	Mayne Is. Com. Parks & Rec	96,281	56.42	93,012	54.53	3,269	3.5%	1.89	3.5%
1.478	Mayne Is. Community Rec.	36,816	21.57	35,740	20.95	1,076	3.0%	0.62	3.0%
1.485	North & South Pender Com. Parks	173,335	69.40	167,354	67.15	5,981	3.6%	2.25	3.4%
1.488	North & South Pender Com. Rec	69,632	27.88	67,240	26.98	2,392	3.6%	0.90	3.3%
1.495	Galiano Parks	107,482	82.36	107,562	81.74	(80)	-0.1%	0.62	0.8%
1.498	Galiano Community Recreation	43,850	33.60	38,317	29.12	5,533	14.4%	4.48	15.4%
2.630	Magic Lakes Estate Water System	580,060	485.00	580,000	484.95	60	0.0%	0.05	0.0%
2.640	Saturna Island Water System (Lyall Harbour)	140,696	808.60	133,030	768.96	7,666	5.8%	39.64	5.2%
2.642	Skana Water (Mayne)	26,580	364.11	25,680	351.78	900	3.5%	12.33	3.5%
2.665	Sticks Allison Water (Galiano)	5,100	134.21	5,100	134.21	-	0.0%	-	0.0%
2.667	Surfside Park Estates (Mayne)	24,620	234.48	23,790	226.57	830	3.5%	7.90	3.5%
3.755	Regional Source Control	3,945	5.55	4,498	6.33	(553)	-12.3%	(0.78)	-12.3%
3.830	Magic Lake Estates Sewer System	606,635	855.62	586,010	826.53	20,625	3.5%	29.09	3.5%
3.830D	Magic Lake Estates Sewer Debt	229,459	400.45	234,106	408.56	(4,647)	-2.0%	(8.11)	-2.0%
	Total Local/Specified/Defined Services	**5,362,899**		**4,926,964**		**435,936**			
	Average residential assessment - 2024/2023	**$805,373**		**$802,046**					

Appendix C2: SGI - Change in Requisition from Provisional to Final - Budget Review 2024

Change in Requisition (2024 Final vs Provisional) - Southern Gulf Islands
(Requisition Changes > $1,000) by Services

	Electoral Area Southern Gulf Islands	2024 Requisition $ Final	 Provisional COW	2024 Per Avg HH $ Final	 Provisional COW	Requisition Change Final vs Provisional $	 %	Per Avg HH Change Final vs Provisional $	 %	Requisition Change Comments
1.010	Legislative & General Government	318,727	317,611	46.39	46.25	1,116	0.4%	0.14	0.3%	Net decrease due to ongoing IT licensing costs and change in assessment values
1.224	Community Health	21,062	13,965	3.07	2.03	7,097	50.8%	1.03	50.7%	Net increase due to Board approved initiatives (Aboriginal Coalition & Alliance to End Homelessness) and change in assessment values
1.280	Regional Parks	468,301	458,356	68.16	66.75	9,946	2.2%	1.41	2.1%	Net increase due to Royal Oak Golf Course acquisition and change in assessment values
	Total Regional	**808,090**	**789,931**	**117.62**	**115.04**	**18,158**	**2.3%**	**2.58**	**2.2%**	
1.313	Animal Care Services	102,602	100,973	14.93	14.70	1,628	1.6%	0.23	1.6%	Increase related to change in assessment values
1.913	Fire Dispatch	50,024	59,122	7.28	8.61	(9,098)	-15.4%	(1.33)	-15.4%	Net decrease due to apportionment based on call volumes and payment adjustment to District of Saanich
	Total Sub-Regional	**152,626**	**160,096**	**22.22**	**23.32**	**(7,470)**	**-4.7%**	**(1.10)**	**-4.7%**	
1.103	Elections	13,376	21,395	1.95	3.12	(8,019)	-37.5%	(1.17)	-37.5%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
1.318	Building Inspection	192,882	189,522	28.07	27.60	3,359	1.8%	0.47	1.7%	Increase related to change in assessment values
1.320	Noise Control	22,202	14,201	3.23	2.07	8,001	56.3%	1.16	56.3%	Increase due to 2023 Deficit Carryover to be recovered by Requisition
1.322	Nuisances & Unsightly Premises	17,600	18,973	2.56	2.76	(1,372)	-7.2%	(0.20)	-7.3%	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	Total Joint Electoral Area	**246,060**	**244,090**	**35.81**	**35.55**	**1,970**	**0.8%**	**0.27**	**0.8%**	
1.138	Southern Gulf Islands Regional Library	242,724	244,200	35.33	35.56	(1,476)	-0.6%	(0.23)	-0.7%	Decrease due to 2023 Surplus Carryover to mitigate Requisition
1.235	SGI Small Craft Harbour Facilities	325,161	320,370	53.08	52.29	4,791	1.5%	0.79	1.5%	Increase in capital reserve fund transfer recommended by Commission
1.923	Emergency Comm - Crest - S.G.I.	185,093	183,822	26.94	26.77	1,271	0.7%	0.17	0.6%	Increase due to payment increase to CREST
	Total SSI Electoral Area	**752,978**	**748,392**	**115.35**	**114.62**	**4,586**	**0.6%**	**0.73**	**0.6%**	
	Other <$1,000	1,916,459	1,917,197	278.95	279.21	(738)	0.0%	(0.26)	-0.1%	
	Total CRD and CRHD (SGI)	**3,876,213**	**3,859,707**	**569.95**	**567.73**	**16,506**	**0.4%**	**2.22**	**0.4%**	
1.229	Pender Islands Health Care Centre	264,601	240,938	105.92	96.59	23,663	9.8%	9.33	9.7%	Increase in contribution payment requested by Society
1.352	South Galiano Fire Protection	635,001	632,093	716.95	707.32	2,907	0.5%	9.63	1.4%	Increase related to change in assessment values
1.356	Pender Fire Protection	1,344,763	1,232,816	541.10	496.79	111,947	9.1%	44.31	8.9%	Increase in operating costs and reserve fund transfers requested by Society
1.359	North Galiano Fire Protection	328,783	242,206	833.17	616.00	86,577	35.7%	217.17	35.3%	Increase in Commission recommended operating costs
1.363	Saturna Island Fire	302,461	265,240	462.93	409.42	37,221	14.0%	53.50	13.1%	Increased contribution payment requested by Society
1.465	Saturna Island Comm. Parks	28,909	26,579	44.24	41.03	2,330	8.8%	3.22	7.8%	Increase in Commission recommended operating costs partially offset by 2023 Surplus Carryover
1.495	Galiano Parks	107,482	111,689	82.36	84.88	(4,207)	-3.8%	(2.52)	-3.0%	Commission recommended decrease in parks maintenance costs
1.498	Galiano Community Recreation	43,850	39,660	33.60	30.14	4,190	10.6%	3.46	11.5%	Commission recommended increase in recreation program costs
2.640	Saturna Island Water System (Lyall Harbour)	140,696	138,350	808.60	799.71	2,346	1.7%	8.89	1.1%	Commission recommended increased reserve fund transfers funded by Requisition and User Charges
	Other <$1,000	2,166,353	2,165,521			832	0.0%			
	Total Local/Specified/Defined Services	**5,362,899**	**5,095,092**			**267,807**	**5.3%**			

Appendix C-3: Change in Requisition (2024 Final vs Provisional) by Cost Driver - Southern Gulf Islands
(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition $		Requisition per Avg HH $		Comments
			% Increase over 2023	$ Requisition	% Increase over 2023	$/HH	
Provisional - COW (CRD&CRHD)			**4.2%**	**3,859,707**	**4.2%**	**567.73**	
Change in Cost Apportionment	1.010	Legislative & General Government	0.0%	(1,104)	0.0%	(0.19)	
	1.280	Regional Parks	0.0%	(1,678)	-0.1%	(0.28)	
	1.313	Animal Care Services	0.0%	1,628	0.0%	0.23	
	1.318	Building Inspection	0.1%	3,337	0.1%	0.47	
	1.913	913 Fire Dispatch	-0.3%	(11,916)	-0.3%	(1.74)	Apportionment based on call volume
	All SGI EA-wide services		-	-	0.0%	(0.10)	Change in $/Avg HH solely due to change in residential assessment
	Others	<+/-1,000	0.0%	(741)	0.0%	(0.19)	
	Subtotal		**-0.3%**	**(10,473)**	**-0.3%**	**(1.80)**	
Budget Changes	1.010	Legislative & General Government	0.1%	2,219	0.1%	0.32	Ongoing increase in IT licensing costs
	1.103	Elections	-0.2%	(8,226)	-0.2%	(1.20)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.138	Southern Gulf Islands Regional Library	0.0%	(1,476)	0.0%	(0.21)	Decrease due to 2023 Surplus Carryover to offset Requisition
	1.224	Community Health	0.2%	7,173	0.2%	1.04	Board directed initiatives - Aboriginal Coalition & Alliance to End Homelessness
	1.235	SGI Small Craft Harbour Facilities	0.1%	4,791	0.1%	0.78	Increase in capital reserve fund transfer recommended by Commission
	1.280	Regional Parks	0.3%	11,624	0.3%	1.69	Royal Oak Golf Course land acquisition
	1.320	Noise Control	0.2%	7,617	0.2%	1.11	2023 Deficit Carryover to be recovered by Requisition
	1.322	Nuisances & Unsightly Premises	0.0%	(1,677)	0.0%	(0.24)	One-time reduction of reserve transfers to mitigate Requisition-Board approved at Provisional
	1.913	913 Fire Dispatch	0.1%	2,818	0.1%	0.41	Payment adjustment to District of Saanich to be recovered by Requisition
	1.923	Emergency Comm - CREST - SGI	0.0%	1,271	0.0%	0.19	Payment adjustment to CREST
	Others	<+/-1,000	0.0%	845	0.0%	0.12	Changes related to 2023 surplus/deficit, GILT and minor budget changes
	Subtotal		**0.7%**	**26,979**	**0.7%**	**4.01**	
Final - CRD&CRHD over 2023			**4.7%**	**3,876,213**	**4.6%**	**569.95**	
Change - Final over Provisional (COW)			**0.5%**	**16,506**	**0.4%**	**2.22**	

**Requisition excludes Local/Specified/Defined area services.*

Appendix C-4: Capital Plan Summary Overview by Service - Southern Gulf Islands
2024 Final

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.110	SGI Admin. Expenditures	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 (Joint EA)	20,631	42,625				**63,256**			63,256				**63,256**
1.352	South Galiano Fire	29,000	420,000				**449,000**			429,000		20,000		**449,000**
1.356	Pender Island Fire	60,000		18,000			**78,000**			60,000		18,000		**78,000**
1.373	SGI Emergency Program	25,000					**25,000**					25,000		**25,000**
1.465	Saturna Island Community Parks				38,000		**38,000**	5,000				33,000		**38,000**
1.475	Mayne Island Community Parks	15,000		53,000	9,000		**77,000**	20,000			30,000	27,000		**77,000**
1.485	Pender Island Community Parks	25,000			1,157,752	30,000	**1,212,752**	33,808			700,000	278,944	200,000	**1,212,752**
1.495	Galiano Community Parks	2,616			43,922		**46,538**	25,808		2,616		18,114		**46,538**
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			335,000		**401,000**	268,000	88,000		30,000	15,000		**401,000**
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			4,200,000		**4,260,000**	1,400,000			2,800,000	60,000		**4,260,000**
Total		**334,847**	**462,625**	**83,000**	**6,480,674**	**30,000**	7,391,146	**2,044,616**	**88,000**	**561,472**	**3,560,000**	**917,058**	**220,000**	7,391,146

Appendix C-5: Change in Capital Plan (2024 Final vs Provisional) - Southern Gulf Islands

Service	Service Name	Project Description	Amount $			Comments
			Provisional	Final	Change	
1.318	Building Inspection (Joint EA)	Vehicle Replacement	18,425	42,807	24,382	Revised budget spending in 2024
		Storage Room Shelving	-	10,230	10,230	Revised budget spending in 2024
1.352	South Galiano Fire Protection	Structure Protection Unit	-	20,000	20,000	Trailer for WUI sprinkler kits (Firesmart Structure Protection Trailer)
		Rope Rescue	-	10,000	10,000	Replace rope rescue equipment
		Thermal Imaging Cameras	-	9,000	9,000	Replace 2 thermal imaging cameras
1.356	Pender Fire Protection	Hall 3 Upgrades-CCF11	-	10,000	10,000	Revised budget spending in 2024
		Turnout gear-ERF1	5,000	16,000	11,000	Revised budget spending in 2024
		SCBA cylinder replacement-ERF15	-	15,000	15,000	Replacement of SCBA cylinders
		Replace rescue equipment-ERF9	14,000	20,000	6,000	Revised budget spending in 2024
		Hall 1 Upgrades-CCF13	-	8,000	8,000	Revised budget spending in 2024
1.465	Saturna Island Community Parks	Park upgrades	4,000	8,000	4,000	Revised budget spending in 2024
		Park upgrades	1,000	20,000	19,000	Revised budget spending in 2024
		Park upgrades	1,000	5,000	4,000	Revised budget spending in 2024
		Park upgrades	-	5,000	5,000	Replace Saturna Parks picnic tables and benches
1.475	Mayne Island Community Parks	Fitness Circuit	-	50,000	50,000	Complete fitness circuit at Dinner Bay
		Dinner Bay water; pumphouse upgrade	-	5,000	5,000	Upgrade water system; insulate and redo pumphouse
		Dinner Bay washrooms	-	3,000	3,000	Upgrade washroom facilities; flush valves
		Vulture Ridge Summit	-	2,000	2,000	Safety and landscaping improvement at Vulture Ridge Summit
		Fitness Circuit	-	15,000	15,000	Install fitness equipment at Dinner Bay Park
1.485	Pender Island Community Parks	Shingle Bay Improvements	55,000	25,000	(30,000)	Revised budget spending in 2024
		Thieves Bay Improvements	-	7,752	7,752	Improve outhouses, picnic table shelter, walking trails, memorial garden
		Trail Development	-	1,100,000	1,100,000	Schooner Way Trail
		Magic Lake Park Upgrades	-	25,000	25,000	Dock at west end of Magic Lake
		School Facility Upgrades	10,000	-	(10,000)	No longer required
		Disc Park Improvements	10,000	-	(10,000)	Moved from 2024 to 2026
		Ball Park Improvements	-	25,000	25,000	Pump track, playground equipment
		Land Acquisition	-	30,000	30,000	Schooner Way Trail
1.495	Galiano Community Parks	Galiano Island Park Upgrades	-	3,201	3,201	Complete DL 79 Park Project - Vault Toilet Enclosure
		Study Bay Trail Extension	-	2,000	2,000	Study to assess feasibility and cost to extend trail to BC Ferries
		Galiano Island Park Upgrades	2,000	3,839	1,839	Revised budget spending in 2024
		Galiano Island Park Upgrades	8,000	-	(8,000)	Moved from 2024 to 2025
		Galiano Island Park Upgrades	-	16,275	16,275	Zuker-Georgeson shore access restoration- remove invasives and restore
		Galiano Island Park Upgrades	-	5,000	5,000	Engineering for mobility impaired beach accesses
		Galiano Island Park Upgrades	1,000	-	(1,000)	Moved from 2024 to 2025
		Galiano Island Park Upgrades	-	13,607	13,607	Upgrade to Matthews Beach access
		GIPRC Equipment and Tools Purchase	1,000	2,616	1,616	Equipment and Tools Purchase
2.640	Lyall Harbour Boot Cove Water	Seismic reinforcement of Money Lake Dam	620,000	260,000	(360,000)	Moved from 2024 to 2025
3.830	Magic Lake Sewer Utility	Wastewater Improvements	4,000,000	4,200,000	200,000	Revised budget spending in 2024
Total Changes - Southern Gulf Islands			**4,750,425**	**5,993,327**	**1,242,902**	

Electoral Areas Committee - March 13, 2024
2024 Final Electoral Area Budget Review

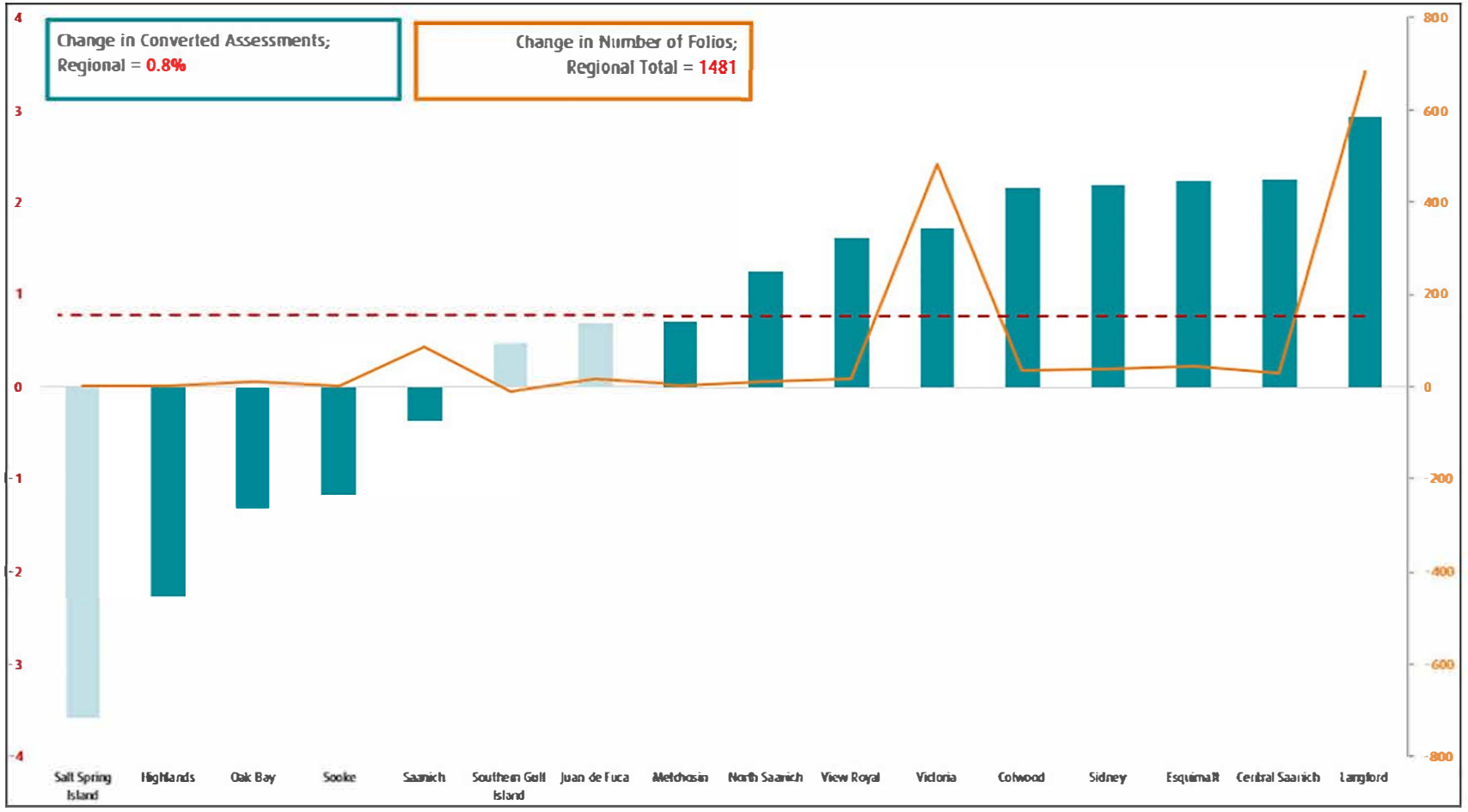
Appendix D: Assessment Data - Electoral Area

Juan de Fuca	2024	2023	Change	% Change	
Total Converted Assessment	370,468,362	367,942,462	2,525,900	**0.7%**	*
Actual Residential Assessment	2,976,621,250	3,009,771,112	(33,149,862)	-1.1%	
Residential Folios	3,260	3,244	16	0.5%	
Average Residential Assessment	913,074	927,796	(14,722)	-1.6%	

Salt Spring Island	2024	2023	Change	% Change	
Total Converted Assessment	697,473,459	723,420,921	(25,947,462)	**-3.6%**	*
Actual Residential Assessment	6,439,717,306	6,717,935,682	(278,218,376)	-4.1%	
Residential Folios	6,131	6,130	1	0.0%	
Average Residential Assessment	1,050,353	1,095,911	(45,558)	-4.2%	

Southern Gulf Island	2024	2023	Change	% Change	
Total Converted Assessment	553,319,256	550,734,297	2,584,959	**0.5%**	*
Actual Residential Assessment	5,283,246,548	5,269,444,490	13,802,058	0.3%	
Residential Folios	6,560	6,570	(10)	-0.2%	
Average Residential Assessment	805,372.95	802,046	3,327	0.4%	

***Regional - Average Change in Converted Assessment is 0.8% 2024 over 2023.**
***Three EAs - Average Change in Converted Assessment is -1.3% 2024 over 2023**


Change in Converted Assessments;
Regional = 0.8%
Change in Number of Folios;
Regional Total = 1481
4
3
2
1
0
-1
-2
-3
-4
800
600
400
200
0
-200
-400
-600
-800
Salt Spring Island
Highlands
Oak Bay
Sooke
Saanich
Southern Gulf Island
Juan de Fuca
Metchosin
North Saanich
View Royal
Victoria
Colwood
Sidney
Esquimalt
Central Saanich
Langford

2024 Requisition By Participant

Appendix P

Impact of Assessed Values on Cost Share

March 13, 2024

Requisition by Participant

Municipalities & EAs	Impact of Assessment $M	All Other CRD $M	CRD Final $M	CRD & CRHD & Muni Debt $M
Central Saanich	0.028	0.307	0.335	0.351
Colwood*	0.032	0.110	0.142	0.070
Esquimalt	0.014	0.144	0.159	0.006
Langford	0.089	1.293	1.382	1.438
Highlands	(0.009)	0.025	0.016	0.002
Metchosin	0.007	0.043	0.050	0.050
North Saanich	0.005	0.212	0.217	0.232
Oak Bay**	(0.050)	0.135	0.086	(0.225)
Saanich	(0.133)	0.988	0.855	1.959
Sidney	0.018	0.180	0.199	0.212
Sooke	0.031	0.180	0.212	0.197
Victoria	0.083	0.871	0.955	1.206
View Royal	(0.001)	0.095	0.094	0.132
Juan de Fuca	0.002	0.176	0.178	0.178
Juan de Fuca - Specified Areas	(0.043)	0.328	0.285	0.285
Salt Spring Island	(0.069)	0.626	0.557	0.517
Salt Spring Island - Specified Areas	0.000	0.022	0.022	0.022
Southern Gulf Islands	(0.008)	0.183	0.175	0.173
Southern Gulf Islands - Specified Areas	0.001	0.435	0.436	0.436
First Nations & Other	0.001	0.044	0.045	0.049
Total	**0.0**	**6.4**	**6.4**	**7.3**

*** Requisition for Wastewater Capital; Invoice for WasteWater Operating**

**** Requisition for Wastewater Operating; Invoice for WasteWater Capital**

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2 Year Budget

Variance Summary

2022 - 2024

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Three Year Consolidated Financial Schedule - 2024, 2023 and 2022

Operating Expenditures

(in $ millions)

	(a)	(b)	(c)	(a-c)
Expenditure Type	**2024 Final**	**2023 Final**	**2022 Final**	**% of Total Change**
Operations	270.2	247.4	225.3	19.9%
Debt Servicing	39.9	46.8	42.6	-6.3%
Capital Funding	32.7	26.5	23.3	40.3%
Transfers to Reserves	25.4	23.3	24.0	5.8%
Total	**$368.2**	**$344.0**	**$315.2**	**16.8%**

Operating Revenues

(in $ millions)

Revenue Source	**2024 Final**	**2023 Final**	**2022 Final**	**% of Total Change**
Sale of services	172.6	154.6	146.0	18.2%
Requisitions*	106.6	99.3	95.2	12.0%
Allocation to other services	57.7	53.1	47.5	21.5%
Transfer from reserve for capital	10.0	16.2	5.6	78.6%
Rentals and other revenue	8.2	9.1	6.9	18.8%
Grants and PILT	6.6	5.4	6.0	10.0%
Surplus	6.5	6.3	8.0	-18.8%
Total	**$368.2**	**$344.0**	**$315.2**	**16.8%**

*Includes Municipal Debt

Requisitions

(in $ millions)

Description	**2024 Final**	**2023 Final**	**2022 Final**	**% Change**
Total Electoral Areas Only	17.8	16.4	15.3	16.3%
Regional / Sub Regional	70.7	65.7	62.8	12.6%
Total Before Municipal Debt	**88.5**	**82.1**	**78.1**	**13.3%**
Municipal Debt	18.1	17.3	17.1	5.8%
Total	**$106.6**	**$99.3**	**$95.2**	**12.0%**

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Reserves - Capital

(in $ millions)

	(a)	(b)	(c)	(a-c)
Reserve Activity - Forecast	**2024 Final**	**2023 Final**	**2022 Final**	**% Change**
Opening Reserve Balance Actual	145.7	130.8	98.5	47.9%
Transfer to/from Operating	21.9	41.5	41.7	-47.5%
Interest Income	5.2	4.6	2.0	160.0%
Transfer to Fund Capital Projects	(46.5)	(31.2)	-21.5	116.3%
Ending Balance	**$126.3**	**$145.7**	**$120.7**	**82.8%**

Capital Expenditures

(in $ millions)

Description	2024 Final	2023 Final	2022 Final	% of Total Change
Engineered Structures	175.3	138.6	133.5	31.3%
Equipment	34.7	30.2	20.6	68.4%
Buildings	31.8	35.1	22.7	40.1%
Land	10.7	14.0	9.2	16.3%
Vehicles	8.6	9.4	5.2	65.4%
Ending Balance	**$261.1**	**$227.3**	**$191.2**	**36.6%**

Capital Funding

(in $ millions)

Description	2024 Final	2023 Final	2022 Final	% of Total Change
Current Operating and WIP	87.2	65.6	49.5	76.2%
Debt Issuance	84.4	85.3	35.5	137.7%
Reserve Funding	61.9	57.4	71.2	-13.1%
Grants	21.0	21.2	23.7	-11.4%
Donations & Third Party Funding	6.6	5.9	11.3	-41.6%
Ending Balance	**$261.1**	**$235.4**	**$191.2**	**36.6%**

Committee Of The Whole Budget Review Package

Committee of the Whole Budget Package was presented on October 25, 2023 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Bridging document details major changes from 2023 to 2024
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

The full package can be found here.

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Electoral Area

Committee Package

Electoral Area Committee Budget Package was presented September 12, 2023 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Descriptions Overview
2. Bridging document details major changes from 2022 to 2023
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

The full package can be found here

Final Budget Packages

Subsequent to the preliminary budget, the Final Budget Packages were presented and approved on March 13, 2024. Prior to advancing the Financial Plan Bylaw in March, plans are amended based on year-end results, payments in lieu of taxes, revised assessment information and other committee directed changes. The final budget packages contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Operating Committee Summary
3. Capital Plan Summary
4. Reserve Schedules

The CRD Regional and Sub-Regional Final Budget Package can be found here.
The Juan de Fuca Electoral Services Final Budget Package can be found here.
The Salt Spring Island Electoral Services Final Budget Package can be found here.
The Southern Gulf Islands Electoral Services Final Budget Package can be found here.

Long-Term Debt

The CRD periodically borrows money to fund capital projects for various services. Regional districts in British Columbia are not subject to legislated financial leverage limits under the Local Government Act. For municipalities, the Municipal Finance Authority of BC (MFA) restricts borrowing limits to 25% of a municipality's controllable and sustainable revenues for the previous year. CRD debt levels are determined by service area guided by financial prudence and best practices. The cost of debt is factored into the debt servicing room in each CRD service area and proactively monitored through review of financial indicators.

Future borrowing requirements are driven by planned capital spending. These requirements are assessed during the annual budget development process in each CRD service area. The existing debt and future debt are combined in each CRD service area budget. This is summarized in Schedule A of the 2024-2028 Five Year Financial Plan Bylaw (p. 378-387).

On an annual basis, the CRD self-assesses an indicative Dominion Bond Rating Service ("DBRS") credit rating. This process is conducted using audited financial statement information and the DBRS criteria for local governments. The most recent self-assessment resulted in an indicative credit rating of AA. This rating suggests the CRD possesses an excellent credit quality, demonstrating superior financial sustainability, flexibility and low vulnerability to future negative financial shocks. For additional context, as of September 2020, the major Canadian Schedule 1 banks maintain a DBRS credit rating ranging from AA to AA (high).

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2022 Outstanding
2017	4142	4198	142	2032	560,000	3.150%	400,146	-	30,109	4,796	34,905	365,241
2018	4142	4222	145	2033	4,000,000	3.150%	3,100,243	-	215,066	26,993	242,059	2,858,184
2021	4142	4399	153	2031	1,040,000	2.410%	946,101	-	93,899	2,113	96,012	850,089
2022	4142	4476	157	2032	500,000	3.360%	500,000	-	44,629	-	44,629	455,371
Total Regional Parks					6,100,000		4,946,490	-	383,703	33,902	417,605	4,528,885
South Galiano Fire												
2022	4239	4476	157	2047	2,100,000	3.360%	2,100,000	-	61,479	-	61,479	2,038,521
2022	4239	4503	158	2047	135,000	4.090%	135,000	-	3,466	-	3,466	131,534
Total South Galiano Fire					2,235,000		2,235,000	-	64,945	-	64,945	2,170,055
							-					
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	6,786	-	1,998	1,329	3,327	3,459
Total Port Renfrew Fire					40,000		6,786	-	1,998	1,329	3,327	3,459
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	471,600	-	35,486	5,652	41,138	430,462
Total Seaparc Golf Course					660,000		471,600	-	35,486	5,652	41,138	430,462
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.650%	449,706	-	259,694	190,012	449,706	-
2008	3388	3547	104	2023	1,600,000	2.900%	138,371	-	79,906	58,465	138,371	-
2009	3388	3594	105	2024	2,198,000	2.250%	372,863	-	109,771	73,005	182,776	190,087
Total Peninsula Recreation - Swimming Pool					8,998,000		960,940	-	449,371	321,482	770,853	190,087
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	771,710	-	58,068	9,249	67,317	704,393
Total Peninsula Recreation - Community Rec.					1,080,000		771,710	-	58,068	9,249	67,317	704,393
Solid Waste - Refuse Disposal												
2008	3518	3547	104	2023	-	5.150%	-	-	-	-	-	-
2010	3518	3677	110	2025	-	1.280%	-	-	-	-	-	-
2011	3518	3769	116	2026	2,200,000	1.470%	716,616	-	118,099	51,919	170,018	546,598
2023	4515	4562	160	2038	7,450,000	4.970%	-	7,450,000	-	-	-	7,450,000
Total Solid Waste - Refuse Disposal					2,200,000		716,616	7,450,000	118,099	51,919	170,018	7,996,598
Saltspring Island - Library												
2011	3613	3800	117	2026	2,000,000	1.470%	651,469	-	107,363	47,199	154,562	496,907
2013	3613	3910	126	2028	100,000	3.850%	47,148	-	4,994	2,114	7,108	40,040
Total Saltspring Island - Library					2,100,000		698,617	-	112,357	49,313	161,670	536,947
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	286,287	-	38,382	15,005	53,387	232,900
Total Gossip Island - Electrification					715,000		286,287	-	38,382	15,005	53,387	232,900

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2022 Outstanding
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	146,160	-	15,482	6,553	22,035	124,125
Total Gossip Island - Electrification					310,000		146,160	-	15,482	6,553	22,035	124,125
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	136,728	-	14,483	6,129	20,612	116,116
Total Galiano Island Fire					290,000		136,728	-	14,483	6,129	20,612	116,116
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	151,153	-	13,984	5,154	19,138	132,015
Total North Galiano Fire					280,000		151,153	-	13,984	5,154	19,138	132,015
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	971,697	-	89,894	33,133	123,027	848,670
2016	3863	4114	139	2031	150,000	2.100%	97,832	-	8,065	1,565	9,630	88,202
Total East Sooke Fire					1,950,000		1,069,529	-	97,959	34,698	132,657	936,872
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	3,170,982	-	802,377	218,470	1,020,847	2,150,135
Total Land Banking and Housing					9,413,000		3,170,982	-	802,377	218,470	1,020,847	2,150,135
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	5,836,690	-	376,366	34,899	411,265	5,425,425
2019	4119	4318	149	2034	5,900,000	2.240%	4,919,496	-	317,223	29,415	346,638	4,572,858
Total 911 Call Answer					12,900,000		10,756,186	-	693,589	64,314	757,903	9,998,283
Southern Gulf Island Small Craft Harbour												
2022	4408	4476	157	2042	710,000	3.360%	710,000	-	27,794	-	27,794	682,206
2022	4408	4503	158	2042	470,000	4.090%	470,000	-	16,620	-	16,620	453,380
Total Southern Gulf Island Small Craft Harbour					1,180,000		1,180,000	-	44,414	-	44,414	1,135,586
Total General - Debenture Debt					**50,451,000**		**27,704,784**	**7,450,000**	**2,944,697**	**823,169**	**3,767,866**	**31,386,918**
Non-Debenture Debt												
Regional Parks					8,500,000		-	8,500,000	-	-	-	8,500,000
Equipment Financing Loan - SEAPARC					227,000		89,925	-	43,182	-	43,182	46,743
Equipment Financing Loan - Pender Firetruck					545,000		390,011	-	93,429	-	93,429	296,582
Total General - Non-Debenture Debt					**9,272,000**		**479,936**	**8,500,000**	**136,611**	**-**	**136,611**	**8,843,325**
Total Debt - General					**$ 59,723,000**		**28,184,720**	**15,950,000**	**3,081,308**	**823,169**	**3,904,477**	**40,230,243**

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Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
MUNICIPALITIES											
Victoria											
2003	3026	79	2033	10,000,000	2.250%	5,403,442.00	-	150,514.00	229,829.00	380,343.00	5,023,099.00
2003	3026	80	2033	10,000,000	2.850%	5,403,442.00	-	150,514.00	229,829.00	380,343.00	5,023,099.00
2004	3026	81	2034	10,000,000	2.850%	5,765,672.00	-	150,514.00	211,716.00	362,230.00	5,403,442.00
2007	3467	102	2022	-	2.250%	-	-	-	-	-	-
2008	3515	103	2023	1,800,000	2.650%	155,667.00	-	89,894.00	65,773.00	155,667.00	-
2009	3515	105	2024	1,800,000	2.250%	305,347.00	-	89,894.00	59,786.00	149,680.00	155,667.00
2009	3595	105	2024	3,440,015	2.250%	583,556.00	-	171,798.00	114,259.00	286,057.00	297,499.00
2010	3515	110	2025	5,200,000	1.280%	1,291,958.00	-	279,144.00	136,781.00	415,925.00	876,033.00
2011	3770	115	2031	10,200,000	3.890%	5,554,053.00	-	527,189.00	-	527,189.00	5,026,864.00
2014	3770	130	2034	23,200,000	3.000%	16,021,228.00	-	779,097.00	287,151.00	1,066,248.00	14,954,980.00
2016	3770	139	2036	5,500,000	2.100%	4,176,005.00	-	204,686.00	39,721.00	244,407.00	3,931,598.00
2017	3770	142	2037	9,600,000	3.150%	7,703,201.00	-	357,271.00	56,904.00	414,175.00	7,289,026.00
Total Victoria				90,740,015		52,363,571	-	2,950,515	1,431,749	4,382,264	47,981,307
				-			-	-	-	-	
Central Saanich				-			-	-	-	-	
2010	3674	110	2025	1,000,000	1.280%	248,453.00	-	53,682.00	26,303.00	79,985.00	168,468.00
2011	3772	116	2026	1,333,333	1.470%	434,312.00	-	71,575.00	31,466.00	103,041.00	331,271.00
2015	4032	133	2040	8,523,540	2.750%	6,821,143.00	-	218,834.00	59,583.00	278,417.00	6,542,726.00
Total Central Saanich				10,856,873		7,503,908	-	344,091	117,352	461,443	7,042,465
				-			-	-	-	-	
Esquimalt				-			-	-	-	-	
2002	2999	78	2022	-	2.250%	-	-	-	-	-	-
2003	3092	80	2023	2,800,000	2.850%	213,980.00	-	84,679.00	129,301.00	213,980.00	-
2004	3198	85	2024	1,256,000	2.250%	187,400.00	-	37,985.00	53,430.00	91,415.00	95,985.00
2005	3293	95	2025	2,012,000	0.910%	402,642.00	-	81,986.00	48,281.00	130,267.00	272,375.00
2006	3369	99	2026	1,129,000	1.530%	301,549.00	-	37,914.00	33,098.00	71,012.00	230,537.00
2007	3464	102	2027	2,353,000	2.250%	770,778.00	-	88,358.00	55,377.00	143,735.00	627,043.00
2014	3969	130	2024	1,200,000	3.000%	279,046.00	-	99,949.00	36,838.00	136,787.00	142,259.00
2021	4439	156	2051	35,000,000	2.580%	34,170,523.00	-	829,477.00	18,663.00	848,140.00	33,322,383.00
Total Esquimalt				45,750,000		36,325,918	-	1,260,348	374,988	1,635,336	34,690,582
				-			-	-	-	-	
Saanich				-			-	-	-	-	
2003	3051	79	2028	1,500,000	2.250%	540,199.00	-	31,429.00	47,990.00	79,419.00	460,780.00
2007	3466	102	2022	-	2.250%	-	-	-	-	-	-
2010	3726	111	2025	1,797,000	3.350%	433,716.00	-	139,835.00	-	139,835.00	293,881.00
2010	3726	112	2025	1,150,000	1.280%	285,721.00	-	61,734.00	30,250.00	91,984.00	193,737.00
2011	3771	114	2026	8,400,000	3.650%	2,697,933.00	-	638,658.00	-	638,658.00	2,059,275.00
2012	3853	121	2027	-	2.900%	-	-	-	-	-	-
2014	3968	130	2024	2,400,000	3.000%	558,093.00	-	199,898.00	73,677.00	273,575.00	284,518.00
2014	3968	130	2029	4,725,000	3.000%	2,550,704.00	-	235,972.00	86,972.00	322,944.00	2,227,760.00
2016	4061	137	2031	8,064,600	2.600%	5,326,974.00	-	417,948.00	95,817.00	513,765.00	4,813,209.00
2017	4163	141	2032	2,800,000	2.800%	2,000,729.00	-	150,546.00	23,979.00	174,525.00	1,826,204.00
2017	4199	142	2032	3,695,800	3.150%	2,640,818.00	-	198,711.00	31,649.00	230,360.00	2,410,458.00
2018	4163	144	2028	836,630	3.410%	460,146.00	-	83,662.00	-	83,662.00	376,484.00
2019	4283	147	2034	4,605,000	2.660%	3,839,708.00	-	247,595.00	22,959.00	270,554.00	3,569,154.00
2019	4319	149	2024	655,000	1.970%	273,669.00	-	123,372.00	11,440.00	134,812.00	138,857.00
2019	4319	149	2034	5,910,000	2.240%	4,927,834.00	-	317,761.00	29,464.00	347,225.00	4,580,609.00
2020	4361	152	2025	695,000	0.910%	424,213.00	-	134,219.00	4,740.00	138,959.00	285,254.00

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Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
2020	4361	152	2035	2,585,000	0.910%	2,277,940.00	-	152,198.00	5,373.00	157,571.00	2,120,369.00
2021	4400	153	2036	7,200,000	2.410%	6,791,123.00	-	408,877.00	9,201.00	418,078.00	6,373,045.00
2021	4438	156	2036	3,200,000	1.980%	3,018,277.00	-	181,723.00	4,089.00	185,812.00	2,832,465.00
2022	4504	158	2037	5,355,000	4.090%	5,355,000.00	-	277,523.00	-	277,523.00	5,077,477.00
2023	4563	160	2053	1,925,400	4.970%	-	1,925,400.00	-	-	-	1,925,400.00
2023	4563	160	2038	10,324,400	4.970%	-	10,324,400.00	-	-	-	10,324,400.00
Total Saanich				77,823,830		44,402,797	12,249,800	4,001,661	477,600	4,479,261	52,173,336
				-			-	-	-	-	
Oak Bay				-			-	-	-	-	
2003	3095	80	2023	4,715,000	2.850%	360,327.00	-	142,594.00	217,733.00	360,327.00	-
Total Oak Bay				4,715,000		360,327	-	142,594	217,733	360,327	-
				-			-	-	-	-	
North Saanich				-			-	-	-	-	
2007	3465	102	2032	7,722,907	2.250%	4,009,687.00	-	211,829.00	129,960.00	341,789.00	3,667,898.00
2014	3938	127	2029	1,680,000	3.300%	906,919.00	-	83,901.00	30,925.00	114,826.00	792,093.00
Total North Saanich				9,402,907		4,916,606	-	295,730	160,885	456,615	4,459,991
				-			-	-	-	-	
Sidney				-			-	-	-	-	
2007	3414	101	2022	-	2.250%	-	-	-	-	-	-
2010	3676	110	2035	1,448,000	1.280%	921,869.00	-	38,798.00	18,414.00	57,212.00	864,657.00
2011	3801	117	2036	1,073,000	1.470%	724,088.00	-	28,750.00	12,213.00	40,963.00	683,125.00
2012	3817	118	2037	479,000	3.400%	340,909.00	-	14,187.00	4,143.00	18,330.00	322,579.00
2017	4200	142	2047	3,000,000	3.150%	2,665,218.00	-	63,058.00	10,043.00	73,101.00	2,592,117.00
2019	4284	147	2049	2,500,000	2.660%	2,337,579.00	-	52,548.00	4,873.00	57,421.00	2,280,158.00
2020	4346	150	2050	3,000,000	1.990%	2,850,621.00	-	73,950.00	2,987.00	76,937.00	2,773,684.00
Total Sidney				11,500,000.00		9,840,284	-	271,291	52,673	323,964	9,516,320
View Royal				-			-	-	-	-	
2011	3802	117	2026	2,445,000	1.470%	796,420.00	-	131,251.00	57,700.00	188,951.00	607,469.00
2014	3937	127	2034	5,490,000	3.300%	3,791,230.00	-	184,364.00	67,951.00	252,315.00	3,538,915.00
Total View Royal				7,935,000		4,587,650	-	315,615	125,651	441,266	4,146,384
				-			-	-	-	-	
Highlands				-			-	-	-	-	
2004	3153	81	2024	571,021	2.850%	85,199.00	-	17,269.00	24,292.00	41,561.00	43,638.00
2016	4115	139	2026	500,000	2.100%	217,879.00	-	43,615.00	8,464.00	52,079.00	165,800.00
Total Highlands				1,071,021		303,078	-	60,884	32,756	93,640	209,438
Colwood											
2012	3852	121	2038	3,710,323	2.100%	2,705,024.00	-	93,803.00	35,185.00	128,988.00	2,576,036.00
2009	3596	105	2022	-	2.080%	-	-	-	-	-	-
2009	3596	105	2023	720,000	2.200%	65,540.00	-	39,362.00	26,178.00	65,540.00	-
2009	3596	105	2024	3,396,000	2.250%	576,089.00	-	169,600.00	112,797.00	282,397.00	293,692.00
2016	4060	137	2046	4,501,000	2.600%	3,929,890.00	-	87,190.00	19,989.00	107,179.00	3,822,711.00
Total Colwood				12,327,323.00		7,276,543	-	389,955	194,149	584,104	6,692,439
Sooke											
2006	3360	99	2026	8,800,000	1.530%	2,350,427.00	-	295,519.00	257,983.00	553,502.00	1,796,925.00
2007	3413	101.00	2027	617,101	2.250%	202,146.00	-	25,626.00	12,449.00	38,075.00	164,071.00
Total Sooke				9,417,101		2,552,573	-	321,145	270,432	591,577	1,960,996

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Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Vancouver Island Regional Library - Sooke											
2022	4476	157	2052	6,000,000	3.360%	6,000,000.00	-	136,666.00	-	136,666.00	5,863,334.00
Total VIRL				6,000,000		6,000,000	-	136,666	-	136,666	5,863,334
Total Municipal Debenture				**287,539,070**		**176,433,255**	**12,249,800**	**10,490,495.00**	**3,455,968.00**	**13,946,463.00**	**174,736,592.00**
Total General Debenture				**50,451,000**	**-** **-**	**27,704,784**	**7,450,000**	**2,944,697.00**	**823,169.00**	**3,767,866.00**	**31,386,918.00**
Total Dedenture				**337,990,070**	**-** **-**	**204,138,039**	**19,699,800**	**13,435,192.00**	**4,279,137.00**	**17,714,329.00**	**206,123,510.00**
Total General Non-Debenture				**9,272,000**	**-** **-**	**479,936**	**8,500,000**	**136,611**	**-**	**136,611**	**8,843,325**
Total Non-Debenture Debt				**9,272,000**		**479,936**	**8,500,000**	**136,611**		**136,611**	**8,843,325**
Grand Total Municipalities				**$ 347,262,070**		**$ 204,617,975**	**$ 28,199,800**	**$ 13,571,803**	**$ 4,279,137**	**$ 17,850,940**	**$ 214,966,835**

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2023 Outstanding
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	71,613	-	15,473	7,582	23,055	48,558
2012	3513	3817	118	2027	200,000	3.390%	-	-	-	-	-	-
2013	3513	3882	124	2028	600,000	3.150%	282,890	-	270,206	12,684	282,890	-
2013	3513	3910	126	2028	611,766	3.850%	288,437	-	275,504	12,933	288,437	-
Total Millstream Site Remediation					1,500,000		642,940	-	561,183	33,199	594,382	48,558
Function: 3.705												
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	47,498	-	13,984	9,299	23,283	24,215
2009	3564	3634	106	2024	400,000	2.250%	67,855	-	19,976	13,286	33,262	34,593
2010	3564	3677	110	2025	650,000	1.280%	161,495	-	34,893	17,098	51,991	109,504
2013	3564	3910	126	2028	770,000	3.850%	363,042	-	38,455	16,278	54,733	308,309
Total Septage/Composting - SSI					2,100,000		639,890	-	107,308	55,961	163,269	476,621
Function: 3.770A												
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)												
2008	3205	3514	103	2023	1,000,000	2.650%	86,482	-	49,941	36,541	86,482	-
2008	3205	3547	104	2023	700,000	2.900%	60,537	-	34,959	25,578	60,537	-
Total LWMP Core-NET/ECI Sewer Upg					1,700,000		147,019	-	84,900	62,119	147,019	-
Debt - Craigflower PS Upgrade												
2005	3244	3291	95	2020	500,000	1.800%	-	-	-	-	-	-
2006	3244	3364	99	2021	400,000	1.750%	-	-	-	-	-	-
2008	3244	3514	103	2023	80,000	2.650%	6,919	-	3,995	2,924	6,919	-
Total Craigflower PS Upgrade					80,000		6,919	-	3,995	2,924	6,919	-
Debt- LWMP Core Treatment Facilities												
2008	3461	3547	104	2023	10,000,000	2.900%	864,818	-	499,411	365,407	864,818	-
Total LWMP Core Treatment Facilities					10,000,000		864,818	-	499,411	365,407	864,818	-
Function: 3.798B							-					
Debt - Core Sewage Integrated Treatment Facilities												
2010	3615	3677	110	2025	12,000,000	1.280%	2,981,442	-	644,178	315,650	959,828	2,021,614
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		2,981,442	-	644,178	315,650	959,828	2,021,614
Function: 3.798C												
Debt - Core Area WasteWater Treatment Program												
2013	3887	3910	126	2038	6,100,000	3.850%	4,549,907	-	4,487,903	62,004	4,549,907	-
2018	3887	4253	146	2043	15,000,000	3.200%	13,278,780	-	411,418	51,636	463,054	12,815,726
2019	4204	4282	147	2044	60,000,000	2.660%	54,913,392	-	1,645,673	152,598	1,798,271	53,115,121
2021	4204	4347	155	2031	20,000,000	3.030%	17,000,000	-	2,000,000	-	2,000,000	15,000,000
2023	4374	4562	160	2038	10,470,000	4.970%	-	10,470,000	-	-	-	10,470,000
Total Core Area WasteWater Trtmnt Pgrm.					111,570,000		89,742,079	10,470,000	8,544,994	266,238	8,811,232	91,400,847

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2023 Outstanding
Function: 3.810												
Debt - Ganges Sewer (S.S.I.)												
2016	4007	4114	139	2036	350,000	2.100%	265,746	-	13,025	2,528	15,553	250,193
2017	4007	4198	142	2042	1,500,000	3.150%	1,281,572	-	41,141	6,553	47,694	1,233,878
2018	4007	4253	146	2038	1,800,000	3.200%	1,519,746	-	66,988	8,408	75,396	1,444,350
2019	4007	4318	149	2044	250,000	2.240%	228,805	-	6,856	636	7,492	221,313
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,295,869	-	128,010	18,125	146,135	3,149,734
2016	4048	4114	139	2026	745,000	2.100%	324,639	-	64,986	12,611	77,597	247,042
2017	4048	4198	142	2027	250,000	3.150%	134,220	-	21,808	3,473	25,281	108,939
2018	4048	4253	146	2028	535,000	3.200%	339,758	-	46,669	5,857	52,526	287,232
2021	4320	4399	153	2051	2,500,000	2.410%	2,440,752	-	59,249	1,333	60,582	2,380,170
2021	4320	4437	156	2051	1,260,000	1.980%	1,230,139	-	29,861	672	30,533	1,199,606
2022	4320	4476	157	2052	1,000,000	3.360%	1,000,000	-	22,779	-	22,779	977,221
Total Debt - Magic Lake Estates (P.I.)					6,290,000		5,469,508	-	245,352	23,946	269,298	5,200,210
Total Sewer - Debenture Debt					**149,140,000**		**103,790,484**	**10,470,000**	**10,819,331**	**1,143,569**	**11,962,900**	**102,297,584**
MFA Non Debenture Debt												
2021	4374	4424			500,000	Variable	500,000	-	-	-	-	500,000
2021	4375	4425			1,000,000	Variable	1,000,000	-	-	-	-	1,000,000
2023	4374	4424			5,000,000	Variable	-	5,000,000	-	-	-	5,000,000
2023	4375	4425			1,000,000	Variable	-	2,000,000	-	-	-	2,000,000
Total Sewer - MFA Non Debenture Debt					**7,500,000**	**-**	**1,500,000**	**7,000,000**	**-**	**-**	**-**	**8,500,000**
P3 Agreement Non Debenture Debt												
2023				2040	63,391,394	6.293%	60,259,882	-	1,896,773	-	1,896,773	58,363,109
Total Sewer - P3 Agreement Non Debenture Debt					**63,391,394**		**60,259,882**	**-**	**1,896,773**	**-**	**1,896,773**	**58,363,109**
Total Sewer - Non Dedenture Debt					**70,891,394**	**-**	**61,759,882**	**7,000,000**	**1,896,773**	**-**	**1,896,773**	**66,863,109**
Total Debt - Sewer				**$**	**$ 220,031,394**	**$ -**	**$ 165,550,366**	**$ 17,470,000**	**$ 12,716,104**	**$ 1,143,569**	**$ 13,859,673**	**$ 169,160,693**

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2023 Outstanding
Highland Water												
2009	3580	3634	106	2024	250,000	2.250%	42,410	-	12,485.00	8,305.00	20,790.00	21,620.00
2012	3580	3817	118	2027	150,680	3.400%	60,334	-	8,653.00	2,712.00	11,365.00	48,969.00
Total Highland water					400,680		102,744	-	21,138	11,017	32,155	70,589
Highland & Fernwood Water (SSI)												
2011	3754	3800	117	2026	500,000	1.470%	162,865	-	26,841.00	11,797.00	38,638.00	124,227.00
Total Highland water					500,000		162,865	-	26,841	11,797	38,638	124,227
Beddis Water												
2013	3825	3882	124	2028	300,000	3.150%	35,564	-	24,987.00	10,577.00	35,564.00	-
2013	3825	3910	126	2023	70,000	3.850%	8,300	-	5,830.00	2,470.00	8,300.00	-
Total Beddis Water					370,000		43,864	-	30,817	13,047	43,864	-
Fulford Water												
2012	3758	3817	118	2027	145,000	3.400%	58,060	-	8,327.00	2,610.00	10,937.00	47,123.00
2012	3758	3850	121	2027	25,000	2.900%	10,009	-	1,342.00	524.00	1,866.00	8,143.00
Total Fulford Water					170,000		68,069	-	9,669	3,134	12,803	55,266
Cedar Lane Water												
2009	3425	3634	106	2024	108,000	2.250%	18,320	-	5,394.00	3,586.00	8,980.00	9,340.00
Total Cedar Lane Water					108,000		18,320	-	5,394	3,586	8,980	9,340
Magic Lakes Water												
2010	3633	3677	110	2025	723,000	1.280%	179,633	-	38,812.00	19,019.00	57,831.00	121,802.00
2011	3633	3769	116	2026	250,000	1.470%	81,435	-	13,420.00	5,902.00	19,322.00	62,113.00
2012	3633	3850	121	2027	559,500	2.900%	224,025	-	30,035.00	11,742.00	41,777.00	182,248.00
2013	3633	3882	124	2028	1,002,500	3.150%	472,662	-	50,065.00	21,194.00	71,259.00	401,403.00
2013	3633	3882	126	2028	25,000	3.850%	11,785	-	1,246.00	529.00	1,775.00	10,010.00
Total Magic Lakes Water					2,560,000		969,540	-	133,578	58,386	191,964	777,576
Lyall Harbour/Boot Cove Water												
2009	3587	3634	106	2024	250,000	2.250%	42,410	-	12,485.00	8,305.00	20,790.00	21,620.00
2010	3587	3677	110	2025	180,000	1.280%	44,723	-	9,663.00	4,736.00	14,399.00	30,324.00
Total Lyall Harbour/Boot Cove Water					430,000		87,133	-	22,148	13,041	35,189	51,944
Fernwood Water												
2009	3581	3634	106	2024	100,000	2.250%	16,965	-	4,996.00	3,321.00	8,317.00	8,648.00
2010	3581	3677	110	2025	50,000	1.280%	12,423	-	2,684.00	1,316.00	4,000.00	8,423.00
2012	3581	3817	118	2027	45,000	3.400%	18,020	-	2,587.00	809.00	3,396.00	14,624.00
Total Fernwood Water					195,000		47,408	-	10,267	5,446	15,713	31,695
Wilderness Mountain												
2012	3504	3817	118	2027	281,000	3.400%	112,514	-	16,138.00	5,055.00	21,193.00	91,321.00
Total Port Renfrew Snuggery Cove Water System					281,000		112,514	-	16,138	5,055	21,193	91,321

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Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	Previous Outstanding	Additions 2023	Principal 2023	Actuarial 2023	Debt Retirement 2023	December 31, 2023 Outstanding
Regional Water Supply												
2007	3419	3514	103	2023	7,000,000	2.650%	605,371	-	349,588.00	255,783.00	605,371.00	-
2007	3419	3547	104	2023	8,000,000	2.900%	691,855	-	399,529.00	292,326.00	691,855.00	-
2007	3451	3514	103	2022	60,000,000	2.600%	5,188,908	-	2,996,466.00	2,192,442.00	5,188,908.00	-
2009	3419	3594	105	2024	9,000,000	2.250%	1,526,735	-	449,470.00	298,928.00	748,398.00	778,337.00
2009	3419	3634	106	2024	1,000,000	2.250%	169,638	-	49,941.00	33,215.00	83,156.00	86,482.00
2010	3661	3725	112	2025	6,500,000	1.280%	1,614,948	-	348,930.00	170,977.00	519,907.00	1,095,041.00
2011	3661	3769	116	2026	1,500,000	1.470%	488,602	-	80,522.00	35,400.00	115,922.00	372,680.00
2012	3661	3817	118	2027	4,500,000	3.400%	1,801,809	-	258,433.00	80,947.00	339,380.00	1,462,429.00
2013	3661	3882	124	2028	1,700,000	3.150%	801,522	-	84,900.00	35,939.00	120,839.00	680,683.00
2015	3902	4009	131	2030	3,000,000	2.200%	1,790,494	-	155,475.00	42,332.00	197,807.00	1,592,687.00
2016	3902	4059	137	2031	1,500,000	2.600%	990,805	-	77,738.00	17,819.00	95,557.00	895,248.00
2018	3902	4222	145	2033	5,000,000	3.150%	3,875,303	-	268,833.00	33,740.00	302,573.00	3,572,730.00
2023	4382	4536	159	2038	4,000,000	??	-	4,000,000.00	-	-	-	4,000,000.00
Total Regional Water Supply					112,700,000		19,545,990	4,000,000	5,519,825	3,489,848	9,009,673	14,536,317
Juan De Fuca Water Distribution												
2012	3782	3817	118	2027	2,500,000	3.400%	1,001,003	-	143,572.00	44,970.00	188,542.00	812,461.00
2013	3782	3882	124	2028	4,500,000	3.150%	2,121,677	-	224,736.00	95,133.00	319,869.00	1,801,808.00
2014	3782	3936	127	2029	5,000,000	3.300%	2,699,156	-	249,704.00	92,034.00	341,738.00	2,357,418.00
2016	3981	4059	137	2031	2,000,000	2.600%	1,321,076	-	103,651.00	23,762.00	127,413.00	1,193,663.00
2018	3981	4222	145	2033	3,000,000	3.150%	2,325,182	-	161,300.00	20,244.00	181,544.00	2,143,638.00
2020	3981	4344	150	2035	5,100,000	1.990%	4,504,282	-	294,910.00	11,914.00	306,824.00	4,197,458.00
2023	4379	4562	160	2038	6,000,000	4.970%	-	6,000,000.00	-	-	-	6,000,000.00
Total Juan De Fuca Water Distribution					28,100,000		13,972,376	6,000,000	1,177,873	288,057	1,465,930	18,506,446
Florence Lake Water System												
2023	4394	4536	159	2038	204,000		-	204,000.00	-	-	-	204,000.00
Total Florence Lake Water System					204,000		-	204,000	-	-	-	204,000
Total Water - Debenture Debt					**146,018,680**		**35,130,823**	**10,204,000**	**6,973,688**	**3,902,414**	**10,876,102**	**34,458,721**
MFA Non Debenture Debt												
2022	4394	4463			300,000	Variable	-	300,000	-	**300,000**	300,000	-
Total Water - Non Debenture Debt					**300,000**		**-**	**300,000**	**-**	**300,000**	**300,000**	**-**
Total Debt - Water					**$ 146,318,680**		**$ 35,130,823**	**$ 10,504,000**	**$ 6,973,688**	**$ 4,202,414**	**$ 11,176,102**	**$ 34,458,721**

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Accrual: A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Amortization: The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Audit: An examination of an organization's financial statements and the utilization of resources by independent bodies.

Balanced Budget: A budget adopted by the legislative body and authorized by ordinance where proposed expenditures are equal to or less than proposed revenues.

Budget: A planning tool to develop a financial plan, that enhances local government accountability and service delivery, and sets out the legal expenditure authority. Legislation establishes requirements and deadlines for adoption of financial plans, and a local government may amend its plan during the year for unexpected expenditures. The financial plan must set out the proposed expenditures for the service; the proposed funding sources for the service; and the proposed transfers between funds in respect of the service.

Business case: A business case justifies a proposed project/initiative on the basis of expected benefits. It clearly lays out the reasoning for proceeding with a project/initiative by documenting: the need for it or the problem it solves, its alignment with corporatestrategies and goals, exploring options and costs, and analyzing impacts a range offactors, including existing resources and risks.

An Initiative Business Cases (IBCs) facilitates a review of strategic fit by providing detailed information about alignment with strategies and plans, and information about financial and resource impacts.

Capital Expenditure: The amount of consideration given up to acquire, construct, develop or better a capital asset, and includes all costs directly attributable to the acquisition, construction, development or betterment of the capital asset.

Capital Plan: Capital investment pays for new or enhanced infrastructure. These types of assets are known as tangible capital assets. All of CRD's capital projects are captured in the Capital Plan.
In order to be included in the Capital Plan, a project must meet the following requirement:

- It is a purchase of a major equipment, or major maintenance or rehabilitation costing greater than $2,500
- It is a Feasibility Study where the study leads directly to the acquisition of a capital asset and are essentially part of the design
- It is a new construction, expansion, renovation, or replacement project for an existing asset. The project must have a total cost of at least $10,000 over the life of the project. Project costs can include the cost of acquisition, soft and hard costs. Essentially all the costs associated to complete the project.

Capital Regional District (CRD): The regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 425,500 people.

Capital Regional Hospital District (CRHD): Partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the region and provide capital funding for infrastructure such as acute care, residential care and hospital equipment.

Established by the provincial government (Hospital District Act) to provide the local share of capital funding for healthcare infrastructure in the capital region.

Capital Region Housing Corporation (CRHC): The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the Capital Regional District (CRD). Our mandate is to develop and manage affordable housing to meet the needs of people living within the capital region.

Committee of The Whole (COW): The Capital Regional District (CRD) Board may resolve into Committee of the Whole at any time to examine and provide advice to the Board on various matters of regional interest. The purpose of the Committee of the Whole is to consider items of regional interest and/or that apply to more than one Board standing committee.

Core Area Wastewater Treatment Plant: 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.

Core Budget: The core budget is defined as the operating cost to provide a service at a level that is consistent and recurring year after year. Costs that are supplementary to the core budget will be costs associated with either (1) a one-time expenditure or (2) an ongoing expenditure that will result from an increase in the core level of services.

Depreciation: A non-cash business expense calculated over the useful life of an asset. An assets depreciation value is determinedby use or wear and tear and is used to help determinewhen certain assets should be replaced.

Dominion Bond Rating Service (DBRS): A globally recognized credit rating agency that provides third-party evaluations of corporate and government issues.

Electoral Area (EA): Communities outside municipal boundaries, often referred to as rural or unincorporated areas. As a regional district, the CRD is responsible for administration and delivery of local services in the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

Executive Leadership Team (ELT): Consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and the General Managers, who are also officers of the organization. These officers direct the departments and divisions of the CRD. The ELT ensures that corporate policies are clear and appropriate and that there are effective management actions to meet statutory obligations, mitigate risks, and report on progress outcomes and concerns.

Full-time Employee (FTE): One person working 1,820 hours in one year based on a 7-hour work day or 2,080 hours based on an 8-hour work day.

Fund: A Regional District service area is an accounting entity with a self-balancing set of accounts containing its own assets, liabilities and fund balance. A fund is the consolidation of service areas, established for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

Juan de Fuca (JDF): The JDF Electoral Area encompasses the southwest coast of Vancouver Island from the community of Otter Point to Port Renfrew, and includes the geographically separate communities of East Sooke, Malahat and Willis Point. The Capital Regional District (CRD) serves as local government for electoral areas and most administrative functions are handled from offices in Otter Point, Langford and Victoria.

Initiative: Initiatives are actions or projects identified in the 2019-2022 Corporate Business Plan as necessary in order to deliver the 15 Community Needs and Board Priorities. They refer to improvements and changes made to services. This is different from projects identified in the Capital Plan.

Labour: The cost of labour is the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by the CRD.

Municipal Finance Authority of BC (MFA): The MFA provides long-term, short-term, and equipment financing, investment management, and other financial services to communities and public institutions in BC.

The MFA is independent from the Province of British Columbia and operates under the governance of a Board of Members appointed from the various Regional Districts within the province.

One-Time Cost: A cost that will not result in an ongoing increase to the Core Budget. Examples include: a capital expenditure funded from the operating budget, a non-recurring project such as a study, a one-time term position for a consultant or employee.

Ongoing Cost: A cost that will result in an ongoing increase to the Core Budget. Examples include: a new permanent FTE position, an ongoing increase in the budget as a result of an increase in the level of service, the cost of servicing new debt which results in an increase in the budget.

Parcel Tax: A parcel tax is a form of real estate tax that, unlike most real estate taxes or a land value tax, is not directly based on property value. Parcel taxes are local government taxes levied on the unit, frontage or area of a property**.**

Property Tax: Property owners are required to pay annual taxes based on assessed property values.

Regulation: Acts are laws made by Parliament or the Legislature. In the context of Service Planning and IBCs, we refer to regulations as the rules created by government to address the details and practical applications of an act. This can include licensing requirements, performance specifications, exemptions, etc.

Requisition: Regional districts cannot directly tax properties. Instead, each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

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Risk: The effect of uncertainty on specific objectives

Risk Assessment: The process of determining and evaluating risks. May be quantitative or qualitative assessments of risk and involve applying rating levels to prioritize mitigation. The risk rating is calculated by multiplying the Likelihood of an event occurring with the likely Consequence (i.e. impact) of a risk materializing.

Salt Spring Island (SSI): An unincorporated rural Electoral District under the jurisdiction of the Capital Regional District (CRD). The CRD serves as the local government for electoral areas.

Service: The CRD currently delivers approximately 200 services. A service is authorized through Letters of Patent or a bylaw. It has a defined set of participants (municipalities/electoral areas), a defined purpose and boundary, method of cost recovery and, in some case, a maximum amount to be requisitioned. A service can be regional, sub-regional or local (in areas where the CRD is the local government).

Service Mandate: A service may only be delivered where a clear mandate (i.e. authority) has been provided to the CRD to do so. A service is authorized through a bylaw or Letters of Patent . In some cases, it may be authorized through the Local Government Act or Community Charter.

Southern Gulf Islands (SGI): The Southern Gulf Islands of Galiano, Mayne, North and South Pender Islands, Saturna, Piers and associated islands make up an unincorporated rural Electoral Area under the jurisdiction of the Capital Regional District (CRD). The CRD serves as local government for electoral areas.

Tangible Capital Asset: Tangible Capital Assets are identifiable assets that meet the following criteria:

a) Are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair development or construction of other tangible capital assets;
b) Have useful economic lives greater than one year;
c) Are to be used on a continuing basis;
d) Are not for sale in the ordinary course of operations.