

Capital Regional District

625 Fisgard St., Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda Finance Committee

Wednesday, November 5, 2025

9:30 AM

6th Floor Boardroom 625 Fisgard St. Victoria, BC V8W 1R7

S. Brice (Chair), P. Jones (Vice Chair), P. Brent, C. Coleman, S. Goodmanson, D. Kobayashi, M. Little, K. Williams, R. Windsor, C. McNeil-Smith (Board Chair, ex-officio)

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

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. <u>25-1132</u> Minutes of the Finance Committee meeting of July 2, 2025

Recommendation: That the minutes of the Finance Committee meeting of July 2, 2025 be adopted as

circulated.

Attachments: Minutes - July 2, 2025

4. Chair's Remarks

5. Presentations/Delegations

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

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

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

6. Committee Business

6.1. <u>25-0948</u> Capital Regional District External Grants Update

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

<u>Attachments:</u> <u>Staff Report: CRD External Grants Update</u>

Appendix A: External Grants Dashboard

Appendix B: Grant Alerts

6.2. 25-1015 2026 Budget for the Royal Theatre Service and the McPherson

Playhouse Service

Recommendation: The Royal and McPherson Theatres Services Advisory Committee recommends the

Finance Committee recommend to the Capital Regional District Board:

1. That the amount of \$605,955 be approved for the Royal Theatre Service; and

2. That the amount of \$750,000 be approved for the McPherson Playhouse Service.

<u>Attachments:</u> Staff Report: 2026 Budget for Royal & McPherson

Appendix A: 2024 RMTS Financial Statements

Appendix B: 2024 RMTS Annual Report

Appendix C: 2026 Budget for Royal Theatre

Appendix D: 2026 Budget for McPherson Theatre

6.3. <u>25-0968</u> Bylaw No. 4717: 2025 to 2029 Financial Plan Bylaw, 2025, Amendment

Bylaw No. 4, 2025

Recommendation: The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4717, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw

No. 4, 2025", be introduced and read a first, second and third time: and

2. That Bylaw No. 4717 be adopted.

Attachments: Staff Report: Bylaw 4717 2025-29 Fin Plan Amend No 4

Appendix A: Bylaw No. 4717

6.4. <u>25-1006</u> Bylaw Nos. 4722 and 4723: Amendments to Operating Reserve Fund

Bylaw Nos. 4146 and 4102

Recommendation: The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4722, "Capital Regional District Electoral Area Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment Bylaw No. 6, 2025", be introduced and

read a first, second and third time; and

2. That Bylaw No. 4722 be adopted.

3. That Bylaw No. 4723, "Capital Regional District Regional Services Operating

Reserve Fund Bylaw, No. 1, 2016, Amendment Bylaw No. 6, 2025, be introduced and

read a first, second and third time; and 4. That Bylaw No. 4723 be adopted.

Attachments: Staff Report: Bylaws 4722-4723 Amendments ORF

Appendix A: Bylaw No. 4722 w/Schedule A

Appendix B: Bylaw No. 4723

Notice of Meeting and Meeting Agenda

6.5. 25-1022 Bylaw Nos. 4724, 4725, 4726, 4727, 4728 and 4729: Capital Reserve **Fund Bylaws**

Recommendation:

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4724, "Foodlands Access Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4724 be adopted.
- 3. That Bylaw No. 4725, "Regional Transportation Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4725 be adopted.
- 5. That Bylaw No. 4726, "Galiano Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 6. That Bylaw No. 4726 be adopted.
- 7. That Bylaw No. 4727, "Mayne Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 8. That Bylaw No. 4727 be adopted.
- 9. That Bylaw No. 4728, "Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time: and
- 10. That Bylaw No. 4728 be adopted.
- 11. That Bylaw No. 4729, "Animal Control Service Capital Reserve Fund Bylaw No. 1,

2025", be introduced and read a first, second and third time; and

12. That Bylaw No. 4729 be adopted.

Attachments:

Staff Report: Capital Reserve Bylaws

Appendix A: Bylaw No. 4724 Appendix B: Bylaw No. 4725 Appendix C: Bylaw No. 4726 Appendix D: Bylaw No. 4727 Appendix E: Bylaw No. 4728 Appendix F: Bylaw No. 4729

6.6. 25-0949 Bylaw No. 4730: Revenue Anticipation (General Purpose) Bylaw No. 1,

2025

Recommendation:

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4730, "Revenue Anticipation Borrowing (General Purpose) Bylaw No.
- 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4730 be adopted.

Attachments:

Staff Report: Bylaw 4730 Revenue Anticipation

Appendix A: Bylaw 4730

- 7. Notice(s) of Motion
- 8. New Business
- 9. Adjournment

The next meeting will be held in 2026.

To ensure quorum, please advise Jessica Dorman (jdorman@crd.bc.ca) if you or your alternate cannot attend.



Capital Regional District

625 Fisgard St., Victoria, BC V8W 1R7

Meeting Minutes

Finance Committee

Wednesday, July 2, 2025

9:30 AM

6th Floor Boardroom 625 Fisgard St. Victoria, BC V8W 1R7

PRESENT

Directors: P. Jones (Vice Chair), P. Brent, C. Coleman, D. Kobayashi, M. Little, M. Wagner (for S. Goodmanson) (EP), K. Williams (9:34 am) (EP), C. McNeil-Smith (Board Chair, ex-officio)

Staff: T. Robbins, Chief Administrative Officer; N. Chan, Chief Financial Officer; M. Lagoa, Deputy Corporate Officer; J. Dorman, Committee Clerk (Recorder)

Guest(s): Peter Urbanc, Chief Executive Officer, Municipal Finance Authority of BC; Betsy Yeung, Chief Services Officer, Municipal Finance Authority of BC

Regrets: Directors S. Brice (Chair), S. Goodmanson, R. Windsor

The meeting was called to order at 9:31 am.

1. Territorial Acknowledgement

Director Kobayashi provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Kobayashi, SECONDED by Director Coleman, That the agenda for the Finance Committee meeting of July 2, 2025 be approved. CARRIED

3. Adoption of Minutes

3.1. <u>25-0782</u> Minutes of the Finance Committee of May 7, 2025

MOVED by Director Coleman, SECONDED by Director Little, That the minutes of the Finance Committee meeting of May 7, 2025 be adopted as circulated. CARRIED

4. Chair's Remarks

There were no Chair's remarks.

5. Presentations/Delegations

5.1. Presentations

5.1.1. 25-0759

Presentation: Peter Urbanc, Chief Executive Officer, Municipal Finance Authority of BC; Re: Municipal Finance Authority Update

P. Urbanc presented Item 5.1.1.

MOVED by Director Kobayashi, SECONDED by Director Little, That the maximum presentation time of ten (10) minutes be extended by an additional ten (10) minutes for Item 5.1.1. CARRIED

Discussion ensued on the following:

- pooled investments and introduction of funds
- indicative rates, environmental implications and issuing bonds
- diversified classified rates and volatility
- risk and price variability and diversification

5.2. Delegations

There were no delegations.

6. Committee Business

6.1. <u>25-0634</u> Capital Regional District External Grants Update

N. Chan presented Item 6.1. for information.

Discussion ensued on the current slow down and future trend of grants.

6.2. <u>25-0631</u> Bylaw No. 4695: 2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 2, 2025

N. Chan spoke to Item 6.2.

MOVED by Director Kobayashi, SECONDED by Director Brent, The Finance Committee recommends to the Capital Regional District Board: 1. That Bylaw No. 4695, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 2, 2025", be introduced and read a first, second and third time; and 2. That Bylaw No. 4695 be adopted. CARRIED

6.3. <u>25-0605</u>

Bylaw No. 4680: Capital Regional District Recreation Services and Facilities Fees and Charges 2025-2026

N. Chan spoke to Item 6.3.

MOVED by Director Coleman, SECONDED by Director Little,

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4680, "Capital Regional District Recreation Services and

Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 20, 2025",

be introduced and read a first, second and third time; and

2. That Bylaw No. 4680 be adopted

CARRIED

6.4. 25-0630

Bylaw No. 4687: Temporary Borrowing (Sooke and Electoral Area Recreation and Facilities Service) Bylaw No. 1, 2025

N. Chan spoke to Item 6.4.

MOVED by Director Brent, SECONDED by Director Little,

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4687, "Temporary Borrowing (Sooke and Electoral Area Recreation and Facilities Service) Bylaw No. 1, 2025", be introduced and read a first, second and third time; and

2. That Bylaw No. 4687 be adopted.

CARRIED

6.5. 25-0727

Municipal Finance Authority 2025 Fall Issue - Capital Regional District Security Issuing Bylaw Nos. 4701 and 4702

N. Chan spoke to Item 6.5.

MOVED by Director Kobayashi, SECONDED by Director Brent,

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4701, "Security Issuing Bylaw No. 6, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4701 be adopted.
- 3. That Bylaw No. 4702, "Security Issuing Bylaw No. 7, 2025", be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4702 be adopted.

CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Brent, SECONDED by Director Little, That the Finance Committee meeting of July 2, 2025 be adjourned at 10:12 am. CARRIED

Finance Committee	Meeting Minutes	July 2, 2025
OHAID		
CHAIR		
RECORDER		



REPORT TO THE FINANCE COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 05, 2025

SUBJECT Capital Regional District External Grants Update

ISSUE SUMMARY

To provide the Capital Regional District (CRD) Board a bimonthly update on external grants activity for the period between August 20, 2025 and October 21, 2025.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented in September 2025. The External Grants Dashboard (Appendix A) details applications submitted, updated, awarded and declined as of October 21, 2025. Appendix B provides a summary of grant alerts for 2025 referencing CRD grant applications approved, pending and declined.

IMPLICATIONS

Financial Implications

Grants/Contributions Awarded

- 1. \$175,000 through the Federation of Canadian Municipalities' Sustainable Affordable Housing Study Grant to create 119 units of affordable housing in the District of Saanich, Greater Victoria, British Columbia (BC). This project has a total cost of \$523,128.
- 2. \$175,000 through the Federation of Canadian Municipalities' Sustainable Affordable Housing Study Grant to make the 140 units of affordable and sustainable rental housing in Victoria, BC more energy efficient. This project has a total cost of \$425,000.
- 3. \$40,000 through the District of Saanich's Affordable Housing Reserve Fund to support the creation of 120 affordable housing units at the Swanlea housing project.
- 4. \$40,000 through the District of Saanich's Affordable Housing Reserve Fund to support the creation of 190 non-market housing units at 1800 McKenzie Road.
- \$27,283 through Employment and Social Development Canada's Compensation for Employers of Reservists Program to compensate for costs associated with the deployment of CRD employees who serve in the Canadian Armed Forces.

There are three grants under news embargo.

Applications Submitted

 \$7,000,000 through Union of BC Municipalities' (UBCM) Strategic priority fund to increase the hydraulic grade line of Regional Water Supply Main No. 1 and build/upgrade a series of pressure control stations along the water main to facilitate distribution from the increased main pressure. The project has a total cost of \$15,800,000.

- 2. \$7,000,000 through UBCM's Strategic Priorities Fund to install advanced biosolids processing infrastructure at its Residuals Treatment Facility to convert biosolids into biochar, ensuring long-term beneficial use in alignment with the CRD's legislated responsibilities and community-supported strategy. The project has a total cost of \$10,000,000.
- 3. \$1,750,000 through UBCM's Strategic Priorities Fund to renew the full building envelope of the Rainbow Recreation Centre on Salt Spring Island. The project has a total cost of \$1,800,000.
- 4. \$800,000 through the Green Municipal Fund's Local Leadership for Climate Adaptation program for a shoreline restoration project based on Green Shores principles at Coles Bay. This project has a total cost of \$1,000,000.
- 5. \$150,000 through UBCM's Strategic Priority fund to develop a long-term plan for recreation growth that is financially responsible. The SEAPARC strategic plan identified the need for a second arena, a large-span gymnasium and multi-use/classroom spaces to support the community need. Considerations for this plan will be existing infrastructure life expectancy, siting options, climate goals and community partnerships. The project has a total cost of \$180,000.
- 6. \$65,000 through the Ministry of Transportation and Transit's Transit Minor Betterments Grant program for a bus shelter at Salt Spring Islands visitor center. This project has a total cost of \$70,000.
- 7. \$25,000 through Employment and Social Development Canada's New Horizons for Seniors Program for the completion of a full half mile walking/running circuit in Dinner Bay Park on Mayne Island. This project has a total cost of \$50,000.

Service Delivery Implications

New Grant Opportunities

Sixteen grant calls (including programs with multiple streams) were issued during the reporting period and are summarized in Table 1. Appendix B details relevant active grants (as of October 21, 2025) and lists recently closed grants for 2025. Appendix B also references CRD grant applications approved, pending and declined/withdrawn.

Table 1: Grant Calls Issued

Grant	Deadline	Information
Agriculture Water Infrastructure Program: Assessments, Engineering Studies or Plans – Investment Agriculture Foundation	2-Sep-25	Funding to increase adoption of efficient irrigation infrastructure and improve agricultural water supply and management.
Capital project: Construction of new sustainable municipal and community buildings – Green Municipal Fund	15-Sep-25	Funding for municipalities to design and construct new, high-efficiency, low-carbon community or municipal buildings.

Grant	Deadline	Information
Active Transportation Planning – UBCM	30-Sep-25	Funding to support local governments to incorporate or enhance active transportation components of formal planning documents (Official Community Plan, Sustainability Plan, Neighbourhood Plan, or Transportation Plan), including research, engagement and policy development.
Local Food Infrastructure Fund – Agriculture and Agri-Food Canada	24-Oct-25	This funding supports projects that strengthen local food security by increasing access to nutritious, culturally appropriate food. Funding focuses on purchasing and installing infrastructure or equipment for food production.
Community Resiliency Investment Program: FireSmart Community Funding and Supports – UBCM	30-Oct-25	Funding to reduce community wildfire risk.
Rural Economic Diversification and Infrastructure Program – Ministry of Jobs and Economic Growth	31-Oct-25	This grant funding program supports rural communities throughout BC to develop economic opportunities.
Community Emergency Preparedness Fund: Volunteer and Composite Fire Departments Equipment and Training – UBCM	31-Oct-25	This program provides funding to enhance the capacity and emergency response readiness of volunteer and composite fire departments in BC.
Treemendous Communities – Tree Canada	1-Dec-25	Funding for tree planting projects.
Edible Trees – Tree Canada	1-Dec-25	Funding for fruit and nut bearing trees to promote local food security, environmental health and community connections.

Grant	Deadline	Information
		The Community Emergency Preparedness Fund is a suite of funding streams intended to enhance the resilience of local governments, First Nations and communities in responding to emergencies and to reduce risks from future disasters due to natural hazards and climate-related risks.
0 5		 Volunteer and Composite Fire Departments Equipment and Training
Community Emergency Preparedness Fund - UBCM	Various	 Emergency Support Services Equipment and Training
		 Indigenous Cultural Safety and Cultural Humility Training
		 Emergency Operations Centres Equipment and Training
		Public Notification and Evacuation Route Planning
Feasibility study: Green Buildings Pathway – Green Municipal Fund	Continuous	This program provides funding for studies that explore energy-saving retrofits in municipal and community buildings to cut costs, reduce emissions and improve performance.
Business case: Community Energy Systems – Green Municipal Fund	Continuous	This funding supports viability assessments of community energy projects and their business models.

CONCLUSION

The CRD recognizes grants as a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider grant opportunities relative to service needs. Local partners are informed of these opportunities through the Grants Dashboard and Grants Alerts. The CRD will continue to provide a bimonthly summary of activities and outcomes in the External Grants Update.

RECOMMENDATION

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

Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services and Corporate Grants
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: 2025 External Grants Dashboard

Appendix B: 2025 Grant Alerts



2025 EXTERNAL GRANTS DASHBOARD

(updated 21-0ct-25)

Approved	Pending	Declined
21	20	2
\$1,924,575	\$72,271,011	\$327,195



2025 Approved Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
	B.C. Active Transportation Infrastructure Grants Program – Province of BC	Schooner Way - School Trail	500,000	2024
Corporate Services	Community ReGreening Program – BC Hydro	Dinner Bay Park Fitness Circuit Beautification	4,000	2025
	TD FEF Grant – TD Friends of the Environment Foundation	Henderson Park Sign and Interpretive Nature Trail Project	4,000	2025



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Community Grants – Insurance Corporation of British Columbia	Schooner Way Crosswalk Construction	79,200	2025
Corporate Services (Cont'd)	Regional District Basic Grant – Ministry of Housing and Municipal Affairs	2025 CRD Basic Grant	55,000	2025
	Transit Minor Betterments Program – Ministry of Transportation and Infrastructure	SSI Bus Shelters Project	100,000	2025
	Community Grants – Insurance Corporation of British Columbia	Merchant Mews Crosswalk Construction	42,300	2025
Executive Services	Community Grants – Insurance Corporation of British Columbia	Ganges Crosswalk Study	35,000	2025
	Canada Summer Jobs Program – Employment and Social Development Canada	2024 SSIPARC Canada Summer Jobs	15,000	2024



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Police Equipment and Training Grants – BC Civil Forfeiture Office	2024 Park Ranger Equipment	4,462	2024
	Local Leadership for Climate Adaptation – Green Municipal Fund	Capital Region Climate Adaptation Capacity Building Initiative	144,430	2024
Parks, Recreation & Environmental Services	Integrated Energy Audit – BC Hydro	Mill Hill Headquarters - Integrated Energy Audit	15,400	2025
	Energy and Carbon Emissions Reporting Program – BC Hydro	Implementing Energy and Carbon Emissions Reporting in the Capital Region	75,000	2025
	Integrated Energy Audit – BC Hydro	Salt Spring Multi Space - Integrated Energy Audit	8,500	2025
Housing, Planning & Protective	Community Emergency Preparedness Fund – Emergency Support Services Equipment and Training – Union of BC Municipalities	2025 ESS Equipment and Training	40,000	2025
Services	Build and Mobilize Foundational Wildland Fire Knowledge Program – Natural Resources Canada	Wildfire Table and Braided Knowledge Mobilization Initiative	345,000	2024



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Sustainable Affordable Housing Study Grant – Green Municipal Fund – Federation of Canadian Municipalities *New	Campus View Redevelopment Study	175,000	2023
	Sustainable Affordable Housing Study Grant – Green Municipal Fund *New	Village on the Green Affordable Housing Redevelopment Study	175,000	2023
Housing, Planning & Protective Services (Cont'd)	Saanich Affordable Housing Reserve Fund – District of Saanich *New	Swanlea Housing Project	40,000	2025
	Saanich Affordable Housing Reserve Fund – District of Saanich *New	1800 McKenzie Phase 1 Redevelopment	40,000	2025
	Compensation for Employers of Reservists Program – Employment and Social Development Canada *New	2025 Reservist Compensation	27,283	2025
Total			1,924,575	



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2025 Pending Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
	Outdoor Recreation Fund of BC – Outdoor Recreation Council of BC	Henderson Park Information Kiosk	5,000	2025
Corporate Services	New Horizons for Seniors Program – Employment and Social Development Canada *New	Dinner Bay Seniors Fitness Circuit Expansion and Programming (2025)	25,000	2025
	Community Grants – Salt Spring Island Foundation	Integrated Housing Strategy Action Plan	10,000	2025
	Community Grants – Salt Spring Island Foundation	SIMS Gym Inflatable Play Equipment	9,625	2025
Executive Services	Strategic Priorities Fund – Union of BC Municipalities *New	Rainbow Recreation Centre Building Envelope Renewal Project	1,750,000	2025
	Transit Minor Betterments Grants – Ministry of Transportation and Transit *New	SSI Visitor Center Bus Shelter	65,000	2025



Department	Grant Program	Project	Amount (\$)	Year Submitted
Integrated Water and Infrastructure Services	Canada Housing Infrastructure Fund – Housing, Infrastructure and Communities Canada	Main No. 4 Upgrade & Bear Hill Trunk Watermain	23,903,488	2025
	Strategic Priorities Fund – Union of BC Municipalities *New	Main No. 1 HGL Increase	7,000,000	2025
	Forest Investment Program – Ministry of Forestry	Sooke Hills Wildfire Recovery Project	40,000	2024
	Active Transportation Fund – Housing, Infrastructure and Communities Canada	Regional Trestles Renewal and Trails Widening and Lighting Project	29,939,595	2025
Darks Degraption S	Community Placemaking Program – Island Coastal Economic Trust	Thieves Bay Community Pavilion	40,000	2025
Parks, Recreation & Environmental Services	Strategic Priorities Fund – Union of BC Municipalities *New	Advanced Biosolids Processing Project	7,000,000	2025
	Local Leadership for Climate Adaptation – Green Municipal Fund *New	Coles Bay Shoreline Restoration Project	800,000	2025
	Strategic Priorities Fund – Union of BC Municipalities *New	SEAPARC Recreation Infrastructure Growth Plan	150,000	2025



Department	Grant Program	Project	Amount (\$)	Year Submitted
	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Community Adaptivity Assessment	400,000	2024
	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Multi Hazard Resilience Plan	400,000	2024
Housing, Planning & Protective	Disaster Resilience & Innovation Funding Program – BC Ministry of Emergency Management and Climate Readiness	Risk Assessment	400,000	2024
Services	Community Emergency Preparedness Fund- Volunteer and Composite Fire Departments Equipment and Training – Union of BC Municipalities	CEPF 2024 Composite Fire Department Equipment and Training	278,303	2024
	Public Notification and Evacuation Route Planning Grant – Union of BC Municipalities	Evacuation Planning & Mapping for Electoral Areas	40,000	2025
	PlanH – Health Public Policy Grant Stream – BC Healthy Communities	Salt Spring Island Community Health Needs Assessment 2025	15,000	2025
		Total	72,271,011	



X 2025 Declined Grants

Department	Grant Program	Project	Amount (\$)	Year Submitted
Executive Services	B.C. Active Transportation Infrastructure Grants Program – Province of BC	Rainbow Road Pedestrian and Bike Path	315,000	2024
Housing, Planning & Protective Services	Enabling Accessibility Fund – Employment and Social Development Canada	Hearing Loop Installation - SEAPARC	12,195	2024
		Total	327,195	



2025 GRANT ALERTS

Open Grants as of 21-Oct-25 (Including CRD Applications Approved, Pending and Declined)

	Approved 🗸	Pending •••	Declined X
DEADLINE	PROGRAM		DESCRIPTION
24-0ct-25	Local Food Infrastructure Fund – Agriculture and Agri-Food Canada [LINK] *New	This funding supports projects th access to nutritious, culturally ap installing infrastructure or equipr	pat strengthen local food security by increasing opropriate food. Funding focuses on purchasing and ment for food production.
28-0ct-25	Feasibility study: Adaptation in Action – Green Municipal Fund [LINK]	Funding for feasibility studies that assess the viability of climate adaptation projects with total expected eligible implementation costs of up to \$1 million. This type of study usually examines a project's financial, technical, legal and operational aspects, plus scheduling and other factors. Study results provide insights into the project's achievability and the likelihood of its success.	
30-0ct-25	Community Resiliency Investment Program: FireSmart Community Funding and Supports – UBCM [LINK] *New	Funding to reduce community w	ildfire risk.
31-0ct-25	Rural Economic Diversification and Infrastructure Program – Ministry of Jobs and Economic Growth [LINK] *New	This grant funding program supp to develop economic opportuniti	oorts rural communities throughout British Columbia ies.



	Approved 🗸		Pending •••	Declined X
DEADLINE	PROGRAM			DESCRIPTION
31-0ct-25	Community Emergency Preparedness Fund: Volunteer and Composite Fire Departments Equipment & Training – UBCM [LINK] *New		This program provides funding to enhance the capacity and emergency response readiness of volunteer and composite fire departments in BC.	
1-Dec-25	Treemendous Communities – Tree Canada [LINK] *New		Funding for tree planting projects.	
1-Dec-25	Edible Trees – Tree Canada [LINK] *New		Funding for fruit and nut bearing trees to promote local food security, environmental health and community connections.	
31-Mar-26	Regional Homebuilding Innovation Initiative in British Columbia – Government of Canada [LINK]		Funding to support local innovative housing solutions across B.C.	
31-Mar-27	Codes Acceleration Fund – Natura Canada [<u>LINK</u>]	al Resources	such as net-zero emissions codes streams: 1. Regional and municipal gove by-laws and codes	on of the highest feasible energy performance or, promote compliance and build capacity in two rnments that have the authority to adopt energy rnments that do not have authority to adopt codes



Approved 🗸		Pending •••	Declined X	
DEADLINE	PROGRAM			DESCRIPTION
Continuous	The Canadian Agricultural Strategic Priorities Program – Agriculture and Agri-Food Canada [LINK]		to emerging issues, and adapt to	e agricultural sector remain competitive, respond new opportunities. It supports sector-wide ability, innovation, strategic planning, and crisis
Continuous			Funding to provide financial support to civilian employers—and self- employed reservists—to help offset operational costs when a reservist-employed away from the workplace due to military commitments. Housing, Planning & Protective Services, 2025 Reservist Compensation *New	
Continuous	Foreign Credential Recognition Program – Employment and Social Development Canada [LINK]		Funding for governments and org recognition and help skilled new	ganizations to improve foreign credential comers integrate into their fields in Canada.
Continuous	Community Giving – Canadian Western Bank Financial Group [LINK]		Funding to support organizations that enable business or promote inclusiv	
			cultural, and environmental impa	public spaces that foster positive social, economic, acts. conmental Services, Thieves Bay Community



	Approved 🗸		Pending ••••	Declined X	
DEADLINE	PROGRAM			DESCRIPTION	
Continuous	Capital and Innovation Program – Island Coastal Economic Trust [LINK]		Funding to support sustainable economic diversification and growth that strengthens wellbeing in coastal communities.		
Continuous	Agriculture Water Infrastructure Program (AWP) - Stream 3: Assessments, Engineering Studies or Plans – Investment Agriculture Foundation of BC [LINK]		Funding to increase adoption of efficient irrigation infrastructure and improve agricultural water supply and management in British Columbia.		
Continuous	AgriMarketing Program – Agriculture and Agri- Food Canada [LINK]		Funding to increase and diversify exports to global markets and seize market opportunities via industry-led promotional activities to differentiate Canadian products and producers.		
Continuous	Affordable Housing Fund – Canada Mortgage and Housing Corporation [LINK]		Funding to provide capital to part and the repair and renewal of ex	tnered organizations for new affordable housing cisting affordable and community housing.	
Continuous	Affordable Housing Innovation F		continuum. For this program, 3 types of inno	vation are considered: we would be that eliminates or totally transforms	
Continuous	Mortgage and Housing Corporati	on <u>[LINK]</u>	existing approaches. 2. Breakthrough: Meaningful ch that results in a substantial of	ange resulting in a demonstrably new approach ompetitive edge. oved" reflecting small, yet meaningful	



	Approved 🗸		Pending •••	Declined X
DEADLINE	PROGRAM			DESCRIPTION
Continuous	Infrastructure Planning Grant Program – Pro of BC [LINK]	vince	Funding to help local government plans including, and not limited and a second	s nanagement plans
Continuous	Canada Retraining and Opportunities Initiati Employment and Social Development Canad [LINK]		Funding for community-based pr need to transition to new jobs.	ojects that help workers develop the skills they
Continuous	Capital project: GHG impact retrofit – Green Municipal Fund [LINK]		Funding for retrofitting a local re emissions	creational or cultural facility to reduce GHG
Continuous (limited funds)	The Living Cities Canada Fund (2024) – Gree Communities Canada [LINK]	en	For small-scale green infrastructi	ure projects.
Continuous (limited funds)	Go Electric – CleanBC [LINK]		Funding to support fleet transition	on to electric vehicles.



Approved 🗸		Pending •••	Declined X	
DEADLINE	PROGRAM DESCRIPTION		DESCRIPTION	
Continuous (limited funds)	Rural Transit Solutions Fund Planning and Design Stream – Infrastructure Canada [LINK]		Planning and design project funding to support the development and expansion of locally driven transit solutions.	
Continuous	Local Community Accessibility Grant Program – Social Planning and Research Council of BC (SPARC BC) [LINK]		Funding to identify and remove barriers to improve accessibility and inclusion.	
Continuous	CleanBC Custom Program – BC Hydro [LINK]		Energy study funding and capital measures.	incentives for fuel switching and electrification
Continuous			An integrated energy audit to Improve efficiency and managing energy costs. Parks, Recreation & Environmental Services, Mill Hill Headquarters - Integrated Energy Audit Parks, Recreation & Environmental Services, Salt Spring Multi Space - Integrated Energy Audit	
Continuous	Legacy Fund – Building Commun and Heritage – Canadian Heritag		heritage performers or specialists	ncrease opportunities for local artists, artisans, s and First Nations, Inuit and Metis cultural carriers by with citizen involvement and local partners.



	Approved 🗸		Pending •••	Declined X
DEADLINE	PROGRAM			DESCRIPTION
Continuous (limited funds)	Community Buildings Retrofit Initiative – Green Municipal Fund [LINK]		Retrofit existing community build and extend their life cycle.	lings to lower green house gas (GHG) emissions
Continuous	Clean Energy for Rural and Remote Communities Program – Natural Resources Canada [LINK]		Provides funding for renewable energy and capacity building projects in rural and remote communities. Accepting application for only two steams: 1. Biomass heating, district heating, combined heat and power systems 2. Research, development, and demonstration projects	
Continuous	Multiculturalism and Anti-Racism Program – Events Component – Canadian Heritage [LINK]		Funding for community-based evunderstanding or celebrate a con	rents that promote intercultural or interfaith nmunity's history and culture.
Continuous	Connecting British Columbia Program – Phase Two: Connectivity Infrastructure Strategy [LINK]		To support the development of re ensure that infrastructure strateg	egional connectivity infrastructure strategies that ies achieve objectives for the region.
Continuous	Community Economic Development and Diversification in British Columbia – Pacific Economic Development Canada [LINK]		Funds to respond to economic development opportunities or adjust to changin and challenging economic circumstances.	
Continuous	Rental Protection Fund – Ministry [LINK]	of Housing	Provides funding for affordable h	ousing projects.



Approved 🗸			Pending —	Declined X
DEADLINE	PROGRAM			DESCRIPTION
Continuous	National Institute of Disability Management and Research (NIDMAR) Disability Management Program Assessment – NIDMAR – BC Workforce Development Agreement [LINK]		 Provides BC workplaces with two levels of opportunity: 1. Free assessment of current Disability Management and Return to Work workplace structures 2. Subsidy of up to \$7,500 to address issues identified in the assessment. 	
Continuous	Supporting Rural Destinations – Discover West Tourism [<u>LINK</u>]		Funding for tourism events in rural communities.	
Continuous	Capital project: Retrofit of existing municipal buildings – Federation of Canadian Municipalities [LINK]		Retrofit a municipal building or p performance and significant GHG	oortfolio of municipal buildings for higher energy i emissions reduction.
Continuous	Homelessness Community Action Grants Program – SPARC [LINK]		One-time funding for local plann needs of those who are homeles	ing and collaborative initiatives to respond to the ss or at risk of becoming homeless.
Continuous	Canada Cultural Spaces Fund – Canadian Heritage [LINK]		Funding for improvement of physinnovation including renovation a	sical conditions for heritage, culture and creative and construction projects.
Continuous	Retrofit or New Construction of S Affordable Housing – Green Mun [LINK]		Funding to evaluate solutions for onsite renewable energy genera new build projects.	integrating deep energy efficiency measures and tion in existing affordable housing retrofit and



	Approved 🗸		Pending •••	Declined X
DEADLINE	PROGRAM			DESCRIPTION
Continuous	GHG Impact Retrofit – Federation of Canadian Municipalities [<u>LINK</u>]		Funding to retrofit a local recreational or cultural facility to reduce GHG emissions.	
Continuous	Commemorate Canada – Canadian Heritage [LINK]		Funding for initiatives that commemorate and celebrate historical figures, places events and accomplishments of national significance.	
Continuous	GHG Reduction Pathway Feasibility – Green Municipal Fund – Federation of Canadian Municipalities [LINK]		Funding to assess feasibility for precreational and cultural facilities	projects that reduce energy and GHGs for s.
Continuous	McConnell Foundation Fund [LINK]		Funding to support projects through three streams: 1. Climate 2. Reconciliation 3. Communities	
Continuous	Medium and Heavy Duty Zero Er Program – Transport Canada [LIN		Funding to encourage adoption o vehicles.	of medium and heavy-duty zero emissions



	Approved 🗸		Pending ••••	Declined X
				DESCRIPTION
Continuous			 efficient affordable housing Housing, Planning and Pr Project 	n applications for additional funding of energy rotective Services, Campus View Redevelopment rotective Services, Village on the Green Affordable Study
Continuous	Capital project: Municipal Fleet E Green Municipal Fund [<u>LINK</u>]	ilectrification –	Funding for feasibility studies for vehicle that delivers municipal se	projects that reduce or avoid fossil fuel use in any ervices
Continuous	Regional Innovation Ecosystems Economic Development Canada		Funding to create, grow and nurt needs	ture inclusive ecosystems that support business
Continuous	Smart Renewables and Electrific Program – Natural Resources Car	ation Pathways nada [<u>LINK]</u>	Four funding streams: 1. Established Renewables 2. Emerging Technologies 3. Grid Modernization (the only Operators) 4. Strategic Dialogue Linked Pro	eligible Applicants are Utilities and System ojects
Continuous	Zero Emission Transit Fund – Infra Canada [LINK]	astructure	Funding through two component operators to electrify their fleets: 1. Planning projects 2. Capital projects	es to support public transit and school bus :



Approved 🗸		Pending •••		Declined X
DEADLINE	PROGRAM		DESCRIPTION	
Continuous	ECO Employment Programs – Environmental Careers Organization of Canada [LINK]		Funding for training and employr advance their careers in the clear	ment to support job seekers looking to enter or n economy.
Continuous	Nature Smart Climate Solutions Fund – Environment and Climate Change Canada [LINK]		Funding for projects that reduce the loss, restore, or improve the management of ecosystems.	
Continuous			Executive Services, SSI Bus Shelters Executive Services, SSI Visitor Center Bus Shelter *New	
Continuous	Feasibility study: Green Buildings Pathway –		This program provides funding for studies that explore energy-saving retrofits in	
Continuous	Business case: Community Energy Systems – Green Municipal Fund [LINK] *New		This funding supports viability assessments of community energy projects and the business models.	



Approved 🗸			Pending •••	Declined X
DEADLINE	PROGRAM			DESCRIPTION
Various	Community Emergency Prepared UBCM [LINK] *New	lness Fund –	Volunteer and CompositeEmergency Support ServiIndigenous Cultural Safet	aredness Fund (CEPF) is a suite of funding streams ce of local governments, First Nations and nergencies and to reduce risks from future and climate-related risks. Fire Departments Equipment & Training ces Equipment and Training y and Cultural Humility Training entres Equipment and Training



Closed Grants

Approved 🗸		Pending -	Declined X
			DESCRIPTION
Documentary Heritage Communities Program – Library and Archives Canada		Funding to support records and publications that reflect Canada's history.	
Codes Acceleration Fund – Natural Resources Canada		Support for energy code projects relating to reducing GHG emissions.	
Water Meter Pilot Program – Province of BC		Support for water meter purchasing and installation for smaller water services.	
		Funding to support eligible applic support services through volunte	cants to build local capacity to provide emergency er recruitment, retention and training.
		 Housing, Planning and Pr Training 	rotective Services, 2025 ESS Equipment and
Community Regreening Program – BC Hydro		Funding to support the planting of trees and other vegetation that help enhance ecological networks across the province. The program also helps to ensure the right trees are planted near our power lines. • Corporate Services, Dinner Bay Park Fitness Circuit Beautification	
	Documentary Heritage Communications and Archives Canada Codes Acceleration Fund – Natura Canada Water Meter Pilot Program – Pro	Documentary Heritage Communities Program – Library and Archives Canada Codes Acceleration Fund – Natural Resources Canada Water Meter Pilot Program – Province of BC	Documentary Heritage Communities Program – Library and Archives Canada Codes Acceleration Fund – Natural Resources Canada Support for energy code projects Support for water meter purchas Funding to support eligible applies support services through volunte Housing, Planning and Planting of Eunding to support the planting of ecological networks across the purchase the right trees are planted near of the right trees are



Approved 🗸		Pending ••••	Declined X	
DEADLINE	PROGRAM		DESCRIPTION	
31-Jan-25	Municipal Climate Resiliency Grant – Intact Financial		Funding for practical solutions to protect people from effects of climate change and build more resilient communities.	
31-Jan-25	Community Grants Program – Insurance Corporation of BC		Funding to support road safety and injury recovery initiatives. Executive Services, Merchant Mews Crosswalk Construction Executive Services, Ganges Crosswalk Study Corporate Services, Schooner Way Crosswalk Construction	
13-Feb-25	Organics Funding Program – CleanBC		Funding for projects that help reduce GHG emissions, by diverting organic waste from landfills.	
20-Feb-25	Outdoor Recreation Fund of British Columbia – Outdoor Recreation Council of BC		Support for community-based initiatives that create outdoor and natured based experiences. **Corporate Services,* Henderson Park Information Kiosk**	
21-Feb-25	Accelerating Community energy systems - Green Municipal Fund		Funding for a study that identifies opportunity areas for low-carbon community energy systems (including renewable and district energy systems) within communities and develops mechanisms to support implementation.	
26-Feb-25			• Parks, Recreation & Envir and Trails Widening and I	ronmental Services, Regional Trestles Renewal



Approved 🗸			Pending •••	Declined X	
DEADLINE	PROGRAM		DESCRIPTION		
28-Feb-25	Emergency Operations Centres Equipment and Training (2025) – UBCM		Funding to support the purchase of equipment and supplies required to maintain or improve Emergency Operations Centres (EOC) and to enhance EOC capacity through training and exercises.		
13-Mar-25	Community Grants – Salt Spring Island Foundation		Funding to support local community initiatives. Executive Services, Integrated Housing Strategy Action Plan Executive Services, SIMS Gym Inflatable Play Equipment		
			Funding for planning or capital projects that would build or upgrade drinking water, wastewater, stormwater, or solid-waste infrastructure to enable more housing. • Infrastructure & Water Services, Main No. 4 Upgrade & Bear Hill Trunk Watermain		
8-Apr-25	Energy Innovation Program – Natural Resources Canada		Funding to help Canada meet its climate change targets, while supporting the transition to a low-carbon economy. It funds research, development and demonstration projects, and other related scientific activities. The call had two focus areas: 1. Clean Fuels Production 2. Clean Fuels Transport and Storage		
10-Apr-25	EcoAction Stream 2: Freshwater Sustainability and Innovation across Canada – Canada Water Agency		Funding to improve freshwater quality or ecosystem health, enable circular economy opportunities (e.g., nutrient recycling and/or recovery), or strengthen freshwater data available to decision-makers.		



	Approved 🗸	Pending Declined X				
DEADLINE	PROGRAM		DESCRIPTION			
11-Арг-25	Next Generation 911 – UBCM	Funding to support local preparedness for the implementation of N9011, and to provide funding to eligible recipients to support the transition and operational readiness of existing 911 services to NG911.				
			mentation costs for emergency management. rotective Services, Evacuation Planning & Mapping			
30-Арг-25	2025 BC Trails Day Community Micro-grants – Outdoor Recreation Council of BC	Funding to help outdoor groups	organize BC Trails Day events in their community.			
23-May-25	Asset Management Planning – UBCM	Funding to assist local governme extending and deepening asset	ents in delivering sustainable services by management practices within their organizations.			
30-May-25	FireSmart Pilot Program – UBCM	Support to increase community of for wildfire response via training	resiliency and to help build a cooperative pathway g and purchasing Personal Protective Equipment.			
31-May-25	Hosting BC Program – Ministry of Tourism, Arts, Culture and Sport	Funding to help communities, or hosting capacity, generate econo excellence and athlete developments	ganizations, and volunteers enhance their event omic and tourism impact, and support sport nent pathways.			



Approved 🗸		Pending \cdots	Declined X				
				DESCRIPTION			
6-Jun-25	Jumpstart – Community Develop Canadian Tire Jumpstart Charities	ment Grants – S	Funding to help organizations who provide programming for kids between the ages of 4-18 in financial need or youth with disabilities between the ages of 4-2 This funding is provided through two streams: 1. Programming Support 2. Operational Support				
30-Jun-25	Connecting Communities BC – Pro	ovince of BC	Funding to provide broadband infrastructure to reach underserved households areas that currently lack internet service of at least 50 Megabits per second (Mbps) Download Speed /10 Mbps Upload Speed.				
			authorities, to advance policies, phealth equity, and well-being. Full. Community Connectedness 2. Healthy Public Policy	nd local governments, including health programs and strategies aimed at improving unding is available under two streams: *Totective Services, Salt Spring Island Community at 2025			
15-Jul-25	TD Friends of the Environment Fo TD Bank Group	oundation Grant –	park programming and citizen sc	ening, park revitalization, community gardens, ience initiatives. erson Park Sign and Interpretive Nature Trail			
30-Jul-25	FCC AgriSpirit Fund – Farm Credit	Canada	Funding to support capital project 150,000 people.	ts that enrich lives in communities of less than			



	Approved 🗸	Pending •••	Declined X
DEADLINE	PROGRAM		DESCRIPTION
31-Jul-25	Community Housing Fund – BC Housing	Funding to build affordable rentaincomes by 2031-32.	al homes for people with moderate and low
2-Sep-25	Agriculture Water Infrastructure Program: Assessments, Engineering Studies or Plans – Investment Agriculture Foundation *New	Funding to increase adoption of agricultural water supply and ma	efficient irrigation infrastructure and improve anagement.
5-Sep-25	Community to Community Program – UBCM	Funding to support the advancer reconciliation and relationship b	ment of First Nation/local government uilding.
9-Sep-25	Active Transportation Planning – UBCM	Funding to support local governing transportation components of for engagement, and policy develop	ments to incorporate or enhance active rmal planning documents, including research, oment.



Approved 🗸			Pending •••	Declined X
				DESCRIPTION
12-Sep-25	Strategic Priorities Fund – UBCM		 Parks, Recreation & Envir Project *New Executive Services, Rainb Project *New 	ervices, Main No. 1 HGL Increase *New ronmental Services, Advanced Biosolids Processing row Recreation Centre Building Envelope Renewal ronmental Services, SEAPARC Recreation in *New
15-Sep-25	Capital project: Construction of new municipal and community building Municipal Fund *New	v sustainable s – Green	Funding for municipalities to des carbon community or municipal l	ign and construct new, high-efficiency, low- buildings.
16-Sep-25	Climate-Ready Plans and Processes Municipal Fund	s – Green	Funding to help communities add developing climate risk assessme critical for safeguarding infrastruc the well-being of all residents.	apt to the impacts of climate change by ents and climate adaptation plans, which are cture, protecting essential services, and ensuring



	Approved 🗸		Pending •••	Declined X			
DEADLINE	PROGRAM			DESCRIPTION			
17-Sep-25	New Horizons for Seniors Program Based Projects	m – Community-	Funding to support projects that are designed by seniors and for seniors in their communities. This program funds projects that empower seniors in their communities through increased social inclusion. • Corporate Services, Dinner Bay Seniors Fitness Circuit (2025) *New				
18-Sep-25	Growing Canada's Community Ca Planting – Green Municipal Fund	nopies: Tree	Funding for tree planting in communities so that they can grow, manage, and protect tree canopies. Includes activities such as street tree planting, urban planting, park tree planting, riparian planting and forest restoration and reforestation.				
18-Sep-25	2 Billion Trees Program – CleanB	C	Funding for tree planting projects.				
30-Sep-25	FireSmart Community Resilience Program – UBCM	Investment	Funding to reduce the risk of wild communities.	lfires and mitigate their impacts on BC			
30-Sep-25	Active Transportation Planning –	UBCM *New	Funding to support local governments to incorporate or enhance active transportation components of formal planning documents (Official Communit Plan, Sustainability Plan, Neighbourhood Plan, or Transportation Plan), including research, engagement, and policy development.				
1-0ct-25	Commemorate Canada – Canadia	n Heritage	Funding for national projects in Canada marking significant historical annivers with an educational component.				



Approved 🗸			Pending ••••	Declined X
9-0ct-25	Implementation projects: Adapta Green Municipal Fund	ation in Action –	• <i>Parks, Recreation & Envir</i> Restoration Project *New	ronmental Services, Coles Bay Shoreline
15-0ct-25	Operation ReLeaf – Tree Canada		Funding to support tree planting	projects.
17-0ct-25	Safe and Active School Routes – Fund	Green Municipal	transportation infrastructure alor	nd installation of new or improved active ng school routes, including quick-build or nways, sidewalks, bike lanes, crossings and safety



REPORT TO ROYAL AND MCPHERSON THEATRES SERVICES ADVISORY COMMITTEE MEETING OF WEDNESDAY, OCTOBER 15, 2025

SUBJECT 2026 Budget for the Royal Theatre Service and the McPherson Playhouse Service

ISSUE SUMMARY

The Royal and McPherson Theatres Services Advisory Committee (RMTSAC) oversees the operating and capital funding provided to the Royal and McPherson Theatres Society for the Royal Theatre Service and the McPherson Playhouse Service.

BACKGROUND

On September 11th, 2024, the Capital Regional District (CRD) Board adopted amending Bylaw No. 4560 to modernize the Royal Theatre Service bylaw. This removed restrictions between operating and capital funding and introduced a formula to calculate the maximum allowable funding as the greater of the previous fixed maximum of \$580,000 or \$0.00590 per \$1000 of net taxable value of land and improvements. The recommended lift to the Royal Theatre Service to \$605,955 in the 2026 budget would be the second increase in funding to this service in the past 26 years. The proposed 1.8% increase to the funding of the Royal Theatre Service aligns to the service and financial planning guidelines approved by the CRD Board in May 2025.

The bylaw governing the McPherson Playhouse specifies a fixed maximum funding of \$750,000. These budget recommendations are based on the adopted bylaws for these subregional services (see Legal Implications below for details).

The CRD provides this funding, along with service agreements, to the Royal and McPherson Theatres Society (RMTS), a non-profit organization of theatre management professionals established for the purpose of operating the Royal Theatre and McPherson Playhouse and collaborating on the asset management of these facilities with CRD Engineering. Each year RMTS is required to provide audited financial statements to the CRD as part of their reporting requirements (Appendix A). RMTS also produces an annual report with information on programming and service delivery statistics (Appendix B).

The RMTSAC reports to the Finance Committee, which does not meet before the consideration of the provisional budget on October 29th, 2025. Input from RMTSAC on budget levels will flow through the Finance Committee to be considered as part of the final budget package.

ALTERNATIVES

Alternative 1

The Royal and McPherson Theatres Services Advisory Committee recommends the Finance Committee recommend to the Capital Regional District Board:

- 1. That the amount of \$605,955 be approved for the Royal Theatre Service; and
- 2. That the amount of \$750,000 be approved for the McPherson Playhouse Service.

Alternative 2

The Royal and McPherson Theatres Services Advisory Committee recommends the Finance Committee recommend to the Capital Regional District Board:

- 1. That the Royal Theatre Service Budget be approved as amended; and
- 2. That the McPherson Playhouse Service Budget be approved as amended.

IMPLICATIONS

Alignment with Board & Corporate Priorities

In the current CRD Corporate Plan (2023-2026), initiative 10b-2 states the CRD will "Scale up regional support for performing arts facilities within the region." Increasing funding to the Royal Theatre Service is aligned to this goal.

Financial Implications

In addition to operational expenses, RMTS has also planned approximately \$2.2 million in building improvement capital expenses in 2026 for necessary repairs, asset management, and upgrades. These capital improvements include building envelope repairs, updated building condition assessment reports, electrical upgrades, and venue chamber renewal at both facilities (see Appendix C and D for complete lists of capital projects). RMTS collects a building improvement fee as part of its ticket sales and those proceeds also assist in funding capital projects.

Legal Implications

On August 22, 2023, amending Bylaw No. 4561 to modernize the parameters of the McPherson Playhouse Service was sent to the City of Victoria for council consent. If it receives council consent, then it would be sent to the Inspector of Municipalities at the Province of BC, and then to the CRD Board for adoption. The outcome of this amending bylaw is dependent on when the City of Victoria will consider the matter and the results of that deliberation. The timeline for receiving the results of this process is unknown at this time.

CONCLUSION

Annual funding of the Royal Theatre through Bylaw No. 2587 and for the McPherson Playhouse through Bylaw No. 2685 are part of the budget approval process. The Royal and McPherson Theatres Society has provided audited financial statements, and CRD staff have produced five-year capital plans for the Royal Theatre and McPherson Playhouse in collaboration with the operator to provide more context and rationale for the CRD funding levels.

RECOMMENDATION

The Royal and McPherson Theatres Services Advisory Committee recommends the Finance Committee recommend to the Capital Regional District Board:

- 1. That the amount of \$605,955 be approved for the Royal Theatre Service; and
- 2. That the amount of \$750,000 be approved for the McPherson Playhouse Service.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: 2024 Audited Financial Statements for the Royal & McPherson Theatres Society

Appendix B: 2024 Annual Report for the Royal & McPherson Theatres Society

Appendix C: 2026 Budget for the Royal Theatre Service

Appendix D: 2026 Budget for the McPherson Playhouse Service

Financial Statements of

THE ROYAL AND MCPHERSON THEATRES SOCIETY

And Independent Auditor's Report thereon

Year ended December 31, 2024



KPMG LLP

St. Andrew's Square II 800-730 View Street Victoria BC V8W 3Y7 Canada Telephone 250 480 3500 Fax 250 480 3539

INDEPENDENT AUDITOR'S REPORT

To the Members of The Royal and McPherson Theatres Society

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of The Royal and McPherson Theatres Society (the Society), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Society as at December 31, 2024, and its results of operations and changes in fund balances and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our auditor's report.

We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Royal and McPherson Theatre Society Page 2

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due
 to fraud or error, design and perform audit procedures responsive to those risks, and obtain
 audit evidence that is sufficient and appropriate to provide a basis for our opinion.
 - The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit
 procedures that are appropriate in the circumstances, but not for the purpose of expressing an
 opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Royal and McPherson Theatre Society Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including
 the disclosures, and whether the financial statements represent the underlying transactions and
 events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the
 planned scope and timing of the audit and significant audit findings, including any significant
 deficiencies in internal control that we identify during our audit

Report on Other Legal and Regulatory Requirements

As required by the Societies Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Chartered Professional Accountants

Victoria, Canada April 4, 2025

LPMG LLP

Statement of Financial Position

December 31, 2024, with comparative information for 2023

		2024		2023
Assets				
Current assets:				
Cash and cash equivalents	\$ 2	,561,896	\$	4,113,116
Accounts receivable		3,000		3,533
Due from Capital Regional District		335,471		88,935
Inventory		14,380		17,449
Prepaid expenses		53,413		61,646
	2	,968,160		4,284,679
Investments (note 2)	5	,647,761		4,466,829
Capital assets (note 3)		471,553		449,161
	\$ 9	,087,474	\$	9,200,669
Accounts payable and accrued liabilities Deferred revenue Deferred ticket sales	\$	443,534 6,700 2,945,573	\$	704,316 6,700 3,710,114
		005 007		
	3	,395,807		4,421,130
Deferred contributions (note 4)	3	347,671		4,421,130
Deferred contributions (note 4) Fund balances: Unrestricted:	3			4,421,130
Fund balances:	3			4,421,130
Fund balances: Unrestricted:	3			4,421,130
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5):	3			4,421,130 260,798
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5): McPherson Playhouse Operating Reserve Fund	3	347,671		4,421,130 260,798 - - 449,161
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5): McPherson Playhouse Operating Reserve Fund Royal Theatre Operating Reserve Fund		347,671 - 471,553 176,775 ,694,339		4,421,130 260,798 - - 449,161 112,648 1,272,323
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5): McPherson Playhouse Operating Reserve Fund Royal Theatre Operating Reserve Fund McPherson Playhouse Capital Fund	1	347,671 - 471,553 176,775 ,694,339 245,338		4,421,130 260,798 260,798 449,161 112,648 1,272,323 198,244
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5): McPherson Playhouse Operating Reserve Fund Royal Theatre Operating Reserve Fund	1	347,671 - 471,553 176,775 ,694,339	\$ 7. 3,7 4,4. \$ 1,2 1,2,4.	4,421,130 260,798 260,798 449,161 112,648 1,272,323 198,244
Fund balances: Unrestricted: McPherson Playhouse Operating Fund Royal Theatre Operating Fund Invested in capital assets - capital asset fund Internally restricted (note 5): McPherson Playhouse Operating Reserve Fund Royal Theatre Operating Reserve Fund McPherson Playhouse Capital Fund	1	347,671 - 471,553 176,775 ,694,339 245,338		

See accompanying notes to financial statements.

On behalf of the Board:

Hapl Brait waite Director Yang Director

Statement of Operations and Changes in Fund Balances

Year ended December 31, 2024, with comparative information for 2023

	McF	Pherson Playhous	se		Royal Theatre		Capital	Cor	nbined
	Operating Fund	Reserve Fund	Capital Fund	Operating Fund	Reserve Fund	Capital	Asset	Total 2024	Total 2023
Revenue (Schedule) Deferred contributions (note 4) Interest income	\$ 2,142,833 \$	- \$ - 5,677	- \$ 59,984 7,945	3,261,551 \$ - -	- \$ - 62,183Fund	- 48,143 115,607Ft	\$ - und -	\$ 5,404,384 108,127 191,412	\$ 5,426,596 329,652 157,586
	2,142,833	5,677	67,929	3,261,551	62,183	163,750	-	5,703,923	5,913,834
Expenses (Schedule)	(1,987,395)	-	-	(2,651,324)	-	-	-	(4,638,719)	(4,733,802)
Amortization of capital assets	-	-	-	-	-		(99,203)	(99,203)	(106,277)
Building and equipment: Owner (note 4) Society funded	- -	-	(59,984) (2,185)	-	-	(48,143) (30,434)	- -	(108,127) (32,619)	(329,652) (426,438)
	(1,987,395)	-	(62,169)	(2,651,324)	-	(78,577)	(99,203)	(4,878,668)	(5,596,169)
Excess (deficiency) of revenue over expenses	155,438	5,677	5,760	610,227	62,183	85,173	(99,203)	825,255	317,665
Fund balances, beginning of year	-	112,648	198,244	-	1,272,323	2,486,365	449,161	4,518,741	4,201,076
Funding capital improvements	-	-	(55,654)	-	-	(65,941)	121,595	-	-
Transfer of user fees to capital funds (note 5)	(96,988)	-	96,988	(250,394)	-	250,394	-	-	-
Transfer to (from) reserve funds (from) to operat funds (note 5)	ing (58,450)	58,450	-	(359,833)	359,833	-	-	-	-
Fund balances, end of year	\$ - \$	176,775 \$	245,338 \$	- \$	1,694,339 \$	2,755,991	\$ 471,553	\$ 5,343,996	\$ 4,518,741

See accompanying notes to financial statements.

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Cash provided by (used in): Operations: Excess of revenue over expenses \$825,255 Amortization of capital assets 99,203 Amortization of deferred contributions (108,127) Contributions received 195,000 Net change in non-cash working capital (note 6) (1,260,024) (248,693) Investing: Net change in investments (1,180,932) Purchase of capital assets (121,595) (1,302,527)		
Excess of revenue over expenses	\$ 825,255	\$ 317,665
Amortization of capital assets	99,203	106,277
Amortization of deferred contributions	(108,127)	(329,652)
Contributions received	195,000	189,000
Net change in non-cash working capital (note 6)	(1,260,024)	(215,916)
	(248,693)	67,374
Investing:		
Net change in investments	(1,180,932)	1,150,862
Purchase of capital assets	(121,595)	(11,004)
	(1,302,527)	1,139,858
Increase (decrease) in cash and cash equivalents	(1,551,220)	1,207,232
Cash and cash equivalents, beginning of year	4,113,116	2,905,884
Cash and cash equivalents, end of year	\$ 2,561,896	\$ 4,113,116

See accompanying notes to financial statements.

Notes to Financial Statements

Year ended December 31, 2024

The Royal and McPherson Theatres Society (the "Society") operates and manages the McPherson Playhouse on behalf of the City of Victoria (the "owner") and Royal Theatre on behalf of the Capital Regional District (the "owner"). The Society was incorporated under the Society Act of British Columbia on March 3, 1977 and transitioned into the new Societies Act (British Columbia) on June 28, 2017. The Society is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

1. Significant accounting policies:

(a) Basis of presentation:

The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the standards for government not-for-profit organizations. The following is a summary of the significant accounting policies used in the preparation of the financial statements.

(b) Fund accounting:

Revenue and expenses related to operating the McPherson Playhouse are reported in the McPherson Playhouse Operating Fund. Revenue and expenses related to operating the Royal Theatre are reported in the Royal Theatre Operating Fund. The Capital Asset Fund reports the revenue and expenses on capital assets owned by the Society.

The McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund report revenue and expenses related to capital expenses at the McPherson Playhouse and the Royal Theatre respectively. Building and other capital costs are not recorded as assets because the Society is the manager and not the owner of these venues. Fundraising amounts and capital expenses, relating to these facilities, are recorded as revenue and expenses in these funds.

The McPherson Playhouse Operating Reserve Fund and the Royal Theatre Operating Reserve Fund report assets held for the purpose of supporting day-to-day operations and managing risk associated with unforeseen shortfalls or disruption.

Donations are reported in the appropriate fund designated by the donor.

(c) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with terms to maturity of three months or less at the date of purchase.

(d) Capital assets:

Purchased capital assets owned by the Society are recorded in the capital fund at cost. Contributed assets are recorded in the capital fund at estimated fair value at the date of the contribution. Amortization is provided on a straight-line basis over the assets' estimated useful lives. Pianos are amortized over 25 years, box office ticketing enterprise system and website over 7 to 10 years, furniture and equipment over 5 years and office leasehold improvements over 10 years. Building and leasehold improvements, including stage and front of house equipment, are shown as expenses within the appropriate capital fund and not capitalized, as the benefit of the asset accrues to the owner.

Notes to Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued):

(e) Revenue recognition:

The Society follows the deferral method of accounting for contributions. Restricted contributions are deferred and recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from production recoveries, box office, and theatre rentals are recognized once the event has occurred.

Restricted investment income is recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted investment income is recognized in the appropriate operating fund when earned.

(f) Allocations:

Certain operations of the operating funds are conducted jointly. Revenue and expenses, which are not directly attributable to either operating fund, are allocated equally between the funds.

(g) Contributed services:

The Society receives certain benefits from volunteers. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

(h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost unless management has elected to carry the instruments at fair value. Management has not elected to record any financial instruments at fair value.

(i) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Items requiring the use of estimates include amortization of capital assets, valuation of gift certificate liabilities and the collectability of accounts receivable. Actual results could differ from these estimates.

(j) Change in accounting policies:

On January 1, 2024, the Society adopted Canadian Public Sector Accounting Standard PS 3400, Revenue ("PS 3400"). Under the new accounting standard, there are two categories of revenue – exchange and unilateral. If the transaction gives rise to one or more performance obligations, it is an exchange transaction. If no performance obligations are present, it is unilateral revenue. Management has assessed the impact of adopting PS 3400 on the financial statements of the Society and has found that there is no resulting impact to the financial statements.

Notes to Financial Statements

Year ended December 31, 2024

2. Investments:

Investments consist of bankers' acceptances and term deposits bearing interest at rates varying between 3.10% and 4.90% and maturity dates varying between 90 days and up to 18 months. It is the Society's intention to hold these assets on a long-term basis.

3. Capital assets:

						2024
		Cost		ccumulated mortization		Net book value
Furniture and equipment Box office ticketing enterprise system	\$	708,228	\$	656,661	\$	51,567
and website Pianos		1,048,925 188,568		772,283 141,790		276,642 46,778
Office leasehold improvements		241,418		144,852		96,566
	\$	2,187,139	\$	1,715,586	\$	471,553
	φ	2,101,139	Ф	1,7 10,000	Ψ	47 1,55

					2023
	Cost	Accumulated amortization		Net book value	
Furniture and equipment Box office ticketing enterprise system	\$ 668,499	\$	635,248	\$	33,251
and website	967,059		726,181		240,878
Pianos	188,568		134,236		54,332
Office leasehold improvements	241,418		120,718		120,700
	\$ 2,065,544	\$	1,616,383	\$	449,161

The above tables only reflect those capital assets owned by the Society. Any building and other capital costs incurred by the Society are recorded as expenses in either the McPherson Playhouse Capital Fund or Royal Theatre Capital Fund in the year incurred.

Notes to Financial Statements

Year ended December 31, 2024

4. Deferred contributions:

Deferred contributions, received from the owners and reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund, pertain to restricted contributions for each building.

The changes for the year in the deferred contributions balances reported in the McPherson Playhouse Capital Fund and the Royal Theatre Capital Fund are as follows:

	McPherson Playhouse Capital Fund	Royal Theatre Capital Fund	Total		
Balance, December 31, 2022	\$ 224,261	\$ 177,189	\$ 401,450		
Contributions	88,000	101,000	189,000		
Amounts recognized to revenue	(110,658)	(218,994)	(329,652)		
Balance, December 31, 2023	201,603	59,195	260,798		
Contributions	90,000	105,000	195,000		
Amounts recognized to revenue	(59,984)	(48,143)	(108,127)		
Balance, December 31, 2024	\$ 231,619	\$ 116,052	\$ 347,671		

5. Internally restricted fund balances:

The Society levies a user fee for all patrons attending performances at each theatre. The Board has internally restricted these resources to be expended subject to certain restrictions. These funds are transferred from the operating funds to the corresponding capital fund. In 2024, the Society transferred user fees totaling \$96,988 (2023 - \$82,816) to the McPherson Playhouse Capital Fund and \$250,394 (2023 - \$261,025) to the Royal Theatre Capital Fund respectively.

In 2019, the Society formally established the McPherson Playhouse Operating Reserve Fund and the Royal Theatre Operating Reserve Fund. The purpose of these Funds is to hold sufficient reserves to help ensure the operational stability and resilience of the Society. The Board has internally restricted these funds to be expended subject to certain restrictions. In 2019, the Society transferred \$505,202 from the McPherson Playhouse Operating Fund and \$1,131,211 from the Royal Theatre Operating Fund to establish the Reserve Fund balances. In 2024, the Society transferred \$58,450 from the McPherson Playhouse Operating Fund to the McPherson Playhouse Reserve Fund (2023 - \$5,909 transferred from the McPherson Playhouse Reserve Fund to the McPherson Playhouse Operating Fund) and \$359,833 (2023 - \$354,862) from the Royal Theatre Operating Fund to the Royal Theatre Reserve Fund.

Notes to Financial Statements

Year ended December 31, 2024

6. Net change in non-cash working capital:

		2024	2023
Accounts receivable	\$	533	\$ 326
Due from Capital Regional District		(246,536)	45,366
Inventory		3,069	538
Prepaid expenses		8,233	39,313
Accounts payable and accrued liabilities		(260,782)	387,316
Deferred ticket sales		(764,541)	(688,775)
	\$ (1,260,024)	\$ (215,916)

7. Financial risks and concentration of credit risk:

It is management's opinion that the Society is not exposed to significant interest, currency or credit risks.

Liquidity risk is the risk that the Society will not be able to meet its financial obligations as they become due. The Society uses budgets to monitor actual and forecasted cash flows to ensure operations are within resources available and sufficient cash is generated to sustain operations. Liquidity risk is mitigated in part by maintaining adequate working capital and sufficient fund balances. It is management's opinion that the exposure to liquidity risk has not changed from 2023.

8. Pension plan:

The Society and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusteed pension plan. The board of trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2023, the Plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 34 contributors from the Society.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

Notes to Financial Statements

Year ended December 31, 2024

8. Pension plan (continued):

The most recent actuarial valuation as at December 31, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2024 with the results available later in 2025.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate resulting in no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The Society paid \$152,508 (2023 - \$149,099) for employer contributions to the Plan in fiscal 2024.

9. Remuneration paid to directors, employees and contractors:

Under the British Columbia Societies Act, the Society is required to disclose in the annual financial statements all remuneration paid to directors and the annual remuneration paid to employees and contractors receiving greater than \$75,000.

For the fiscal year ending December 31, 2024, the Society paid total remuneration of nil (2023 - nil) to directors. The Society paid \$1,487,623 to 13 employees (2023 - \$965,867 to 10 employees) for services, each of whom received total annual remuneration of \$75,000 or greater. No contractors were paid a total annual remuneration of \$75,000 or greater in either 2024 or 2023.

10. Commitments:

The Society was committed to an operating lease agreement for office premises from April 2019 to March 2024. The Society renewed the lease in January 2024 for a term of two years from April 2024 to March 2026, with an option to renew for a further term of five years. Future minimum lease payments of the current and renewed lease agreement are as follows:

2025 2026	\$	52,206 13,052
2020		.0,002

Notes to Financial Statements

Year ended December 31, 2024

11. Statement of Operations and Fund Balances comparative information:

The comparative information for the McPherson Playhouse and Royal Theatre operating funds is presented in the Schedule of Operating Fund Revenue and Expenses. The comparative information for the other funds is as follows:

	0000 M - DI	Dlt	2000	David The stee	2023
		erson Playhouse		Royal Theatre	Capital
	Reserve	Capital	Reserve	Capital	Asset
	Fund	Fund	Fund	Fund	Fund
Revenue:					
Deferred contributions					
(note 4) \$	_	\$ 110,658	\$ -	\$ 218,994	\$ -
Interest income	5,417	5,000	41,894	105,275	-
	5,417	115,658	41,894	324,269	-
Expenses:					
Amortization of capital assets	-	-	-	-	(106,277)
Building and equipment:		(440.050)		(0.10.00.1)	
Owner (note 4)	-	(110,658)		(218,994)	-
Society funded	-	(2,035)		(424,403)	-
	-	(112,693)	-	(643,397)	(106,277)
Excess (deficiency) of revenue					
over expenses	5,417	2,965	41,894	(319,128)	(106,277)
over expenses	5,417	2,903	41,034	(319,120)	(100,211)
Fund balances, beginning of year	113,140	117,965	875,567	2,549,970	544,434
Funding capital improvements	-	(5,502)	-	(5,502)	11,004
Transfer of user fees to					
capital funds (note 5)	-	82,816	-	261,025	-
Transfer of operating funds to					
reserve fund (note 5)	(5,909)	-	354,862	-	-
Fund balances, end of year \$	112,648	\$ 198,244	\$ 1,272,323	\$ 2,486,365	\$ 449,161

Schedule of Operating Fund Revenue and Expenses

Year ended December 31, 2024, with comparative information for 2023

	McPherson Playhouse		Royal Theatre		T-4-1		McPherson Playhouse		Royal Theatre		T-A-I
	Operating Fund		Operating Fund		Total 2024		Operating Fund		Operating Fund		Total 2023
Revenue:											
Production recoveries	\$ 529,277	\$	1,059,589	\$	1,588,866	\$	450.954	\$	1,175,550	\$	1,626,504
Grants from owners	350,000	Ψ	100,000	Ψ	450,000	Ψ	350,000	Ψ	100,000	Ψ	450,000
Box office charges	686,491		686,491		1,372,982		679,049		679,049		1,358,098
Rental income	216,365		592,867		809,232		173,845		587,229		761,074
User fee charges (note 5)	96,988		250,394		347,382		82,816		261,025		343,841
Concession sales	172,246		480,744		652,990		157,324		447,871		605,195
OnStage revenue	172,240				002,990		20,096		20,096		40,192
Interest income	53,496		53,496		106,992		63,398		63,398		126,796
Other	37,970		37,970		75,940		57,448		57,448		114,896
Offici	2,142,833		3,261,551		5,404,384		2,034,930		3,391,666		5,426,596
Expenses:											
Administration:											
Salaries, contracts and benefits	572,981		572,981		1,145,962		616,033		616,033		1,232,066
Office	164,945		164,945		329,890		156,359		156,359		312,718
Professional fees	24,394		24,394		48,788		15,527		15,527		31,054
Conventions, conferences and travel	11,585		11,585		23,170		5,828		5,828		11,656
Administration and management fees	13,565		13,565		27,130		12,948		12,948		25,896
Bad debt expense	135		135		270		-		-		20,000
Production expenses	490,905		871,404		1,362,309		417,393		920,371		1,337,764
Box office operations	317,595		317,595		635,190		308,936		308,936		617,872
Building operations	114,031		209,101		323,132		122,704		207,274		329,978
Building maintenance	158,292		217,854		376,146		165,718		251,859		417,577
Concession operations	117,632		242,065		359,697		104,515		244,432		348,947
OnStage expenses	,		_ :=,000		-		30,792		30,792		61,584
Community services	1,335		5,700		7,035		1,270		5,420		6,690
	1,987,395		2,651,324		4,638,719		1,958,023		2,775,779		4,733,802
Excess of revenue over expenses	155,438		610,227		765,665		76,907		615,887		692,794
Transfer of user fees to capital funds (note 5)	(96,988)		(250,394)		(347,382)		(82,816)		(261,025)		(343,841)
Change in operating funds before transfer from operating reserve funds (note 5)	\$ 58,450	\$	359,833	\$	418,283	\$	(5,909)	\$	354,862	\$	348,953



VISION. Our community is enriched by sustainable theatres that bring people together to share in the wonder of performance experiences.

MISSION. We connect artist and audience, and provide professional stewardship of valued heritage theatres.



The R<mark>oyal and McPherson Theatres Society</mark> respectfully acknowledges that the McPherson Playhouse and the Royal Theatre are located on the traditional territories of the Lekwungen peoples, now known as the Songhees and Esquimalt Nations.

The Roya<mark>l and McPherson Theatres Society</mark> manages the Royal Theatre and McPherson Playhouse on behalf of the civic owners and residents of the region, with the goal of nurturing a lively cultural centre for our community and delivering top-notch theatrical experiences with professional excellence.

BOARD PRESIDENT REPORT

On behalf of the Board of Directors, I am pleased to present the 2024 Royal and McPherson Theatres Society (RMTS) Annual Report. This past year has been one of transition, growth, and renewed commitment to our mission of bringing exceptional live performances to our community.

First and foremost, I want to extend my deepest gratitude to our dedicated funders, whose unwavering support ensures that we can continue to operate and maintain these treasured theatres. I extend sincere thanks to the City of Victoria, the District of Oak Bay, the District of Saanich, the Capital Regional District, and the many individual donors whose generosity sustains our efforts. Your investment in the performing arts is invaluable, and we are truly grateful for your continued partnership.

This year, we experienced a significant change in leadership. Following a staff transition midway through the year, Mandy Niddrie stepped in as Acting Executive Director, providing the steady hand and clear vision needed to guide our organization through this period of change. Mandy was instrumental in ensuring that the RMTS remained focused on our mission, supporting staff and operations with exceptional leadership. I am personally indebted to her for her dedication, and I know the entire Board is incredibly grateful for her efforts.

With change comes opportunity, and I am thrilled to officially welcome our new Executive Director, Jennifer Johnson. Since joining us in March, Jennifer has brought a wealth of industry knowledge, strategic vision, and enthusiasm to the RMTS. We look forward to seeing her leadership shape the future of our organization as we continue to build on our successes and strengthen our impact within the community.

I would also like to take a moment to acknowledge and thank our Board of Directors - those who have completed their terms, those who are continuing on, and those newly joining us. Your dedication, time, and insight are crucial to the governance and sustainability of the RMTS. It is through your collective efforts that we can continue to offer exceptional live entertainment experiences to our audiences.

This past year has reaffirmed the importance of live performance in our community. We have seen audiences return with excitement, artists take to our stages with renewed passion, and our staff work tirelessly to ensure each performance is a success. The commitment of everyone involved—our funders, staff, board members, artists, and audiences—has made this year a remarkable one.

As we look ahead, we remain committed to maintaining the highest standards of financial stewardship, operational excellence, and artistic programming. With Jennifer Johnson at the helm, the support of our incredible team, and the enthusiasm of our community, I have no doubt that the RMTS will continue to thrive.

Thank you to everyone who has played a role in supporting the RMTS this year. Your dedication and passion for the performing arts make all the difference.

Hazel Braithwaite, Board President



ACTING EXECUTIVE DIRECTOR REPORT

2024 was a remarkable year of transition and achievement for the RMTS. With the departure of Executive Director Franz Lehrbass in July, I stepped into the role of Acting Executive Director until a new Executive Director was appointed.

The RMTS continued to provide a diverse range of arts and entertainment for our community, proudly supporting local non-profit and educational clients. 2024 was a busy and successful year for the Royal Theatre and McPherson Playhouse, with 234 performances and over 180,000 tickets sold.

Our dedicated staff focused on maintaining our historic theatres. Key projects included: Brick repointing at the Royal Theatre (Phase 1 completed) and McPherson Playhouse (starting this summer). ~ Emergency replacement of the main breaker at the Royal Theatre. ~ Replacement of stage monitors and loading area safety lighting upgrades at both theatres. ~ Assessment of concrete canopies and wireless microphone expansion at the McPherson Playhouse.

We also upgraded our box office ticketing system, Tessitura, adding significant new features and improvements.

Highlights of the year included: Amendment of Royal Theatre Bylaw #4560 approved by the Province of British Columbia and adopted by the CRD Board of Directors, ensuring appropriate capital funding. ~ Adoption of the Respectful Workplace Policy and Procedures by the RMTS Board, with training provided to staff and board members. ~ Participation in the Dylan Willows Celebration, a benefit concert for a local radio personality, where RMTS donated two nights of rent and staff contributed their time and money. ~ Welcoming new team members: Warren Busby as Technical Director, Gordon Heal as Assistant Technical Director, Kristen Iversen Front of House Manager, and the return of Jennifer Phillips and Tony LeMay to the administration team. ~ Recruitment of a new Executive Director: Jennifer Johnson, who started on March 3, 2025, and has been a wonderful addition to the team.



I am deeply grateful to the RMTS staff, board, and clients for their support during this transition. Special thanks to Hazel Braithwaite, Valla Tinney, and my colleagues for their guidance and support.

Mandy Niddrie, Acting Executive Director (August 1, 2024, to February 28, 2025)

EXECUTIVE DIRECTOR REPORT

As I step into the role of Executive Director for the Royal and McPherson Theatres Society I am struck by the vision and foresight of our civic leaders to preserve these iconic Canadian theatres. It is a rare gift for a community to have not one, but two active heritage performing arts venues, and it is a privilege to be entrusted with their care for future generations.

Learning about the organization and the communities we serve, it is impressive to see the RMTS's post-pandemic success. In 2018, our last full pre-pandemic season, the Royal Theatre and McPherson Playhouse hosted 104 and 55 performances respectively. In 2024, the Royal Theatre hosted 127 performances, and the McPherson Playhouse 107. This stands as a testament to the dedication of community arts organizations, the hard work of our staff, and the participation of audience members.

What inspires me most about the RMTS is our unwavering commitment to connection through our core values of, "the People, the Place, the Experience." In an age where digital interactions easily replace face-to-face encounters, the magic of shared human experience becomes even more precious. At the heart of our humanity lies the instinct to tell our stories, to express ourselves, and to gather in moments of discovery and joy. This is the essence of the RMTS mission and the invaluable role we play in our community. Our theatres are more than buildings; they are living, breathing spaces that resonate with the memories of countless experiences—first dates and anniversaries, recitals and celebrations of life. We are the home of theatre, music, and dance in all their glorious forms, supporting local talent and welcoming national touring productions.

Thank you to everyone for your gracious welcome. It is a true privilege to join the RMTS and serve Greater Victoria through the thoughtful, sustainable, and visionary guardianship of our people, these places, and your experiences.

ustaincople,

Jennifer Johnson, Executive Director

2024 BOARD OF DIRECTORS

Executive Committee

Councillor Hazel Braithwaite, *President*Valla Tinney, *Vice President*Marley Gibbons, *Treasurer*Heather Burns, *Secretary*Christopher Devlin, *Past President*

Directors

lan Alexander
Cathy Arber
David Bouchard
Lindalee Brougham
Tom Burley
Councillor Matt Dell
Aurora Faulkner-Killam
Marcus Handman
Yves Mayrand
Jenny McLeod
John Myers
Marilyn Palmer
Councillor Teale Phelps Bondaroff
Sarah Reid

The Royal Theatre is owned by the Capital Regional District and receives funding from the municipalities of Saanich, Victoria, and Oak Bay. The McPherson Playhouse is owned by the City of Victoria and receives funding from the City of Victoria.

The RMTS is governed by a volunteer Board of Directors consisting of three Municipal Councillors, three to seven Elected Directors and three to five CRD Appointed Directors. The Board works to maintain, preserve, and further develop the Royal Theatre and McPherson Playhouse by providing governance and management to the organization's resources.





DID YOU KNOW? The Royal & McPherson Theatres Society, previously known as the McPherson Foundation, has been the steward of the Royal Theatre and McPherson Playhouse on behalf of their civic owners and the citizens of the region for over 46 years.

OUR TEAM

Full-Time Staff Members

Karen Ainey, Manager of Information and Digital Technologies

Warren Busby, Technical Director

Derek Cooper, Box Office and Marketing Coordinator

Nancy Downer, Finance Manager

Sheelagh Drever, Payroll & Human Resources

Gordon Heal, Assistant Technical Director

Tom Heemskerk, Assistant Technical Director

Kristen Iversen, Front of House Manager

Brian Johnson, Custodian

Anthony Le May, Accounting Analyst and Venue Settlements

Franz Lehrbass, Executive Director

Darcy Lipsey, Client Services and Digital Content

Blair Morris, Technical Director

Mandy Niddrie, Manager of Client Services & Acting Executive Director

Melissa O'Shea, Box Office Manager

Daniel Pedlow, Assistant Technical Director

Jennifer Phillips, Executive Assistant

Christine Richardson, Front of House Manager

Cameron Stewart, Assistant Technical Director

Kathleen Stewart, Custodian Supervisor

Vincent Swales, Custodian

Bo Xu, Accountant



The RMTS is comprised of a team of experienced, knowledgeable, and dedicated arts professionals who manage all aspects of the Royal Theatre and McPherson Playhouse. Our staff take pride in cultivating a vibrant cultural hub for our community.

The RMTS works closely with the International Alliance of Theatrical Stage Employees & Moving Picture Technicians, Artists and Allied Crafts (IATSE) Local 168, who represent all RMTS employees outside of the Administration Office.

In 2024, the RMTS employed 22 full-time professional staff members. The management team is supported by a casual staff of over 200 people.

2024 STRATEGIC FRAMEWORK

VISION. Our community is enriched by sustainable theatres that bring people together to share in the wonder of performance experiences.

MISSION. We connect artist and audience, and provide professional stewardship of valued heritage theatres.

VALUES. The People. The Place. The Experience.

Priority 1: Cohesive Team

Goal 1: We must prioritize peo ple with a safe and supportive environment.

Goal 2: We must build trust to instill clarity, connection and confidence.

Priority 2: Strong Community

Goal 3: We must proactively strengthen relationships to achieve mutual goals in the cultural life of our community.

Goal 4: We must engage with partners to further reconcili ation, inclusion and accessi bility.

Priority 3: Effective Funding

Goal 5: We must develop a more sustainable, adaptable, diversified funding model.

Goal 6: We must work with partners to build a more compelling case for support.

Priority 4: Flourishing Venues

Goal 7: We must strive to maintain and improve our heritage buildings to meet evolving needs, being con scious of environmental sus tainability.

Goal 8: We must take the lead in planning and imple menting major capital projects, and seeking all resources to fund them.

AT A GLANCE





140 total number of productions

\$16,883 provided in community opportunity support



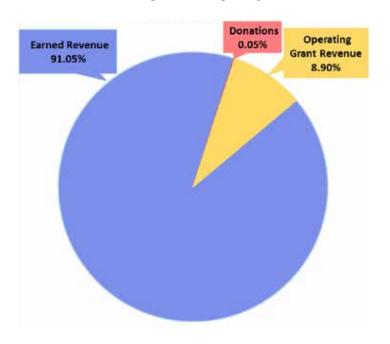








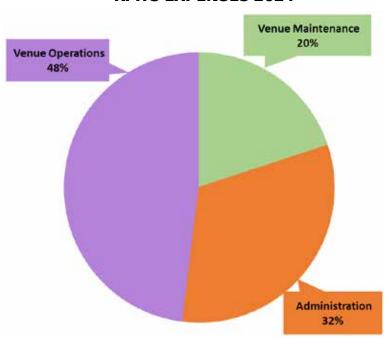
RMTS REVENUE 2024



3.32% and is supported by the *City of Victoria* and *Districts of Saanich* and *Oak Bay*.

Operating Grant Revenue for the McPherson Playhouse is **17.11%** and is supported by the *City of Victoria*.

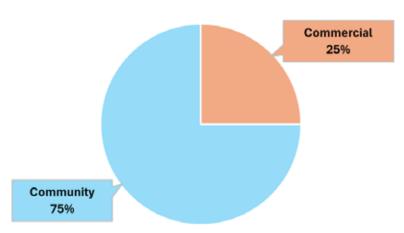
RMTS EXPENSES 2024



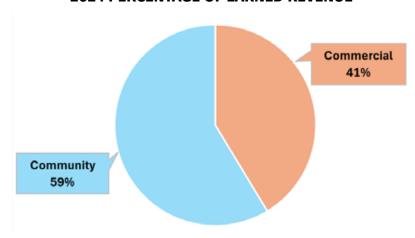
Administration Expenses include all resources required for both venues, ticketing services and the administrative office.

ROYAL THEATRE

2024 VENUE USE



2024 PERCENTAGE OF EARNED REVENUE

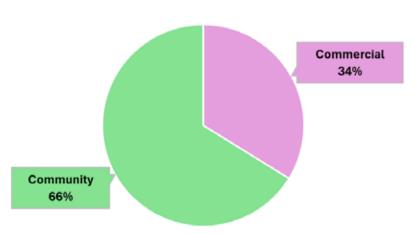


2024 at the Royal Theatre:

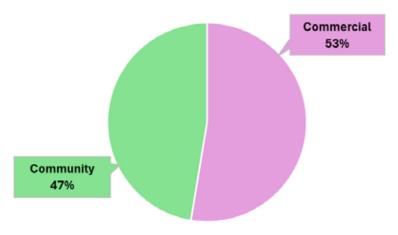
176 used days, 136,348 tickets issued 127 performances across 71 productions.

McPHERSON PLAYHOUSE

2024 VENUE USE



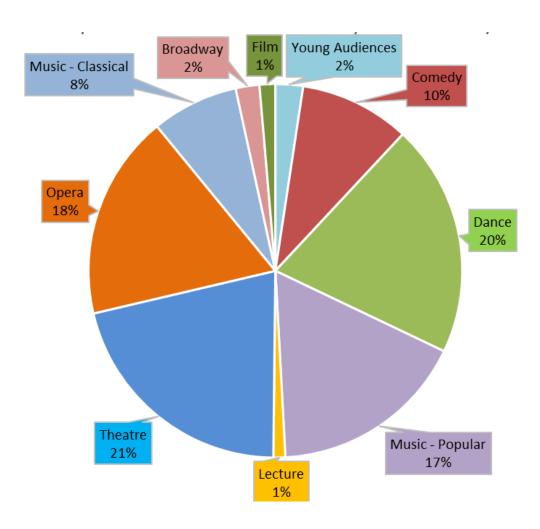
2024 PERCENTAGE OF EARNED REVENUE



2024 at the McPherson Playhouse:

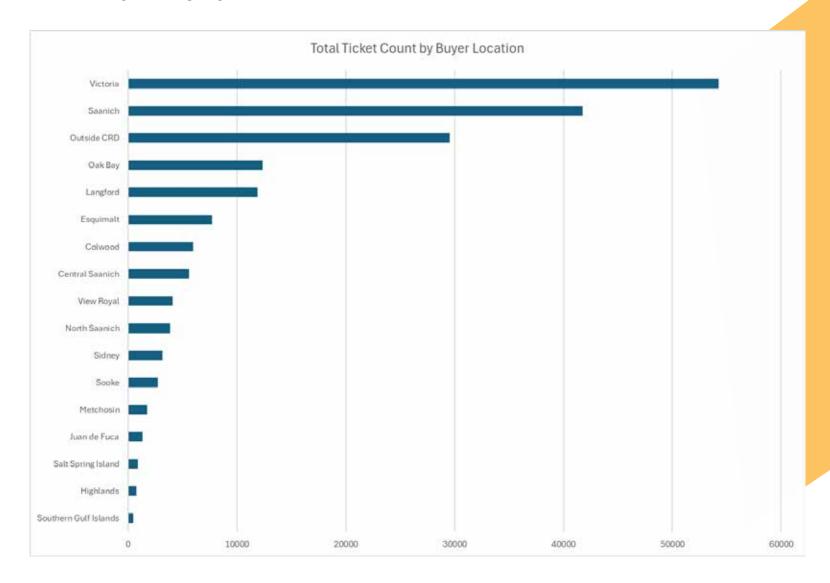
139 used days, **52,436 tickets** issued **107 performances** across **69 productions**.

GENRE DIVERSITY ON OUR STAGES



50% of all productions at the McPherson Playhouse are **Theatre**, while **Opera** and **Dance** make up **30%** and **28%** (respectively) of all venue use at the Royal Theatre.

ATTENDANCE BY MUNICIPALITY



DID YOU KNOW?Over **15%** of tickets purchased come from **outside the CRD**.

CAPITAL AND VENUE MAINTENANCE PROJECTS 2024

Heritage Preservation

Royal Theatre: Led by the CRD, phase one of exterior brick re-pointing. A preservation and structural integrity project.

McPherson Playhouse: Led by the CRD, an engineering study on the exterior concrete canopies to determine structural integrity and scope of repairs.

Facility Maintenance

Royal Theatre: Led by the RMTS, the necessary replacement of the building's main breaker. An extraordinary emergency project to upgrade and modify aging compatibility with current electrical code. During this time the theatre was run off generators 24/7 for approximately 700 hours requiring weekly fuel deliveries and overnight security. The project is now complete, and the theatre is reconnected to the hydro grid with the new breaker fully operational.

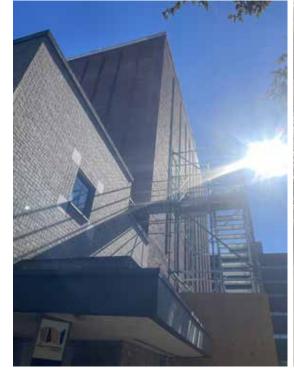
Stage Technology Upgrades

Royal Theatre

- Installation of new safety lighting in the loading bay area.
- Installation of two moving light fixtures.
- Completion of stage monitor replacement.

McPherson Playhouse

- Installation of new safety lighting in the loading bay area.
- Addition of eight new microphones to support our local musical theatre groups.
- Initiation of project to upgrade the architectural detail lighting which will include replacement of existing tungsten-based house lighting fixtures with LED fixtures and addition of fixtures to improve patron safety in the balcony.
- Completion of stage monitor replacement and the completion of repair of aging speakers, including two new speakers in the front rows of audience seating and the repair of six existing speakers.
- Purchase of a new lens for the stage projector to increase usability across our client base.
- Installation of two moving light fixtures.





The RMTS gratefully acknowledges the capital fund contributions from the owners for capital expenditures.

Capital project funds allocated for the upkeep and enhancement of the Royal Theatre and McPherson Playhouse are restricted from being used for operational expenses. These funds are managed by the Capital Regional District. Additionally, the RMTS supports capital projects for the theatres by supplementing these funds with earned revenue.

TECHNOLOGY UPDATES 2024

Our ticketing software infrastructure had a major upgrade, the largest in a decade, that rolled out a wealth of new features, enhancements, and improvements to the user experience. This new version was developed with a digital first focus that aligns with our technology goals to continuously improve and innovate, which allows us to stay on the cutting-edge of technology.

Project Goals

User Friendly Technology Accessibility

Improve Productivity
Enhance Collaboration

Facilitate Innovation Engagement Tools

New Feature Alignment

New modernized user interface that is easier to learn and navigate Improvements to our e-commerce solution, which comply with the Web Content Accessibility Standard 2.1 AA

New scanning software and hardware

Greater flexibility with communications that will help us welcome the widest possible audience

Introduction of Mobile Wallet Passes

Overhaul of the fundraising and membership functionality that facilitate better acquisition and retention





TICKETING SERVICES 2024

The RMTS Box Office offers specialized ticketing services to support a vibrant community. In addition to exclusively ticketing for the Royal Theatre and McPherson Playhouse we also offer ticketing services for venues around town. Our skilled staff approach each event flexibly and we reliably build, sell, and settle events of all sizes and genres.

Highlights include: ~ 319 events built for sale. ~ Utilized the flexibility of our ticketing software to collaborate with the Victoria Symphony and expand ticketing to include their events at the Farquhar at UVic. ~ Leveraged technology to manage high volume on sales and reduce resellers and bots. ~ Implemented layers of protection to reduce fraud and bad actors. ~ Collaborated with Victoria On Stage to ticket sensory friendly performances.

2024 SEASON AT A GLANCE: ROYAL THEATRE

71 Unique Productions - 127 Performances - 176 Use Days

A Drag Queen Christmas, A.I.M by Kyle Abraham, Ainadamar, Alexandra Streliski, Bahamas, Ballets Jazz Montreal, Beethoven Symphony No 5, Best of Broadway, Bianca Del Rio, Booker T Stax Revue, Canada's Best Karate, Chris D'Elia, Christmas Pops, Circa, Compagnie Herve Koubi, Daniel Lapp's 21st Anniversary, Dansko Studios, David Sedaris, Dracula, Dylan Willows Celebration, Elevate Dance Centre, Feist, Frankenstein, Glenn Miller Orchestra, High Valley, Home Alone in Concert, Hyprov, Jann Arden Christmas, Jesse Roper, Jesus Christ Superstar, Jim Witter: Rock n Roll to Me, Jimbo's Drag Circus, Jon and Roy Holiday Special, Kluxen & Chooi, Kluxen-Strauss' 4 Last Songs, La clemenza di Tito, La Nef-Sea Songs & Shanties, Laura Ramoso, Mark Normand, Marriage of Figaro, Matt Rife, Michael Jackson History Show, Mini Pop Kids, Murdoch Mysteries in Concert, New Year's Day Celebration, Nrityagram Dance Ensemble, Ocie Elliott, Parker-Beethoven's Emperor, Protege Dance Project, Queen - It's A Kinda of Magic, Raffi, Relive the Music, Rimsky-Korsakov-Scheherazade, Robert Schumann Finale, RWB Nutcracker, Salvation Army Toy Drive, Simon & Garfunkel Story, Snowed In Comedy Tour, Swan Lake, Take 6 & Morgan James, Taylor Mania, Tchaikovsky Symphony No 4, The Cult, The Gift of the Nutcracker, Tommy Tiernan, Victoria in Love, Whose Live Anyway?, Zakir Hussain Trio, Ziggy Alberts

DID YOU KNOW?

34,571 unique households visited the Royal Theatre in 2024.

Of those, 28% were first time ticket purchasers at

the Royal Theatre.





2024 SEASON AT A GLANCE: MCPHERSON PLAYHOUSE





69 Unique Productions - 107 Performances - 139 Use Days

Abra Cadabra, Alan Doyle, American Rock Legends, Anne of Green Gables, Annie Jr., Barbara Hannigan, Bob the Drag Queen, Bowie Forever, Bruce McCulloch, Cat Kid Comic Club, CBC Massey Lectures, Chris Thile, Completely Creedence, Dance Unlimited Recital, Donovan Woods, Drew Lynch, Folsom Prison Revisited, Golden Girls, Holly Jolly Christmas, Hot Flash Comedy, Investors Group, It's Just Drag, Jann Arden & Rick Mercer, Jim Cuddy, Jump - Van Halen Experience, Knotted, Led Zepagain, Legends Show, Luca Fogale, Mary Poppins, Mary Poppins Sensory, Menopause the Musical, Michael Kaeshammer, Murray McLauchlan, Music of the Night, Nick Carter, Okareka Dance Company, Passion and Performance, Pinky Patel, Prince Again, Ria Mae, Ron James, Rumours Fleetwood Mac Tribute, Russell Howard, Sin City Illusions, SLS presents Grease, SMUS Sr Something Rotten, Steph Tolev, Sweeney Todd, Take it to the Limit, TEDx Victoria, The Comic Strippers, The Life of Tom Petty, The Wilds, Thunderstorm, Veronica Swift, Veselka Ukrainian Dancers, Victoria Academy of Ballet, Walk Right Back, William Prince, Wonderheads Christmas Carol, Yellow Brick Road Experience, Yellowpoint Christmas

DID YOU KNOW?

15,608 unique households visited the McPherson Playhouse in 2024.

Of those, **27%** were **first time**

ticket purchasers at the McPherson Playhouse.

COMMUNITY PARTNERS & PRESENTERS



















































Proudly supporting local organizations, the RMTS facilitates and prioritizes the use of the Royal Theatre and McPherson Playhouse for the above non-profit and local organizations. Please use the logo links to learn more about each of these organizations and how they enrich the cultural life of the community.

FROM OUR COMMUNITY

" [The RMTS] are an amazing bunch of pro	ofessionals tha	nt have made the	e Broadway Ir	<i>i Victoria</i> brand a
reputable one and one that has been warm	ly embraced by	y the community	. Thank you!"	

- Henry Kolenko, Broadway In Victoria

"Seeing the community we've all had a hand in building over the years all together in one place for those two nights was purely magical. It's not lost on us the incredible work and time that went in to pull an event like this together in such a short amount of time. Then to have both shows go off seamlessly...

a true testament to you and the team assembled to pull it off."

- **Dylan Willows**, *Dylan Willows Celebration*

"... A quick thank you for last weekend. It was our first time promoting a show at the venue, and everyone - the artists, fans, and my team - couldn't have been happier."

- **Nick Middleton,** Westwood Recordings

"Thanks for everything! The event was amazing and your entire staff are great!" - **Lindsay Nielsen,** Chek Media

THANK YOU FOR THE SUPPORT

The symbiotic relationship among theatres, clients, performers, and audiences underscores the significance of supporting local venues, thereby nurturing the interconnected network of arts, culture, and entertainment within the community. The RMTS expresses gratitude for the unwavering support extended by the community in 2024, enabling us to take care of these cherished heritage theatres for future generations.









We gratefully acknowledge the continued support from our municipal funding partners.

The Royal Theatre receives a \$100,000 operating grant contributed by Oak Bay, Saanich and Victoria.

The McPherson Playhouse receives a \$350,000 operating grant from the City of Victoria.

The Royal and McPherson Theatres Society extends our gratitude to the City of Victoria for providing a permissive tax exemption for the McPherson Playhouse.

Thank you to our hotel partner.



Thank you to the individual donors who support the ongoing legacy of our venues.

McPHERSON PLAYHOUSE

3 Centennial Square Victoria, BC V8W 1P5

ROYAL THEATRE

805 Broughton Street Victoria, BC V8W 1E5

ADMINISTRATION OFFICE

#302 - 1005 Broad Street Victoria, BC V8W 2A1

250.361.0800 Box Office: 250.386.6121











CAPITAL REGIONAL DISTRICT 2026 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

Service: 1.290 Royal Theatre Committee: Finance

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

Greater of \$580,000 or \$0.00590 per \$1000 of net taxable value of land and improvements.

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

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

FUNDING:

				BUDGET	REQUEST	
ROYAL THEATRE	2025 BOARD BUDGET	2025 ESTIMATED ACTUAL	2026 CORE BUDGET	2026 ONGOING	2026 ONE-TIME	2026 TOTAL
OPERATING COSTS: Third Party Payment Insurance Costs Standard Overhead Allocation Arts Manager Allocation Operating Cost - Other (Interest)	36,338 50,490 10,000 7,814 600	36,338 50,490 10,000 7,814 600	46,942 47,750 12,592 8,071 600	- - - -	:	46,942 47,750 12,592 8,071 600
TOTAL OPERATING COSTS *Percentage Increase	105,242	105,242 0.00%	115,955		-	115,955 10.18%
CAPITAL / RESERVE Capital Equipment Purchase Transfer to Capital Reserve Fund	105,000 385,000	105,000 385,000	105,000 385,000	- -	- -	105,000 385,000
TOTAL CAPITAL COSTS	490,000	490,000	490,000	-	-	490,000
TOTAL COSTS	595,242	595,242 0.00%	605,955 1.80%	-	-	605,955 1.80%
FUNDING SOURCES (REVENUE) Estimated balance C/F from current to Next year						
Balance C/F from Prior to Current year Revenue - Other	-	-				
TOTAL REVENUE	-		-	-	-	-
REQUISITION	(595,242)	(595,242)	(605,955)	-	-	(605,955)

F	FUTURE PROJECTIONS									
2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL							
43,089 51,139	39,036 54,696	34,837 58,431	30,443 62,352							
12,822 8,305 600	13,078 8,545 600	13,338 8,749 600	13,602 8,958 600							
115,955 0.00%	115,955	115,955	115,955							
109,000	109,000	113,000	113,000							
381,000 490,000	381,000 490,000	377,000 490,000	377,000 490,000							
605,955 0.00%	605,955 0.00%	605,955 0.00%	605,955 0.00%							
_	_	-	-							
(605,955)	(605,955)	(605,955)	(605,955)							

CAPITAL REGIONAL DISTRICT FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2026 to 2030

Service No.	1.290	Carry						
	Royal Theatre	Forward	2026	2027	2028	2029	2030	TOTAL
	-	from 2025						
	EXPENDITURE							
	Buildings	\$112,000	\$1,115,000	\$235,000	\$1,130,000	\$620,000	\$120,000	\$3,220,000
	Equipment	\$0	\$315,000	\$180,000	\$116,500	\$0	\$0	\$611,500
	Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$112,000	\$1,430,000	\$415,000	\$1,246,500	\$620,000	\$120,000	\$3,831,500
	SOURCE OF FUNDS							
	Capital Funds on Hand	\$112,000	\$112,000	\$0	\$0	\$0	\$0	\$112,000
	Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grants (Federal, Provincial)	\$0	\$0	\$0	\$380,000	\$0	\$0	\$380,000
	Donations / Third Party Funding	\$0	\$375,000	\$0	\$380,000	\$0	\$0	\$755,000
	Reserve Fund	\$0	\$943,000	\$415,000	\$486,500	\$620,000	\$120,000	\$2,584,500
		\$112,000	\$1,430,000	\$415,000	\$1,246,500	\$620,000	\$120,000	\$3,831,500

Definitions for the 5-year Capital Plan

Asset Class	Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150.
	L - Land
	S - Engineering Structure
	B - Buildings
	V - Vehicles
	E - Equipment
Capital Expenditure Type	Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service.
	Study - Expenditure for feasibility and business case report.
	New - Expenditure for new asset only
	Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
	Replacement - Expenditure replaces an existing asset
Carryforward	Represents the carryforward amount from the prior year capital plan that is remaining to be spent. Forecast this spending over the next 5 years.
Funding Source	Debt - Debenture Debt (new debt only)
	ERF - Equipment Replacement Fund
	Grant - Grants (Federal, Provincial)
	Cap - Capital Funds on Hand
	Other - Donations / Third Party Funding
	Res - Reserve Fund
	WU - Water Utility
	If there is more than one funding source, additional rows are shown for the project.

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2026 - 2030

Service #:	1.290
Service Name:	Royal Theatre

			PROJECT DESCRIPTION					PRO	JECT BUDGET	& SCHEDULE			
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2025	2026	2027	2028	2029	2030	5 - Year Total
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	\$ 75,000	В	Res	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	\$ 2,293,000	В	Res	\$ -	\$ 93,000	\$ -	\$ -	\$ -	\$ -	\$ 93,000
	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		В	Other	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000
	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		В	Сар	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
21-13	Renewai	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	\$ 115,000	В	Сар	\$ 112,000	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ 112,000
23-01	Study	Study and plan main floor replacement including seats and aisle lights	Study and plan main floor replacement including seats and aisle lights	\$ 30,000	В	Res		\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights	\$ 700,000	В	Other		\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights.		В	Grant		\$ -	\$ -	\$ 280,000	\$ -	\$ -	\$ 280,000
	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights.		В	Res		\$ -	\$ -	\$ 140,000	\$ -	\$ -	\$ 140,000
24-04	Renewal	Wardrobe Department Upgrade	Upgrade wardrobe department	\$ 83,000	В	Сар		\$ -	\$ -		\$ -	\$ -	\$ -
25-01		Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony	\$ 250,000	В	Other		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		В	Grant		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
	Replacement	Replace Seats and Aisle Lights in Balcony	Replace 20 year old seats in balcony.		В	Res		\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
25-06	IRenewai	Add new storage in bar and concession	Add new storage in bar and concession for efficiency and security of inventory	\$ 20,000	В	Res		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
26-01	Replacement	Replace Switches	Replace network switches	\$ 55,000	E	Res	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
26-02	Study	Building condition assessment	Building condition assessment	\$ 45,000	В	Res	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
26-03	Renewal	Annual Building Capital Improvements	Annual Minor Capital Improvement Projects	\$ 585,000	В	Res	\$ -	\$ 115,000	\$ 115,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 585,000
26-04	Renewal	Building Envelope Repairs	Interior Brickwork & Wall Repairs	\$ 125,000	В	Res	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
26-05	Renewal	Roofing	Roofing Condition Assessment	\$ 2,095,000	В	Res	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Service #:	1.290
Service Name:	Royal Theatre

			PROJECT DESCRIPTION	PROJECT BUDGET & SCHEDULE													
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	' اڍ	orward from 2025	2026		2027	2028		2029	20:	30	5 - Year Tota
26-06	Renewal	Renovate Box Office	Renovate Box Office	\$ 30,000	В	Res	\$	-	\$ 3	0,000	\$ -	\$ -	\$	-	\$	-	\$ 30,0
26-07		Replace Bar & Concession Point of Sale System	Replace Bar and Concession Point of Sale System	\$ 50,000	E	Res	\$	-	\$ 5	0,000	\$ -	\$ -	\$	-	\$	-	\$ 50,0
26-08	Renewal	Venue Chamber Renewal	Renew and Refresh Venue Chamber	\$ 50,000	В	Res	\$	-	\$ 2	5,000	\$ 25,000	\$ -	\$	-	\$	-	\$ 50,0
26-09	Replacement	Lighting System Replacement	Replace Lighting System: moving light fixtures, lighting console and followspots	\$ _{425,000}	E	Res	\$	-	\$ 17	5,000	\$ 150,000	\$ 100,00	0 \$	-	\$	-	\$ 425,0
26-10	Replacement	Replace Paging System	Replace Paging System Core Control	\$ 35,000		Res	\$	-	\$ 3	5,000	\$ -	\$ -	\$	-	\$	-	\$ 35,0
26-11	Defer	Emergency Repairs	Unforeseen emergency repairs.	\$ 50,000	В	Res	\$	-	\$ 5	0,000	\$ -	\$ -	\$	-	\$	=	\$ 50,0
27-01	Study	Asset Management Plan	Assets Management Plan	\$ 50,000	В	Res	\$	-	\$	-	\$ 50,000	\$ -	\$	-	\$	=	\$ 50,0
27-02	Renewal	Building Envelope Repairs	Exterior Door Replacement	\$ 95,000	В	Res	\$	-	\$	-	\$ 30,000	\$ 65,00	0 \$	-	\$	-	\$ 95,0
27-03	Study	Accessibility Review	Review of building accessibility	\$ 15,000	В	Res	\$	-	\$	-	\$ 15,000	\$ -	\$	-	\$	-	\$ 15,0
27-04	Replacement	Wayfinding Signage	Add and Replace Wayfinding Signage	\$ 30,000	E	Res	\$	-	\$	-	\$ 30,000	\$ -	\$	-	\$	-	\$ 30,0
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	16500.0	E	Res	\$	-	\$	-	\$ -	\$ 16,50	0 \$	-	\$	-	\$ 16,5
29-01	New	Lobby Heat Pumps	Add Heat Pumps to the Lobbies	\$ 500,000	В	Res	\$	-	\$	-	\$ -	\$ -	\$	500,000	\$	-	\$ 500,0
																	\$ - \$ -
			Grand Total	\$ 7,817,500			\$	112,000	\$ 1,43	0,000	\$ 415,000	\$ 1,246,5	00 \$	620,000	\$	120,000	

Service: 1.290 **Royal Theatre** Capital Project Description Add railings to ensure patron safety and Project Number 20-03 Capital Project Title Add Balcony & Pit Railings Project Rationale The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre. Capital Project Description Repairing building envelope of the 1914 structure. Project Number 21-12 Capital Project Title Repair Building Envelope Project Rationale Flagged as immediate priority in Royal Theatre - Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption Plan, Rebuild and expand orchestra Pit to Project Number 21-13 Capital Project Title Plan, Rebuild and Expand Orchestra Pit Capital Project Description allow increased physical distancing of musicians and performers Project Rationale Plan, rebuild and expand orchestra pit to align with professional standards of performing arts organizations. Capital Project Description Repour and refinish concrete main floor and Capital Project Title Repour and refinish concrete main floor Project Number 24-01 replacement of seats and aisle lights and replacement of seats and aisle lights Project Rationale Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life. Project Number 24-04 Capital Project Title Wardrobe Department Upgrade Capital Project Description Upgrade wardrobe department Project Rationale Upgrade wardrobe department with electrical upgrade, extensive plumbing upgrades, dropped ceiling and drywall to accommodate two more stacked washers and dryers in order to meet clients' requirements. Project Number 25-01 Capital Project Title Replace Seats and Aisle Lights in balcony Capital Project Description Replace 20 year old seats in balcony

Project Rationale Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats are reaching end of useful life.

rvice:	1.290	Royal Theatre	
Project Number	25-06	Capital Project Title Add new storage in bar and c	oncession Capital Project Description Add new storage in bar and concession for efficiency and security of inventory
Project Rationale	Adding new lockable storage cabinet	in the bar and concession will improve efficiency and security of inventory	<i>(</i> .
Project Number	26-01	Capital Project Title Replace Switches	Capital Project Description Replace network switches
Project Rationale	Replace switches in the network infra	structure as required by CRD Information Technology replacement plan.	
Project Number	26-02	Capital Project Title Building condition assessmen	Capital Project Description Building condition assessment
Project Rationale	Perform full building condition assess	ment to inform 20 yr work plan.	
Project Number	26-03	Capital Project Title Annual Building Capital Impro	ovements Capital Project Description Annual Minor Capital Improvement Projects
Project Rationale	Minor capital improvements		
Project Number	26-04	Capital Project Title Building Envelope Repairs	Capital Project Description Interior Brickwork & Wall Repairs
Project Rationale	Repairing building envelope (interior	will ensure the 1914 structure will remain stable and will reduce energy o	onsumption
Project Number	26-05	Capital Project Title Roofing	Capital Project Description Roofing Condition Assessment
Project Rationale	Conduct roof specific condition asses	sment.	

Service: 1.290 **Royal Theatre** Capital Project Title Renovate Box Office Project Number 26-06 Capital Project Description Renovate Box Office Project Rationale Renovating the box office to update and refresh, address patron accessibility and redesign for efficient use of the space. Capital Project Title System Replace Bar & Concession Point of Sale Capital Project Description System Replace Bar and Concession Point of Sale Project Number 26-07 Project Rationale Replacing the Point of Sale System will provide increased functionality, efficiencies, updated technology and increased patron service. The required technology is out of date. Project Number 26-08 Capital Project Title Venue Chamber Renewal Capital Project Description Renew and Refresh Venue Chamber Project Rationale Renewal of Venue Chamber will enhance patron experience and increase sustainability of venue chamber. Capital Project Description Replace Lighting System Line Significant fixtures, lighting console and followspots Replace Lighting System: moving light Project Number 26-09 Capital Project Title Lighting System Replacement Project Rationale Lighting System Replacement includes the replacement of moving lights originally purchased in 2002 with updated energy efficient units, replaces outdated computerized control console with modern control technology and replaces old followspot technology with new fully supported units. Project Number 26-10 Capital Project Title Replace Paging System Capital Project Description Replace Paging System Core Control Project Rationale The current paging system core system has reached its end of life and support. This is a primary life safety system for building evacuation and patron and artist messaging and communication. Project Number 26-11 Capital Project Title Emergency Repairs Capital Project Description Unforeseen emergency repairs. Project Rationale Capital funds to accommodate any emergency repairs to the building.

Service:	1.290	Royal Theatre	
Project Number	27-01	Capital Project Title Asset Management Plan	Capital Project Description Assets Management Plan
Project Rationale			
Project Number	27-02	Capital Project Title Building Envelope Repairs	Capital Project Description Exterior Door Replacement
Project Rationale	Repairing building envelope exterior (doors) will ensure the 1914 structure will remain stable and will reduce energy consumption	
Project Number	27-03	Capital Project Title Accessibility Review	Capital Project Description Review of building accessibility
Project Rationale	Review buidling accessibilty to ensure	patron and performance meet current standard where applicable.	
Project Number	27-04	Capital Project Title Wayfinding Signage	Capital Project Description Add and Replace Wayfinding Signage
Project Rationale	Add and replace wayfinding signage t	o direct patrons to amenities and improve safety and crowd management.	
Project Number	28-01	Capital Project Title Replace SRST	Capital Project Description Replace Cisco phone communications system
Project Rationale	Replace Cisco phone communications	as required by CRD Information Technology replacement plan.	
Project Number	29-01	Capital Project Title Lobby Heat Pumps	Capital Project Description Add Heat Pumps to the Lobbies
Project Rationale	Adding heat pumps to the lobby for in	ncreased patron comfort and experience and energy efficiency.	

1.290 Royal Theatre Asset and Reserve Summary 2026 - 2030 Financial Plan

Asset Profile

Royal Theatre

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

Capital Reserve Fund Schedule

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

Cost Centre: 101607 (PLO)

Capital Reserve Fund	Est Actual			Budget		
Projected year end balance	2025	2026	2027	2028	2029	2030
Beginning Balance	1,491,176	1,074,176	556,176	522,176	416,676	173,676
Planned Capital Expenditure (Based on Capital Plan)	(862,000)	(943,000)	(415,000)	(486,500)	(620,000)	(120,000)
Transfer from Operating Budget Interest Income**	385,000 60,000	385,000 40,000	381,000	381,000	377,000	377,000
Total projected year end balance	1,074,176	556,176	522,176	416,676	173,676	430,676

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

CAPITAL REGIONAL DISTRICT 2026 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

Service: 1.295 McPherson Theatre Committee: Finance

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

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

(a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery The maximum amount will be \$400,000.

(b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will equipment, reserve fund transfer and annual debt servicing payments.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

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

FUNDING:

McPHERSON PLAYHOUSE
OPERATING COSTS: Third Party Payments Standard Overhead Allocation Arts Manager Allocation Interest Charge
TOTAL OPERATING COSTS *Percentage Increase
CAPITAL / RESERVE Capital Equipment Purchases Transfer to Reserve Fund
TOTAL CAPITAL / RESERVES
TOTAL COSTS
FUNDING SOURCES (REVENUE) Estimated balance C/F from current to Next year Balance C/F from Prior to Current year Grants In Lieu of Taxes
TOTAL REVENUE
REQUISITION
*Percentage increase over prior year requisition

		BUDGET REQUEST					
2025 BOARD BUDGET	2025 ESTIMATED ACTUAL	2026 CORE BUDGET	2026 ONGOING	2026 ONE-TIME	2026 Total		
303,787 34,911 7,814 300	303,787 34,911 7,814 300	304,948 36,681 8,071 300	- - -	- - -	304,948 36,681 8,071 300		
346,812	346,812 0.00%	350,000 0.92%	-	-	350,000 0.92%		
90,000 346,233	90,000 346,233	90,000 343,045	<u>-</u>	<u>-</u>	90,000 343,045		
436,233 783,045	436,233 783,045	433,045 783,045	-	-	433,045 783,045		
-	-	-	<u> </u>	<u> </u>			
(33,045)	(33,045)	(33,045)	-	-	(33,045)		
(750,000)	(750,000)	(750,000)	-	-	(750,000)		
	0.0%	0.00%			0.00%		

	FUTURE PROJECTIONS								
	2027	2028	2029	2030					
	TOTAL	TOTAL	TOTAL	TOTAL					
	304,050	303,063	302,099	301,116					
	37,345	38,092	38,852	39,626					
	8,305	8,545	8,749	8,958					
	300	300	300	300					
•	350,000	350,000	350,000	350,000					
	0.00%	0.00%	0.00%	0.00%					
•	94,000	94,000	98,000	98,000					
	339,045	339,045	335,045	335,045					
•	433,045	433,045	433,045	433,045					
	783,045	783,045	783,045	783,045					
	(33,045)	(33,045)	(33,045)	(33,045)					
=	(33,045)	(33,045)	(33,045)	(33,045)					
	(750,000)	(750,000)	(750,000)	(750,000)					
	0.00%	0.00%	0.00%	0.00%					

CAPITAL REGIONAL DISTRICT FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2026 to 2030

Service No.	1.295 McPherson Theatre	Carry Forward	2026	2027	2028	2029	2030	TOTAL
		from 2025						
	EXPENDITURE							
	Buildings	\$0	\$618,000	\$825,000	\$115,000	\$120,000	\$120,000	\$1,798,000
	Equipment	\$0	\$265,000	\$180,000	\$141,500	\$0	\$0	\$586,500
	Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$0	\$883,000	\$1,005,000	\$256,500	\$120,000	\$120,000	\$2,384,500
	SOURCE OF FUNDS							
	Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Reserve Fund	\$0	\$883,000	\$1,005,000	\$256,500	\$120,000	\$120,000	\$2,384,500
		\$0	\$883,000	\$1,005,000	\$256,500	\$120,000	\$120,000	\$2,384,500

Definitions for the 5-year Capital Plan

Asset Class	Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150.
	L - Land
	S - Engineering Structure
	B - Buildings
	V - Vehicles
	E - Equipment
Capital Expenditure Type	Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service.
	Study - Expenditure for feasibility and business case report.
	New - Expenditure for new asset only
	Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
	Replacement - Expenditure replaces an existing asset
Carryforward	Represents the carryforward amount from the prior year capital plan that is remaining to be spent. Forecast this spending over the next 5 years.
Funding Source	Debt - Debenture Debt (new debt only)
	ERF - Equipment Replacement Fund
	Grant - Grants (Federal, Provincial)
	Cap - Capital Funds on Hand
	Other - Donations / Third Party Funding
	Res - Reserve Fund
	WU - Water Utility
	If there is more than one funding source, additional rows are shown for the project.

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2026 - 2030

Service #:	1.295		
Service Name:	McPherson Theatre		

			PROJECT DESCRIPTION					PRO II	ECT BUDGET	R SCHEDIII	F			
	TROUGH DESCRIPTION							FROJE	LOT BODGET	3 OCHEDOL	_			
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2025	2026	2027	2028		2029	2030	5 - Year Total
21-13		Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	\$ 1,163,000	В	Res	\$	\$ 238,000	\$ 190,000	\$	- 9	-	\$ -	\$ 428,000
	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade		В	Сар	\$ -	\$ -	\$	- \$	- 9	\$	\$ -	\$ -
26-01	Replacement	Replace Switches	Replace network switches	\$ 55,000	E	Res	\$	\$ 55,000	\$	- \$	- 9	-	\$ -	\$ 55,000
26-02	Study	Building Condition Assessment	Building Condition Assessment	\$ 45,000	В	Res	\$	\$ 45,000	\$	- \$	- \$		\$ -	\$ 45,000
26-03	Renewal	Annual Building Capital Improvements	Annual Minor Capital Improvement Projects	\$ 585,000	В	Res	\$	\$ 115,000	\$ 115,00	\$ 11	5,000 \$	120,000	\$ 120,000	\$ 585,000
26-04	Renewal	Washroom Upgrades	Washroom Fixture Replacement	\$ 75,000	В	Res	\$	\$ 75,000	\$	- \$	- 9	-	\$ -	\$ 75,000.00
26-05	Renewal	Electrical Upgrades	Main Breaker Replacement	\$ 150,000	В	Res	\$	\$ 25,000	\$ 300,0	00 \$	- 9	4	\$ -	\$ 325,000.00
26-06	Replacement	Lighting System Replacement	Replace Lighting System: moving light fixtures, lighting console and LED wash fixtures	\$ 400,000	E	Res	\$	\$ 125,000	\$ 150,0	00 \$ 12	25,000	4	\$ -	\$ 400,000.00
26-07	Renewal	Inventory Storage Upgrades Bar & Concession	Increase and Update Inventory Storage in Bar and Concession	\$ 20,000	В	Res	\$	\$ 20,000	\$	- \$	- 9	-	\$ -	\$ 20,000.00
26-08		Replace Bar & Concession Point of Sale System	Replace Bar and Concession Point of Sale System	\$ 50,000	E	Res	\$	\$ 50,000	\$	\$	- 9	-	\$ -	\$ 50,000.00
26-09	New	Lobby Temperature Control	Add Automatic Blinds to Large Windows Facing Centennial Square and Lobby Air Conditioning.	\$ 125,000	В	Res	\$	\$ 25,000	\$ 100,0	00 \$	- 9	\$	\$ -	\$ 125,000.00
26-10	Renewal	Venue Chamber Renewal	Renew and Refresh Venue Chamber	\$ 50,000	В	Res	\$	\$ 25,000	\$ - 25,0	00 \$	- 9	\$	\$ -	\$ 50,000.00
26-11	Replacement	Replace Paging System	Replace Paging System Core Control	\$ 35,000	E	Res	\$	\$ 35,000	\$	- \$	- 9		\$ -	\$ 35,000.00
26-12	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$ 50,000	В	Res	\$	\$ 50,000	\$	- \$	- \$	-	\$ -	\$ 50,000.00
27-01	Study	Asset Management Plan	Asset Management Plan	\$ 50,000	В	Res	\$	\$ -	\$ 50,0	00 \$	- \$	-	\$ -	\$ 50,000.00
27-02	Study	Accessibility Review	Review of building accessibility	\$ 15,000	В	Res	\$	\$ -	\$ 15,0	00 \$	- \$	-	\$ -	\$ 15,000.00
27-03	Renewal	Renovate Box Office	Renovate Box Office	\$ 30,000	В	Res	\$	\$ -	\$ 30,0	00 \$	- 4	-	\$ -	\$ 30,000.00
27-04	Replacement	Wayfinding Signage	Add and Replace Wayfinding Signage	\$ 30,000	E	Res	\$	\$ -	\$ 30,0	00 \$	- 9	-	\$ -	\$ 30,000.00
28-01	Replacement	Replace SRST	Replace Cisco phone communications system	\$ 16,500	E	Res	\$	\$		\$ 1	6,500	-	\$ -	\$ 16,500
														\$ - \$ -
			Grand Total	\$ 2,944,500			\$	\$ _ 883,000	\$ 1,005,0	00 \$ 25	\$ 6,500	120,000	\$ 120,000	\$ 2,384,500

ervice:	1.295	McPherson Theatre	
Project Number	21-13	Capital Project Title Repair Building Envelope and Restore Façade	Capital Project Description Repair building envelope and restore façade
		herson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2 reduce energy consumption. Restoring the 1913 façade will include point work on the bri	
Project Number	26-01	Capital Project Title Replace Switches	Capital Project Description Replace network switches
Project Rationale	Replace switches in the network infr	astructure as required by CRD Information Technology replacement plan.	
Project Number	26-02	Capital Project Title Building Condition Assessment	Capital Project Description Building Condition Assessment
Project Rationale	Perform full building condition asses	sment to inform 20yr work plan.	
Project Number	26-03	Capital Project Title Annual Building Capital Improvements	Capital Project Description Annual Minor Capital Improvement Projects
Project Rationale	Minor capital improvements		
Project Number	26-04	Capital Project Title Washroom Upgrades	Capital Project Description Washroom Fixture Replacement
Project Rationale			
Project Number Project Rationale	26-05	Capital Project Title Electrical Upgrades	Capital Project Description Main Breaker Replacement

Service:	1.295	McPherson Theatre	
Project Number Project Rationale	Phase One replaces existing incandes	Capital Project Title Lighting System Replacement cent lighting fixtures and 18 year old technology with new LED energy efficient automate ole with modern control technology. Phase Three replaces the original LED wash fixtures .	
Project Number Project Rationale		Capital Project Title Inventory Storage Upgrades Bar & Concession torage cabinets in the bar and concession will improve efficiencies, increase service to pa	Capital Project Description Increase and Update Inventory Storage in Bar and Concession atrons and increase security of inventory.
Project Number Project Rationale		Capital Project Title Replace Bar & Concession Point of Sale System Ill provide increased functionality, efficiencies, updated technology and increased patron	Capital Project Description Replace Bar and Concession Point of Sale System service. The required technology is out of date.
Project Number Project Rationale		Capital Project Title Lobby Temperature Control to the large windows facing Centennial Square to improve temperature control energy et	Capital Project Description Add Automatic Blinds to Large Windows Facing Centennial Square and Lobby Air fficiency. Phase Two will add air conditioning to increase patron comfort and
Project Number Project Rationale		Capital Project Title Venue Chamber Renewal unce patron experience and increase sustainability of venue chamber.	Capital Project Description Renew and Refresh Venue Chamber
Project Number Project Rationale		Capital Project Title Replace Paging System m has reached its end of life and support. This is a primary life safety system for building	Capital Project Description Replace Paging System Core Control gevacuation and patron and artist messaging and communication.
Project Number Project Rationale	26-12 Capital funds to accommodate any er	Capital Project Title Emergency Repairs mergency repairs to the building.	Capital Project Description For Unforeseen Emergency Repairs

ervice:	1.295	McPherson Theatre	
Project Number	27-01	Capital Project Title Asset Management Plan	Capital Project Description Asset Management Plan
Project Rationale			
Project Number	27-02	Capital Project Title Accessibility Review	Capital Project Description Review of building accessibility
Project Rationale			
Project Number	27-03	Capital Project Title Renovate Box Office	Capital Project Description Renovate Box Office
Project Rationale	Renovating the box office to update	and refresh, address patron accessibility, staff safety and evacuation and efficient use of t	the space.
Project Number	27-04	Capital Project Title Wayfinding Signage	Capital Project Description Add and Replace Wayfinding Signage
Project Rationale	Add and replace wayfinding signage	to direct patrons to amenities and improve safety and crowd management.	
Project Number	28-01	Capital Project Title Replace SRST	Capital Project Description Replace Cisco phone communications system
Project Rationale	Replace Cisco phone communication	ns as required by CRD Information Technology replacement plan.	

1.295 McPherson Theatre Asset and Reserve Summary 2026 - 2030 Financial Plan

Asset Profile

McPherson Theatre

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

Capital Reserve Fund Schedule

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

Cost Centre: 101899 (PLO)

Capital Reserve Fund	Est Actual			Budget		
Projected year end balance	2025	2026	2027	2028	2029	2030
Beginning Balance	2,891,636	2,661,869	2,201,914	1,535,959	1,618,504	1,833,549
Planned Capital Expenditure (Based on Capital Plan)	(676,000)	(883,000)	(1,005,000)	(256,500)	(120,000)	(120,000)
Transfer from Operating Budget Interest Income*	346,233 100,000	343,045 80,000	339,045	339,045	335,045	335,045
Total projected year end balance	2,661,869	2,201,914	1,535,959	1,618,504	1,833,549	2,048,594

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



REPORT TO THE FINANCE COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 05, 2025

SUBJECT Bylaw No. 4717: 2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 4, 2025

ISSUE SUMMARY

The 2025 to 2029 Financial Plan was adopted on March 12, 2025 then subsequently approved amendments on May 14, July 9 and September 10, 2025. Amendments to the financial plan are required to authorize revised operating and capital expenditures.

BACKGROUND

The Capital Regional District (CRD) Board approved the 2025 to 2029 Financial Plan (Bylaw No. 4665, "2025 to 2029 Financial Plan Bylaw, 2025") on March 12 and then amendment bylaws on May 14 (Bylaw No. 4676, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 1, 2025"), July 9 (Bylaw No. 4695, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 2, 2025") and September 10 (Bylaw No. 4710, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 3, 2025").

Amendments are required in accordance with Section 374(2) of the *Local Government Act* (LGA), which states that the financial plan may be amended at any time by bylaw to incorporate changes in the budget. As new information becomes available, and pursuant with Section 374 of the LGA, the CRD Board may further revise the financial plan.

The impact of the proposed amendments to the 2025 budget of the Five-Year 2025 to 2029 Financial Plan are highlighted in Table 1.

Table 1: Impact of Proposed Amendments to the 2025 Budget (Five-Year Financial Plan)

Service	Description	Budget	Funding	Net Impact \$	Committee / Commission Approval
Surfside Park Estates Water	Replacement of Ultraviolet (UV) Equipment	Capital	Reserves	7,500	Surfside Park Estates Water Service Committee, June 26, 2025
	Deferral of Source Water Surveillance Project from 2025 to 2026	Capital	Reserves	(7,500)	Surfside Park Estates Water Service Committee, June 26, 2025
Galiano Parks	Morning Beach Trail Improvements	Capital	Reserves	(15,000)	Galiano Parks and Recreation Commission, September 4, 2025

Service	Description	Budget	Funding	Net Impact \$	Committee / Commission Approval
	Scorpion Beach Access Improvements	Capital	Reserves	8,000	Galiano Parks and Recreation Commission, September 4, 2025
Galiano Parks	Cayzer Beach Access Improvements	Capital	Reserves	7,000	Galiano Parks and Recreation Commission, September 4, 2025
Juan de Fuca Community Planning	Vehicle Replacement	Capital	Reserves	25,000	Staff Directed
Magic Lake Estates Sewer	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	Capital	Capital on Hand	300,550	Staff Directed

The proposed financial plan amendment Bylaw No. 4717 incorporates the changes in Table 1 and is attached as Appendix A, inclusive of an updated Schedule B.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4717, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 4, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4717 be adopted.

Alternative 2

That Bylaw No. 4717 be deferred pending further analysis by Capital Regional District staff.

IMPLICATIONS

Financial Implications

Surfside Park Estates Water

The budget for the Replacement of UV Equipment project needs to be increased by \$7,500 due to cost escalation of required UV system components. At the June 26, 2025 meeting, the Surfside Estates Water Service Commission approved an amendment to increase the budget from \$7,500 to \$15,000, funded from the Capital Reserve Fund by deferring \$7,500 of the Source Water Surveillance project from 2025 to 2026.

Galiano Parks

At the September 4, 2025 meeting, the Galiano Island Parks and Recreation Commission approved an amendment to add two new shovel-ready projects to the 2025 capital plan, funded by the Capital Reserve Fund. The Scorpion Beach Access Improvement project (\$8,000 budget) would repair a footpath to avoid further degradation, and the Cayzer Beach Access Improvement project (\$7,000 budget) would repair a staircase that is a safety risk.

To offset the spending on these new projects and due to archaeological and permit delays affecting the start of the Morning Beach Trail Improvement project, the Commission approved an amendment to reduce the 2025 budget from \$35,000 to \$20,000, funded by the Capital Reserve Fund.

Community Planning – Juan de Fuca

The 2025 capital plan includes \$40,000 for a vehicle replacement. Staff are directing a \$25,000 increase in the budget, for a total of \$65,000, due to the higher cost of an electric vehicle. This change is in alignment with the CRD's vehicle replacement policy and will be funded from the Equipment Replacement Fund.

Magic Lake Estates Sewer System

In September 2024, the New Schooner Wastewater Treatment Plant was partially commissioned and handed over to the CRD Operations Team. As the commissioning phase continued, operational staff identified several additional improvements that are directly related to the capital project completion. These improvements include facility treatment process optimization, labour for programing adjustments, additional onsite field technical equipment to monitor the new treatment process, and correction of several treatment plant operating deficiencies. In addition, several safety items needed for compliance with WorkSafe BC regulatory requirements were identified. These additional items require a budget increase of \$300,550, for a total amended project budget of \$11,953,815, to be funded by uncommitted capital on hand.

CONCLUSION

In compliance with the *LGA*, the proposed amending Bylaw No. 4717 authorizes changes required to Bylaw No. 4665, "2025 to 2029 Financial Plan Bylaw, 2025", which the CRD Board approved on March 12, 2025.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4717, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 4, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4717 be adopted.

Finance Committee – November 5, 2025 Bylaw No. 4717: 2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 4, 2025 Page 4

Submitted by:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services / Deputy Chief Financial Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4717, "2025 to 2029 Financial Plan Bylaw, 2025, Amendment Bylaw No. 4, 2025", with Schedule B

CAPITAL REGIONAL DISTRICT BYLAW NO. 4717

	BYLAW NO. 4717					
****	A BYLAW TO AMEND THE FIVE-YEAR FINANCIAL PLAN FOR THE YEARS 2025 – 2029 (BYLAW NO. 4665)					
****	**************	***********	********			
WHI	EREAS:					
A.	Under Bylaw No. 4665, "2025 to 2029 Financial Plan Bylaw, 2025", pursuant to Section 374 of the <i>Local Government Act</i> , the Regional District must adopt a five-year financial plan for the years 2025 to 2029, by bylaw, by the 31 of March;					
B.	Amendments are required in accordance with Section 374(2) of the <i>Local Government Act</i> which states that the financial plan may be amended at any time by bylaw to incorporate changes in budget, for certainty. As new information becomes available, and pursuant with Section 374 of the <i>Local Government Act</i> , the Regional District Board may approve revisions to the financial plan; and					
C.	The Board wishes to amend Bylaw No. 4665 to incorporate the changes outlined in Schedule B.					
	N THEREFORE , the Capital Regional Dicts as follows:	strict Board in open meeting	assembled hereby			
1.	Bylaw No. 4665, "2025 to 2029 Finar replacing Schedule B with the attached s		ereby amended by			
2.	This Bylaw may be cited as "2025 to 202 No. 4, 2025".	29 Financial Plan Bylaw, 2025,	Amendment Bylaw			
REA	AD A FIRST TIME THIS	day of	20			
REA	AD A SECOND TIME THIS	day of	20			
REA	AD A THIRD TIME THIS	day of	20			
ADC	OPTED THIS	day of	20			
CHA	AIR	CORPORATE OFFICE	 R			



CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2025	2026	2027	2028	2029	TOTAL
EXPENDITURE						
Buildings	56,280,125	9,736,155	7,164,500	1,746,000	2,522,500	77,449,280
Equipment	29,312,062	14,721,279	10,731,753	6,046,670	6,772,031	67,583,795
Land	37,783,000	7,130,000	3,025,000	4,695,000	2,865,000	55,498,000
Engineered Structures	182,392,208	112,978,975	131,123,888	141,414,275	96,833,000	664,742,346
Vehicles	9,014,250	3,802,000	4,365,000	3,799,500	2,127,500	23,108,250
	314,781,645	148,368,409	156,410,141	157,701,445	111,120,031	888,381,671
SOURCE OF FUNDS						
Capital Funds on Hand	100,984,011	32,151,883	31,039,472	32,494,000	36,898,000	233,567,366
Debenture Debt	132,740,508	78,492,155	88,116,163	100,403,594	59,451,000	459,203,420
ERF	14,032,304	8,113,618	6,698,610	6,923,650	5,635,531	41,403,713
Grants (Federal, Provincial)	17,738,814	3,577,478	4,843,001	7,464,781	379,000	34,003,074
Reserve Fund	38,814,045	25,003,275	25,487,895	10,415,420	8,556,500	108,277,135
Other	10,471,963	1,030,000	225,000	-	200,000	11,926,963
•	314,781,645	148,368,409	156,410,141	157,701,445	111,120,031	888,381,671



Making a difference...together

,	waking a differencetogether	CAPITAL EXPENDITURE				SOURCE OF FUNDING								
								Capital	Debenture	Equipment			Capital	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.011	Board Expenditures	751,000					751,000			751,000				751,000
1.014	CAO / Corporate Services	5,754					5,754			5,754				5,754
1.015	Real Estate	-					-			-				-
1.016	Human Resources	9,590					9,590			9,590			-	9,590
1.017	Finance	30,182		100,000			130,182	100,000		30,182				130,182
1.018	Health & Capital Planning Strategies Information Technology	3,800,453	120,000	50,000			3,970,453	3,775,105		195,348				3,970,453
1.024	GM - Planning & Protective Services	3,800,433	120,000	50,000	'		3,970,433	3,773,103		190,346				3,970,433
1.025	Corporate Emergency	14,000					14,000			14,000				14,000
1.027	First Nations Relations	-					-			-				-
1.105	Facilities Management	35,000	165,000				200,000			200,000				200,000
1.106	Facilities and Risk	300,000		465,000			790,000	300,000					490,000	790,000
1.107	Corporate Satellite Facilities			3,050,000	1		3,050,000						3,050,000	3,050,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures Corporate Communications	24,900 116,701	-				24,900 116,701			24,900 5.754			110,947	24,900 116,701
1.113	Family Court Building	110,701		1,361,795			1,361,795	46,795		5,754		700,000	615,000	1,361,795
1.123	Galiano Island Community Use Building			42,000			42,000	40,733				700,000	42,000	42,000
1.141	SSI Public Library			140,000			140,000				110,000		30,000	140,000
1.226	Health Facilities - VIHA	440,000		3,687,760			4,202,760	1,057,760			-,,	835,000	2,310,000	4,202,760
1.235	SGI Small Craft Harbour Facilities			40,000	623,000		663,000	327,000			40,000		296,000	663,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				250,000		250,000	30,000			95,000		125,000	250,000
1.238A					175,000		175,000	105,000			60,000		10,000	175,000
1.238B					871,000		871,000	235,000	-		536,000		100,000	871,000
1.280	Regional Parks	88,400	1,622,000	650,000	,,	3,275,000	20,672,400	798,000	11,250,000	1,710,400	500,000		6,414,000	20,672,400
1.290	Royal Theatre	345,000		1,231,000			1,576,000	222,000			-	375,000	979,000	1,576,000
1.295	McPherson Theatre	122,000		891,500	1		1,013,500	337,500					676,000	1,013,500
1.297	Arts Grants and Development Climate Action and Adaptation	1,433,257					1,433,257	668.236		-	765.021			1,433,257
1.310	Land Banking and Housing	5,000		26,053,000			26,058,000	000,230	22,000,000	5,000	2,778,000	1,275,000		26,058,000
1.313	Animal Care Services	23,000	50,000	100,000			218,000	155,000	22,000,000	63,000	2,770,000	1,273,000		218,000
1.318	Building Inspection	72,000	125,000	,	,		197,000	,		197,000				197,000
1.323	ByLaw Services	4,000	75,000				79,000			79,000				79,000
1.324	Regional Planning Services	48,000					48,000			48,000				48,000
1.325	Community Planning	68,290			550,000		618,290			68,290	550,000			618,290
1.326	Foodland Access	175,000					175,000						175,000	175,000
1.335	Geo-Spatial Referencing	250,000					250,000			250,000				250,000
1.350	Willis Point Fire	72,250	60,000	20,000	1		152,250	40,250		70,000			42,000	152,250
1.352	South Galiano Fire	45,200	120,000				165,200	5,000		125,200			35,000	165,200
1.353 1.356	Otter Point Fire Pender Island Fire	15,000 5,000	-	50,000 35,000			65,000 40,000			15,000 5,000			50,000 35,000	65,000 40,000
1.357	Fast Sooke Fire	52.500	450,000	35,000	1		502.500	_		502.500			35,000	502.500
1.358	Port Renfrew Fire	47,000	430,000	10,000	1		57,000	15,000		32,000			10,000	57,000
1.359	North Galiano Fire	180,000		20,000			200,000	10,000		180,000			20,000	200,000
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
1.371	SSI Emergency Program	31,700					31,700			1,700	10,000		20,000	31,700
1.372	Emergency Planning Coordination	2,500	-	-	-	-	2,500			2,500	-			2,500
1.373	SGI Emergency Program	78,000					78,000	53,000					25,000	78,000
1.375	Hazardous Material Incident Response	75,000	-				75,000			75,000				75,000
1.377	JDF Search and Rescue	45.000	205,000		440.0	400	205,000	202.22		92,000	005.000	113,000		205,000
1.405	JDF EA Community Parks & Recreation JDF EA Community Recreation	45,000		100,000	412,000 25,000	100,000	557,000 125,000	292,000			265,000 125,000			557,000 125,000
1.408 1.40X	SEAPARC	523,750		822,250			2,503,000	104,000	1,300,000	393,250	79,000		626,750	2,503,000
1.40X	Panorama Recreation	1.583.433	137.000	4.949.086			9.733.312	209.186	3,403,000	1.141.233	2.137.293		2.842.600	9.733.312
1.455	SSI Community Parks	50,000	90,000	-1,5-13,000	305,000		445,000	155,000	0,400,000	45,000	200,000	5,000	40,000	445,000
1.458	SSI Community Recreation	30,000			260,000		290,000			5,000	150,000	-,	135,000	290,000
1.459	SSI Park Land & Rec Programs	50,000	-	943,000		120,000	1,683,000	805,000	-	40,000	325,000	378,000	135,000	1,683,000
1.465	Saturna Island Community Parks				52,000		52,000	2,000					50,000	52,000
1.475	Mayne Island Community Parks	9,500		92,734	31,000		133,234	26,734			45,000		61,500	133,234
1.485	Pender Island Community Parks	7,000			2,234,101	50,000	2,291,101	548,834			1,015,000	352,267	375,000	2,291,101
1.495	Galiano Community Parks	2,616			91,037		93,653	31,037		2,616			60,000	93,653



	Making a differencetogether			CAPITAL EXP	ENDITURE					SOU	RCE OF FUNDING			
								Capital	Debenture	Equipment			Capital	
Service :	# Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.521	Environmental Resource Management	455,000			27,918,523	-	28,373,523	14,018,523	8,650,000	455,000			5,250,000	28,373,523
1.523	Port Renfrew Refuse Disposal				334,500		334,500	292,500					42,000	334,500
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	155,000				195,000	45,000		150,000				195,000
1.577	Wastewater Operations	55,000	1,537,000				1,592,000			1,592,000	-			1,592,000
1.578	Environmental Protection	438,971	180,000				618,971	300,000		318,971				618,971
1.579	Environmental Water Quality	10,766					10,766			10,766				10,766
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	660,000			16,140,000		16,800,000		12,900,000	240,000		100,000	3,560,000	16,800,000
2.620	Highland Water (SSI)				10,000		10,000	10,000						10,000
2.621	Highland & Fernwood Water (SSI)				1,119,000		1,119,000	170,500	790,000		40,000		118,500	1,119,000
2.622	Cedars of Tuam Water (SSI)	15,000			116,000		131,000	15,000	-		92,000		24,000	131,000
2.624	Beddis Water (SSI)	19,000			400,000		419,000	54,000	220,000		-		145,000	419,000
2.626	Fulford Water (SSI)	161,000			86,000		247,000	98,000	-		90,000		59,000	247,000
2.628	Cedar Lane Water (SSI)				343,000		343,000	80,000	143,000		110,000		10,000	343,000
2.630	Magic Lake Estates Water (Pender)				270,000		270,000	120,000	-				150,000	270,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			780,000		780,000	270,000	460,000		30,000		20,000	780,000
2.642	Skana Water (Mayne)	60,000			42,000		102,000	27,000	50,000				25,000	102,000
2.650	Port Renfrew Water	-			185,000		185,000	175,000	-		-		10,000	185,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000		-		-		5,000	5,000
2.667	Surfside Park Estates (Mayne)	12,500			80,000		92,500		50,000				42,500	92,500
2.670	Regional Water Supply	13,708,500	2,091,250	11,251,000	46,729,000	33,580,000	107,359,750	53,553,000	40,500,000	1,376,250	6,000,000	5,930,500		107,359,750
2.680	JDF Water Distribution	830,000	1,755,000	125,000	23,928,000		26,638,000	18,301,000	4,700,000	1,670,000		375,000	1,592,000	26,638,000
2.682	Seagirt Water System				-		-		-					-
2.691	Wilderness Mountain Water Service	20,000			54,000		74,000	4,000	-		50,000		20,000	74,000
3.701	Millstream Site Remediation					658,000	658,000	401,500			256,500			658,000
3.705	SSI Septage / Composting				319,196		319,196	75,000	120,000		60,000	33,196	31,000	319,196
3.718	Saanich Peninsula Wastewater	1,090,000			4,505,000		5,595,000		3,000,000	1,023,000	-		1,572,000	5,595,000
3.750	L.W.M.P Core and West Shore				1,888,000		1,888,000	788,000	1,100,000					1,888,000
3.798C	Debt - Core Area Wastewater Treatment Program	50,000			28,374,508		28,424,508	200,000	21,503,508	791,000			5,930,000	28,424,508
3.810	Ganges Sewer Utility (SSI)	539,248	77,000		310,000		926,248	764,000	-		75,000		87,248	926,248
3.820	Maliview Sewer Utility (SSI)				1,713,000		1,713,000	102,000	601,000		950,000		60,000	1,713,000
3.830	Magic Lake Sewer Utility (Pender)	60,000			700,550		760,550	500,550	-		200,000		60,000	760,550
3.850	Port Renfrew Sewer				190,000		190,000	175,000	-				15,000	190,000
Total		29,312,062	9,014,250	56,280,125	182,392,208	37,783,000	314,781,645	100,984,011	132,740,508	14,032,304	17,738,814	10,471,963	38,814,045	314,781,645



Schedule B

Ma	king a differencetogether													
	5			CAPITAL EXPEND	ITURE						RCE OF FUNDING			
								Capital	Debenture	Equipment			Capital	i
Service #	Service Name	Equipment	Vehicles	Buildings En	ngineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.011	Board Expenditures	55,000					55,000			55,000				55,000
1.014	CAO / Corporate Services	17,262					17,262			17,262				17,262
1.015	Real Estate	1,918					1,918			1,918				1,918
1.016	Human Resources	349,736					349,736			3,836			345,900	349,736
													345,900	
	Finance	32,754		-			32,754	-		32,754				32,754
1.018	Health & Capital Planning Strategies	3,836					3,836			3,836				3,836
1.022	Information Technology	3,199,688		-			3,199,688	3,149,000		50,688				3,199,688
1.024	GM - Planning & Protective Services	2,125					2,125			2,125				2,125
1.025	Corporate Emergency	7,000					7,000			7,000				7,000
1.025		4.043								4.043				
	First Nations Relations	,					4,043							4,043
1.105	Facilities Management	10,000	75,000				85,000			85,000				85,000
1.106	Facilities and Risk			370,000	-		370,000	-					370,000	370,000
1.107	Corporate Satellite Facilities						-						-	-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
		2,800					2,800			2,800				2,800
	SGI Admin. Expenditures													
	SSI Admin. Expenditures	15,900	•				15,900			15,900				15,900
1.118	Corporate Communications	11,508					11,508			11,508			-	11,508
1.123	Family Court Building			-			-	-				-	-	-
1.137	Galiano Island Community Use Building						-						-	-
1.141	SSI Public Library			10,000			10,000				-		10,000	10,000
	-										-			
1.226	Health Facilities - VIHA			937,500	-		937,500	-				200,000	737,500	937,500
1.235	SGI Small Craft Harbour Facilities			-	360,000		360,000	50,000			35,000		275,000	360,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				60,000		60,000				-		60,000	60,000
1.238A	Community Transit (SSI)				70,000		70,000				55,000		15,000	70,000
1.238B	Community Transportation (SSI)				1,640,000		1,640,000	-	320,000		1,095,000		225,000	1,640,000
1.280		147,700	655,000	600,000	14,790,000	2.000.000	18,192,700		12,000,000	802,700	1,000,000		5,390,000	18,192,700
	Regional Parks		655,000		14,790,000	2,000,000		•	12,000,000	802,700				
1.290	Royal Theatre	55,000		1,043,000			1,098,000	•			380,000	380,000	338,000	1,098,000
1.295	McPherson Theatre	44,000		238,000			282,000	-					282,000	282,000
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		500,000			510,000	211,400	500,000	10,000	-	-		510,000
1.313		5.000	50 000				55.000		300,000	55.000	•	-		
	Animal Care Services	.,	,	•	•		,	-						55,000
1.318	Building Inspection	6,000	60,000				66,000			66,000				66,000
1.323	ByLaw Services	4,000	75,000				79,000			79,000				79,000
1.324	Regional Planning Services	8,000					8,000			8,000				8,000
1.325	Community Planning						-			-				
1.326	Foodland Access						_						_	
													•	
1.335	Geo-Spatial Referencing	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	6,000	-	-			6,000	-		6,000			-	6,000
1.352	South Galiano Fire	45,800					45,800			10,800			35,000	45,800
1.353	Otter Point Fire	20,000	300,000	50,000			370,000			320,000			50,000	370,000
1.356	Pender Island Fire	80.000	,	30.000			110,000			80,000			30,000	110,000
				30,000			,							
1.357	East Sooke Fire	65,160	-				65,160	3,300		53,860			8,000	65,160
1.358	Port Renfrew Fire	16,000		-			16,000	-		16,000			-	16,000
1.359	North Galiano Fire			-			-			-				-
1.360	Shirley Fire Department	12,380					12,380			12,380				12,380
	JDF Emergency Program	-								-				
1.371		18 000					18,000			1,000	12,000		5,000	18,000
	SSI Emergency Program	,									12,000		5,000	
1.372	Emergency Planning Coordination	2,500	•				2,500			2,500				2,500
1.373	SGI Emergency Program	-					-	<u> </u>						-
1.375	Hazardous Material Incident Response	-	-				-	·		-	·	·		
1.377	JDF Search and Rescue		-				-			-		-		-
1.405	JDF EA Community Parks & Recreation				-	-	-	-			-			-
1.408	JDF EA Community Parks & Recreation			-	-		-				-			_
	•													
1.40X	SEAPARC	189,250		2,205,500	33,750		2,428,500	-	1,850,000	174,250	175,000		229,250	2,428,500
1.44x	Panorama Recreation	483,909	-	573,000	-		1,056,909	-	-	483,909	<u> </u>		573,000	1,056,909
1.455	SSI Community Parks	15,000	-		30,000		45,000	•		15,000	-	-	30,000	45,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500	12,500
1.459	SSI Park Land & Rec Programs	50,000	25 000	2,581,155	-	50,000	2,706,155	-	2,496,155	40,000	70,000		100,000	2,706,155
		50,000	25,000	2,501,133	0.005	50,000			2,400,100	40,000	10,000			
1.465	Saturna Island Community Parks				8,225		8,225	2,000					6,225	8,225
1.475	Mayne Island Community Parks	9,000		18,000	•		27,000	•			-		27,000	27,000
1.485	Pender Island Community Parks	25,000			120,000	-	145,000	2,100			-	50,000	92,900	145,000
1.495	Galiano Community Parks	2,000			10,000		12,000	-		2,000			10,000	12,000
1.521	Environmental Resource Management	385,000			11,125,000	1.000.000	12,510,000	125,000	2,350,000	385,000			9,650,000	12,510,000
1.523	Port Renfrew Refuse Disposal	000,000			27,500	1,000,000	27,500		2,000,000	000,000				
	•	****			21,000			-					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	Wastewater Operations	70,000	900,000				970,000			970,000	-			970,000



2026 - CAPITAL EXPENDITURE PLAN Schedule B

1.77 1.77	Ma	iking a differencetogether			CAPITAL EXP	PENDITURE					sou	IRCE OF FUNDING			
									Capital	Debenture	Equipment			Capital	
1.77 1.77	Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
191 191	1.578	Environmental Protection	126,269	60,000				186,269	50,000		136,269				186,269
Second S	1.579	Environmental Water Quality	6,480					6,480			6,480				6,480
Applicate Water (SS) Sphear (Water (SS) Sphear (Water (SS) Sphear (SS) Sphea	1.911		1,000,000					1,000,000			1,000,000				1,000,000
	2.610	Saanich Peninsula Water Supply	300,000			1,569,000		1,869,000		-	200,000		-	1,669,000	1,869,000
2022 Coders of Tuan Water (Sis)	2.620	Highland Water (SSI)				-		-	1						-
2024 Reds Water (SS) Reflor Water (SS)	2.621	Highland & Fernwood Water (SSI)				1,945,000		1,945,000	-	1,800,000		-		145,000	1,945,000
Full off Water (SSI)	2.622	Cedars of Tuam Water (SSI)	-			885,000		885,000	5,000	835,000		10,000		35,000	885,000
	2.624	Beddis Water (SSI)	-			393,000		393,000		340,000		-		53,000	393,000
Agic Lake Estates Water (Pender)	2.626	Fulford Water (SSI)	-			415,000		415,000	v	390,000		-		25,000	415,000
2840 Syall Harbour Boot Cow Water (Saturna) S8,000 75,000 775,00	2.628	Cedar Lane Water (SSI)				189,000		189,000	-	124,000		15,000		50,000	189,000
Skan Water (Mayne)	2.630	Magic Lake Estates Water (Pender)				222,000		222,000		-				222,000	222,000
2.650 Pott Renfrew Water Pott Renfrew Water 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 50,000 </td <td>2.640</td> <td>Lyall Harbour Boot Cove Water (Saturna)</td> <td>58,000</td> <td></td> <td></td> <td>25,000</td> <td></td> <td>83,000</td> <td></td> <td>83,000</td> <td></td> <td>-</td> <td></td> <td>-</td> <td>83,000</td>	2.640	Lyall Harbour Boot Cove Water (Saturna)	58,000			25,000		83,000		83,000		-		-	83,000
2.655 Silcks Allison Water (Galiano) 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 30,000 4,050,000 1,555,000 1,555,000 775,000 4,057,500 4,575,500 1,555,000 775,000 4,575,500 4,575,500 1,555,000 775,000 4,000,000 4,575,500 4,575,500 1,555,000 775,000 4,000,00 4,575,500 4,575,500 1,555,000 775,000 775,000 4,000,00 4,575,500	2.642	Skana Water (Mayne)	740,000			35,000		775,000	v	745,000				30,000	775,000
2.67 Surfside Park Estates (Mayne) 7,500 1,550,000 1,557,500	2.650	Port Renfrew Water	-			30,000		30,000	1	=		-		30,000	30,000
Regional Water Supply	2.665	Sticks Allison Water (Galiano)				30,000		30,000		-		30,000		-	30,000
2.882 Sagit Water Distribution 217,500 774,000 40,000 13,751,000 14,782,500 8,951,500 4,100,000 774,000 957,000 14,782,500 14,782,500 2,882 3,894 3,89	2.667	Surfside Park Estates (Mayne)	7,500			1,550,000		1,557,500		1,550,000				7,500	1,557,500
2.822 Segift Water System C. C	2.670	Regional Water Supply	3,907,500	773,000	540,000	36,070,000	4,080,000	45,370,500	19,497,500	24,700,000	773,000	·e	400,000		45,370,500
2.891 Wilderness Mountain Water Service 50,000 50,000 40,000 - 40,000 - 10,000 50,000 3.701 Millstream Site Remediation	2.680	JDF Water Distribution	217,500	774,000	40,000	13,751,000		14,782,500	8,951,500	4,100,000	774,000		-	957,000	14,782,500
3.711 Millsteam Site Remediation C <th< td=""><td>2.682</td><td>Seagirt Water System</td><td></td><td></td><td></td><td>-</td><td></td><td>-</td><td></td><td>-</td><td></td><td></td><td></td><td></td><td>-</td></th<>	2.682	Seagirt Water System				-		-		-					-
3.75 SI Septage / Compositing 2,330,000 2,330,000 - 2,280,000 40,000 - 40,000 - 10,000 2,330,000 3.76 LVM.P Core and West Shore 1,755,000 1,100,000 2,855,000 - 2,200,000 415,000 - 3,200,000 2,285,000 3.79 LVM.P Core and West Shore 2,000,000 - 3,200,000 - 3,200,000 - 2,800,000	2.691	Wilderness Mountain Water Service	-			50,000		50,000	ı	40,000		-		10,000	50,000
3.718 Sanch Peninsula Wastewater 1,755,000 1,100,000 2,855,000 2,070,000 415,000 370,000 2,855,000 3.760 LW.M.P Core and West Shore 3,200,000 3,200,00	3.701	Millstream Site Remediation					-		1			-			-
3.750 LW.M.P Core and West Shore 3.200,000 3.200,000 - 3.200,000 800,000 2.450,000 16.485,000 3.798 Debt - Core Area Wastewater Treatment Program 250,000 16.235,000 16.485,000 13.235,000 800,000 2.450,000 16.485,000 3.810 Signes Sewer Utility (SS) - 1.900,000 1.990,000 1.990,000 1.975,000 300,000 - 1.990,000 3.80 Major Lake Sewer Utility (Proder) - 1.900,000 2.698,000 - 1.900,000 779,000 10.00 2.890,000 3.80 Port Renfrew Sewer Port Renfrew Sewer - 1.900,000	3.705	SSI Septage / Composting				2,330,000		2,330,000	1	2,280,000		40,000	-	10,000	2,330,000
3.78 b Debt - Core Area Wastewater Treatment Program 25,000 16,235,000 16,485,000 - 13,235,000 800,000 2,450,000 16,850,000 3.81 o Gapes Sewer Uilly (SS) - 1,000,000 1,570,000 1,570,000 300,000 - 1,900,000 - 1,900,000 - 1,900,000 - 779,000 10,000 - 2,680,000	3.718	Saanich Peninsula Wastewater	1,755,000			1,100,000		2,855,000		2,070,000	415,000	-		370,000	2,855,000
3.810 Garges Sewer Utility (SSI) 1,980,000 1,980,000 1,575,000 300,000 - 1,980,000 3.820 Majkiew Sewer Utility (SSI) 2,698,000 2,698,000 - 1,990,000 779,000 10,000 2,898,000 3.820 Majc Lake Sewer Utility (Pender) - <td>3.750</td> <td>L.W.M.P Core and West Shore</td> <td></td> <td></td> <td></td> <td>3,200,000</td> <td></td> <td>3,200,000</td> <td></td> <td>3,200,000</td> <td></td> <td></td> <td></td> <td></td> <td>3,200,000</td>	3.750	L.W.M.P Core and West Shore				3,200,000		3,200,000		3,200,000					3,200,000
3.820 Mailwe Sewer Utility (SS) 2,698,000 2,698,000 79,000 79,000 10,000 2,698,000 3.830 Mgic Lake Sewer Utility (Pender) 5<	3.798C	Debt - Core Area Wastewater Treatment Program	250,000			16,235,000		16,485,000	v	13,235,000	800,000			2,450,000	16,485,000
3.80 Mgic Lake Sewer Utility (Pender) -	3.810	Ganges Sewer Utility (SSI)	-	-		1,980,000		1,980,000	105,000	1,575,000		300,000		-	1,980,000
3.850 Pot Renfrew Sewer	3.820	Maliview Sewer Utility (SSI)		·		2,698,000	,	2,698,000	-	1,909,000		779,000		10,000	2,698,000
	3.830	Magic Lake Sewer Utility (Pender)	-	·		-		-	ı	-		-		-	-
Fotal 14,721,279 3,802,000 9,736,155 112,978,975 7,130,000 148,368,409 32,151,883 78,492,155 8,113,618 3,577,478 1,030,000 25,003,275 148,368,405	3.850	Port Renfrew Sewer		·		-		-	ı	-				-	-
	Total		14,721,279	3,802,000	9,736,155	5 112,978,975	7,130,000	148,368,409	32,151,883	78,492,155	8,113,618	3,577,478	1,030,000	25,003,275	148,368,409



2027 - CAPITAL EXPENDITURE PLAN Schedule B

M	aking a differencetogether	CAPITAL EXPENDITURE				SOURCE OF FUNDING								
							1	Capital	Debenture	Equipment			Capital	$\overline{}$
Service #	Service Name	Equipment	Vehicles	Buildings En	gineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants		Reserves	TOTAL
1.011	Board Expenditures						-			-				
1.014	CAO / Corporate Services	15,965					15,965			15,965				15,965
1.015	Real Estate	-					-			-				-
1.016	Human Resources	725,710					725,710			9,590			716,120	725,710
1.017	Finance	49,321		-			49,321	_		49,321				49,321
1.018	Health & Capital Planning Strategies	1,918					1,918			1,918				1,918
1.022	Information Technology	883,637	-	-			883,637	840,000		43,637				883,637
1.024	GM - Planning & Protective Services	3,836					3,836			3,836				3,836
1.025	Corporate Emergency									-				-
1.027	First Nations Relations	5.754					5,754			5.754				5,754
1.105	Facilities Management	10,000	75,000				85,000			85,000				85,000
1.106	Facilities and Risk	-		2,540,000	-		2,540,000	-					2,540,000	2,540,000
1.107	Corporate Satellite Facilities			-,,			_,,						_,	
1.109	JDF Admin. Expenditures	-					-			-				
1.110	SGI Admin. Expenditures						-			-				
1.111	SSI Admin. Experiditures	85 900					85,900			85 900				85.900
1.118	Corporate Communications	3,836					3,836			3,836				3,836
1.118	Family Court Building	3,030					3,030			3,030			-	3,030
1.123	Galiano Island Community Use Building			-			-	-				-	-	<u> </u>
1.137	SSI Public Library			10,000			10,000				-		10,000	10,000
	·													
1.226	Health Facilities - VIHA	-		-	239,000		-	-				-	- 000 000	-
	SGI Small Craft Harbour Facilities			-			239,000	-			-		239,000	239,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000	-			-		10,000	10,000
1.238A	Community Transit (SSI)				70,000		70,000	-			55,000		15,000	70,000
1.238B	Community Transportation (SSI)				30,000		30,000	-	-				30,000	30,000
1.280	Regional Parks	82,800	890,000	500,000	15,120,000	2,000,000	18,592,800	-	12,000,000	972,800			5,620,000	18,592,800
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	13,000	50,000	-	•		63,000	=		63,000				63,000
1.318	Building Inspection	6,000	60,000				66,000			66,000				66,000
1.323	ByLaw Services	4,000	25,000				29,000			29,000				29,000
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
1.326	Foodland Access	=					-						-	-
1.335	Geo-Spatial Referencing	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	6,000	-	-			6,000	-		6,000			-	6,000
1.352	South Galiano Fire	44,700	-				44,700	-		9,700			35,000	44,700
1.353	Otter Point Fire	20,000	-	50,000			70,000			20,000			50,000	70,000
1.356	Pender Island Fire	20,000		15,000			35,000			20,000			15,000	35,000
1.357	East Sooke Fire	34,227	625,000				659,227	-		651,227			8,000	659,227
1.358	Port Renfrew Fire	16,000		=		-	16,000	-		16,000			-	16,000
1.359	North Galiano Fire			3			-			-			-	-
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.370	JDF Emergency Program						-			-				-
1.371	SSI Emergency Program	10,900					10,900			6,900	4,000		-	10,900
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	-			-	-	-	=			=			-
1.408	JDF EA Community Recreation			-	-		-				-			-
1.40X	SEAPARC	1,628,100		254,500	35,000		1,917,600	-	-	112,100	1,500,000		305,500	1,917,600
1.44x	Panorama Recreation	360,400	-	3,395,000	350,000		4,105,400	-	-	260,400	-		3,845,000	4,105,400
1.455	SSI Community Parks	35,000	90,000		30,000		155,000	-		30,000	75,000	-	50,000	155,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500	12,500
1.459	SSI Park Land & Rec Programs	50,000		10,000	-,	50,000	110,000			40,000			70,000	110,000
1.465	Saturna Island Community Parks	55,500		10,000	7,502	55,000	7,502	1,727		-10,000			5,775	7,502
1.475	Mayne Island Community Parks	-		-	-,502		.,502	- 1,727			-		5,775	7,502
1.475	Pender Island Community Parks	-		-	25,000	-	25,000	-			-	-	25,000	25,000
1.405	Galiano Community Parks	1,000			3.000	-	4,000	-		1 000	<u> </u>	*	3,000	4,000
1.495	Environmental Resource Management	385,000			6,600,000	-	6,985,000	-	-	385,000			6,600,000	6,985,000
1.521	Port Renfrew Refuse Disposal	303,000			-	=	0,985,000	-		303,000			6,600,000	0,903,000
1.575	Environmental Administration Services	9,000			-		9,000	-		9,000				9,000
		40,000					40,000							40,000
1.576	Environmental Engineering Services		615,000					-		40,000				
1.577	Wastewater Operations	75,000	615,000				690,000			690,000	=			690,000



Schedule B

Ma	king a differencetogether			CAPITAL EXP	PENDITURE					SOU	RCE OF FUNDING			
								Capital	Debenture	Equipment			Capital	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.578	Environmental Protection	85,309	-				85,309	-		85,309				85,309
1.579	Environmental Water Quality	14,717					14,717			14,717				14,717
1.911	911 Call Answer	-					-			-				-
2.610	Saanich Peninsula Water Supply	300,000			1,950,000		2,250,000		-	200,000		-	2,050,000	2,250,000
2.620	Highland Water (SSI)				=		-	-						-
2.621	Highland & Fernwood Water (SSI)				3,801,000		3,801,000	-	3,750,000		-		51,000	3,801,000
2.622	Cedars of Tuam Water (SSI)	-			470,000		470,000	-	435,000		-		35,000	470,000
2.624	Beddis Water (SSI)	-			2,117,000		2,117,000	-	2,117,000		-			2,117,000
2.626	Fulford Water (SSI)	-			1,550,000		1,550,000	-	1,500,000		40,000		10,000	1,550,000
2.628	Cedar Lane Water (SSI)				340,000		340,000	-	250,000		-		90,000	340,000
2.630	Magic Lake Estates Water (Pender)				275,000		275,000	÷	200,000				75,000	275,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			50,000		50,000	-	50,000		-			50,000
2.642	Skana Water (Mayne)	-			30,000		30,000	-	30,000				-	30,000
2.650	Port Renfrew Water	50,000			2,100,000		2,150,000	-	916,667		1,233,333		=	2,150,000
2.665	Sticks Allison Water (Galiano)				30,000		30,000		-		-		30,000	30,000
2.667	Surfside Park Estates (Mayne)	-			400,000		400,000		400,000					400,000
2.670	Regional Water Supply	3,650,000	855,000	100,00	0 57,595,000	975,000	63,175,000	20,895,000	41,200,000	855,000	-	225,000		63,175,000
2.680	JDF Water Distribution	225,000	710,000	100,00	0 14,441,000		15,476,000	9,259,000	5,400,000	710,000		-	107,000	15,476,000
2.682	Seagirt Water System				-		-		-					-
2.691	Wilderness Mountain Water Service	-			733,200		733,200	-	733,200		-			733,200
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				82,500		82,500	-	82,500		-	-	-	82,500
3.718	Saanich Peninsula Wastewater	1,580,000			950,000		2,530,000		550,000	200,000	1,080,000		700,000	2,530,000
3.750	L.W.M.P Core and West Shore				3,200,000		3,200,000	-	3,200,000					3,200,000
3.798C	Debt - Core Area Wastewater Treatment Program	-			15,795,000		15,795,000	-	13,495,000	500,000			1,800,000	15,795,000
3.810	Ganges Sewer Utility (SSI)	-	-		2,552,186		2,552,186	-	1,806,796		735,390		10,000	2,552,186
3.820	Maliview Sewer Utility (SSI)				-		-	-	-		-		=	-
3.830	Magic Lake Sewer Utility (Pender)	-			120,000		120,000	÷	-		•		120,000	120,000
3.850	Port Renfrew Sewer				20,000		20,000	÷	-				20,000	20,000
Total		10,731,753	4,365,000	7,164,50	0 131,123,888	3,025,000	156,410,141	31,039,472	88,116,163	6,698,610	4,843,001	225,000	25,487,895	156,410,141



2028 - CAPITAL EXPENDITURE PLAN Schedule B

N	laking a differencetogether	2028 - CAPITAL E	EXPENDITURE	CAPITAL EXPEN	IDITURE		1			901	IRCE OF FUNDING			Schedule B
				CAPITAL EXPEN	IDITORE			Capital	Debenture	Equipment	RCE OF FUNDING		Capital	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.011	Board Expenditures	-					-			-				-
	CAO / Corporate Services	17,262					17,262			17,262				17,262
	Real Estate	1,918					1,918			1,918				1,918
1.016	Human Resources	128,446					128,446			13,426			115,020	128,446
1.017	Finance	49,321 1,918		-			49,321 1,918	-		49,321 1,918				49,321 1,918
1.018	Health & Capital Planning Strategies	1,918					1,918	60.000		1,918 49,184				1,918
	Information Technology GM - Planning & Protective Services	1,918	-	-			1,918	60,000		1,918				1,918
	Corporate Emergency	5,000					5,000			5,000				5,000
1.027	First Nations Relations	1,918					1,918			1,918				1,918
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	-					-			-				-
	SGI Admin. Expenditures	5,000					5,000			5,000				5,000
	SSI Admin. Expenditures	6,100	-				6,100			6,100				6,100
	Corporate Communications	3,836		-			3,836	-		3,836			-	3,836
	Family Court Building Galiano Island Community Use Building			-			-					-	-	-
	SSI Public Library			25,000			25,000				_		25,000	25,000
1.226	Health Facilities - VIHA	-		-	-		-	-				-	-	-
	SGI Small Craft Harbour Facilities			-	100,000		100,000	-			-		100,000	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000	-			-		10,000	10,000
1.238A	Community Transit (SSI)				70,000		70,000	-			55,000		15,000	70,000
1.238B	Community Transportation (SSI)				485,000		485,000	9	135,000		320,000		30,000	485,000
1.280	Regional Parks	94,400	1,328,000	750,000	14,645,000	2,000,000	18,817,400	-	15,000,000	1,197,400	-		2,620,000	18,817,400
1.290	Royal Theatre	16,500		-			16,500	-			-	-	16,500	16,500
	McPherson Theatre	16,500		-			16,500	-					16,500	16,500
1.297	Arts Grants and Development	-					-			-				-
1.309	Climate Action and Adaptation Land Banking and Housing	-		-			-	-	-		=	-		-
1.313	Animal Care Services	5,000	50,000	-	-		55,000	-	-	55,000	-	-		55,000
	Building Inspection	3,000	30,000	-	<u> </u>		33,000	<u> </u>		33,000				33,000
	ByLaw Services	4,000	75,000				79,000			79,000				79,000
1.324	Regional Planning Services	4,000					4,000			4,000				4,000
1.325	Community Planning	-			-		-			-	-			-
1.326	Foodland Access	300,000					300,000						300,000	300,000
1.335	Geo-Spatial Referencing	10,000					10,000			10,000				10,000
1.350	Willis Point Fire	6,000	-	-			6,000	-		6,000			-	6,000
	South Galiano Fire	10,000					10,000	-		10,000			-	10,000
1.353	Otter Point Fire Pender Island Fire	20,000 100,000	600,000	15,000			620,000 115,000			620,000 100,000			15,000	620,000 115,000
1.350	East Sooke Fire	94,102	-	15,000			94,102	-		94,102			15,000	94,102
	Port Renfrew Fire	16.000	-	-			16.000	-		16.000			-	16,000
	North Galiano Fire	-		-			-			-			-	
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.370	JDF Emergency Program	-					-			-				-
	SSI Emergency Program	14,500					14,500			2,500	2,000		10,000	14,500
1.372	Emergency Planning Coordination	-	-			-	-							-
1.373	SGI Emergency Program	-					-	-					-	-
1.375	Hazardous Material Incident Response	-	-				-			-				-
	JDF Search and Rescue		-				-			-		-		-
1.405 1.408	JDF EA Community Parks & Recreation JDF EA Community Recreation	-				-	-	-			-			-
1.40X	SEAPARC	153,650		201,000	35,500		390,150		45,000	92,150			253,000	390,150
1.44x	Panorama Recreation	525,207		525,000	-		1,050,207	-	43,000	495,207			555,000	1,050,207
1.455	SSI Community Parks	15,000	-	,	30,000		45,000	-		15,000	-	_	30,000	45,000
1.458	SSI Community Recreation	10,000			2,500		12,500			5,000	-		7,500	12,500
1.459	SSI Park Land & Rec Programs	50,000	-	10,000	85,000	50,000	195,000	-	-	40,000	-	-	155,000	195,000
1.465	Saturna Island Community Parks				4,000		4,000	-					4,000	4,000
1.475	Mayne Island Community Parks	-		-	-		-	-	-	-	-		-	-
1.485	Pender Island Community Parks	25,000			10,000	-	35,000	-	-	-	-	-	35,000	35,000
1.495	Galiano Community Parks	÷			35,900		35,900	-		-			35,900	35,900
1.521	Environmental Resource Management	385,000			2,350,000	-	2,735,000	-	350,000	635,000			1,750,000	2,735,000
1.523	Port Renfrew Refuse Disposal	0.000			=		-	-		0.000			=	-
1.575	Environmental Administration Services	6,000 40,000	65,000				6,000 105,000	_		6,000 105,000				6,000 105,000
	Environmental Engineering Services Wastewater Operations	155,000	436,500				105,000 591,500	-		105,000 591.500				591,500
1.377	таконата Ореганита	100,000	430,300				J91,JUU			391,300	-			000,186



Making a difference...together CAPITAL EXPENDITURE SOURCE OF FUNDING Capital Capital Engineered Structures Equipment Vehicles Buildings Land TOTAL Funds on Hand Debt Repl Fund Other Reserves TOTAL Service # Service Name Grants 1.578 Environmental Protection 136,175 136,175 136,175 136,175 1.579 Environmental Water Quality 6,815 6,815 6,815 6,815 1.911 911 Call Answer 2.610 Saanich Peninsula Water Supply 300,000 1.100.000 1.400.000 200.000 1.200.000 1.400.000 2.620 Highland Water (SSI) 2.621 Highland & Fernwood Water (SSI) 2,715,000 2,715,000 2,665,000 40,000 10,000 2,715,000 2.622 Cedars of Tuam Water (SSI) 460 000 460 000 435 000 20,000 5 000 460 000 2.624 Beddis Water (SSI) 2,830,000 2,830,000 2,780,000 40,000 10,000 2,830,000 2.626 Fulford Water (SSI) 1,500,000 1,500,000 1,500,000 1,500,000 2.628 Cedar Lane Water (SSI) 680,000 680,000 645 000 35 000 680,000 2.630 Magic Lake Estates Water (Pender) 860,000 860,000 800,000 60,000 860,000 2.640 Lyall Harbour Boot Cove Water (Saturna) 270,000 270,000 250,000 20,000 270,000 2.642 Skana Water (Mayne) 15.000 65 000 65 000 50 000 65 000 2.650 Port Renfrew Water 200,000 400,000 600,000 600,000 600,000 2.665 Sticks Allison Water (Galiano) 20,000 20,000 20,000 20,000 2.667 Surfside Park Estates (Mayne) 50,000 50,000 50,000 50,000 2.670 Regional Water Supply 2,230,500 495,000 40,000 76,520,000 2,645,000 81,930,500 22,655,500 58,780,000 495,000 81,930,500 2.680 JDF Water Distribution 215,500 750,000 40,000 9,778,500 750,000 277,000 9,800,000 10,805,500 10,805,500 2.682 Seagirt Water System 6,632,000 6,632,000 6,632,000 6,632,000 2.691 Wilderness Mountain Water Service 3.701 Millstream Site Remediation 3.705 SSI Septage / Composting 3.718 Saanich Peninsula Wastewater 530,000 850,000 1,380,000 400,000 380,000 600,000 1,380,000 3.750 L.W.M.P. - Core and West Shore 1,500,000 1 500 000 1 500 000 1 500 000 3.798C Debt - Core Area Wastewater Treatment Program 15,700,000 15,700,000 13,300,000 600,000 1,800,000 15,700,000 3.810 Ganges Sewer Utility (SSI) 474,375 474,375 118,594 355,781 474,375 3.820 Maliview Sewer Utility (SSI) 3.830 Magic Lake Sewer Utility (Pender) 925,000 925,000 800,000 125,000 925,000 3.850 Port Renfrew Sewer 200,000 200,000 200,000 200,000 6 046 670 3,799,500 1 746 000 4.695,000 157.701.445 32 494 000 6.923.650 7,464,781 10.415.420 157,701,445 Total 141.414.275 100,403,594

Schedule B



2029 - CAPITAL EXPENDITURE PLAN Schedule B

Making a differencetogether	CAPITAL EXPENDITURE				SOURCE OF FUNDING								
							Capital	Debenture	Equipment			Capital	
Service # Service Name	Equipment	Vehicles	Buildings Eng	gineered Structures	Land	TOTAL	Funds on Hand	Debt	Repl Fund	Grants	Other	Reserves	TOTAL
1.011 Board Expenditures	20,000					20,000			20,000				20,000
1.014 CAO / Corporate Services	7,672					7,672			7,672				7,672
1.015 Real Estate	1,918					1,918			1,918				1,918
1.016 Human Resources	23,836					23,836			3,836			20,000	23,836
1.017 Finance	43,567		-			43,567	-		43,567				43,567
1.018 Health & Capital Planning Strategies	1,918					1,918			1,918				1,918
1.022 Information Technology	109,184	-	-			109,184	60,000		49,184				109,184
1.024 GM - Planning & Protective Services 1.025 Corporate Emergency	1,918					1,918			1,918				1,918
1.025 Corporate Emergency 1.027 First Nations Relations	3,836					3,836			3,836				3,836
1.105 Facilities Management	-	-				3,030							-
1.106 Facilities and Risk	-	<u> </u>	100,000	-		100,000	-		<u> </u>			100,000	100,000
1.107 Corporate Satellite Facilities			-			-						-	-
1.109 JDF Admin. Expenditures	-					-			-				-
1.110 SGI Admin. Expenditures	_					-			_				-
1.111 SSI Admin. Expenditures	6,000	65,000				71,000			71,000				71,000
1.118 Corporate Communications	3,836					3,836			3,836			-	3,836
1.123 Family Court Building			÷			-	÷				-	-	-
1.137 Galiano Island Community Use Building			-			-						-	-
1.141 SSI Public Library			6,000			6,000				-		6,000	6,000
1.226 Health Facilities - VIHA	-		-	-		-	-				-	-	-
1.235 SGI Small Craft Harbour Facilities				100,000		100,000	=			÷		100,000	100,000
1.236 SSI Small Craft Harbour (Fernwood Dock)				10,000		10,000	-			-		10,000	10,000
1.238A Community Transit (SSI)				70,000		70,000	-			55,000		15,000	70,000
1.238B Community Transportation (SSI)				455,000		455,000	-	135,000		320,000		-	455,000
1.280 Regional Parks	412,000	920,000	1,150,000	12,275,000	2,000,000	16,757,000	-	13,000,000	1,032,000	-		2,725,000	16,757,000
1.290 Royal Theatre 1.295 McPherson Theatre	-		-			-	-			-	-	-	-
1.295 McPherson Theatre 1.297 Arts Grants and Development	4,000		-			4,000	-		4,000			-	4,000
1.309 Climate Action and Adaptation	4,000					4,000			4,000				4,000
1.310 Land Banking and Housing						-	=	-					-
1.313 Animal Care Services	13,000	50.000				63,000			63,000	<u> </u>	-		63,000
1.318 Building Inspection	6,000	-				6,000			6,000				6,000
1.323 ByLaw Services	4,000	25,000				29,000			29,000				29,000
1.324 Regional Planning Services	72,000					72,000			72,000				72,000
1.325 Community Planning				-		-			-	-			-
1.326 Foodland Access	-					-						-	-
1.335 Geo-Spatial Referencing	10,000					10,000			10,000				10,000
1.350 Willis Point Fire	10,000	-	-			10,000	-		10,000			-	10,000
1.352 South Galiano Fire	10,000	-				10,000	-		10,000			-	10,000
1.353 Otter Point Fire	20,000	-	-			20,000			20,000			-	20,000
1.356 Pender Island Fire	162,000		15,000			177,000			162,000			15,000	177,000
1.357 East Sooke Fire	19,484	-				19,484	-		19,484			-	19,484
1.358 Port Renfrew Fire	-		-			-	-		-			-	-
1.359 North Galiano Fire	-		-			-			-			-	-
1.360 Shirley Fire Department 1.370 JDF Emergency Program	12,380					12,380			12,380				12,380
	5,800					5,800			1,800	4,000			5,800
1.371 SSI Emergency Program 1.372 Emergency Planning Coordination	5,800					5,800			1,800	4,000		-	5,800
1.372 Emergency Prairing Coordination 1.373 SGI Emergency Program		<u> </u>				-			<u> </u>				-
1.375 Hazardous Material Incident Response	-					-						-	-
1.377 JDF Search and Rescue		-				-			-		-		-
1.405 JDF EA Community Parks & Recreation	-			-	-	-	-			-			-
1.408 JDF EA Community Recreation			-			-				-			-
1.40X SEAPARC	596,100		711,500	36,500		1,344,100	-	426,000	170,100	-		748,000	1,344,100
1.44x Panorama Recreation	926,845	=	450,000	40,000		1,416,845	-	-	926,845	=		490,000	1,416,845
1.455 SSI Community Parks	15,000	=		20,000		35,000	-		15,000	-	-	20,000	35,000
1.458 SSI Community Recreation	5,000			2,500		7,500			5,000	-		2,500	7,500
1.459 SSI Park Land & Rec Programs	60,000	-	10,000	-	-	70,000	-		50,000	-	-	20,000	70,000
1.465 Saturna Island Community Parks				=		-	-					-	-
1.475 Mayne Island Community Parks	-		-	-		8	-			-		-	
1.485 Pender Island Community Parks	-			20,000	-	20,000	=			=	-	20,000	20,000
1.495 Galiano Community Parks	-			3,000		3,000	=					3,000	3,000
1.521 Environmental Resource Management	385,000			1,600,000	-	1,985,000	-	-	385,000			1,600,000	1,985,000
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	-				40,000	-		40,000				40,000
1.577 Wastewater Operations	500,000	462,500				962,500			962,500	-			962,500



CAPITAL EXPENDITURE SOURCE OF FUNDING Capital Debenture Equipment Service Name Equipment Vehicles Buildinas Engineered Structures Land TOTAL Funds on Hand Repl Fund Grants Other TOTAL Service # Debt Reserves 1.578 Environmental Protection 98.971 98,971 98,971 98,971 1.579 Environmental Water Quality 10 766 10,766 10 766 10,766 1.911 911 Call Answer 2.610 Saanich Peninsula Water Supply 100,000 525,000 625,000 200,000 425,000 625,000 2.620 Highland Water (SSI) 2.621 Highland & Fernwood Water (SSI) 2,665,000 2,665,000 2,665,000 2,665,000 2.622 Cedars of Tuam Water (SSI) 2.624 Beddis Water (SSI) 2,780,000 2,780,000 2,780,000 2,780,000 2.626 Fulford Water (SSI) 1.500.000 1.500.000 1.500.000 1.500.000 2.628 Cedar Lane Water (SSI) 645,000 645,000 645,000 645,000 2.630 Magic Lake Estates Water (Pender) 1 080 000 1,080,000 1,000,000 80,000 1,080,000 2.640 Lyall Harbour Boot Cove Water (Saturna) 500,000 500,000 500,000 500,000 2.642 Skana Water (Mayne) 100,000 100,000 100,000 100,000 2.650 Port Renfrew Water 350,000 350,000 350,000 350,000 2.665 Sticks Allison Water (Galiano) 50,000 50,000 50,000 50,000 2.667 Surfside Park Estates (Mayne) 450,000 450,000 450,000 450,000 2.670 Regional Water Supply 2 779 500 355 000 40 000 50 030 000 865.000 54 069 500 26 414 500 27 100 000 355 000 200.000 54 069 500 2.680 JDF Water Distribution 214,500 250,000 40,000 11,276,000 11,780,500 10,423,500 1,000,000 250,000 107,000 11,780,500 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 50,000 2,400,000 2,450,000 1,700,000 200,000 550,000 2,450,000 3.750 L.W.M.P. - Core and West Shore 6,250,000 4,450,000 300,000 1,500,000 3.798C Debt - Core Area Wastewater Treatment Program 6.250.000 6.250.000 3.810 Ganges Sewer Utility (SSI) 3.820 Maliview Sewer Utility (SSI) 3.830 Magic Lake Sewer Utility (Pender) 1 300 000 1,300,000 1,300,000 1,300,000 3.850 Port Renfrew Sewer 300,000 300,000 300,000 300,000 Total 6,772,031 2,127,500 2,522,500 96,833,000 2,865,000 111,120,031 36,898,000 59,451,000 5,635,531 379,000 200,000 8,556,500 111,120,031

Schedule B



REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 05, 2025

SUBJECT Bylaw Nos. 4722 and 4723: Amendments to Operating Reserve Fund Bylaw Nos. 4146 and 4102

ISSUE SUMMARY

To amend Capital Regional District (CRD) Board approval of Bylaws Nos. 4722 and 4723 relating to the administration of Operating Reserve Funds.

BACKGROUND

In 2016, the CRD Board approved establishment of two Operating Reserve Fund bylaws. Bylaw No. 4146, "Capital Regional District Electoral Area Services Operating Reserve Fund Bylaw No. 1, 2026", was approved on December 14, 2016 and Bylaw No. 4102, "Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2026", was approved on June 8, 2016. The bylaws enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses and special one-time operating projects, as well as mitigate the fluctuations in revenue. Contained in each of these bylaws is the list of services for which operating reserve funds are authorized.

At the May 10, 2023 Board meeting Operating Reserve Guidelines were introduced in addition to the Capital Reserve Guidelines adopted in July 2021. These guidelines provide measures to evaluate the health of operating reserves and set targets to support sustainable service delivery, aligning with the corporate plan priority. CRD service areas are advised to maintain reserves for unforeseen events, revenue fluctuations, cyclical maintenance and operating programs. Specific reserve target levels have been recommended for each type of reserve, such as revenue stabilization and emergency/contingency.

In summary, the target range for revenue stabilization reserves is a minimum of half (1/2) a month to a maximum of four (4) months' operating expenses, emergency or contingency reserves between half (1/2) a month to one (1) month's operating expenses and targets for cyclical maintenance are determined by the lifecycle plan and associated costs.

On March 12, 2025, the Board approved the 2025 to 2029 CRD Financial Plan inclusive of reserve transfers. Transfer amounts are established through evaluation of the operating reserve guidelines, with some new reserves required before December 31, 2025.

It is proposed that the following bylaws be amended, and reserves be created:

Bylaw No.	Bylaw Title	Amendment
4146	Capital Regional District	Bylaw No. 4722
	Electoral Area Services	Add:
	Operating Reserve Fund Bylaw,	'Willis Point Fire Protection and Recreation'
	No. 1, 2016	'Otter Point Fire Protection'
		'East Sooke Fire Protection'
		'Port Renfrew Fire Protection'
		'Shirley Fire Protection'
		'JDF EA - Community Parks'
		'Joint Electoral Area Admin'
		'Electoral Area Fire Inspection and
		Investigation'
4102	Capital Regional District	Bylaw No. 4723
	Regional Services Operating	Add:
	Reserve Fund Bylaw No. 1,	'Environmental Stewardship and
	2016	Biodiversity'
		'Foodlands Access'
		'Regional Transportation'

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4722, "Capital Regional District Electoral Area Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment Bylaw No. 6, 2025", be introduced and read a first, second and third time: and
- 2. That Bylaw No. 4722 be adopted.
- 3. That Bylaw No. 4723, "Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2016, Amendment Bylaw No. 6, 2025, be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4723 be adopted.

Alternative 2

That Bylaws Nos. 4722 and 4723 be deferred pending further information from staff.

IMPLICATIONS

Financial Implications

The proposed bylaw amendments will enable the transfer of funds to reserves for future operating expenditures and revenue stabilization as required. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and will be held in separate funds for each service. Monies set aside in reserve can only be used for purposes as per the bylaw.

Bylaw No. 4722: The establishment of operating reserves for Willis Point Fire Protection and Recreation, Otter Point Fire Protection, East Sooke Fire Protection, Port Renfrew Fire Protection, Shirley Fire Protection and JDF EA - Community Parks will be used to fund one-time maintenance and program costs and to mitigate future fluctuations in requisition. The operating reserve for Electoral Area Fire Inspection and Investigation service will be used to stabilize future requisition over time as service expenditures fluctuate based on volume of inspection or investigation services required. The operating reserve for the Joint Electoral Area Admin service will be used to fund one-time program costs and to mitigate future fluctuations in requisition.

Bylaw No. 4723: The addition of an operating reserve for Environmental Stewardship and Biodiversity will stabilize future requisition over time as service expenditures and revenues fluctuate based on level of regional biodiversity and environmental stewardship services provided. Foodlands Access and Regional Transportation are new services established in 2025, operating reserves will be used to fund one-time program costs and to stabilize requisition over time as the service levels are established.

CONCLUSION

Bylaws Nos. 4146 and 4102 enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as mitigate the fluctuations in revenue. Contained in these bylaws is the list of services for which operating reserve funds are authorized. The recommendation is to amend these bylaws to include the additional services with Bylaw Nos. 4722 and 4723. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and will be held in separate funds for each service.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4722, "Capital Regional District Electoral Area Services Operating Reserve Fund Bylaw No. 1, 2016, Amendment Bylaw No. 6, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4722 be adopted.
- 3. That Bylaw No. 4723, "Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2016, Amendment Bylaw No. 6, 2025, be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4723 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services & Deputy Chief Financial Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

Appendix A: Bylaw No. 4722: "Capital Regional District Electoral Area Services Operating

Reserve Fund Bylaw No. 1, 2016, Amendment Bylaw No. 6, 2025"

Appendix B: Bylaw No. 4723: "Capital Regional District Regional Services Operating Reserve

Fund Bylaw, No. 1, 2016, Amendment Bylaw No. 6, 2025"

CAPITAL REGIONAL DISTRICT

	BYL	AW NO. 4722	
***	ELECTORAL AREA SERVICES	E CAPITAL REGIONAL DISTRIC	т
	**************************************	***********	*******
A.	The Capital Regional District, pursuant to Government Act have established Elected		ylaws, or the <i>Local</i>
B.	Pursuant to Section 377 of the <i>Local G</i> empowered by Section 188 of the <i>Col</i> specified purpose and direct that money	mmunity Charter, to establish a i	eserve fund for a
C.	Under Bylaw No. 4146, "Capital Regional Fund Bylaw No. 1, 2016", the Regional certain Capital Regional District service special projects and cover operational expectations.	Board established separate ope es to help offset fluctuations in ope	rating reserves for
D.	The Board wishes to amend Bylaw No. 4	1146 to incorporate the changes or	utlined in Schedule
	OW THEREFORE The Board of the Careby enacts as follows:	pital Regional District, in open m	eeting assembled
1.	Bylaw No. 4146, "Capital Regional Distr Bylaw No. 1, 2016" is hereby amende Schedule A attached to this bylaw.		
2.	This Bylaw may be cited as "Capital F Reserve Fund Bylaw No. 1, 2016, Amen		Services Operating
RE	EAD A FIRST TIME THIS	day of	20
RE	EAD A SECOND TIME THIS	day of	20
RE	EAD A THIRD TIME THIS	day of	20
ΑC	OOPTED THIS	day of	20
CH	HAIR	CORPORATE OFFICER	

Schedule A

- 1) Durrance Road Fire
- 2) SGI Emergency Program
- 3) SSI Emergency Program
- 4) Nuisance and Unsightly Premises
- 5) Electoral Area Fire Services
- 6) Soil Deposit and Removal
- 7) Noise Control
- 8) Animal Care Services
- 9) Community Planning (Juan De Fuca)
- 10) SSI Community Transit and Transportation
- 11) SSI Economic Development
- 12) Building Inspection
- 13) Emergency Planning Coordination
- 14) SGI Electoral Area Administration
- 15) SGI Economic Development Commission
- 16) SSI Community Parks
- 17) SSI Community Recreation
- 18) SSI Pool and Park Land
- 19) JDF Electoral Area Administration
- 20) SSI Electoral Area Administration
- 21) SSI Street Lighting
- 22) Galiano Parks
- 23) SSI Arts
- 24) JDF Emergency Program
- 25) SSI Small Craft Harbour Facilities (Fernwood Dock)
- 26) SGI Small Craft Harbour Facilities
- 27) Willis Point Fire Protection and Recreation
- 28) Otter Point Fire Protection
- 29) East Sooke Fire Protection
- 30) Port Renfrew Fire Protection
- 31) Shirley Fire Protection
- 32) JDF EA Community Parks
- 33) Joint Electoral Area Admin
- 34) Electoral Area Fire Inspection and Investigation

A BYLAW TO AMEND THE CAPITAL REGIONAL DISTRICT REGIONAL SERVICES OPERATING RESERVE FUNDS BYLAW (BYLAW NO. 4102)

WHEREAS:

- A. The Capital Regional District, pursuant to supplementary Letters Patent, bylaws, or the *Local Government Act* have established regional services;
- B. Pursuant to Section 377 of the *Local Government Act*, the Board of the Regional District is empowered by Section 188 of the *Community Charter*, to establish a reserve fund for a specified purpose and direct that money be placed to the credit of the Reserve fund;
- C. Under Bylaw No. 4102, "Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2016", the Regional Board established separate operating reserves for certain Capital Regional District services to help offset fluctuations in operating revenues, special projects and cover operational expendiures as required; and
- D. The Board wishes to amend Bylaw No. 4102 to update the list of Capital Regional District services.

NOW THEREFORE The Board of the Capital Regional District, in open meeting assembled hereby enacts as follows:

1. Bylaw No. 4102, "Capital Regional District Regional Services Operating Reserve Fund Bylaw, No. 1, 2016", is hereby amended as follows:

By deleting Section 1 in its entirety and replacing it with the following:

- 1. The Regional District hereby establishes a separate operating reserve fund for each of the following Capital Regional District regional and sub-regional services:
 - a) Legislative and Government
 - b) Regional Parks
 - c) Regional Planning Services
 - d) Regional Growth Strategy
 - e) Climate Action and Adaptation
 - f) Regional Source Control
 - g) Land Assembly, Housing and Land Banking
 - h) Hazardous Materials Incident Response
 - i) Emergency Response Telephone
 - j) Regional Emergency Program
 - k) Community Health
 - I) Geo-Spacial Referencing System
 - m) Regional Goose Management
 - n) Fire Dispatch
 - o) Bylaw Enforcement
 - p) Environmental Stewardship and Biodiversity

Bylaw No. 4723 Page 2

CHAIR

q)	Foodlands Access
r)	Regional Transportation

 This Bylaw may be cited as "Capital Regio Fund Bylaw, No. 1, 2016, Amendment Byla 		es Operating Reserve
READ A FIRST TIME THIS	day of	, 20
READ A SECOND TIME THIS	day of	, 20
READ A THIRD TIME THIS	day of	, 20
ADOPTED THIS	day of	, 20

CORPORATE OFFICER



REPORT TO THE FINANCE COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 5, 2025

<u>SUBJECT</u> Bylaw Nos. 4724, 4725, 4726, 4727, 4728 and 4729: Capital Reserve Fund Bylaws

ISSUE SUMMARY

There is a need to establish capital reserve funds for Foodlands Access Service, Regional Transportation Service, Animal Control Service and Juan de Fuca Emergency Program Act Extended Service as well as land acquisition reserve funds for Galiano Island Community Parks Service and Mayne Island Community Parks Service.

BACKGROUND

Capital Regional District (CRD) services use capital reserve funds established by bylaw to accumulate resources for future capital expenditures. Periodically, services transfer either budgeted or surplus funds to their respective capital reserve fund.

Capital Reserve Guidelines were adopted at the July 7, 2021 meeting of the Regional Board. These guidelines provide measures to evaluate the health of capital reserves and set targets to support sustainable service delivery, aligning with the corporate plan. The practice of building capital reserves for funding ongoing infrastructure renewal, expanding service levels and funding unexpected capital investments is essential to ensuring long-term sustainability of infrastructure-dependent CRD services.

As part of the financial planning process, transfers to capital reserves were identified resulting in the need to create new capital reserve bylaws, with establishment of the new reserves before December 31, 2025.

Land acquisition reserve funds are required by bylaw to be maintained as a separate fund, receiving funding from cash in lieu of park land dedication and disposition of existing park land in the service area. These reserve funds are restricted for the sole purpose of acquiring park land.

It is proposed that the following bylaws be approved, and reserves be created:

Bylaw No.	Bylaw Title	Service Participant
4724	Foodlands Access Service Capital Reserve Fund Bylaw No. 1, 2025	Regional
4725	Regional Transportation Service Capital Reserve Fund Bylaw No. 1, 2025	Regional
4726	Galiano Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025	Local Service – Southern Gulf Islands (SGI)
4727	Mayne Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025	Local Service - SGI

Bylaw No.	Bylaw Title	Service Participant
4728	Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund Bylaw No. 1, 2025	Local Service – Juan de Fuca
4729	Animal Control Service Capital Reserve Fund Bylaw No. 1, 2025	Sub-Regional

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4724, "Foodlands Access Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4724 be adopted.
- 3. That Bylaw No. 4725, "Regional Transportation Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4725 be adopted.
- 5. That Bylaw No. 4726, "Galiano Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 6. That Bylaw No. 4726 be adopted.
- 7. That Bylaw No. 4727, "Mayne Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 8. That Bylaw No. 4727 be adopted.
- 9. That Bylaw No. 4728, "Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 10. That Bylaw No. 4728 be adopted.
- 11. That Bylaw No. 4729, "Animal Control Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 12. That Bylaw No. 4729 be adopted.

Alternative 2

That Bylaws Nos. 4724, 4725, 4726, 4727, 4728 and 4729 be deferred pending further information from staff.

IMPLICATIONS

Financial Implications

Capital reserve funds provide a source of funding for future capital expenditures. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and will be held in a separate fund for each individual service.

Establishment of capital reserve funds for the Foodlands Access, Regional Transportation, Juan de Fuca Emergency Program and Animal Control Services will enable the accumulation of funds for future capital projects required to maintain and expand service levels.

Funds received from the sale of park land and cash in lieu of park dedication must be held in a land acquisition reserve fund and are restricted for the purpose of acquiring park land.

The establishment of a land acquisition reserve fund for the Galiano Community Parks Service is required to hold a \$75,750 cash in lieu of park land payment received in 2025 and is to be used for the future acquisition of park land.

A land acquisition reserve fund for the Mayne Island Community Parks Service will enable receipt of funds for the future purchase of park land.

CONCLUSION

The practice of building capital reserves for funding ongoing infrastructure renewal is essential to ensuring the long-term sustainability of infrastructure-dependent CRD services. As with all capital reserve funds, the resources to build the proposed capital reserve funds can either be part of the respective service budget or result from an operating surplus. Funds transferred to and from these reserves will be approved by the Board as part of the annual financial planning process and will be held in a separate fund for each individual service.

Land acquisition reserve funds accumulate resources from cash in lieu of park land dedication and disposition of existing park land in the service area. Funds spent from these reserves for the acquisition of community park land will be approved by the Board as part of the annual financial planning process and will be held in a separate fund for each service.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4724, "Foodlands Access Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4724 be adopted.
- 3. That Bylaw No. 4725, "Regional Transportation Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 4. That Bylaw No. 4725 be adopted.
- 5. That Bylaw No. 4726, "Galiano Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 6. That Bylaw No. 4726 be adopted.
- 7. That Bylaw No. 4727, "Mayne Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 8. That Bylaw No. 4727 be adopted.
- 9. That Bylaw No. 4728, "Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 10. That Bylaw No. 4728 be adopted.
- 11. That Bylaw No. 4729, "Animal Control Service Capital Reserve Fund Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 12. That Bylaw No. 4729 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services & Deputy Chief Financial Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Bylaw No. 4724, "Foodlands Access Service Capital Reserve Fund Bylaw No. 1, 2025"
- Appendix B: Bylaw No. 4725, "Regional Transportation Service Capital Reserve Fund Bylaw No. 1, 2025"
- Appendix C: Bylaw No. 4726, "Galiano Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025"
- Appendix D: Bylaw No. 4727, "Mayne Island Community Parks Services Land Acquisition Reserve Fund Bylaw No. 1, 2025"
- Appendix E: Bylaw No. 4728, "Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund Bylaw No. 1, 2025"
- Appendix F: Bylaw No. 4729, "Animal Control Service Capital Reserve Fund Bylaw No. 1, 2025"

A BYLAW TO ESTABLISH A CAPITAL RESERVE FUND FOR THE FOODLANDS ACCESS SERVICE

WHEREAS:

- A. Under Bylaw No. 4602, "Foodlands Access Service Establishment Bylaw No. 1, 2024", the Capital Regional District established a service to preserve access to farmland for agricultural use, and to promote regional food security in the Capital Regional District;
- B. Pursuant to section 377 of the *Local Government Act* and section 188 of the *Community Charter*, the Capital Regional District Board may establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund; and
- C. The Board wishes to establish a reserve fund for the Foodlands Access Service for the purposes specified in this bylaw.

NOW THEREFORE the Board of the Capital Regional District in open meeting assembled hereby enacts as follows:

- 1. Pursuant to section 188 of the *Community Charter*, a capital reserve fund to be known as the "Foodlands Access Service Capital Reserve Fund" is hereby established.
- 2. Surplus money from the operation of the Foodlands Access Service may be paid from time to time into the Foodlands Access Service Capital Reserve Fund.
- 3. Money in the Foodlands Access Service Capital Reserve Fund, including interest earned on it, must be used only to provide for:
 - (a) the acquisition of new capital works;
 - (b) the acquisition of machinery and equipment necessary for capital works;
 - (c) the extension or renewal of existing capital works;
 - (d) planning, study, design, construction of facilities, and land acquisition; and
 - (e) debt servicing payments to finance expenditures under subsections (a) to (d).

Bylaw No. 4724 Page 2

4. This Bylaw may be cited as the "Foodlands No. 1, 2025".	Access Service Capital Rese	rve Fund Bylaw
READ A FIRST TIME THIS	day of	, 20
READ A SECOND TIME THIS	day of	, 20
READ A THIRD TIME THIS	day of	, 20
ADOPTED THIS	day of	, 20
CHAIR	CORPORATE OFFICER	

A BYLAW TO ESTABLISH A CAPITAL RESERVE FUND FOR THE REGIONAL TRANSPORTATION SERVICE

WHEREAS:

- A. Under Bylaw No. 4630, "Regional Transportation Service Establishment Bylaw No. 1, 2024", the Capital Regional District established a service for the purpose of addressing transportation needs within the Capital Regional District;
- B. Pursuant to section 377 of the *Local Government Act* and section 188 of the *Community Charter*, the Capital Regional District Board may establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund; and
- C. The Board wishes to establish a reserve fund for the Regional Transportation Service for the purposes specified in this bylaw.

NOW THEREFORE the Board of the Capital Regional District in open meeting assembled hereby enacts as follows:

- 1. Pursuant to section 188 of the *Community Charter*, a capital reserve fund to be known as the "Regional Transportation Service Capital Reserve Fund" is hereby established.
- 2. Surplus money from the operation of the Regional Transportation Service may be paid from time to time into the Regional Transportation Service Capital Reserve Fund.
- 3. Money in the Regional Transportation Service Capital Reserve Fund, including interest earned on it, must be used only to provide for:
 - (a) the acquisition of new capital works:
 - (b) the acquisition of machinery and equipment necessary for capital works;
 - (c) the extension or renewal of existing capital works;
 - (d) planning, study, design, construction of facilities, and land acquisition; and
 - (e) debt servicing payments to finance expenditures under subsections (a) to (d).

Bylaw No. 4725 Page 2

CHAIR	CORPORATE OFFICER	
ADOPTED THIS	day of	, 20
READ A THIRD TIME THIS	day of	, 20
READ A SECOND TIME THIS	day of	, 20
READ A FIRST TIME THIS	day of	, 20
Bylaw No. 1, 2025".		

4. This Bylaw may be cited as the "Regional Transportation Service Capital Reserve Fund

****		**************************	****		
	A BYLAW TO ESTABLISH A LAND ACQUISITION RESERVE FUND FOR THE GALIANO ISLAND COMMUNITY PARKS SERVICE				
WH	IEREAS:	*****	******		
A.	Under Bylaw No. 4156, "Galiano Island On 1, 2027", the Capital Regional District edeveloping, operating and maintaining control of the contro	stablished a service for the pu	rpose of acquiring,		
В.	3. Pursuant to ss. 287 and 377 of the <i>Local Government Act</i> and ss. 27 and 188 of the <i>Community Charter</i> , the Capital Regional District Board must place funds received in place of a contribution of park land or from disposition of community park land to the credit of a reserve fund established for park land acquisition; and				
C.	The Board wishes to establish a reserv Service for the purposes specified in this		Community Parks		
	W THEREFORE the Board of the Capital acts as follows:	Regional District in open meetin	g assembled hereby		
1.	 Pursuant to section 188(2)(b) of the Community Charter, a land acquisition reserve fund to be known as the "Galiano Island Community Parks Service Land Acquisition Reserve Fund" is hereby established. 				
2.	This Bylaw may be cited as the "Galiano Reserve Fund Bylaw No. 1, 2025".	Island Community Parks Service	e Land Acquisition		
RE	AD A FIRST TIME THIS	day of	, 20		
RE	AD A SECOND TIME THIS	day of	, 20		
RE	READ A THIRD TIME THIS day of , 20				
AD	OPTED THIS	day of	, 20		
СН	AIR	CORPORATE OFFICER	?		

***		******	*****		
	A BYLAW TO ESTABLISH A LAND ACQUISITION RESERVE FUND FOR THE MAYNE ISLAND COMMUNITY PARKS SERVICE				
	**************************************	********	*****		
A.	Under Bylaw No. 4159, "Mayne Island C 2017", the Capital Regional District es developing, operating and maintaining of	stablished a service for the pu	rpose of acquiring,		
B.	. Pursuant to ss. 287 and 377 of the <i>Local Government Act</i> and ss. 27 and 188 of the <i>Community Charter</i> , the Capital Regional District Board must place funds received in place of a contribution of park land or from disposition of community park land to the credit of a reserve fund established for park land acquisition; and				
C.	The Board wishes to establish a reservice for the purposes specified in this	•	Community Parks		
	W THEREFORE the Board of the Capital acts as follows:	Regional District in open meetir	ng assembled hereby		
1.	 Pursuant to section 188(2)(b) of the Community Charter, a land acquisition reserve fund to be known as the "Mayne Island Community Parks Service Land Acquisition Reserve Fund" is hereby established. 				
2.	This Bylaw may be cited as the "Mayne Reserve Fund Bylaw No. 1, 2025".	Island Community Parks Service	es Land Acquisition		
RE	EAD A FIRST TIME THIS	day of	, 20		
RE	AD A SECOND TIME THIS	day of	, 20		
RE	READ A THIRD TIME THIS day of , 20				
AD	OOPTED THIS	day of	, 20		
СН	AIR	CORPORATE OFFICER	र		

A BYLAW TO ESTABLISH A CAPITAL RESERVE FUND FOR THE SOOKE EMERGENCY PROGRAM ACT EXTENDED SERVICE

WHEREAS:

- A. Under Bylaw No. 2109, "Sooke Emergency Program Act Extended Service Bylaw No. 1, 1993", the Capital Regional District established an extended service for emergency programs in and for the now Juan de Fuca Electoral Area;
- B. Pursuant to section 377 of the *Local Government Act* and section 188 of the *Community Charter*, the Capital Regional District Board may establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund; and
- C. The Board wishes to establish a reserve fund for the Sooke Emergency Program Act Extended Service for the purposes specified in this bylaw.

NOW THEREFORE the Board of the Capital Regional District in open meeting assembled hereby enacts as follows:

- 1. Pursuant to section 188 of the *Community Charter*, a capital reserve fund to be known as the "Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund" is hereby established.
- Surplus money from the operation of the Sooke Emergency Program Act Extended Service may be paid from time to time into the Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund.
- 3. Money in the Juan de Fuca Emergency Program Act Extended Service Capital Reserve Fund, including interest earned on it, must be used only to provide for:
 - (a) the acquisition of new capital works;
 - (b) the acquisition of machinery and equipment necessary for capital works;
 - (c) the extension or renewal of existing capital works:
 - (d) planning, study, design, construction of facilities, and land acquisition; and
 - (e) debt servicing payments to finance expenditures under subsections (a) to (d).

Bylaw No. 4728 Page 2

 This Bylaw may be cited as the "Juan de Fuc Capital Reserve Fund Bylaw No. 1, 2025". 	a Emergency Program Act Ex	tenc	led Service
READ A FIRST TIME THIS	day of	,	20
READ A SECOND TIME THIS	day of	,	20
READ A THIRD TIME THIS	day of	,	20
ADOPTED THIS	day of	,	20
CHAIR	CORPORATE OFFICER		

A BYLAW TO ESTABLISH A CAPITAL RESERVE FUND FOR THE ANIMAL CONTROL SERVICE

WHEREAS:

- A. Under Bylaw No. 4416, "Animal Control Service Establishing Bylaw, 2021", the Capital Regional District established a regulatory animal control service for all electoral areas in the regional district;
- B. Pursuant to section 377 of the *Local Government Act* and section 188 of the *Community Charter*, the Capital Regional District Board may establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund; and
- C. The Board wishes to establish a reserve fund for the Animal Control Service for the purposes specified in this bylaw.

NOW THEREFORE the Board of the Capital Regional District in open meeting assembled hereby enacts as follows:

- 1. Pursuant to section 188 of the *Community Charter*, a capital reserve fund to be known as the "Animal Control Service Capital Reserve Fund" is hereby established.
- 2. Surplus money from the operation of the Animal Control Service may be paid from time to time into the Animal Control Service Capital Reserve Fund.
- 3. Money in the Animal Control Service Capital Reserve Fund, including interest earned on it, must be used only to provide for:
 - (a) the acquisition of new capital works:
 - (b) the acquisition of machinery and equipment necessary for capital works;
 - (c) the extension or renewal of existing capital works;
 - (d) planning, study, design, construction of facilities, and land acquisition; and
 - (e) debt servicing payments to finance expenditures under subsections (a) to (d).

4. This Bylaw may be cited as the "Animal Continuous 1, 2025".	rol Service Capital Reserve F	Fund Bylaw No.
READ A FIRST TIME THIS	day of	, 20
READ A SECOND TIME THIS	day of	, 20
READ A THIRD TIME THIS	, 20	
ADOPTED THIS	day of	, 20
CHAIR CORPORATE OFFICER		



REPORT TO FINANCE COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 05, 2025

SUBJECT Bylaw No. 4730: Revenue Anticipation (General Purpose) Bylaw No. 1, 2025

ISSUE SUMMARY

Approval of a Revenue Anticipation (General Purpose) Bylaw authorizing borrowing of up to \$113 million, if required, in advance of 2026 requisition and other anticipated receipts.

BACKGROUND

Under Section 404 of the *Local Government Act* (LGA), regional districts may adopt a revenue anticipation borrowing bylaw to secure short-term funding needed to meet financial obligations in advance of expected revenues. The section requires that all funds borrowed be repaid upon receipt of revenues.

The Capital Regional District (CRD) raises funds each year for operating and capital expenditures from multiple revenue sources, including fees and charges, requisition and grants. The timing of these revenue receipts varies throughout the year, and in many cases, they are delayed from the associated service delivery expenditures. As a result, CRD services may experience short-term borrowing requirements during the year.

Annually, both the CRD and the Capital Regional Hospital District (CRHD) present revenue anticipation borrowing bylaws for Board approval. For the CRHD, the benchmark borrowing limit is set at four-twelfths (4/12) of the approved annual budgeted expenditures, while for the CRD, the benchmark is two-twelfths (2/12).

The higher ratio for the CRHD reflects the nature of its cashflow cycle. The Hospital District primarily funds capital commitments to Island Health and Municipal Financing Authority (MFA) debt payments, while its principal revenue inflow (the annual requisition) is collected once per year in August. In contrast, the CRD has a much larger and more diversified budget, supported by ongoing inflows from user fees, service charges and grants received throughout the year. As a result, the CRHD's borrowing ratio is higher to bridge the extended revenue gap, whereas the CRD's ratio remains lower due to its access to multiple continuous sources of working capital.

The proposed CRD revenue anticipation bylaw authorizes short-term borrowing of up the equivalent of two (2) months of average budgeted expenditures, providing liquidity to ensure uninterrupted service delivery and cost-effective financing. For 2026, based on current cashflow forecasts, the recommended borrowing limit is \$113 million. This is equal to approximately two-twelfth (2/12) of the approved 2026 provisional budget for operating and capital of \$678 million.

When utilized, the CRD will borrow funds using existing overdraft arrangements within current banking agreements or through the MFA. As of October 14, 2025, the Royal Bank of Canada's overdraft rate is 4.70%, while the MFA's short-term borrowing rate is 3.14% (both are variable rates).

<u>ALTERNATIVES</u>

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4730, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4730 be adopted.

Alternative 2

That Bylaw No. 4730 be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Historically, staff have presented the revenue anticipation bylaw as an annual fiscal risk management tool. The bylaw provides authority for short-term borrowing to manage temporary cashflow timing differences between expenditures and revenues.

In 2025, the CRD utilized this borrowing authority for the first time to effectively manage working capital. The facility was accessed on a short-term basis to support cashflow continuity and was fully repaid upon receipt of anticipated revenues. As of the date of this Board report, no amount remains outstanding.

This approach remains cost-effective due to the brief borrowing duration. Additionally, elevated short-term investment rates can make revenue anticipation borrowing advantageous by allowing the CRD to maintain, or in some cases, increase interest earnings on reserves held for future use.

Effective January 1, 2026, the proposed revenue anticipation bylaw limit of \$113 million will allow the CRD to leverage short-term borrowing to address working capital needs based on anticipated requisition and other revenue sources. These funds will only be accessed when necessary and will be repaid upon receipt of anticipated revenues, in compliance with Section 404 of the LGA. Adoption of this bylaw will permit cost-effective borrowing to manage revenue timing variations and optimize overall working capital management for the upcoming fiscal year.

CONCLUSION

This proposed bylaw is brought forward annually for consideration. Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2025 is necessary to authorize borrowing to cover short term expenditures in 2026 if required, pending receipt of anticipated revenues.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

- 1. That Bylaw No. 4730, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2025", be introduced and read a first, second and third time; and
- 2. That Bylaw No. 4730 be adopted.

Submitted by:	Varinia Somosan, CPA, CGA, Senior Manager, Financial Services & Deputy Chief Financial Officer
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., Corporate Officer & General Manager, Corporate Services
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Bylaw No. 4730: "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2025"

	BYLAW NO. 4730			
ΑI	A BYLAW TO PROVIDE FOR THE BORROWING OF \$113,000,000.00 REQUIRED TO MEET CURRENT LAWFUL EXPENDITURES OF THE CAPITAL REGIONAL DISTRICT			
		**************************************	*********	******
	A.	The Capital Regional District Board doe current lawful expenditures; and	s not have sufficient money o	on hand to meet the
	B.	The Board of the Capital Regional Disc Government Act to pass and adopt a byl meet the current lawful expenditures of liabilities outstanding per s. 404.	aw to provide for borrowing of	of money required to
		THEREFORE the Board of the Capital Repws:	gional District in open meetin	g assembled enacts
1.	Re (\$1 Ja	shall be lawful for the Board of the Capital egional District the maximum sum of 113,000,000.00) being the amount deemendary 1, 2026 to December 31, 2026 law strict.	One Hundred and Thirteed by the Regional District to	en Million Dollars be required to meet
2.		principal borrowed, along with the interdiction	est thereon, shall be repaid	upon the receipt of
3.	un	e Board of the Capital Regional District he der this bylaw, that part of current revenued the money borrowed shall be a first cha	ue necessary to fully satisfy	any liability created,
4.		e sum of money so borrowed shall be expe Regional District during the year 2026 a		•
5.	or	e form of obligation to given as acknowle notes bearing the corporate seal and sigr ficer.	•	
6.		is Bylaw shall come into force January 1, prrowing (General Purpose) Bylaw No. 1, 2	•	evenue Anticipation
RE	AD	A FIRST TIME THIS	day of	20
RE	AD	A SECOND TIME THIS	day of	20

Bylaw No. 4730 Page 2

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