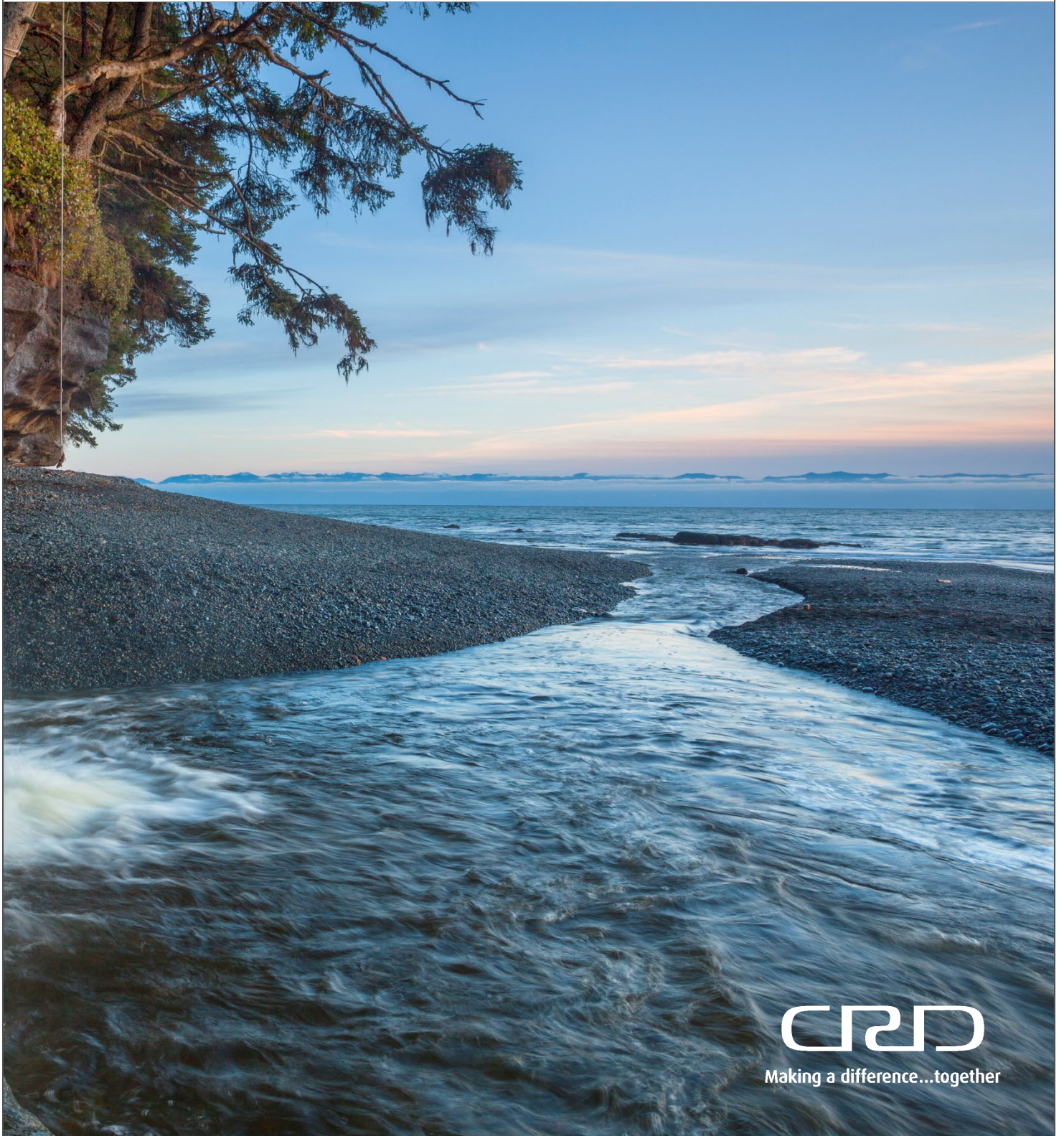


Fiscal Year 2023

Annual Fiscal Plan

Capital Regional District | British Columbia



CRD

Making a difference...together



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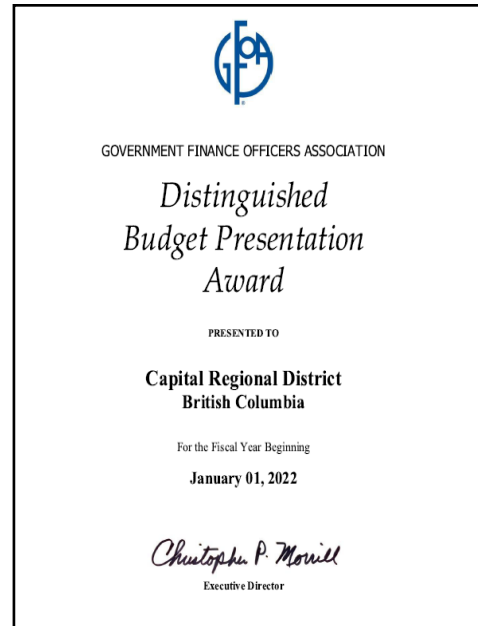
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GFOA Awards

The Government Finance Officers' Association of the United States and Canada (GFOA) has given an award for the Distinguished Budget Presentation Award to Capital Regional District (CRD) for the Fiscal year beginning January 1, 2022.

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

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



An Award for Distinguished Budget Presentation is valid for a period of one year only. The CRD has continuously won this award from 2018 to 2022; and we believe our current report continues to conform to the Distinguished Budget Presentation requirements.

The Capital Regional District

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

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

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

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

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

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

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



The Capital Regional District

Capital Regional District

About the Capital Regional District

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

Regional Government Leadership

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

On the Board, the directors:

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

Administrative Structure

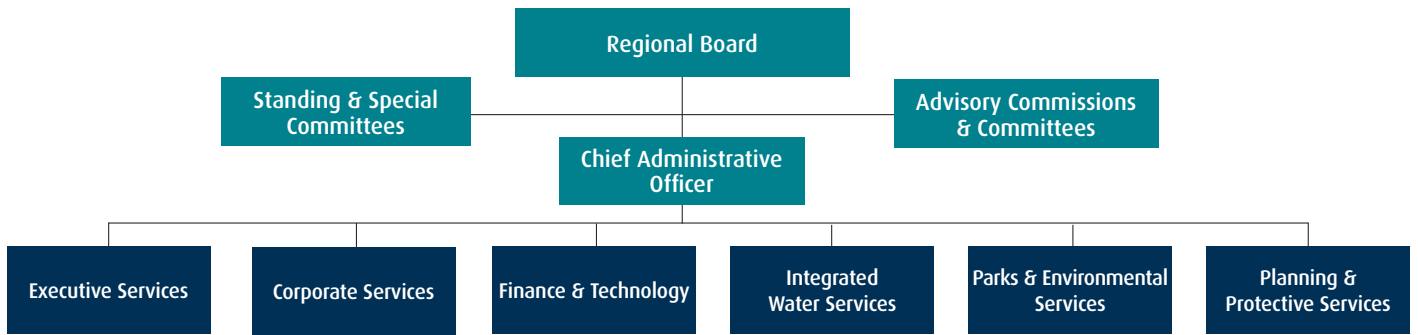
The Board is supported by the CRD's Chief Administrative Officer (CAO), who oversees staff in five service areas:

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

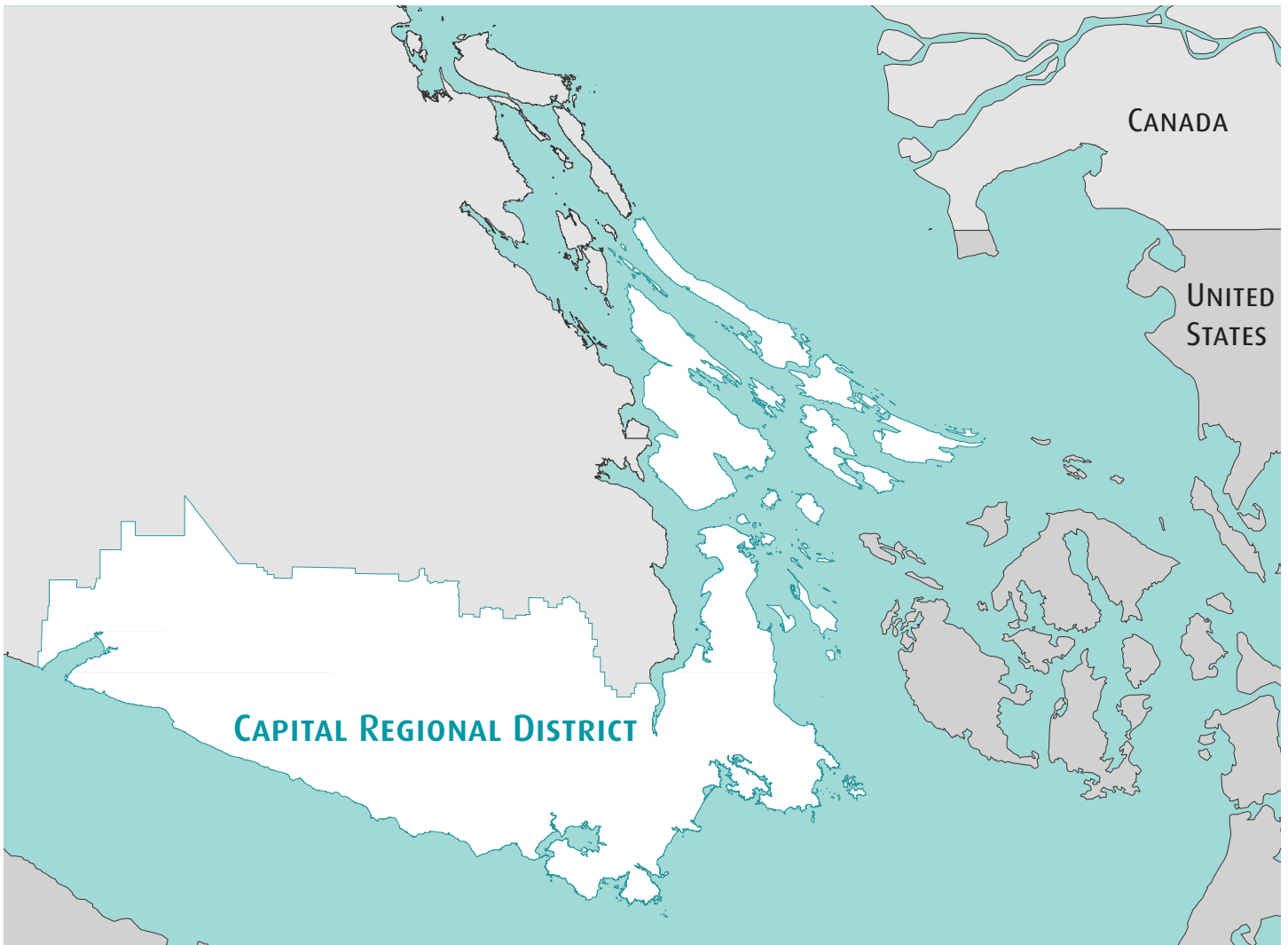
Altogether, the CRD administers more than 200 service-related reporting entities and employs more than 1,200 staff.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Setting the Stage

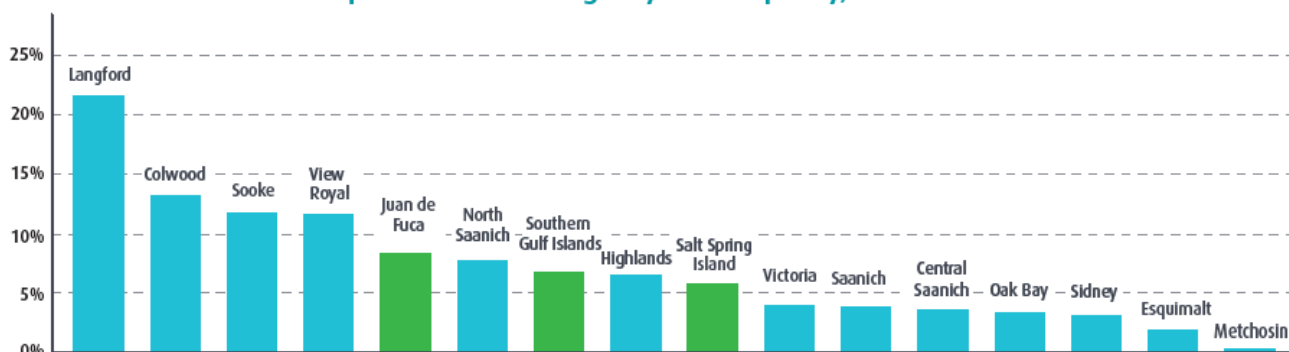
2022 Performance

The Regional Economy

Over the past year, key economic indicators such as unemployment and inflation have undergone significant changes through the COVID-19 recovery. Low unemployment rates have returned and been accompanied with 30-year high inflation rates prompting action by national policy makers.

The Bank of Canada increased the key overnight lending rate eight times in eleven months (March 2022 through January 2023), moving from 0.25% to 4.5% in an attempt to reign inflation back to their long-standing target of 2%.³ The Consumer Price Index (CPI) for Victoria was 7.0%, compared to Vancouver at 6.8%, and British Columbia at 6.9%; slightly higher than the national average of 6.8%. Victoria's unemployment rate remained one of the lowest in the country at 3.4% while the Provincial and National rates were 4.4% and 1% respectively. The CRD's population grew 6.6% over the past 5 years, slightly behind Metro Vancouver at 6.9% but outpacing the Province at 6.2%.

Population % Change by Municipality, 2022 vs. 2018



* Excludes debt amounts related to the Wastewater Treatment Project.

In 2022, total regional property assessments increased 23.2% to \$164.0 billion. The total increase in the region, excluding the Electoral Areas, was 22.4%, with the largest increases in Sooke (37.5%), Highlands (35.3%), Metchosin (33.5%) and North Saanich (30.8%). The three Electoral Areas of the Southern Gulf Islands (35.2%), Juan de Fuca (33.4%), and Salt Spring Island (31.1%) experienced a total assessment increase of 33.0%.

2022 Total Assessments



New building permit values increased 12.5% to \$2.2 billion in 2022 and housing starts decreased by (0.5%). Growth in the local population and rising constructions costs continues to create affordability pressure in the region. The benchmark price for a single family dwelling decreased by (3.5%) to \$1,251,100 over 2022.⁹ However, according to RBC’s Housing Affordability Measure report, Victoria was the third most expensive housing market in Canada with an average of 74.2% pre-tax income spent on home ownership.¹⁰ With growth and cost escalation pressures continuing to be significant factors in organization-wide service delivery, the focus remains on delivering critical infrastructure projects and optimizing services that align with long-term corporate and strategic planning directed and approved by the CRD Board.

Financial Health

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

Current Ratio

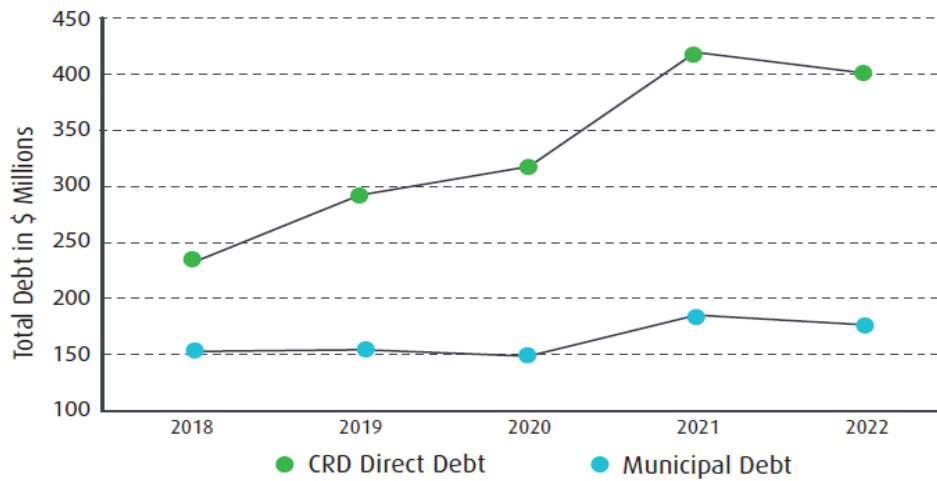
The current ratio is a measure of the liquidity of an organization, meaning the CRD’s ability to meet current obligations through current assets. A high ratio indicates a greater ability to meet budgeted and unexpected expenditures. Generally, a current ratio greater than one is considered healthy for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

CURRENT RATIO

2.4

Debt

Debt includes CRD, CRHC, debt due from member municipalities and other third party debt. Short-term debt decreased by \$2.7 million. This was primarily due to \$13.0 million net repayment of funds borrowed to manage the timing of significant WTP cash flows, \$9.0 million was converted to long-term debt, and a net increase of \$19.0 million in construction financing for CRHC affordable housing projects. Long-term debt decreased by \$23.9 million as repayments exceeded new borrowing and transfers from short term debt, and a lower proportion of capital projects were funded by debt.

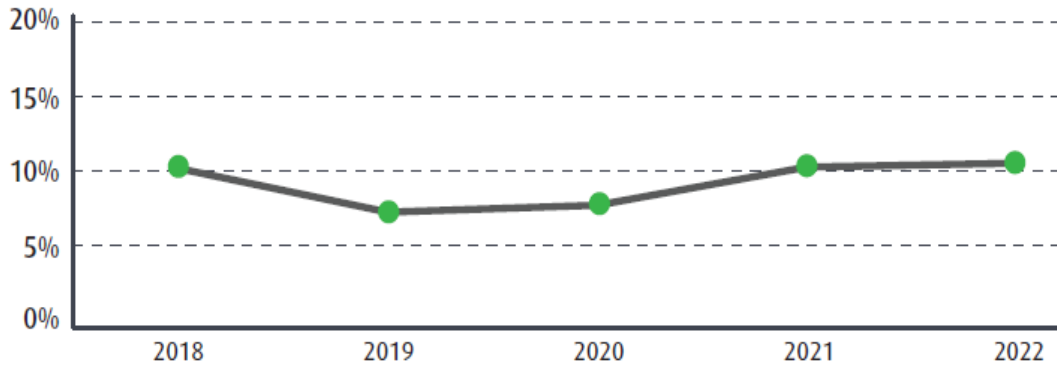


Debt Servicing Costs

The Debt Service Costs to Total Revenue ratio is the percentage of revenue committed to the payment of interest and principal on temporary and long-term debt. A high percentage indicates greater use of revenue for the repayment of debt and less ability to adjust to unplanned events and changing circumstances. The CRD's debt servicing costs (excluding member municipality debt servicing costs) in 2022 was \$32.4 million and total revenue was \$309.4 million.* Corporate guidelines monitor the percentage of revenue committed to debt repayment limiting commitments to within performance indicator benchmarks.

**DEBT SERVICE COSTS
TO TOTAL REVENUE**

10.5%

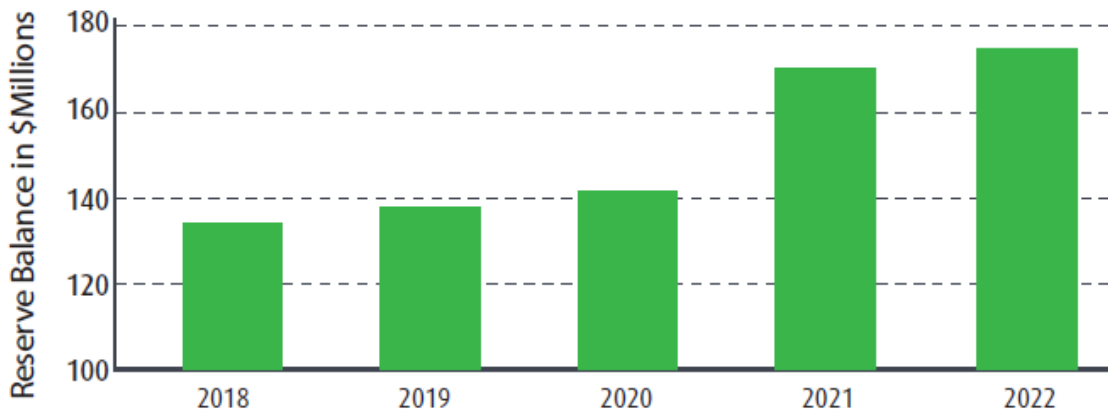


* Revenue excludes debt servicing costs paid by member municipalities.

Contributions to Reserves

Contributions to reserves are needed to reduce costs of borrowing for asset renewal, replacement and to mitigate risk of asset failure. Reserves are guided by corporate reserve guidelines which set targets on savings supporting sustainable service delivery while balancing fluctuations in requisition and user fees. Transfers to operating and capital reserves increased the total reserve to \$174.5 million in 2022, an increase of \$4.2 million.

RESERVE BALANCE
\$174.5M



Financial Management

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

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

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

Controls and Reporting

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

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

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

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

Basis of Budgeting

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

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

Each year development of the expenditure plan includes:

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

Budgets are determined by individual service areas, participation in budget vary widely based on regional, sub-regional, and electoral areas (pg. 234-269). For reporting purposes, CRD shows budget by service areas. Each individual service can be identified by the fund and prefix number indicated below:

Fund	Prefix
General Revenue Fund	1.XXX
Water Fund	2.XXX
Wastewater Fund	3.XXX

Board and Corporate Planning

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




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



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

ORGANIZATIONAL STRUCTURE 2023

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

Housing Corporation Board Zac de Vries, Chair 250.360.3125		Regional Board Colin Plant, Chair 250.360.3125		Hospital District Board Kevin Murdoch, Chair 250.360.3125	
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Standing & Special Committees

Commissions & Advisory Committees

Ted Robbins
 Chief Administrative Officer
 250.360.3125




Budget Planning Process & Overview

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

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

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

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

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

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

CRD 2023 Consolidated Budget Overview

BUDGET PLANNING PROCESS



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



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

Budget Planning Process Summary

CRD Timetable for 2023-2027 Financial Plan	
Month(s)	Description
May	Executive Leadership Team - Review and Prioritize initiative Business Cases Financial Plan Guidelines
May - July	Staff - Service Planning and Budget Preparation
August	Executive Leadership Team - Review of Budgets, including Initiative Business Cases
September	Electoral Area Committee - Budgets and Initiative Business Cases (Sept 19) Committee of the Whole - Financial Plan and Initiative Business Cases (Sept 21) Board - Approval Provisional Financial Plan (Sept 21)
January	Surplus/Deficits - Budget Recast
March	Board - Final Bylaw Approval
April	Requisition

The 2023 budget planning process had an accelerated timeline due to it being a municipal election year. The goal was to get the provisional budget approved under the previous Board while we introduced a new Board to the budget planning process.

Corporate Planning

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

Service Planning

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

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

Preliminary Budget

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

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

Final Budget

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

Budget Amendments

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

Board & Corporate Priorities Dashboard 2023-2026

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

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

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

The full report can be found [here](#)

Board Priorities Dashboard



Transportation

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



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
1a Improve regional connectivity and safety across transportation modes				<ul style="list-style-type: none"> Board, Feb. 8, 2023 	<p>CRD Board received a progress report on the regional transportation priorities on February 8, 2023. The Transportation Working Group met on February 13, 2023.</p> <p>Regional Trail construction is now underway on Mayne Island.</p> <p>Engineering contractor retained to prepare design proposal for proposed trail on Pender Island from Magic Lake Fire Hall to the island's school.</p>	<ul style="list-style-type: none"> Traffic Safety Commission strategic priorities Release of the Origin Destination Household Travel Survey results Support advocacy requests for investments in multi-modal infrastructure and services 	<ul style="list-style-type: none"> Q2 2023 Q4 2023 Ongoing
1b Support investments, expansion and equitable access to active and low carbon transportation				<ul style="list-style-type: none"> Transportation Committee, March 15, 2023 	<p>Regional All Ages and Abilities cycling facility criteria to support consistent planning and reporting on implementation of the regional cycling network was received by the Transportation Committee on March 15, 2023.</p> <p>The Active Transportation Infrastructure Stream – BC Active Transportation Infrastructure Grants Program approved \$500,000 for the Mayne Island Regional Trail Phase 1 Development Project.</p> <p>Increasing Saturday transit service on Fulford Harbour to Ganges, including southbound service along Cusheon Lake Road for select trips effective May 6, 2023</p>	<ul style="list-style-type: none"> CRD Regional Trails Closure Policy to be considered by Transportation Committee and CRD Board Mayne Island Regional Trail Phase 1 Development Project construction completed Kimta E&N Connector construction completed Selkirk Trestle upgrades and Galloping Goose Regional Trail Widening & Lighting Project design and construction 	<ul style="list-style-type: none"> Q2 2023 Q3 2023 Q2 2023 Q4 2023
1c Present options for changes in governance for transportation in the region, including the Electoral Areas				<ul style="list-style-type: none"> Transportation Committee, March 15, 2023 	<p>Initiated the planning required to scope regional transportation governance options with a background report to the Transportation Committee on March 15, 2023.</p>	<ul style="list-style-type: none"> Progress analysis & impacts evaluation on regional transportation governance needs Scope transportation governance options 	<ul style="list-style-type: none"> Q3 2023 Q4 2023

Board Priorities Dashboard



Housing

Residents have access to affordable housing that enhances livability.



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>2a Increase supply of affordable, inclusive and adequate housing in the region</p>					<p>Opened 58 units of affordable rental housing at 2782 Spencer Road in Langford in November 2022 , in partnership with the Capital Region Housing District (CRHC) though the Community Housing Fund.</p> <p>Opened 72 units of affordable rental housing at 210 Gorge Road in Victoria in February 2023, in partnership with the Cool Aid Society though the Regional Housing First Program (RHFP).</p> <p>Media Release: More than 130 affordable rental homes open in Langford (Feb 17, 2023)</p> <p>Opened 52 units of supportive housing at 2933 and 2949 Albina Street in Saanich in February 2023, in partnership with BC Housing and Our Place Society though Rapid Housing Initiative (RHI) Round 1.</p> <p>Media Release: Fifty-two new homes with 24/7 services open in Saanich (Feb 10, 2023)</p> <p>Opened 75 units of affordable rental housing at 2170 Charters Rd. in Sooke in partnership with the M’akola Housing Society though the RHFP. Project completed December 2022. Tenant move-ins began February 2023.</p> <p>Work ongoing to implement the Rural Housing Strategy.</p>	<ul style="list-style-type: none"> • Open 51 units of affordable housing at Prosser Place (7612 East Saanich Road) in Central Saanich, in partnership with the CRHC though the RHFP • District of Saanich’s Advisory Design Panel review of Campus View redevelopment proposal in partnership with the CRHC though the RHFP • Drilling for water at 161 Drake Road on Salt Spring Island • Open 39 units of supportive housing at 1909 Prosser Road in Central Saanich, in partnership with BC Housing and Pacifica Housing though the RHI Round 2 • Development Permit Application to the City of Victoria through Rapid Deployment of Affordable Housing process for Village on the Green redevelopment, in partnership with the CRHC though the RHFP 	<ul style="list-style-type: none"> • Q2 2023 • Q2 2023 • Q2 2023 • Q3 2023 • Q3 2023

Board Priorities Dashboard



Climate Action & Environment

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



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
3a Maximize solid waste diversion and resource recovery from waste materials				<ul style="list-style-type: none"> Environmental Services Committee, Feb. 15, 2023 Board, Mar. 15, 2023 	<p>The CRD Board approved the new Solid Waste Management Plan to reduce how much material is sent to Hartland Landfill and guide how the region's solid waste is managed in a safe, secure and sustainable way now and in the future.</p> <p>The final plan includes strategies and actions for reducing and managing all streams of solid waste—including recyclables, compostable material and garbage—with an eye to extending the life of Hartland Landfill to 2100 and beyond.</p> <p>Media Release: CRD releases report highlighting what residents and businesses are putting in the garbage (Mar 8, 2023)</p>	<ul style="list-style-type: none"> Present proposed amendments to the Hartland Landfill Tipping Fee Bylaw, a revised tipping fee schedule and new material bans to better encourage diversion 	<ul style="list-style-type: none"> Q2 2023
3b Explore options for a regional approach to biodiversity and the protection of ecological assets					CRD Staff have initiated internal discussions to understand the scope and breadth of a regional approach to environmental stewardship with a focus on biodiversity and the protection of ecological assets.		
3c Increase resilience, community and adaptation planning to address climate related risks and disasters					<p>Launched capital region heat vulnerability mapping project with inter-municipal partners.</p> <p>Received Pacific Institute for Climate Solutions grant to hire a summer intern to support climate adaptation research.</p> <p>Completed Electoral Area Community Wildfire Resiliency Plans.</p> <p>Adopted new open burning bylaw to prevent human caused wildfire.</p>	<ul style="list-style-type: none"> Develop new climate projections for capital region and undertake capacity building activities Complete capital region heat vulnerability mapping project Hold Community Wildfire Resiliency webinar series for Electoral Areas Complete Community Evacuation Guides 	<ul style="list-style-type: none"> Q4 2023 Q4 2023 Q2 2023 Q2 2023

Board Priorities Dashboard



Climate Action & Environment

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



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CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>3d Support energy efficient and low carbon buildings across the region</p>					<p>Implemented and promoted Home Energy Navigator program to support retrofits in single family homes. 253 participants between November 8 2022 and February 28, 2023.</p> <p>Support municipalities in advancing new Energy Step Code and new Zero Carbon Step Code policy changes.</p> <p>Participated in Provincial Local Government Retrofit Peer network, Step Code Peer network, and the new Embodied Carbon Peer network and shared learnings with CRD Climate Action Inter-Municipal Working Group.</p> <p>Salt Spring Island's rainwater harvesting rebate program was renewed for one year.</p> <p>Implementing and expanding existing rain barrel program for the Southern Gulf Islands.</p>	<ul style="list-style-type: none"> • Adopt and Implement corporate Green Building Policy and Carbon Price Policy • Develop and launch Neighbourhood Navigator pilot • Expand Home Energy Navigator program reach and participation • Promote Building BenchmarkBC participation amongst Part 3 buildings owners/managers 	<ul style="list-style-type: none"> • Q2 2023 • Q3 2023 • Ongoing • Q4 2023

Board Priorities Dashboard



First Nations

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



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
4a Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation					<p>The upcoming Forum of All Councils is an opportunity for First Nations to share perspectives with Board Directors.</p> <p>The upcoming Government-to-Government Relationship Building Initiative will, amongst other goals, invite First Nations to share their priority topics for a CRD Reconciliation Action Plan, and will provide an opportunity for Board Directors to hear directly from local Nations.</p>	<ul style="list-style-type: none"> Host a Forum of All Councils 	<ul style="list-style-type: none"> Q2 2023
4b Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decisionmaking and service delivery that uplift Indigenous self-determination					<p>The upcoming Government-to-Government Relationship Building Initiative is an opportunity for the CRD and First Nations to strengthen our relationship and co-create mechanisms to support respectful, reciprocal, ongoing engagement at both the leadership and the operational levels.</p>	<ul style="list-style-type: none"> Invite government-to-government meetings between First Nations and Board Directors 	<ul style="list-style-type: none"> Q2 2023
4c Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan					<p>Regional Parks engagement with First Nations for input into the Regional Parks Strategic Plan and the Regional Parks Land Acquisition Strategy, as well as ongoing collaboration on management plans.</p> <p>Ongoing collaboration with First Nations on the conservation and protection of heritage sites, across all service delivery.</p> <p>Developed and shared with staff a Working with Indigenous Elders guidance document, to support respectful relationships where elders are interested to share their knowledge to inform CRD initiatives.</p>	<ul style="list-style-type: none"> Incorporate Indigenous input into the Regional Parks Strategic Plan Outreach to First Nations regarding updating the Regional Parks Land Acquisition Strategy 	<ul style="list-style-type: none"> Q2 2023 Q2 2023
4d Support shared prosperity by enhancing economic opportunities, in partnership with First Nations					<p>Partnering with Greater Victoria Harbour Authority, City of Victoria, and the South Island Prosperity Partnership to develop an Indigenous Business Directory for the south island, to support enhanced procurement from Indigenous businesses.</p>	<ul style="list-style-type: none"> Launch the South Island Indigenous Business Directory 	<ul style="list-style-type: none"> Q2 2023

Board Priorities Dashboard



Governance

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



Making a difference...together

CONDITION LEGEND



Proceeding as planned



Potential or emerging issue



Issue has arisen



Timing has changed

Board Initiatives	Status & Condition			Resolutions	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
5a Influence regional issues and advocate in a consistent, focused way that aligns with the Board strategic priorities					Corporate Advocacy Dashboard updated and included in CAO quarterly report. A complete list of all advocacy correspondence is available at Board Advocacy	<ul style="list-style-type: none"> Refresh Advocacy Strategy 	<ul style="list-style-type: none"> Q2 2023
5b Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses					The 2023-2026 CRD Corporate Plan has been developed in alignment with this priority. Additional information has been included in the plan to support the Board's understanding of how the three lenses impact future initiatives and activities.	<ul style="list-style-type: none"> Update format of transmittal reports Integrate lenses in service planning process and present for Board consideration in fall 	<ul style="list-style-type: none"> Q2 2023 Q4 2023
5c Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies					The CRD has established a statement of Commitment to Equity, Diversity and Inclusion (EDI) to guide internal decisions and policies. Staff training and awareness courses ongoing through 2023.	<ul style="list-style-type: none"> Offer EDI training seminar for CRD Board members and other decision-makers 	<ul style="list-style-type: none"> Q4 2023
5d Foster greater civic participation among diverse community members					The 2023-2026 CRD Corporate Plan includes initiatives to review and enhance engagement practices, tools and frameworks in alignment with this priority. The CRD engagement platform Get Involved hosts initiatives and campaigns that have public participation components.	<ul style="list-style-type: none"> Finalize project charter for website redesign Advance the Communications Strategic Plan 	<ul style="list-style-type: none"> Q2 2023 Q4 2023
5e Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation					Hosted the Development and Planning Advisory Committee on January 16 and March 13, 2023. Initiated research and analysis to support CRD Regional Housing and local governments to take action on housing and development challenges.	<ul style="list-style-type: none"> Policy white paper on proposed actions to tackle housing and development challenges 	<ul style="list-style-type: none"> Q4 2023

Capital Regional District Corporate Plan

The 2023 service planning process was prepared using the 2019-2022 corporate plan as the goal was to introduce the new Board and CAO to the budget planning process while they worked on their vision for the 2023-2026 corporate plan.

The 2023 service planning process marked the final year of the corporate plan developed under the previous Board term. The planning cycle is designed to ensure organizational alignment on implementation of strategic objectives identified and prioritized during the election term.

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

The full report can be found [here](#)

About the CRD

The Capital Regional District (CRD) is the regional government for 13 municipalities and three electoral areas (EA) on southern Vancouver Island and the Gulf Islands, serving more than 439,000 citizens. The traditional territories of over 20 First Nations span portions of the region and 11 of those hold reserve lands throughout the capital region.

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

As a local government for electoral areas, the CRD develops partnerships to facilitate and deliver projects and services to ensure a sustainable, livable and vibrant capital region.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models.

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

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

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

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

The CRD follows a four-year service and financial planning process to ensure that resources are used efficiently and that services effectively meet the needs of residents, municipalities, electoral areas and First Nations.

Our Planning Framework



Taking Action

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

Board Priorities

The CRD Board hears the concerns of their constituents, identifies the needs to be addressed and sets the strategic course for the CRD over a four-year mandate. The following Board Priorities foldout page details Board Priorities, related initiatives and desired outcomes.

Approved Plans

In addition to the Board Priorities, Board- or ELT-approved plans guide the CRD's day-to-day operations. Staff monitor, review and adjust approved plans to ensure they remain relevant in the face of community and organizational changes. Approved plans can be found via www.crd.bc.ca/plans.

Next steps from approved plans are integrated into the tables starting on page 11. Staff will advance the noted initiatives through the service and financial planning processes.

Corporate Priorities

To support effective development, coordination and delivery of services, the CRD must continually respond to changes in our external and internal environments. The ELT has identified projects that will enhance our corporate capacity and ensure that we are well-positioned to meet evolving Board and community needs. The ELT's Corporate Priorities are detailed on page 9 and have been incorporated in the table (page 11 - 31). These projects will also be advanced through the service planning and financial processes.

Service Planning

In addition to the Board Priorities, approved plans and ELT's Corporate Priorities, CRD staff deliver ongoing services. These services are also captured in the table beginning on page 11 and are further detailed in our annual service planning and financial processes.

Board Priorities

Corporate Statements	MISSION We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region.		VISION Our communities strive to achieve exemplary environmental stewardship, a dynamic, vibrant economy and an inclusive, caring society. Regional Cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.		RECONCILIATION STATEMENT The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.		
Priorities	Community Wellbeing – Transportation & Housing		Climate Action & Environmental Stewardship		First Nations Reconciliation		Advocacy, Governance & Accountability
Initiatives	Work with government/community partners to plan for and deliver an effective, long-term regional multi-modal transportation system and to increase use of public transit, walking and cycling. Protect the E&N Corridor as a transportation corridor and participate in a Provincial working group to come to agreement on the future use of the E&N corridor. Create and deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse & growing population, including vulnerable residents.		Declare a Climate Emergency and take a leadership role to pursue regional carbon neutrality by 2030. Work with local governments to further reduce emissions from buildings, transportation and solid waste. Explore additional opportunities for resource recovery and identify best practices to further reduce waste, increase recycling and find beneficial uses for waste. Ensure appropriate funding for parks and trails infrastructure, improvements and maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation and reconciliation principles, land acquisition capacity, and expanded partnerships with First Nations and parks user groups. Develop model bylaws and best practices for use by municipalities and electoral areas.		Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories. Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals. Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names. Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.		Develop an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. Develop a comprehensive strategy and operational review to reflect the unique needs and governance of each electoral area. Explore more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks and vulnerabilities. Achieve triple bottom-line sustainable budgets through innovation and streamlining while recognizing the need for infrastructure revitalization and accountability to taxpayers. Seek 100% participation in the CRD arts function and facilitate a discussion of the region’s art facility needs. Explore how the CRD can best contribute to regional economic development.
Desired Outcomes	We envision that residents have access to affordable housing and convenient, green and affordable multi-modal transportation systems that enhance community wellbeing.		We envision reduced GHG emissions, triple-bottom line solutions and progress on adaptation.		We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.		We envision effective advocacy, coordinated, collaborative and transparent governance of our committees and commissions, and fiscal/corporate accountability.

Corporate Priorities

Business Capacity & Continuity

We will further advance our workforce planning and Organizational Health & Safety programs to support organizational capacity and resilience.

Fiscal Responsibility

We will integrate asset management and risk analysis into our capital planning processes to strengthen our fiscal management practices and support resource sustainability.

Transparency

We will streamline our service planning tools and establish KPIs to effectively track and report progress on Board Priorities, Corporate Priorities and operational service activities, thereby enhancing accountability.

Efficiency & Collaboration

We will develop a partnership directory and guidelines document to guide staff and existing/potential partner groups and enable greater collaboration.

Customer Service

We will enhance our systems and policies to respond to evolving best practices, adhere to legislative requirements, and provide efficient, accessible, customer service.



Accountability & Reporting

The Corporate Plan identifies actions that respond to community needs and deliver on the Board’s mission, vision and priorities and the organization’s ongoing service mandates and approved plans. The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and set performance measures. Through the service/financial planning process, staff will identify the most sustainable and affordable ways to deliver on Corporate Plan initiatives for 2020 and beyond. The Board will reference this information to determine timing and funding. Staff are accountable to the Board on progress, which will be measured and reported quarterly.

Services cannot be delivered, nor can action be taken without resourcing. The Board determines resourcing through its annual review and approval of service and financial plans. To support the Board’s decision-making, staff provide recommendations on funding, timing and service levels.

The following table identifies the initiatives that each CRD division must include in their 2019-2022 service/financial plans. The table provides a one-stop resource that captures Board Priority and Corporate Priority initiatives, next steps from approved plans and existing services.

The table on the following pages has a numerical and alphabetical coding system for easy reference. The icons listed below will help you navigate further:



Desired outcomes



Board Priorities (Progress will be monitored through quarterly reporting)



Corporate Priorities (Progress will be monitored through quarterly reporting)



Items from approved plans




Ongoing divisional initiatives. These are included to provide context on the CRD's scope of services and to aid in the preparation of service plans.

Affordable Housing

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
1a	Affordable housing	1a-1	Create & deliver more affordable housing across the region in a manner aligned with the Regional Growth Strategy in order to address the needs of a diverse & growing population, including vulnerable residents	Regional Housing First Program; CRHC Strategic Plan	Regional Housing
		1a-2	Invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program (RHFP) & operate housing projects through the CRHC *	Regional Housing First Program; CRHC Strategic Plan	Regional Housing
		1a-3	Invest in/build affordable housing through the Capital Region Housing Corporation (CRHC) *	Regional Housing Affordability Strategy (RHAS); CRHC Strategic Plan	Regional Housing
		1a-4	Determine continuation of housing supply program beyond RHFP implementation *	Regional Housing Affordability Strategy (RHAS)	Regional Housing
		1a-5	Measure housing affordability & engage with municipalities on affordability *	Regional Housing Affordability Strategy (RHAS)	Regional Housing
		1a-6	Optimize management of housing assets	Regional Housing Affordability Strategy (RHAS); CRHC Strategic Plan	Regional Housing

 Board Priorities (Quarterly reports monitor progress)

 Items from approved plans


Affordable Housing (Cont'd.)



Community Needs	CRD Initiatives	Related Document	Related Service Plan
	1a-7 Fund & participate as leaders in Greater Victoria Coalition to End Homelessness	Regional Housing Affordability Strategy (RHAS)	Regional Housing
	1a-8 Support municipalities in their affordable housing objectives	Regional Housing Affordability Strategy (RHAS)	Regional Housing
	1a-9 Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives	Regional Housing Affordability Strategy (RHAS)	Regional Housing



Transportation

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
2a	Effective regional multi-modal transportation system	2a-1	Work with government/community partners to plan for & deliver an effective, long-term multi-modal transportation system & to increase use of public transit, walking & cycling	Regional Transportation Plan	Regional & Strategic Planning
		2a-2	Protect the E&N Corridor as a transportation corridor & participate in a Provincial working group to come to agreement on the future use of the E&N corridor		
2b	Access to a range of active transportation options	2b-1	Collaborate with partners to increase the number of people walking, biking or taking the bus	Regional Transportation Plan	Regional & Strategic Planning
		2b-2	Deliver active & safe routes to school planning services		
2c	Resolution of regional transportation issues	2c-1	Enhance collection & dissemination of regional transportation data [*]	Regional Transportation Plan	Regional & Strategic Planning
2d	Improved traffic safety	2d-1	Collaborate with stakeholders to provide traffic safety education		Traffic Safety Commission

 Board Priorities (Quarterly reports monitor progress)

^{*} Items from approved plans


Transportation (Cont'd.)



Community Needs		CRD Initiatives		Related Document	Related Service Plan
2e	EA transportation services	2e-1	Work with BC Transit to evaluate service level enhancements for SSI Transit Services		SSI Administration
		2e-2	Construct pathways, cycling infrastructure & sidewalks on SSI		SSI Administration
		2e-3	Work with BC Transit to investigate opportunities for public transportation in the SGI		SGI Initiatives
		2e-4	Assess need for improved safety & quality of dock infrastructure		IWS Infrastructure Operations



First Nations Relations

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
3a	Reconciliation with First Nations	3a-1	Look to First Nations for leadership in understanding how to create new regional planning & decision-making systems together on their Traditional Territories	Statement of Reconciliation	First Nations Relations
		3a-2	Seek partnerships, share information & deliver fair & equitable services in working with First Nations on achieving their economic goals	Statement of Reconciliation	First Nations Relations
		3a-3	Work with First Nations on taking care of the land & water while providing space for cultural & ceremonial use, food & medicine harvesting, traditional management practices & reclaiming Indigenous place names	Statement of Reconciliation	First Nations Relations
		3a-4	Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language & place names, historical uses & invasive species management	Statement of Reconciliation	First Nations Relations
		3a-5	Develop, monitor and report out on a First Nations Relations Strategic Plan *	First Nations Special Task Force Final Report	First Nations Relations
		3a-6	Present an amended First Nations Relations division service plan & budget to the Board in consideration of Task Force recommendations with financial & resource implications *	First Nations Special Task Force Final Report	First Nations Relations

 Board Priorities (Quarterly reports monitor progress) * Items from approved plans

Economic Development




 We envision increasing economic development potential in the region.

Community Needs		CRD Initiatives		Related Document	Related Service Plan
4a	Regional economic development	4a-1	Support CRD Board on building an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services		Executive Services
		4a-2	Provide data & recommendations to support CRD Board's exploring how the CRD can best contribute to regional economic development		Regional Planning; Financial Services
4b	Economic development of rural areas	4b-1	Ensure Electoral Areas take full advantage of available grants by enhancing grants dashboard	SGI Agricultural Strategic Plan, Regional Growth Strategy	Financial Services
		4b-2	Advance economic development & plans through Commissions	SGI 2020 Strategic Plan; Economic Profile, Data Needs Analysis, & Governance Model Review (2018); Towards a Resilient Salt Spring 2014 Report & 2015 Action Plan	SGI Initiatives, SSI Administration

 Board Priorities (Quarterly reports monitor progress)

Climate Action & Adaptation

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



Community Needs		CRD Initiatives		Related Document	Related Service Plan
5a	Mitigation of climate change	5a-1	Declare a Climate Emergency & take a leadership role to pursue regional carbon neutrality by 2030		Environmental Protection; Risk & Insurance Management
		5a-2	Work with local governments to further reduce emissions from buildings, transportation & solid waste	Regional Climate Action Strategy	Environmental Protection
		5a-3	Develop model bylaws & best practices for use by municipalities & EAs	Regional Climate Action Strategy	Environmental Protection
		5a-4	Utilize formal networks to support inter-municipal coordination & undertake regional programs	Regional Climate Action Strategy	Environmental Protection
		5a-5	Increase number of strategic partnerships to achieve community mitigation & adaptation goals	Regional Climate Action Strategy	Environmental Protection
		5a-6	Evaluate & respond to Climate Change impacts & risks to water supply	Regional Water Strategic Plan	IWS Watershed Protection
5b	Reduced corporate GHG emissions	5b-1	Identify & implement projects to reduce corporate GHG emissions, referencing the Corporate Climate Action Strategy *	Corporate Climate Action Strategy	Risk & Insurance Management
		5b-2	Determine best use of landfill gas to achieve CRD's corporate targets in conjunction with the Solid Waste Management Plan *	Corporate Climate Action Strategy; Solid Waste Management Plan	Risk & Insurance Management; Environmental Resource Management

 Board Priorities (Quarterly reports monitor progress)

* Items from approved plans

Climate Action & Adaptation (*Cont'd*)



Community Needs	CRD Initiatives	Related Document	Related Service Plan
	5b-3 Identify corporate mitigation & adaptation strategies that could most benefit from seed funding *	Corporate Climate Action Strategy	Risk & Insurance Management
	5b-4 Determine how to reduce GHGe through an alternative fuel source or by off-setting *	Corporate Climate Action Strategy	Risk & Insurance Management
	5b-5 Determine policy & procedures for life-cycle costing as part of Corporate Asset Management Strategy *	Corporate Climate Action Strategy; Corporate Asset Management Strategy	Risk & Insurance Management; Financial Services
	5b-6 Update Corporate Climate Action Strategy with objective of pursuing carbon neutrality *	Corporate Climate Action Strategy	Risk & Insurance Management
5c Regional climate action	5c-1 Undertake detailed regional sea level rise modeling & mapping to inform local government of flood hazard plans & policies *	Regional Climate Action Strategy	Environmental Protection
	5c-2 Advance progress on regionally coordinated climate & energy policy approaches & clarify CRD's role, including updating the Regional Climate Action Strategy *	Regional Climate Action Strategy	Environmental Protection

* Items from approved plans

Parks & Natural Resource Protection

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


Community Needs		CRD Initiatives		Related Document	Related Service Plan
6a	Environmental Stewardship	6a-1	Ensure appropriate funding for parks & trails infrastructure, improvements & maintenance by updating the Regional Parks Strategy with consideration to ecological, recreation & reconciliation principles, land acquisition capacity, & expanded partnerships with First Nations & parks user groups		Regional Parks; First Nations Relations
6b	Protected natural resources, including watersheds, wetlands, wildlife habitats & forests	6b-1	Provide residents with information for advancing with invasive species management by increasing the number of partnerships		Environmental Protection
		6b-2	Pursue stakeholders to involve with stewardship programs		Environmental Protection
		6b-3	Leverage volunteer hours for restoration & stewardship		Environmental Protection; Regional Parks
6c	Recreational access to community parks in Electoral Areas	6c-1	Enhance access & maintenance within EA community parks	SSI Parks & Recreation Strategy	SSI Administration; JDF EA Planning; SGI Initiatives
6d	Reconciled interests of First Nations with respect to Parks Management Plans	6d-1	Undertake engagement with First Nations regarding greater collaboration & Parks management *	Regional Parks Strategic Plan	Regional Parks; First Nations Relations

Parks & Natural Resource Protection Cont'd

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
6e	Recreational access to large parks and inter-municipal trails	6e-1	Determine renewal of Land Acquisition Fund beyond 2019 & use of those funds for capital improvements as well as land purchases *	Regional Parks Strategic Plan	Regional Parks
6f	Dog management	6f-1	Determine policy framework for management of dogs *	Regional Parks Strategic Plan	Regional Parks

 Board Priorities (Quarterly reports monitor progress)

 Items from approved plans



Protective Services

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
7a	Effective response to emergencies	7a-1	Support CRD Board in exploring more comprehensive regional coordination of emergency services, including an assessment of regional hazards, risks & vulnerabilities		Protective Services
		7a-2	Support the Regional Emergency Management Partnership in the development of a regional concept of operations for response to multi-jurisdictional emergencies in the CRD	Regional Emergency Management Partnership MOU	Protective Services
		7a-3	Increase Public Alert Notification System registrations in EAs		Protective Services
		7a-4	Update Corporate Emergency Plan to include implementation of Auditor General for Local Government Performance Audit recommendations	Corporate Emergency Plan	Protective Services
		7a-5	Pursue unification of emergency fire dispatch for the region		Protective Services
		7a-6	Provide Fire Protection & Emergency Response services support to interested First Nations as requested		Protective Services
		7a-7	Pursue accreditation for the CRD Emergency Management Program		Protective Services
		7a-8	Increase level of public education of EA residents in Emergency Preparedness for enhanced community resilience		Protective Services

 Board Priorities (Quarterly reports monitor progress)

Protective Services (Cont'd)



Community Needs		CRD Initiatives		Related Document	Related Service Plan
7b	Enforcement of Regional District Bylaws & animal control	7b-1	Effectively respond to municipal & CRD operations' requests for bylaw enforcement services & animal control		Protective Services
7c	Fire protection services	7c-1	Work with EAs on the FireSmart program to reduce wildfire risk to communities		Protective Services



Wastewater

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

Community Needs	CRD Initiatives	Related Document	Related Service Plan
8a Management of wastewater & storm water	8a-1 Advance management of wastewater & storm water through liquid waste management planning & construction/maintenance of facilities		Core Area Liquid Waste Service; IWS Infrastructure Operations; Environmental Protection
	8a-2 Investigate stormwater contaminant sources in the core area & work with municipalities to address identified issues		Environmental Protection



Landfill & Recycling

 We envision minimizing waste disposal and maximizing waste diversion.

Community Needs		CRD Initiatives		Related Document	Related Service Plan
9a	Mitigation of climate change	9a-1	Explore additional opportunities for resource recovery & identify best practices to further reduce waste, increase recycling & find beneficial uses for waste		Environmental Resource Management
9b	Clarity on waste stream complexity & requirements for recycling & waste disposal	9b-1	Increase level of awareness of residents about Extended Producer Responsibility programs & proper recycling & waste disposal options through collaboration with product stewards & other regional districts *	Solid Waste Management Plan	Environmental Resource Management
		9b-2	Update Solid Waste Management Plan, including determining how to optimize landfill gas utilization *	Solid Waste Management Plan	Environmental Resource Management
9c	Recycling options amidst changing global recycling markets	9c-1	Monitor global recycling markets & consult with solid waste industry stakeholders to ensure the CRD is able to respond to changing recycling markets *	Solid Waste Management Plan	Environmental Resource Management
9d	Maximized life of Hartland landfill	9d-1	Extend the life of Hartland landfill to 2100 & beyond through waste reduction & diversion programs and the development of new landfill design options *	Solid Waste Management Plan	Environmental Resource Management
9e	Increased local kitchen scraps processing capacity	9e-1	Initiate the procurement process for in-region, or near in-region, kitchen scraps/yard waste organics processing capacity	Solid Waste Management Plan	Environmental Resource Management

 Board Priorities (Quarterly reports monitor progress)

 Items from approved plans

Water

 We envision a sustainable and resilient water supply.



Community Needs		CRD Initiatives		Related Document	Related Service Plan
10a	Water services	10a-1	Implement approved Post-Disaster Water Supply Plan, including undertaking seismic resiliency study of critical water supply infrastructure *	Regional Water Supply Strategic Plan	IWS Infrastructure Operations/Engineering
		10a-2	Review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience *	Regional Water Supply Strategic Plan	IWS Infrastructure Operations/Engineering
		10a-3	Update Regional Water Supply Strategic Plan	Regional Water Supply Strategic Plan	IWS Infrastructure Operations/Engineering
10b	Water conservation	10b-1	Improve water conservation through Demand Management Programs	Regional Water Supply Strategic Plan	Environmental Protection
10c	Affordable water for agriculture	10c-1	Review & determine appropriate level of water subsidy used for agriculture	Regional Water Supply Strategic Plan	IWS Infrastructure Operations
10d	Adequate water supply	10d-1	Conduct population & land use studies & estimate growth-related water demand & future water supply & infrastructure needs	Regional Water Supply Strategic Plan	IWS Infrastructure Engineering

* Items from approved plans

Planning & Development




 We envision keeping approved plans current and monitoring for effectiveness.

Community Needs		CRD Initiatives		Related Document	Related Service Plan
11a	Managed growth	11a-1	Prepare & update Regional Growth Strategy with new population projections *	Regional Growth Strategy	Regional & Strategic Planning
		11a-2	Review municipal Regional Context Statements & JDF OCPs for RGS consistency *	Regional Growth Strategy	Regional & Strategic Planning
		11a-3	Report on & advance RGS implementation/indicators *	Regional Growth Strategy	Regional & Strategic Planning
11b	Affordable farming land	11b-1	Undertake analysis regarding options for CRD support *	Food Lands Improvement Feasibility Study & Business Case (pending early 2019)	Regional & Strategic Planning
		11b-2	Coordinate management of fallow deer on SGI		SGI Initiatives
11c	Safe new buildings in EAs	11c-1	Complete an operational review of Building Inspection services in the EAs		Building Inspection
11d	New developments aligned with community objectives	11d-1	Complete a development application review		JDF EA Planning


* Items from approved plans

Arts & Culture

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

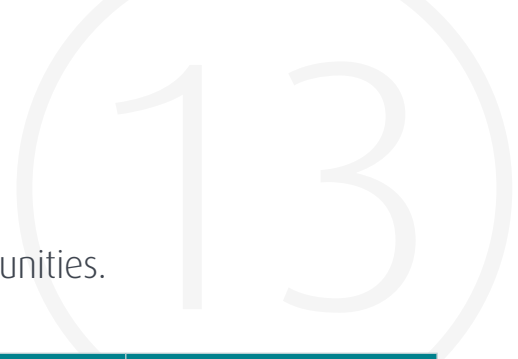
Community Needs		CRD Initiatives		Related Document	Related Service Plan
12a	Arts participation	12a-1	Facilitate a discussion of the region’s art facility needs & explore partnerships to support 100% participation in the CRD arts function		Arts & Culture
12b	Community engagement	12b-1	Improve community engagement activities & tools to ensure alignment of programs & community needs *	Arts Development Strategic Plan	Arts & Culture
		12b-2	Update CRD Arts & Culture Support Service Strategic Plan	Arts Development Strategic Plan	Arts & Culture
12c	Financial support for the Arts	12c-1	Evaluate effectiveness of grant programs in supporting organizational sustainability, creative innovation & equity	Arts Development Strategic Plan	Arts & Culture

 Board Priorities (Quarterly reports monitor progress)

 Items from approved plans



Recreation




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

Community Needs	CRD Initiatives	Related Document	Related Service Plan
13a Recreation services for the Sooke/JDF, SSI, SGI and the Peninsula	13a-1 Work with Commissions to determine appropriate types of recreational programming & recovery rates to meet community needs	Panorama Strategic Plan; SEAPARC Strategic Plan	JDF Community Parks & Recreation; Peninsula Recreation; SEAPARC; SSI Administration; SGI Initiatives



Health Facilities

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
14a	Appropriate health facilities & equipment	14a-1	Work with Island Health to identify capital improvements & respond to funding requests for acute care, residential care & hospital equipment	10-Year Partnership Capital Plan with Island Health	Health & Capital Planning Strategies
14b	Improved public health	14b-1	Work with Island Health to develop & enforce public health bylaws		Health & Capital Planning Strategies
14c	Accessible well-being data	14c-1	As part of the ROM Collaborative, determine appropriate baseline data & analytics to improve community health & well-being		Health & Capital Planning Strategies




Accountability

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



Community Needs		CRD Initiatives		Related Document	Related Service Plan
15a	Governance review for electoral areas	15a-1	Develop a comprehensive strategy & operational review to reflect the unique needs of electoral areas		JDF EA Planning; SGI Initiatives; SSI Administration; Legislative, Legal & Information Services
15b	Fiscal responsibility	15b-1	Achieve triple bottom-line sustainable budgets through innovation & streamlining while recognizing the need for infrastructure revitalization & accountability to taxpayers	Financial Statements, Annual Report, Quarterly Reports	Financial Services
		15b-2	Integrate asset management & risk analysis into our capital planning processes to strengthen our fiscal management practices & support resource sustainability	Corporate Asset Management Strategy	Financial Services
15c	Business capacity & continuity	15c-1	Advance our workforce planning & Organizational Health & Safety programs to support organizational capacity & resilience	Organizational Development Plan	Executive Office; Human Resources
15d	Transparency	15d-1	Streamline our service planning tools & establish KPIs to effectively track & report progress on Board Priorities, Corporate Priorities & operational service activities, thereby enhancing accountability	Organizational Development Plan	Executive Office; Financial Services; Legislative, Legal & Information Services; Corporate Communications; IT Services

 Board Priorities (Quarterly reports monitor progress)

 Corporate Priorities (Quarterly reports monitor progress)

Accountability (*Cont'd*)

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

Community Needs		CRD Initiatives		Related Document	Related Service Plan
15e	Efficiency & collaboration	15e-1	Develop a partnership directory & guidelines document to guide staff & existing/potential partner groups & enable greater collaboration		Corporate Communications
15f	Customer service	15f-1	Enhance our systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	Organizational Development Plan	Executive Office; Legislative, Legal & Information Services; Corporate Communications; Human Resources; IT Services

Corporate Priorities (Quarterly reports monitor progress)

Next Steps

Maintaining focus on our vision of achieving exemplary environmental stewardship, a dynamic vibrant economy and an inclusive, caring society is key to our continued success. Our Corporate Plan is the roadmap we will use on our day-to-day mission to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization.

Timelines

Annual timelines on our way to completing the 2019–2022 Corporate Plan include:

- March: Board reviews financial plans
- April: ELT reports progress to Board
- May: ELT evaluates necessary organizational and resource requirements to implement Corporate Plan
- June – August: ELT and staff conduct service planning
- September: ELT reviews service plans and budget
- October: Board reviews preliminary budget

Reporting

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

Financial Guidelines

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

The financial guidelines are based on the following major areas:

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

1) Financial Management Strategies

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

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

2) Service Levels Driven by Strategic and Corporate Priorities

The Board developed 2019–2022 strategic priorities which served as the guide in establishing the CRD’s Corporate Plan; these priorities will be the basis for establishing work plans for the services. Service priorities and work plans are prepared and aligned with the Board and Corporate Priorities through Service Planning for the period of 2019-2022. This budget was prepared using the 2019-2022 Corporate plan to help transition the new Board and CAO in the middle of the budget planning process.

The rolling five-year financial plan (this year 2023–2027) will reflect estimated costs related to the deployment of the established priorities through the work plans which will be developed. The budget will also include core inflation and cost escalation reflected in market conditions, and related funding.

Key Drivers

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

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

Infrastructure

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

The CRD’s financial management strategy is to support the objective to achieve full annual infrastructure life-cycle funding, setting transfers to reserve/savings to meet asset replacement costs into the future. The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. The priority action from the asset management strategy is to develop Sustainable Service Delivery Plans (previously called asset management plans) for 2023, and, as they are developed, to integrate risk assessments, climate lens and adaptation, which will ultimately further inform financial management practices in the future. The financial implications of this work will be considered as part of the 2023 financial planning process.

3) Board and Public Preferences

The 2023 financial planning process is based on the corporate planning cycle and will reflect direction from Commissions, Committees and the Board, inclusive of feedback received in the last planning cycle. The public will again be invited to engage throughout the planning process with a communications and public input strategy similar to the 2022 planning process. There are also ongoing opportunities for public input directly through individual service activities at the Committee and Commission level.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjusts for inflation and market cost escalations, as detailed in this report for the 2023 budget, looks to minimize financial implications for the 2023 budget year.

Service Planning 2023: Community Needs Summaries

The 2023 service planning process focuses on transitioning to a new Board and preparing for the first year of a four-year planning cycle. This cycle is designed to ensure alignment with and implementation of Board Priorities, which set the strategic course for the CRD.

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

The individual Community Needs are summarized as follows and can be found on our website [here](#).

Community Need

2023 Summary



Accountability

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Organizational Development Plan](#)
- [Corporate Asset Management Strategy](#)
- [2019-2022 Corporate Plan](#)
- [Advocacy Strategy](#)
- [CRD Climate Action Strategy](#)

Trends, risks and issues

People

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

Community Need

2023 Summary

A modern organization

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

Digital Communications

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

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

2. **SharePoint Analytics:** will enable the CRD to measure how the corporate intranet landing page is used and identify opportunities to better communicate internally in support of corporate goals.
 3. **CRD website:** remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The design and navigation systems has been in place since 2014 and need significant investment to provide a modern, simplified and accessible virtual front counter that reflects the dynamic nature of our interactions with residents.
- **Accessibility regulations:** coming into force Fall 2022 require us to create an accessibility plan and provide a public feedback mechanism. It is incumbent on the CRD to review standard website accessibility practices and prepare to implement them as part of its style guides, website design and communication materials.
 - **Social media:** The CRD has been coordinating social media since 2015, increasing its followers at a rate of 15% per year to 14,000 today. The CRD is increasing the sophistication of its approaches through data-based insights and by developing more media-rich content. Following the principle of going where the audiences are, the CRD is currently piloting content on Pinterest (significant user base of homeowners) and TikTok (fastest growing social network in Canada).

Financial Services

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

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

Information Technology & GIS (IT&GIS)

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

Services

Core Services Levels	
Service	Levels
Executive Services Department	
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services.	<ul style="list-style-type: none"> Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board

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2023 Summary



Core Services Levels	
Service	Levels
<p>Corporate Communications Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.</p> <p>→ Service level adjusted, see initiative 15f-1.15</p>	<ul style="list-style-type: none"> • Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates) • Oversee survey creation and public participation initiatives, including planning and implementation of projects on the CRD engagement platform • Media strategy and relations • Coordinate advertising buys and social media strategy • Manage the internal communications framework and implementation; maintain CRD Central intranet landing page • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice • Provide creative direction for print, online, video and event communications • Provide training for designated website and survey authors across the organization
<p>Human Resources & Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.</p>	<ul style="list-style-type: none"> • Employment relations, incl. 400+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below rising industry norms

Community Need

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Core Services Levels	
Service	Levels
Finance & Technology Department	
<p>Asset Management</p> <p>Provides professional advice and expertise to services on asset management best practices. The team leads corporate initiatives that advance asset management maturity for the organization.</p>	<ul style="list-style-type: none"> • Develop and advise on corporate asset management strategies, plans, standards and procedures for \$2.5bn in CRD assets • Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities • Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions • Provide advice/expert guidance for developing SSDPs • Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance
<p>Financial Services</p> <p>Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government.</p> <ul style="list-style-type: none"> • Financial Planning • Financial Accounting and Reporting • Internal Controls over Financial Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support 	<ul style="list-style-type: none"> • Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4) • Daily transaction processing and monthly reports delivered with combined operating and capital budget of \$646M (2022 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. \$300M • Daily cash management review and investments (\$400M in net working capital and \$150M on reserve) • Manage semi-annual long term financing bylaws & debt issues (debt of \$600M and principal and interest

Community Need



2023 Summary

Core Services Levels	
Service	Levels
<ul style="list-style-type: none"> • Long Term Financial Planning • Treasury and Banking • Financial Systems • Grants Management <p>Corporate-wide administrative services, such as printing and internal interoffice mail</p>	<ul style="list-style-type: none"> • payments \$60M) • Biweekly payroll processing, reporting for 1,250 employees totaling \$92M in four employee groups under both the CRD and CRHC • Weekly cheque and EFT runs produce 15,000 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 27,800 water billing customers • Develop banking services for CRD (transactions flow through 36 bank accounts a year); monthly reconciliation of all bank accounts for approximately 24,000 banking transactions and integration of over 150,000 transactions a year • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices • Oversight over corporate financial regulatory compliance and provincial and federal legislative and reporting alignment • Provide overarching corporate support and coordination for more than 200 CRD services to maximize grant funding support projects in long-term capital plans and service area initiatives • Evaluating large project business cases by forecasting financial impact and evaluating market and economic risks • Manage internal grant programs for the Electoral Areas, including Community Works Fund, Grants-in-Aid Fund and special programs such as COVID Safe Restart Grant • Responsible for corporate reporting to the Board, including a Bi-monthly Grant Updates Staff Report and Dashboard, as well as Annual Reports for numerous internal and external grant programs, and special reports as required • Manage the organization's external grants portfolio by

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Core Services Levels	
Service	Levels
	<p>notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board</p> <ul style="list-style-type: none"> Received over \$574M in grant funding from senior levels of government since 2014
<p>Information Technology and GIS Services (IT&GIS)</p> <p>Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board.</p> <ul style="list-style-type: none"> Provision and support of our corporate integrated Financial, Payroll, and HR Systems Corporate Cyber Security Corporate-wide voice, data and radio communications systems Corporate Website and Digital Engagement Board and Committee meeting management Asset and Maintenance Management Equipment purchasing, deployment, and maintenance Project Management Geographic Information Systems Orthophotography and Lidar data acquisition and deployment Reporting and data analytics Application development Utility billing (water and sewer) 	<ul style="list-style-type: none"> Manage SAP our Enterprise Resource Planning system including financial, payroll, purchasing, assets, capital projects, water utility billing and maintenance systems for CRD, CRHD and CRHD <ul style="list-style-type: none"> Service level adjusted, see initiative 15f-1.9 Manage the technology infrastructure connecting 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,200 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system Annual hardware and software procurement and deployment Procurement of GIS orthophotography and Lidar data for 23 Capital Region municipal and federal partners Support the creation and processing of 200,000 water utility bills annually, generating approximately \$22M of revenue Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating \$16M of revenue annually Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately \$1.25M of revenue annually Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately \$14.5M annually Produce and process approximately 30,000 maintenance work orders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management Management and support of the corporate Project

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Core Services Levels	
Service	Levels
	<p>System, processing \$400M annually in capital projects ↳ Service level adjusted, see initiative 15f-1.23</p> <ul style="list-style-type: none"> • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization • In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance • In partnership with Financial Services provide Asset Management support for the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for \$2B in CRD assets • In partnership with Human Resources & Corporate Safety, develop and implement new SAP modules in support of HR business process improvements related to managing employee information and employee Onboarding and Recruitment practices
Corporate Services Department	
<p>Privacy and Information Services Provides professional advice and expertise to guide and support the organization to protect privacy, provide information access and effectively manage and use its valued information resources. Leads and administers the corporate privacy and information management programs, information access requests, privacy impact assessments (PIAs) and other legal matters under FOIPPA.</p>	<ul style="list-style-type: none"> • Administer 200+ FOI requests annually • Administer 50+ PIAs annually; review and support documenting initiatives, write collection notices, conduct risk assessments and legal research, advise/make recommendations, coordinate across stakeholders • Develop and administer the corporate privacy and information management programs to support regulatory compliance and effective practices • Hold mandatory privacy training sessions regularly to onboard new employees within 6 months of hiring; offer specialized training periodically • Respond to complaints or matters involving the Office of the Privacy Commissioner (OIPC) under FOIPPA • Conduct records inventories & appraisals, develop lifecycle management plans for all records and approve

Community Need

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Core Services Levels	
Service	Levels
	<p>disposition (destroy or retain permanently) to ensure timely and effective management of information resources</p> <ul style="list-style-type: none"> • Partner with IT & GIS to ensure appropriate systems, controls and practices are in place to manage information and protect privacy for regulatory compliance and effective information use • Report quarterly and annually on FOI and privacy trends
<p>Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.</p>	<ul style="list-style-type: none"> • Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice <p>➔ Service level adjusted (absorbed): supervise operations procurement in Integrated Water Services</p>
<p>Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.</p>	<ul style="list-style-type: none"> • Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions • Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards, nine standing committees and select committees • Facilitate 40+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings

Community Need

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Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> • Conduct elections and assent processes • Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate 200+ appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute 1000+ pieces of correspondence addressed to the CRD Board
<p>Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.</p>	<ul style="list-style-type: none"> • Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for \$650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning assistance for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations
<p>Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.</p>	<ul style="list-style-type: none"> • Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services • Coordinate the internal review and response to third-party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Coordinate, complete and manage leases, licenses, permits, and land-use applications

Community Need



2023 Summary

Core Services Levels	
Service	Levels
	<ul style="list-style-type: none"> Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD Conduct land research and due diligence to support corporate initiatives and decisions
Parks & Environmental Services Department	
<p>Facilities Management (FM) Delivers comprehensive FM services to corporate facilities to all CRD departments. Provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services:</p> <ul style="list-style-type: none"> Project Management Condition Assessments Security Operations & Maintenance Planning <p>Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for staff and public. Portfolio of assets consist of leased & owned facilities valued at ~\$80M.</p>	<ul style="list-style-type: none"> Directly manage ~12 locations and provides FM support services to all CRD departments in 10 locations Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage ~75 contracts of varying complexities) Process ~3,500 work orders annually for preventative and corrective maintenance Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers Deliver 25 capital projects (\$1.5M) annually as well as numerous maintenance projects; provide Project Management services for facility projects to other CRD departments
<p>Engineering Services Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).</p>	<ul style="list-style-type: none"> Lead or support the planning, design and project management of over a dozen construction projects averaging \$3.5-\$5 million annually Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation Engineering Services also manages an additional 15-20 projects each year for other CRD facilities Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects

Community Need

2023 Summary



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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> Varies per services <p>Funding Sources</p> <ul style="list-style-type: none"> Allocations, Requisitions & Grants

Reporting Structure
<ul style="list-style-type: none"> Governance Committee Finance Committee

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

Community Need

2023 Summary

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

Community Need

2023 Summary



Discussion

Link to Target Outcome

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

Community Need

2023 Summary



Affordable Housing

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
<p>Housing Planning, Policy & Programs (HP3) Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HP3 acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP), administers funds under the Rapid Housing Initiative (RHI), Regional Housing First Program (RHFP), and the Regional Housing Trust Fund (RHTF), stewards applications to the CMHC Affordable Housing Innovation Fund (Innovation Fund), and manages/supports the region's Housing Agreement Program (HAP) and Service Agreements with non-profit societies.</p>	<ul style="list-style-type: none"> • Support continued implementation of the RHAS and Southern Gulf Island Affordable Housing Strategy. ↳ Service level adjusted, see initiative 1a-11 • Supports efforts to advance the Future Housing Priorities and Partnership work. • Review and process required Letters of Intent and proposals for the RHFP and RHTF. • Administer the RHI as required. • Support applications to the Innovation Fund where and when required. • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) and Aboriginal Coalition to End Homelessness Service Agreements. • Administer Housing Agreements. • Issuing quarterly Request for Proposals to non-profit and private developers for the RHFP. • Acquiring, developing and building housing in accordance with the RHFP Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations. • Manage and administer the RHP – Designated Funding Stream to support efforts to respond to homelessness in the region. • Advance efforts to implement a Coordinated Access and Assessment Process (CAA) and a Homeless Management Information System (HMIS). ↳ Service level adjusted, see initiative 1a-10
<p>Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,831 units of housing across 50 properties and has three projects in varying stages of development.</p>	<ul style="list-style-type: none"> • Operational management of units, adjusting service delivery needs as required. ↳ Service level adjusted, see initiative 1a-2 • Property management of 114 units for third party owners. • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing.

Community Need

2023 Summary



Core Services Levels	
Service	Levels
In addition, the CRHC manages 114 units in four buildings on behalf of third parties.	<ul style="list-style-type: none"> Decommissioning of 18 units at Caledonia.
<p>Planning & Development and Capital Construction</p> <p>Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.</p>	<ul style="list-style-type: none"> Fulfill the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal. Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region. Supporting the ongoing delivery of 522 units under construction and 462 units in pre-construction and planning.
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2023 Summary



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

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

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

Community Need

2023 Summary



Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- | | |
|--|--|
| <ul style="list-style-type: none"> • Capital Regional District Board • Capital Region Housing Corporation Board • Hospitals and Housing Committee Board • Regional Housing Trust Fund Commission • BC Housing Executive Committee | <ul style="list-style-type: none"> • Canadian Mortgage and Housing Corporation • Employment and Social Development Canada • Tenant Advisory Committee • Regional Housing Advisory Committee • Development Planners Advisory Committee |
|--|--|

Community Need

2023 Summary



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

Community Need



2023 Summary

Discussion

Link to Target Outcome

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

Discussion

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

Community Need

2023 Summary



Arts & Culture

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Arts and Culture Support Service Strategic Plan](#)

Trends, risks and issues

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

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
<p>Arts & Culture Support Service Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.</p>	<ul style="list-style-type: none"> • Deliver five granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants. • Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. • Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets. • Respond to inquiries on funding (CRD and other sources) within three business days. • Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities. • Manage publically available online database of regional public art. • Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.
<p>The McPherson Playhouse Service Contribution agreement for the municipal support of the theatre.</p>	<ul style="list-style-type: none"> • Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre.
<p>The Royal Theatre Service Contribution agreement for the municipal support of the theatre.</p>	<ul style="list-style-type: none"> • Provides capital and operational support for pleasure, recreation and community uses related to the Royal Theatre.
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need



2023 Summary

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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Arts & Culture Support Service: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sooke, and Southern Gulf Islands • The McPherson Playhouse Service: Victoria • The Royal Theatre Service: Saanich, Victoria, Oak Bay • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • Requisitions

Reporting Structure
<ul style="list-style-type: none"> • Arts & Culture Support Service: Arts Commission • Theatres: Royal and McPherson Theatres Services Advisory Committee

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

Community Need

2023 Summary

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

Discussion

Link to Target Outcome

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

Discussion

Metric 1 – Social Contributions

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

Community Need



2023 Summary

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

Metric 2 – Economic Contributions

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

Community Need

2023 Summary



Climate Action & Adaptation

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary



Services

Core Services Levels	
Service	Levels
<p>Community Climate Action</p> <p>To support and align regional climate action efforts with local governments related to strategies, policies and programs, and liaising and coordinating information and efforts with senior levels of government. Provide climate data and indicators, public education and execute community programs.</p>	<ul style="list-style-type: none"> • Advance regional and climate mitigation and adaptation goals. • Lead regional-scale community initiatives and research activities. Pursue grants for regional programs and infrastructure. • Facilitate regional coordination, knowledge sharing, capacity building, policy development and advocacy. • Service levels increased in 2022 with focus on electric vehicle charging and residential retrofit.
<p>Corporate Climate Action</p> <p>CRD services will embed climate action within their own service delivery with support from Climate Action program staff. The program will support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.</p>	<ul style="list-style-type: none"> • Develop and monitor corporate climate action activities, policies and strategies. • Facilitate internal coordination, knowledge sharing, capacity building and project identification and execution. Pursue grants for corporate projects. • Complete annual reporting.
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

No new initiatives proposed for 2023.

Community Need

2023 Summary

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions and grants

Reporting Structure

- [Environmental Services Committee](#)

Performance

Definition and Source	2021 Actual	2022 Forecast	2023 Target
<p>Metric 1: Community Greenhouse Gas (GHG) Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038.</p> <p>Tonnes of CO₂ emissions generated by community activities; data from Regional GHG Inventory Study (Stantec, 2021)</p>	1.8m t CO ₂ e	TBC (fall 2023)	n/a
<p>Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 45% from 2007 levels by 2030 and net-zero by 2050.</p> <p>Tonnes of CO₂ emissions generated by CRD operations; data from CRD 2021 Climate Action Annual Report</p>	3,834 t CO ₂ e	3,834 t CO ₂ e	3,674 t CO ₂ e

Community Need

2023 Summary



Discussion

Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

Discussion

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

Community Need



2023 Summary

Electoral Areas

Strategy

Overview

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

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

Strategic Context

Strategies

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

Community Need



2023 Summary

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

Trends, risks and issues

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

Community Need



2023 Summary

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

Services

Core Services Levels	
Service	Levels
SGI Administration	
<p>SGI Community Parks & Recreation New park development, maintenance, planning, and archaeology for Saturna Island, Pender Islands, Galiano Island and Mayne Island.</p>	<ul style="list-style-type: none"> • Commissions have administrative powers and deliver parks service and recreation programming through an incredible volunteer effort. Staff oversee contract management, procurement and fiscal accountability, and regulatory compliance. • Programme of work for 2023 continues particular focus on implementation of the CRD Archaeological Policy and relationship building with WŠÁNEĆ Leadership Council.
<p>SGI Economic Sustainability Preserving and strengthening existing business, attracting new business and coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.</p>	<ul style="list-style-type: none"> • Staff support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI. • Programme of work for 2023 prioritizes affordable housing, with a focus on implementation of the SGI Community Affordable Housing Strategy and development of a rural housing program. Continued work also includes supporting Connected Coast and last mile fibre to the home as part of the SGI Connectivity Project, and advising on service establishment for an integrated transportation service (pending voter approval). ↳ Service level adjusted, see initiative 2e-3 • The Commission continues its focus on food and agriculture in partnership with community groups, resourced by a combination of grants and in-kind

Community Need



2023 Summary

Core Services Levels	
Service	Levels
	resources.
General Government Legislative and general government administration, including management of internal and external grants-in-aid for SGI.	<ul style="list-style-type: none"> The SGI EA Director supports the disbursement of grant funding to SGI community groups every year. Staff ensure the money is distributed equitably to each island. In 2021 and 2022, Community Works Funds in the amount of \$716,331 were distributed to support SGI infrastructure projects. There has also been \$154,283 in Grants in Aid and \$113,000 in COVID-19 Safe Restart grants disbursed to the community.
Accountability Community engagement, inter-agency and regional coordination, political support.	<ul style="list-style-type: none"> SGI Liaison program – local team of islanders to support the SGI work program and facilitate community engagement with the CRD more generally.
Other SGI-wide and local services	<ul style="list-style-type: none"> SGI Regional Library service Harbours & Docks (11 docks and harbours) Local health contribution services (Pender Community Health, Galiano Community Health & Saturna Medical Clinic) Hospital District (construction of health facility and debt service of capital project and equipment) Local utilities (small water and sewer utilities including: systems operations and maintenance, emergency response/system failure, infrastructure planning, capital project delivery & works, engineering services; for more detail refer to the Water Community Need Summary)
SSI Administration	
SSI Administration <i>Responsible</i> for the administration and management of the SSI Commissions and services.	<ul style="list-style-type: none"> Planning, organizing, and delivering services for SSI and support to the EA Director through various service Commissions and Committees. ↪ Service level adjusted, see initiative 15a-1 & 15a-1.1 Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages.
SSI Parks & Recreation	<ul style="list-style-type: none"> Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic

Community Need



2023 Summary

Core Services Levels	
Service	Levels
Acquire, develop, operate and maintain community parks, and to provide recreational programs within the EA.	<ul style="list-style-type: none"> centre, child care centre, and SSI Saturday Market. SSI Aquatic Centre is open 49 weeks a year, 7 days/week offering a service level of 71 hours/week.
SSI Transportation & Docks Local transit service, pathways and Fernwood Dock	<ul style="list-style-type: none"> Develop active & passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation & Infrastructure, Islands Trust, BC Ferries, BC Transit). Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. Manage and operate Fernwood Dock facility.
SSI Water and Sewer Service Water, septage & environmental monitoring	<ul style="list-style-type: none"> Manage eight local water and sewer service areas, and liquid waste management in collaboration with other CRD divisions. Capital infrastructure renewal and upgrade project delivery for eight services: Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support Infrastructure planning for eight services: strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans. Manage stormwater quality and provide for a monitoring service.
SSI Library & Arts Community	<ul style="list-style-type: none"> Facility maintenance of the Salt Spring Island Library Support contribution services and use agreements for ArtSpring and SSI Library services.
General Government and other SSI-wide and local services Regional and local government administration, local engineering service, grants-in-aid and economic development	<ul style="list-style-type: none"> Hospital District (Construction of health facility and debt serving of capital project and equipment) Solid waste disposal and recycling

Community Need



2023 Summary

Core Services Levels	
Service	Levels
JdF	
<p>JdF Community Planning</p> <p>Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.</p>	<ul style="list-style-type: none"> Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications. Review all building permit applications for compliance with land use regulations. Provide land use information in response to inquiries from the public, developers, realtors, and consultants. Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation. Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection. Provide administrative and technical support to the JdF Land Use Committee and advisory commissions.
<p>JdF Community Parks & Recreation</p> <p>The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. The division provides oversight of the operations and maintenance needs of the Port Renfrew Community Centre.</p> <p>➔ Service level adjusted (absorbed): services re-organized and moved from Regional Parks to JdF Local Area Services in 2022.</p>	<p>Inspection, maintenance and repair of:</p> <ul style="list-style-type: none"> 8.6 km of trails 27 park facilities Two baseball fields and two tennis courts Two playgrounds <p>Administration of:</p> <ul style="list-style-type: none"> Four stewardship partnerships and 65 volunteers Four recreation program contracts and events Port Renfrew Community Centre JdF Parks and Recreation Advisory Commission JdF Recreation Programs Port Renfrew Community Centre <p>Other:</p> <ul style="list-style-type: none"> SEAPARC Recreation Centre and pool (for more detail see Recreation Community Need Summary) Sooke Regional Museum

Community Need



2023 Summary

Core Services Levels	
Service	Levels
General Government and other JdF-wide and local services	<ul style="list-style-type: none"> Water, sewer and solid waste services (for more detail see Water, Wastewater and Landfill & Recycling Community Need Summaries) Environment (Millstream Remediation and Climate Actions and Adaptation) Hospital (construction of health facility and debt serving of capital project and equipment)
Combined Services	
Building Inspection Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	<ul style="list-style-type: none"> Provide information on the building permit process, BC Building Code requirements and approved construction practices Provide building permit and file information and respond to Freedom of Information requests Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances Provide between 6,000 and 8,000 building inspection services per year Review all building permit applications for compliance with all applicable regulations Manage property files and enforcement, as needed
EA Fire Protection Support to fire commissions with delegated authority and oversight of fire society contracts.	<ul style="list-style-type: none"> Operational management of fire dispatch for the three EAs. Oversight and support of and to Fire and Rescue Commissions and services.
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	<ul style="list-style-type: none"> Oversee and coordinate emergency planning and response by the EA Emergency Programs.
EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	<ul style="list-style-type: none"> Program oversight for the JdF SAR service Financial support to the SSI SAR Society to cover overhead (non-operational) costs

Community Need



2023 Summary

Core Services Levels	
Service	Levels
<p>Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.</p>	<ul style="list-style-type: none"> Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests.
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

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

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

Initiatives highlighted in blue are contingent on further electoral approval

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

Community Need



2023 Summary

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

[Electoral Area Committee](#)

Various [Local Service Areas Commissions](#) including:

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

Community Need



2023 Summary

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

Discussion

Discussion

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

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

Community Need

2023 Summary



First Nations Relations

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary

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

Services

Core Services Levels	
Service	Levels
Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.	<ul style="list-style-type: none"> • Advance inclusive governance across CRD ↳ Service levels adjusted, see IBC 3a-1.1 • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority

Community Need

2023 Summary



Core Services Levels	
Service	Levels
	<p>↪ Service levels adjusted (absorbed): advance cultural safety through cultural competency training opportunities</p>
<p>Internal Departmental Support Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.</p>	<ul style="list-style-type: none"> • Provide training and support to CRD divisions to implement the Protection and Conservation of Heritage Sites Policy • Provide support to CRD divisions looking to engage First Nations on activities and initiatives • Implement and update the First Nations Relations Communications framework as a guide to clear, concise intergovernmental communication • Deliver an ongoing Cultural Competency training program • Develop and implement next steps to enhance Indigenous employment at the CRD, such as an Indigenous Internship Leadership Program • Facilitate First Nations liaison meetings • Participate in and/or negotiate various agreements with First Nations • Collaborate with CRD divisions to develop and implement a Reconciliation Action Plan <p>↪ Service levels adjusted (absorbed): develop an Elders Guidance document to support CRD staff in building respectful relationships</p>
<p>Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.</p>	<ul style="list-style-type: none"> • Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty processes <p>↪ Service levels adjusted (absorbed): participate in Reconciliation Agreement processes</p> <ul style="list-style-type: none"> • Liaise with provincial and/or federal staff to discuss items and areas of opportunity <p>↪ Anticipated emergent issues for 2023 include water rates, Water Supply Master Plan, Regional Parks Strategic Plan, Land Acquisition Strategy, EA Community Parks Naming Policy, Liquid Waste Management Plans, archaeology in the context of development and building permits, developing a strategic engagement framework, supporting implementation of the Procurement Policy to procure from Indigenous businesses, and implementation of the Solid Waste Management Plan</p> <ul style="list-style-type: none"> • Develop a First Nations Initiative Endorsement Policy

Community Need

2023 Summary



Core Services Levels	
Service	Levels
<p>External First Nations Support Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations and share information from the CRD that may align with Indigenous interests.</p>	<ul style="list-style-type: none"> • Maintain visibility and presence in First Nations' communities • Draft materials and summarize documents for First Nations • Host and/or attend meeting with First Nations to share information on activities and processes • Listen to and work to understand the interests and activities of First Nations and share this information with CRD divisions • Identify opportunities to support First Nations initiatives
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

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

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

Community Need

2023 Summary



Business Model

Funding

Who contributes

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

Funding Sources

- Requisition

Reporting Structure

- [First Nations Relations Committee](#)

Performance

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

Community Need

2023 Summary



Discussion

Link to Target Outcome

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

Discussion

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

Community Need

2023 Summary



Health Facilities

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Regional Housing Affordability Strategy](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

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

Community Need

2023 Summary



Services

Core Services Levels	
Service	Levels
<p>Capital Regional Hospital District (CRHD) Provides the local taxpayers' share of capital funding to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care in the region.</p>	<ul style="list-style-type: none"> • Acute care facilities planning • Strategic property acquisition and planning of property development • Research, analyze and coordinate with VIHA in preparation of the CRHD's 10-Year Capital Plan and individual project capital funding requests • Monitor expenditures and administration of payments to VIHA and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget
<p>Community Health Includes responsibility for public health bylaws and contracts with Island Health for enforcement and healthy community planning.</p>	<p>Public Health</p> <ul style="list-style-type: none"> • Enact and enforce public health bylaws • Contract with VIHA to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement <p>Community Health</p> <ul style="list-style-type: none"> • Healthy communities planning through data and analytics, including coordination of Regional Outcomes Monitoring Collaborative. • Capacity-building and public engagement through consultation, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need



2023 Summary

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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Capital Regional Hospital District (CRHD): All municipalities, electoral areas (EAs), First Nations, non-profit providers, community, Island Health, school districts, and other community planning and funding partners and numerous community foundations • Community Health Service: All municipalities, EAs, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations • Support Services: varies by service <p>Funding Sources</p> <ul style="list-style-type: none"> • Capital projects, requisition (CRHD and CRD)

Reporting Structure
<ul style="list-style-type: none"> • CRHD Board • CRD Board • Hospital and Housing Committee

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

Community Need

2023 Summary



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

Discussion

Link to Target Outcome

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

Community Need

2023 Summary



Landfill & Recycling

Strategy

Target Outcome

We envision minimizing waste disposal and maximizing waste diversion.

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
<p>Diversion Services Responsible for solid waste management planning in the Capital Region, including policy and program development to increase waste reduction or recycling.</p>	<ul style="list-style-type: none"> Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw → Service level maintained, see initiative 9b-0.3 Delivery of the recycling programs, which include curbside collection from 132,232 households and packaging, printed paper and glass collection from six electoral area depots. Today, the Hartland recycling facility collects over 80 items from 28 product categories
<p>Landfilling Services Ensure regional landfill capacity with the operation of the CRD's Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with BC Ministry of Environment landfill regulations, including leachate and landfill gas management infrastructure.</p>	<ul style="list-style-type: none"> Administration of five contracts and agreements Residential service at bin area (9am-5pm weekdays, 9am-2pm Saturdays) Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays)
<p>Resource Recovery Services Installation and operation of landfill collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.</p>	<ul style="list-style-type: none"> Electricity generation using landfill gas generates enough electricity to power 1,600 homes → Service level adjustments: the existing landfill gas powered electricity generation facility will be decommissioned in 2023. The Hartland power plant will be replaced by a Renewable Natural Gas facility that will upgrade landfill gas into pipeline quality Renewable Natural Gas for distribution on the Fortis BC gas system.
<p>Hartland Environmental Programs Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill.</p>	<ul style="list-style-type: none"> Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2023 Summary



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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> • Every jurisdiction in the region – not requisition/tax based – user fee-for-service based • Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> • Landfill tipping fees as well as Extended Producer Responsibility and recycling program revenues

Reporting Structure
<ul style="list-style-type: none"> • Environmental Services Committee

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

Community Need

2023 Summary

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

Discussion

Link to Target Outcome

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

Discussion

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

Parks & Natural Resource Protection

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary

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

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

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
<p>Planning, Resource Management & Development</p> <p>Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping; development of the Strategic Plan and park management plans. Provide oversight of the land acquisition program. Guide the implementation of scientific and technical work related to environmental management.</p> <p>→ Service level adjusted, see initiative 6h-1</p>	<ul style="list-style-type: none"> • Manage two Management Plan processes per year, with at least one approval annually; direct and conduct engagement with, on average, three First Nations per plan. • Evaluate 20 candidate properties for land acquisition and complete two acquisition per year. Annual budget of \$4m. Develop activity reports and strategy documents. • Support planning and provide project management, where needed, for capital facility projects, annual expenditures to \$3m. • Manage two contracts per year for technical planning studies or services. • Undertake five conservation projects per year. • Manage asset inventory data and coordinate renewal forecasting asset management and capital project planning. • Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data sharing agreements and up to 200 public and internal cartography products for 34 parks and 100s of sign posts, park facilities, trails, etc. • Maintain and develop asset management data. • Respond to around 70 development referrals per year.
<p>Regional Park Operations</p> <p>Regional Park Operations is responsible for the operations and maintenance of all regional parks and regional trails. Park Operations staff operate and maintain all regional park facilities and critical infrastructure, including, bridges, dams, roads and trails. The operation of regional parks occurs 365 days per year with facilities being visited once or twice daily on average. The regional park system geographically spans from the Southern Gulf</p>	<ul style="list-style-type: none"> • Manage and maintain 400 km of park trails, 55 washrooms and 132 garbage containers (most serviced daily). • Capital project management and implementation; undertake 20+ infrastructure and facility replacement and repair projects annually. • Every year, prepare or update a Facilities Plan and 33 Operating Plans. • Manage three regional campgrounds; meet target of 65% weekend occupancy rate at Sooke

Community Need

2023 Summary

Core Services Levels	
Service	Levels
Islands to Jordan River and requires staff to travel large distances to visit facilities daily, weekly and monthly.	<p>Potholes and Island View Beach (from May to September).</p> <ul style="list-style-type: none"> Conduct 5,000 compliance and enforcement patrol hours annually (CRD bylaw enforcement officers and CRD park rangers). Over 10,000 hours of vehicle travel is logged annually by operations staff.
<p>Visitor Services & Community Development</p> <p>Contribute to quality visitor experience in regional parks through education, communication products, and planning for recreational activities. Create opportunities for volunteer engagement. Serve the public by answering public inquiries in a timely manner. Issue permits for events, commercial use, and other. Monitor trends in visitor use through park use and resident surveys. Manage online registration for regional parks camping.</p>	<ul style="list-style-type: none"> 580 volunteers delivering 5,700 hours of engagement, parks and trails condition checks and invasive species removal. Deliver 120 educational programs, 130 nature outings and 10 outreach events annually. Process 240 special events permits annually. Conduct up to eight Visitor Use Surveys annually. <p>(subject to COVID-19 health protocols)</p>
<p>Regional Trails</p> <p>Manage Regional Trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.</p>	<ul style="list-style-type: none"> Operate, manage and maintain 95 km of multi-use regional trails. Conduct 250 km of boom flail vegetation removal annually.
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2023 Summary

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

Initiatives highlighted in blue are contingent on further electoral approval.

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> All 13 Municipalities and 3 Electoral Areas Support Services: varies per service <p>Funding Sources</p> <ul style="list-style-type: none"> Requisitions, grants, donations and non-tax revenue

Reporting Structure
<ul style="list-style-type: none"> Regional Parks Committee

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

Community Need

2023 Summary

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

Discussion

Link to Target Outcome

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

Community Need

2023 Summary

Discussion

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

Planning & Development

Strategy

Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

Strategic Context

Strategies

- [Regional Growth Strategy](#)
- [Regional Food & Agricultural Strategy](#)
- [Regional Housing Affordability Strategy](#)

Trends, risks and issues

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

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

Services

Core Services Levels	
Service	Levels
<p>Regional Growth Strategy (RGS)</p> <p>Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF EA and the CRD in partnership, for identifying shared social, economic and environmental objectives.</p> <p>➔ Service level adjusted, see initiative 11b-1: advance the development of a regional foodlands access service by identifying operational requirements, service participants and funding strategy</p>	<ul style="list-style-type: none"> • Every five years, research, analyze and provide advice on updates to the RGS • Monitor RGS indicators and report on progress annually towards achieving regional objectives • Coordinate ongoing RGS implementation by chairing an inter-municipal advisory committee and providing advice to the CRD Board and departments on RGS policies and issues • Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements) • As an outcome of the five-year review, or as periodically initiated by a municipal request, draft policy, engage stakeholders, prepare documents and seek bylaw amendments to update the RGS
<p>Regional Planning – Information</p> <p>Service is responsible for data collection, research, modelling and analysis related to regional, sub-regional and local population change, employment, land use and transportation in support of the development and implementation of regional district services and municipal services, as needed.</p>	<ul style="list-style-type: none"> • Collect and disseminate primary source data through building permits (monthly), automobile (yearly) and bicycle counts (ongoing, supplemented by bi-yearly volunteer count) and origin and destination surveys (every five years) • Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed • Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting)

Core Services Levels	
Service	Levels
<p>Building Inspection (Electoral Area only) Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.</p>	<ul style="list-style-type: none"> • Provide information on the building permit process, BC Building Code requirements and approved construction practices • Provide building permit and file information and respond to Freedom of Information requests • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed
<p>JdF Community Planning (Electoral Area only) Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.</p>	<ul style="list-style-type: none"> • Review, evaluate and process approx. 50-80 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications • Review all building permit applications for compliance with land use regulations • Provide land use information in response to inquiries from the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Respond to soil removal and deposit complaints in coordination with Bylaw Enforcement • Liaise with provincial agencies to address community concerns outside local government jurisdiction • Provide administrative and technical support to the

Core Services Levels	
Service	Levels
	JdF Land Use Committee and advisory commissions
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

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

Business Model

Funding
Who contributes <ul style="list-style-type: none"> Regional Growth Strategy Service: All municipalities, JdF Electoral Area (not Salt Spring Island or Southern Gulf Island EAs) and Tsawout and Songhees Nations Regional Planning Service: All municipalities, all Electoral Areas and Tsawout and Songhees Nations Building Inspection Service: Electoral Area communities JdF Community Planning Service: JdF EA communities Support Services: varies per service
Funding Sources <ul style="list-style-type: none"> Requisitions, grants and fee-for-service (building permits)

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

Reporting Structure

- [Planning and Protective Services Committee](#)
- [Electoral Areas Committee](#)

Performance

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

Discussion

Link to Target Outcome

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

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

Community Need

2023 Summary

Discussion

- **Metric 1:** municipalities are required to submit a new RCS within two years of RGS adoption. As the RGS was adopted in 2018, all municipalities have now submitted RCSs accounting for the low number of submissions in 2022. In 2021, there were a number of consistency evaluations for CRD bylaws and services in the Juan de Fuca Electoral Area. Staff anticipate receiving more RCSs in 2023 once a number of OCP review processes complete.
- **Future Metric 4:** It is expected that Energy Step Code provisions will be made mandatory in the BC Building Code by the end of 2022. Step Code requirements will be primarily applicable to new residential construction and limited amounts of new commercial projects. Numbers are estimates only. Details of Step Code requirements have not yet been made available by the Province.

Community Need

2023 Summary



Protective Services

Strategy

Target Outcome

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

Strategic Context

Strategies

- [CRD Climate Action Strategy](#)
- [Regional Growth Strategy](#)
- [Regional Emergency Management Partnership \(REMP\)](#)

Trends, risks and issues

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

Community Need



2023 Summary

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

Services

Core Services Levels	
Service	Levels
<p>CRD Emergency Management Responsible for local emergency management programs in each of the EAs supported centrally by the CRD Corporate Emergency Program.</p>	<ul style="list-style-type: none"> • Provision of 24/7 on-call Duty Emergency Manager • Operation of regional/EA EOC • Provide support to internal departments and external agencies during emergencies • Support (advance planning, training, response coordination, site support, and after action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services • Operation of the CRD EOC and coordination of associated corporate level emergency planning
Regional services	
<p>911 Call Answer Administration and oversight of 911 Call Answer services within the Capital Regional District.</p>	<ul style="list-style-type: none"> • Ensure that contractor meets performance targets, consistent with contractual obligations
<p>Hazmat Response Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.</p>	<ul style="list-style-type: none"> • Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD
<p>Regional Emergency Management Coordination Developed to provide a coordinating role among local municipal and EA programs. The funding for this service is used to support the REMP, in collaboration with Emergency Management BC.</p>	<ul style="list-style-type: none"> • Coordinate resource and information sharing among local municipal and EA programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission
Sub-regional services	
<p>Fire Dispatch Operational management of fire dispatch.</p>	<ul style="list-style-type: none"> • Ensure that fire dispatch contractor meets performance targets, consistent with contractual obligations for the three EAs and participating municipalities (Sooke, Metchosin, and Highlands)

Community Need



2023 Summary

Core Services Levels	
Service	Levels
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	<ul style="list-style-type: none"> Operation of a bylaw enforcement and animal care program that responds to municipal and CRD operations' requests
EA services	
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	<ul style="list-style-type: none"> Oversee and coordinate emergency planning and response by the EA Emergency Programs
EA Search and Rescue (SAR) Support Support of community-based volunteer Search-and-Rescue teams to meet the needs of the local community.	<ul style="list-style-type: none"> Program oversight for the Juan de Fuca SAR service Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
EA Fire Services Support to fire commissions with delegated authority and oversight of fire society contracts.	<ul style="list-style-type: none"> Oversight and support of Fire and Rescue Commissions, societies, and operational leadership
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Initiatives

No new initiatives proposed for 2023.

Community Need

2023 Summary



Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- [Emergency Management Committee](#)
- [Planning and Protective Services Committee](#)
- [Electoral Area Committee](#)

Community Need

2023 Summary



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

Discussion

Link to Target Outcome

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

Discussion

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

Community Need

2023 Summary



Recreation

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Panorama Recreation Strategic Plan 2022-2026](#)
- [SEAPARC Strategic Plan 2015](#)

Trends, risks and issues

Panorama

- COVID-19 continues to impact services, as some areas of service delivery have experienced a slower recovery to pre-pandemic levels. This is the result of a hesitancy from the public to participate in non-registered programs because there are no Provincial Health Order restrictions in place limiting the number of participants. Registered programs have returned to pre-pandemic levels.
- Staffing capacity continues to be challenging in a competitive recruitment climate. These challenges may impact service delivery, as demand for services has been sustained.
- The Panorama Strategic Plan 2022-2026 was adopted in spring 2022. This ambitious document sets the direction for the future of our services by prioritizing a number of infrastructure investments that will result in increased capacity and require staffing adjustments.

SEAPARC

- The SEAPARC aquatic and arena facilities are aging and plans for renewal/replacement need to be considered in the capital plan to ensure service continuity. A long-term asset management plan is in development to address this.
- A competitive job market throughout the region continues to challenge operations.
- Population growth within the District of Sooke will increase demand for recreational programs and services.

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
<p>Juan de Fuca (JdF) Community Parks & Recreation</p> <p>The JdF Electoral Area (EA) Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the EA.</p> <p>Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.</p> <p>→ Service level adjusted (absorbed): services re-organized and moved from Regional Parks to JdF Local Area Services in 2022.</p>	<p>Inspection, maintenance and repair of:</p> <ul style="list-style-type: none"> • 8.6 km of trails • 27 park facilities • Two baseball fields and two tennis courts • Two playgrounds <p>Administration of:</p> <ul style="list-style-type: none"> • Four stewardship partnerships and 65 volunteers • Four recreation program contracts and events • Port Renfrew Community Centre • JdF Parks and Recreation Advisory Commission • JdF Recreation Programs • Port Renfrew Community Centre
<p>Peninsula Recreation</p> <p>Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations, including Greenglade Community Centre, Central Saanich Cultural Centre and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services.</p>	<p>For Panorama Recreation Centre, administration of the delivery of programs and services for:</p> <ul style="list-style-type: none"> • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms <p>→ Service level adjusted (absorbed), new 13,200 square foot Jumpstart multi-sport court</p> <p>For Greenglade Community Centre, amenities include:</p> <ul style="list-style-type: none"> • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields • Licensed childcare • Community Garden

Community Need



2023 Summary

<p>Sooke and EA Parks and Recreation (SEAPARC) Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF EA.</p>	<p>Administration of</p> <ul style="list-style-type: none"> • Ice arena/dry floor • Aquatic center • Community recreation programs • Facility and grounds maintenance • Program, multi-purpose and boardroom spaces • Slo-pitch field and baseball diamond • Bike park and skateboard park • Joint Use Agreement with School District 62 Community Events • Multi-use trail • DeMamiel Creek golf course • Fitness facility and programs • Outdoor sport box
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Initiatives

No new initiatives proposed for 2023.

Community Need



2023 Summary

Business Model

Funding

Who contributes

- **JdF Community Parks & Recreation Service:** JdF EA, Port Renfrew
- **Peninsula Recreation Service:** Sidney, Central Saanich and North Saanich
- **SEAPARC Service:** Sooke and JdF EA
- **Salt Spring Island Administration:** SSI EA
- **Southern Gulf Islands Initiatives:** SGI EA
- **Support Services:** varies per service

Funding Sources

- **JdF Community Parks & Recreation Service:** requisition, revenue, grants and donations
- **Peninsula Recreation Service:** Requisitions, grants, sponsorships, donations and non-tax revenue
- **SEAPARC Service:** 75% Sooke, JdF 25% (requisition, grants, sponsorships, donations, non-tax revenue)

Reporting Structure

- [Juan de Fuca Electoral Area Parks and Recreation Advisory Commission](#)
- [Peninsula Recreation Commission](#)
- [Sooke and Electoral Area Parks and Recreation Commission](#)

Community Need

2023 Summary

Performance			
Definition and Source	2021 Actual	2022 Forecast	2023 Target
Panorama			
<p>Metric 1: Offer programs that meet community need</p> <p>Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.</p>	85%	85%	85%
<p>Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations</p> <p>(A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports</p> <p>Total annual visitors to drop-in reservable programs; data from recreation software Daily Attendance Report – Date Range.</p>	<p>(A) 104,496 (B) 7,266 (C) 14,830 (D) 52,773 (E) 1,385</p>	<p>(A) 118,236 (B) 8,008 (C) 17,839 (D) 94,875 (E) 4,236</p>	<p>(A) 122,830 (B) 8,079 (C) 20,877 (D) 118,024 (E) 4,758</p>
<p>Metric 3: Increase new program offerings and maximize revenue</p> <p>(F) Total new program offerings (identified as a program not offered in the prior year) (G) Total registered programs revenue (gross revenue) generated by registration in programs (H) Admissions – revenue generated by single admission purchase (I) Admissions – revenue generated by punch pass purchases</p> <p>Data from recreation software General Ledger, Activity Registration report and program coordinators.</p>	<p>(F) 15 (G) \$1,371,323 (H) \$536,404 (I) \$251,966</p>	<p>(F) 15 (G) \$1,945,662 (H) \$1,090,586 (I) n/a</p>	<p>(F) 30 (G) \$2,134,703 (H) \$1,251,511 (I) n/a</p>

Community Need

2023 Summary

Performance			
Definition and Source	2021 Actual	2022 Forecast	2023 Target
SEAPARC			
Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases for: (J) Fitness/Weights admissions (K) Membership sales Data from recreation software General Ledger	(J) \$13,700 (K) \$120,400	(J) \$14,000 (K) \$231,700	(J) \$15,500 (K) \$231,700
Metric 2: Manage 2021 user funding at approx. 20% User funding or tax investment (without debt)	25%	27.5%	29%
Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from recreation software General Ledger	\$150,500	\$192,000	\$255,000

Discussion

Link to Target Outcome

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

Discussion

Panorama

- Metric 3: Program revenue in 2022 exceeded the revenue collected in 2019 over the same period (January to June 30th) by 7%. Trending toward a return to registered programs, with very high demand for swim and skate lessons, also increase in number of new programs. The forecasted number of new programs for 2022 is higher due to new teen and youth programming to meet the demand. Pass and admissions remain slow to return to pre-pandemic levels. June 2022 attendance is at 77% of June 2019, up from 65% earlier this year.

Community Need



2023 Summary

SEAPARC

- Metric 1: The weight room and fitness classes have returned to drop-in operations post-COVID, leading to a trend of increasing membership pass sales. Membership sales increase may also be supported by population growth.
- Metric 2: The projected increase in membership sales will contribute to an increase in user funding as there is generally only a small increase in expense associated with drop-in services.
- Metric 3: A return of the licensed preschool program in 2022 and continuing through 2023 is the main factor in the increase in community recreation revenue.

Community Need

2023 Summary



Transportation

Strategy

Target Outcome

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

Strategic Context

Strategies

- [Regional Transportation Plan](#)
- [Regional Housing Affordability Strategy](#)
- [Regional Growth Strategy](#)

Trends, risks and issues

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

Community Need

2023 Summary

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

Services

Core Services Levels	
Service	Levels
<p>Regional Planning – Transportation</p> <p>Service is responsible for data collection, research and modelling related to multi-modal regional travel. The service supports the development and implementation of regional district services and informs local, agency and senior government transportation and land use planning processes.</p>	<ul style="list-style-type: none"> • Every five years, update the regional transportation model with new census data and the origin and destination survey. <ul style="list-style-type: none"> ➔ We are currently in the delivery period for this work and have adjusted the divisional workplan accordingly. • Collect and monitor multi-modal transportation data on an ongoing basis and liaise and disseminate findings to municipal, electoral area, government, academic and other partners, on demand. <ul style="list-style-type: none"> ➔ Service level adjusted (absorbed): initiate exploration of options for in-year transportation data reporting. • Deliver active school travel planning services to five schools per year. <ul style="list-style-type: none"> ➔ Service level adjusted (absorbed): due to COVID-19 fatigue, two schools will participate in the 2022-23 active school travel planning cohort. Effort will be shifted to piloting a sustainable commute planning initiative with the Department of National Defense and conducting a lessons learned review of the active school travel planning initiative. • Analyze the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand. • Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming.

Community Need



2023 Summary

<p>SSI Transportation & Docks Local transit service, pathways and Fernwood Dock</p>	<ul style="list-style-type: none"> • Develop active & passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation & Infrastructure, Islands Trust, BC Ferries, BC Transit). • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

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

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

Community Need

2023 Summary



Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- [Transportation Committee](#)
- [Traffic Safety Commission](#)
- Regional Transportation Working Group

Community Need

2023 Summary

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

Discussion

Link to Target Outcome

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

Discussion

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

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

Community Need

2023 Summary



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

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

Wastewater

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

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

Community Need

2023 Summary

Services

Core Services Levels	
Service	Levels
Core Area, Saanich Peninsula Wastewater Systems and Small Wastewater Systems in the Electoral Areas Services include wastewater conveyance and tertiary treatment for Core Area, and conveyance and secondary treatment for Saanich Peninsula, and the small wastewater systems in the Electoral Areas.	
Wastewater System Operations Wastewater treatment collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance.	<ul style="list-style-type: none"> Wastewater treatment. System operation, monitoring and maintenance. Consumables management. → Service level adjusted, see initiatives 8a-1.7 & 8a-1.8
Emergency Response/System Failure Wastewater overflows and unplanned service interruptions.	<ul style="list-style-type: none"> Wastewater overflows and public and environmental health protection. Unplanned service interruptions.
Capital Project Delivery Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support.	<ul style="list-style-type: none"> Capital program for seven services. Infrastructure renewal and upgrades. Capital project support.
Infrastructure planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	<ul style="list-style-type: none"> Asset management plans. Manage capital plans for seven wastewater services.
Engineering services Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical troubleshooting.	<ul style="list-style-type: none"> Engineering support of utility operations for the seven wastewater services.
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on contaminant reduction, monitoring and assessment associated with liquid waste treatment.	
Regional Source Control Administration, monitoring, and reporting of compliance with regional bylaw.	<ul style="list-style-type: none"> Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer. Promote contaminant reduction associated with sanitary and stormwater systems.

Community Need

2023 Summary

Core Services Levels	
Service	Levels
<p>Core Area and Saanich Peninsula Wastewater & Marine Environmental Program Oversight for wastewater monitoring and assessment and reporting to meet regulatory requirements.</p>	<ul style="list-style-type: none"> • Marine outfall monitoring, assessment and reporting services to demonstrate compliance with federal and provincial legislation. → Service level adjusted, see initiative 8a-1.5 • Update of Liquid Waste Management Plans.
<p>Residuals Treatment Facility Administration of the Project Agreement for operation of the RTF and biosolids beneficial use strategy.</p>	<ul style="list-style-type: none"> • Monitoring and compliance reporting.
<p>On-site Wastewater Management Regulatory oversight for onsite wastewater systems and education and outreach services across the region.</p>	<ul style="list-style-type: none"> • Promote and monitor compliance with regional bylaw.
<p>Septage Service Administration, monitoring and reporting of regional septage service.</p>	<ul style="list-style-type: none"> • Negotiate and manage one septage disposal contract servicing the capital region.
<p>Watershed Management Program Promote environmental stewardship associated with sanitary and stormwater systems, contaminants and flows.</p>	<ul style="list-style-type: none"> • Promote public awareness and stewardship initiatives. • Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.
<p>Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> • Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2023 Summary

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

Business Model

Funding
<p>Who contributes</p> <ul style="list-style-type: none"> Core Area Municipalities (Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal) and Songhees and Esquimalt First Nations. Saanich Peninsula Municipalities (Central Saanich, North Saanich, Sidney) and Saanich Peninsula First Nations. Local Wastewater Service Areas in the Electoral Areas (Magic Lake, Port Renfrew, Ganges, Maliview, SSI Liquid Waste). Support Services: varies per service. <p>Funding Sources</p> <ul style="list-style-type: none"> Requisitions and User Charges (Local Wastewater Service Areas)

Reporting Structure
<ul style="list-style-type: none"> Core Area Liquid Waste Management Committee Saanich Peninsula Wastewater Commission Electoral Areas Committee and Local Wastewater Service Area Committees and Commissions

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

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

Community Need

2023 Summary

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

Discussion

Link to Target Outcome

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

Discussion

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

Indicators that are being benchmarked in 2022/2023 include:

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

Community Need

2023 Summary



Water

Strategy

Target Outcome

We envisage a sustainable and resilient water supply.

Strategic Context

Strategies

- [Regional Water Supply Strategic Plan](#)
- [Regional Growth Strategy](#)
- [Regional Water Supply Master Plan](#)
- [Special Task Force on First Nations Relations](#)
- [Statement of Reconciliation](#)

Trends, risks and issues

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

Community Need

2023 Summary

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

Services

Core Services Levels	
Service	Levels
Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas (EAs) Wholesale water supply to approximately 400,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the EAs supported through following key service areas:	
Water Systems Operations and Maintenance Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance. ↪ Service level adjusted, see initiatives 10a-7 & 10a-8	<ul style="list-style-type: none"> • 24/7 water treatment operations for two facilities for Greater Victoria • Supply and distribution system operation • System monitoring • Customer service • System and facility maintenance • Consumables management • Component preventative maintenance

Community Need

2023 Summary

Core Services Levels	
Service	Levels
Emergency Response/System Failure Water main breaks.	<ul style="list-style-type: none"> • 24/7 emergency response to water main breaks and other system emergencies
Infrastructure Planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	<ul style="list-style-type: none"> • Asset management and capital planning • Adjust plans for 15 water services • System expansion and growth planning
Capital Project Delivery and Works Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support.	<ul style="list-style-type: none"> • Capital program delivery • Water main installations and equipment replacement • Dam maintenance and upgrade projects • Capital project support & contract management
Engineering Services Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.	<ul style="list-style-type: none"> • Engineering support of utility operations for the 15 water services
Watershed Protection Forest land management of the 20,611 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:	
Wildfire, Security & Emergency Response: Watershed security, wildfire and spill preparedness, prevention and response.	<ul style="list-style-type: none"> • 24/7 watershed emergency duty officer standby • Security/wildfire patrols and standby (weekends and holidays; daily during elevated fire conditions) • Wildfire detection air patrol during high and extreme fire hazard
Watershed Operations Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation	<ul style="list-style-type: none"> • Winter/summer road maintenance • Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate • Forest fuel and forest resilience treatments and fire smarting maintenance including brushing, thinning and prescribed burning • Brushing around facilities, dams, for tree release • Danger tree assessment and removal along roads and powerlines • Invasive plant management

Community Need

2023 Summary

Core Services Levels	
Service	Levels
<p>Resource Planning Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management. → Service level adjusted, see initiative 10d-3</p>	<ul style="list-style-type: none"> • Development of a comprehensive watershed hydrology monitoring program • Annual forest health survey • Partnering in climate change and other research in the GVWSA • Management of beaver, Canada geese and bullfrogs • School and public tours of the Water Supply Area and facilities
<p>Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives.</p>	
<p>Water Quality Monitoring, assessment, reporting and technical advice to meet water quality regulatory requirements.</p>	<ul style="list-style-type: none"> • Source water and distribution system monitoring, assessment and reporting • Physical, chemical and biological analytical services, assessment and reporting
<p>Demand Management Research and data to inform capital planning, water conservation, and communications and education.</p>	<ul style="list-style-type: none"> • Accurate data • Per capita targets (residential and ICI)
<p>Cross Connection Control Oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply.</p>	<ul style="list-style-type: none"> • Contamination prevention through facility inspections, testing and education for backflow prevention devices • Monitor and track (>28,000) backflow prevention devices
<p>Communications & Environmental Education Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.</p>	<ul style="list-style-type: none"> • Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use)

Community Need

2023 Summary

Core Services Levels	
Service	Levels
Support Services	
<p>Support Services</p> <p>The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.</p>	<ul style="list-style-type: none"> Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

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

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

Community Need

2023 Summary



Business Model

Funding

Who contributes

Water Supply and Distribution:

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

Environmental Protection

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

Support Services: Varies per service

Funding Sources

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

Reporting Structure

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

Community Need

2023 Summary



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

Community Need

2023 Summary

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

Discussion

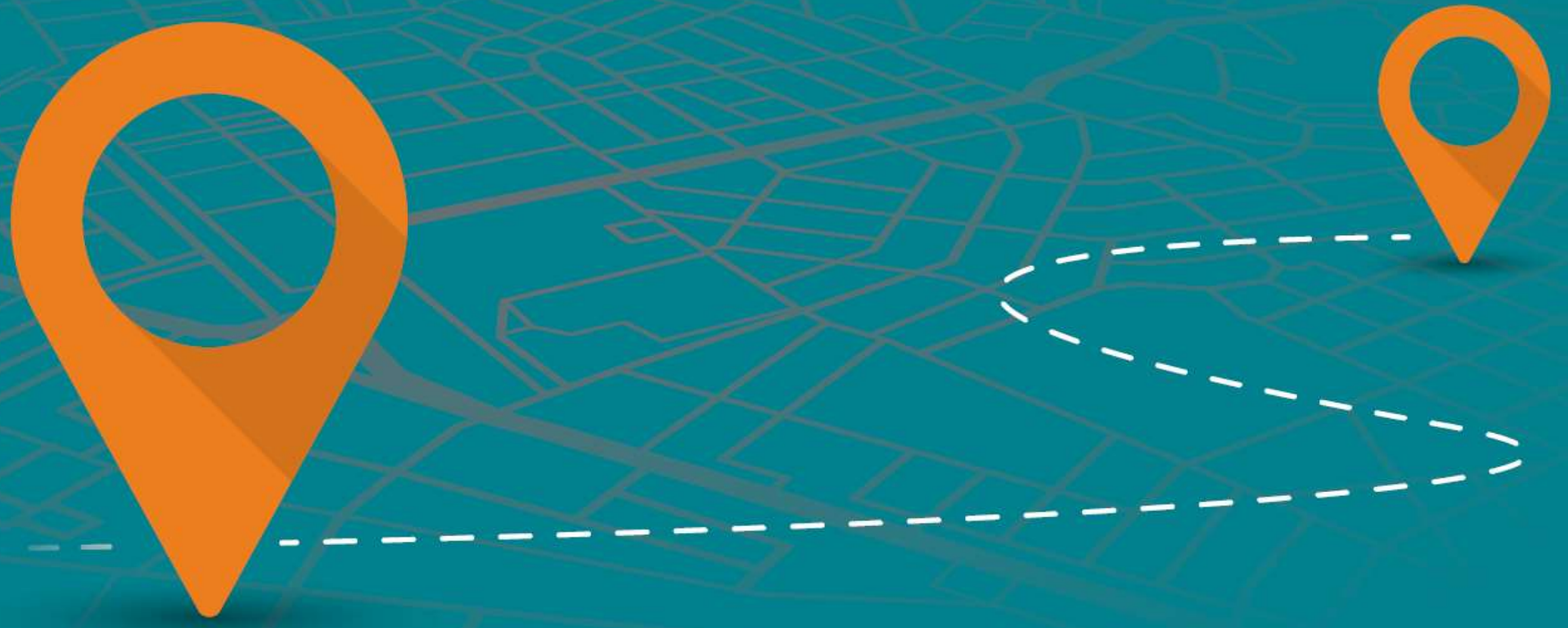
Link to Target Outcome

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

Discussion

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

2023 Financial Plan Presentation & Report to the Board



Capital Regional District > 2023-2027 Final Budget

**Presentation to the Board of Directors
Wednesday March 15, 2023**

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

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

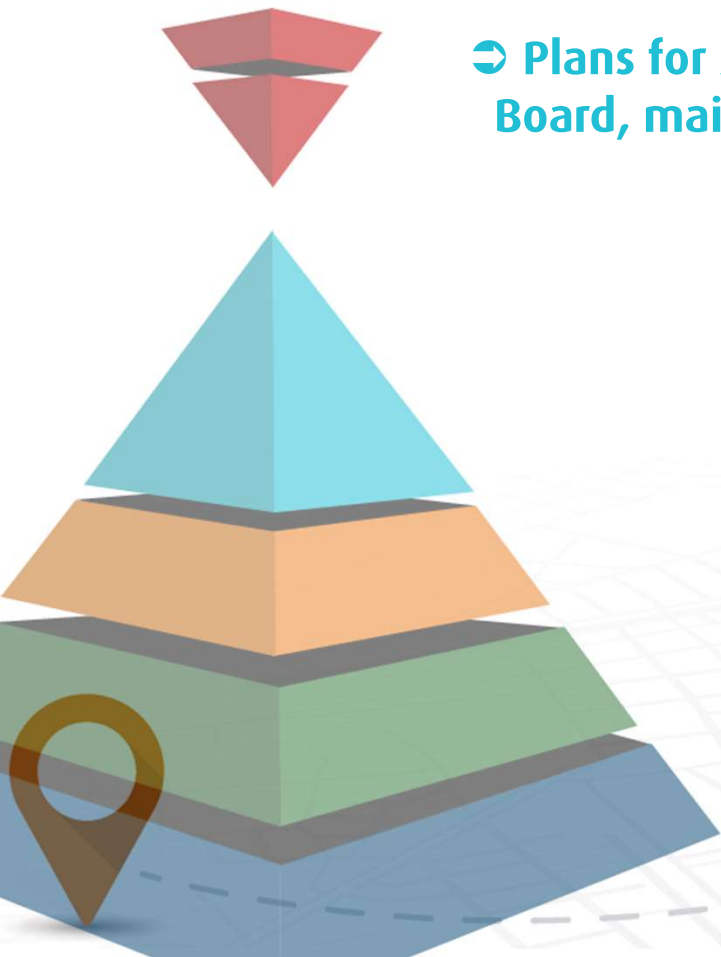
The Finance Committee & CRD Board through the Financial Guidelines report (May 2022) – constrained budget to 3% lift in 2023 in consideration of existing/ongoing obligations

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

2023 PROVISIONAL BUDGET

Operating | \$329M
Capital | \$211M
Requisition | 3.1%

Consolidated
Requisition | 2.3%
Cost/HH | 1.8%



1. Consolidated Budget Summary
2. Regional Context
3. Planning Process & Timeline

4. Changes since Provisional Approval
5. Impacts to Participants
6. Financial Health Indicators



Managing Capital Investments

capital investment is 4.1x depreciation while 10% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives to address remaining commitments in the corporate plan



Adapting to Regional Challenges

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



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies



OPERATING



Capital Regional District
\$337M



Capital Regional Hospital District
\$33M



Capital Region Housing Corporation
\$28M

Total
\$398M

CAPITAL



Capital Regional District
\$218M



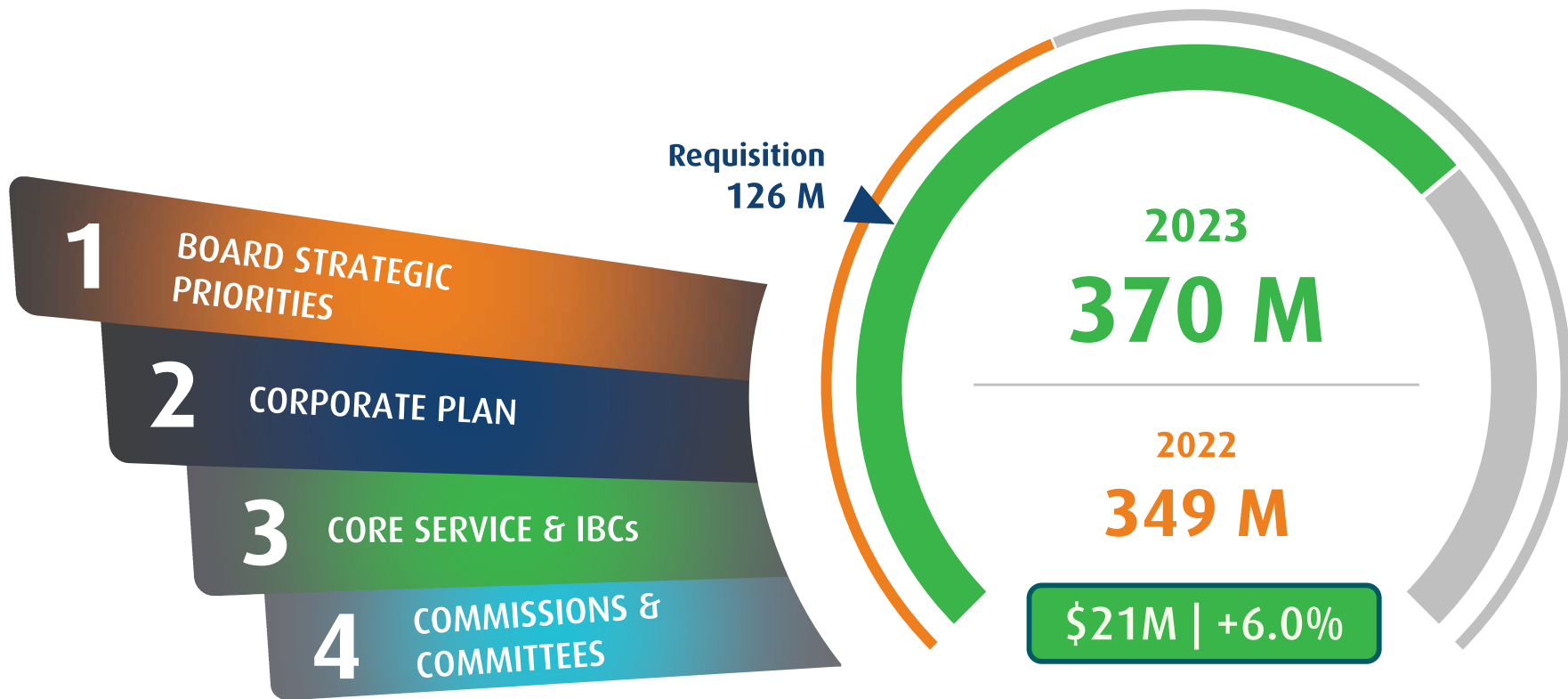
Capital Regional Hospital District
\$21M



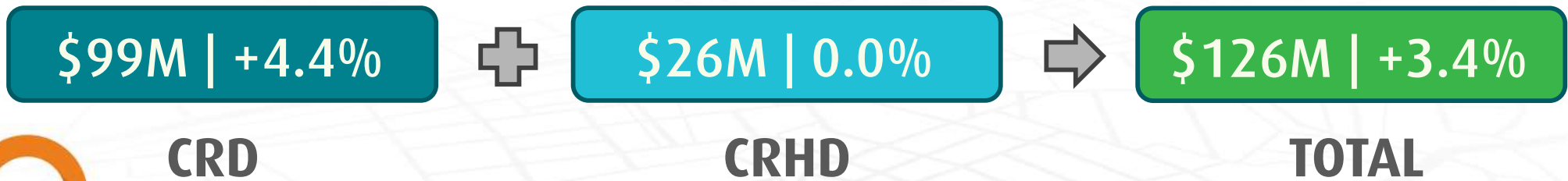
Capital Region Housing Corporation
\$53M

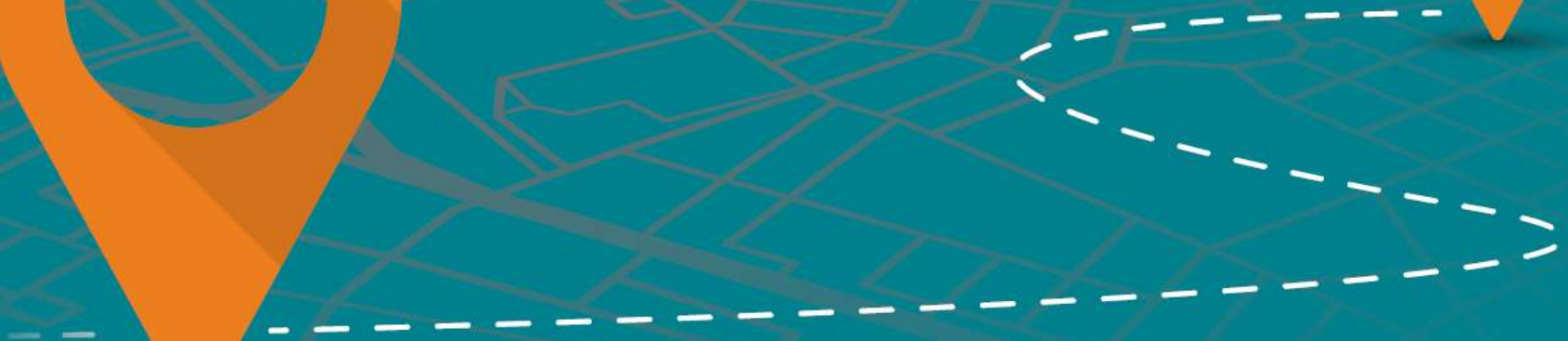
Total
\$292M






REQUISITION FUNDING (including municipal debt)





Regional Context >

**Presentation to the Board of Directors
Wednesday March 15, 2023**




2.2^B
BUILDING PERMITS FOR 2022
RESULTING HOUSING STARTS
4787 UNITS




20%
POPULATION GROWTH
INCREASE OF 2.2 IN 2022


SINCE 2017 ...




43%
INCREASE IN PARKS VISITORS



8%
INCREASE IN WATER DEMAND



26%
INCREASE IN REFUSE



\$1.2^M
SINGLE FAMILY DWELLING
11/16 JURIS. AVG. ASSESSMENT EXCEEDS \$1M



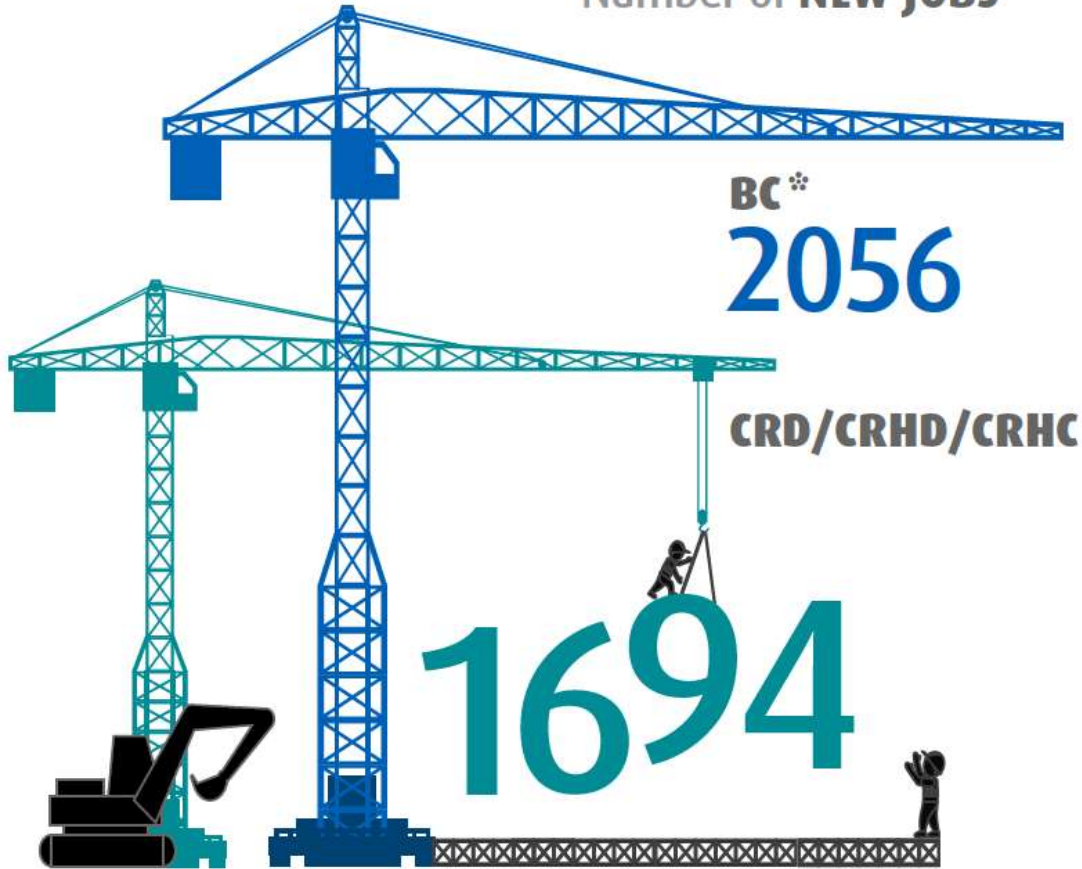
7.0%
GREATER VICTORIA CPI
2022 ANNUAL % CHANGE



3.4%
UNEMPLOYMENT RATE
GREATER VICTORIA – JANUARY 2023

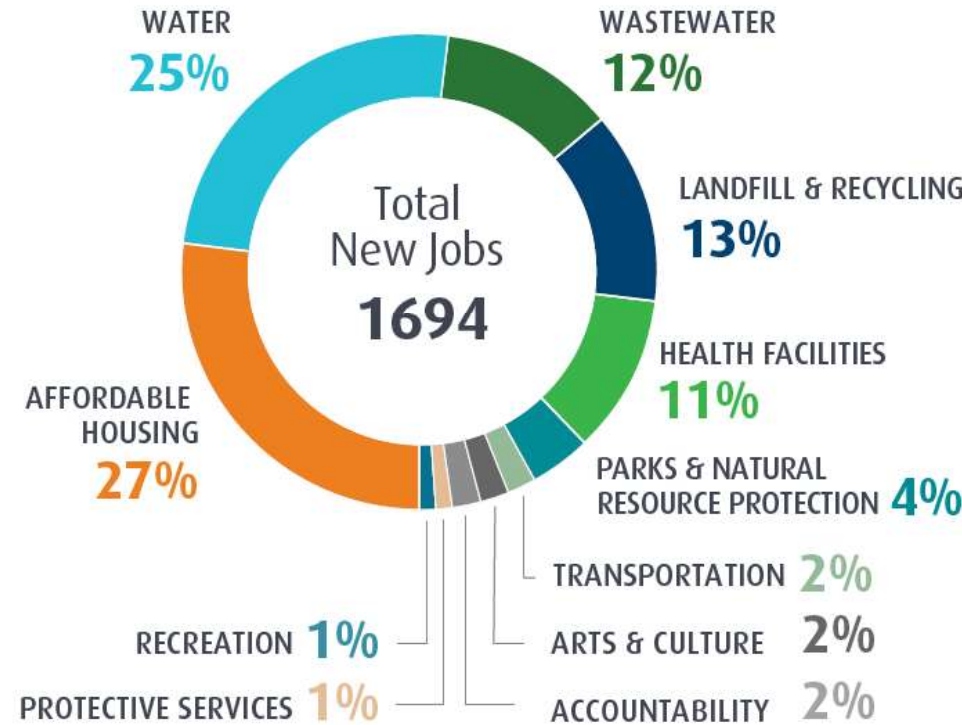


Number of NEW JOBS



* BC amount includes CRD | CRHD | CRHC

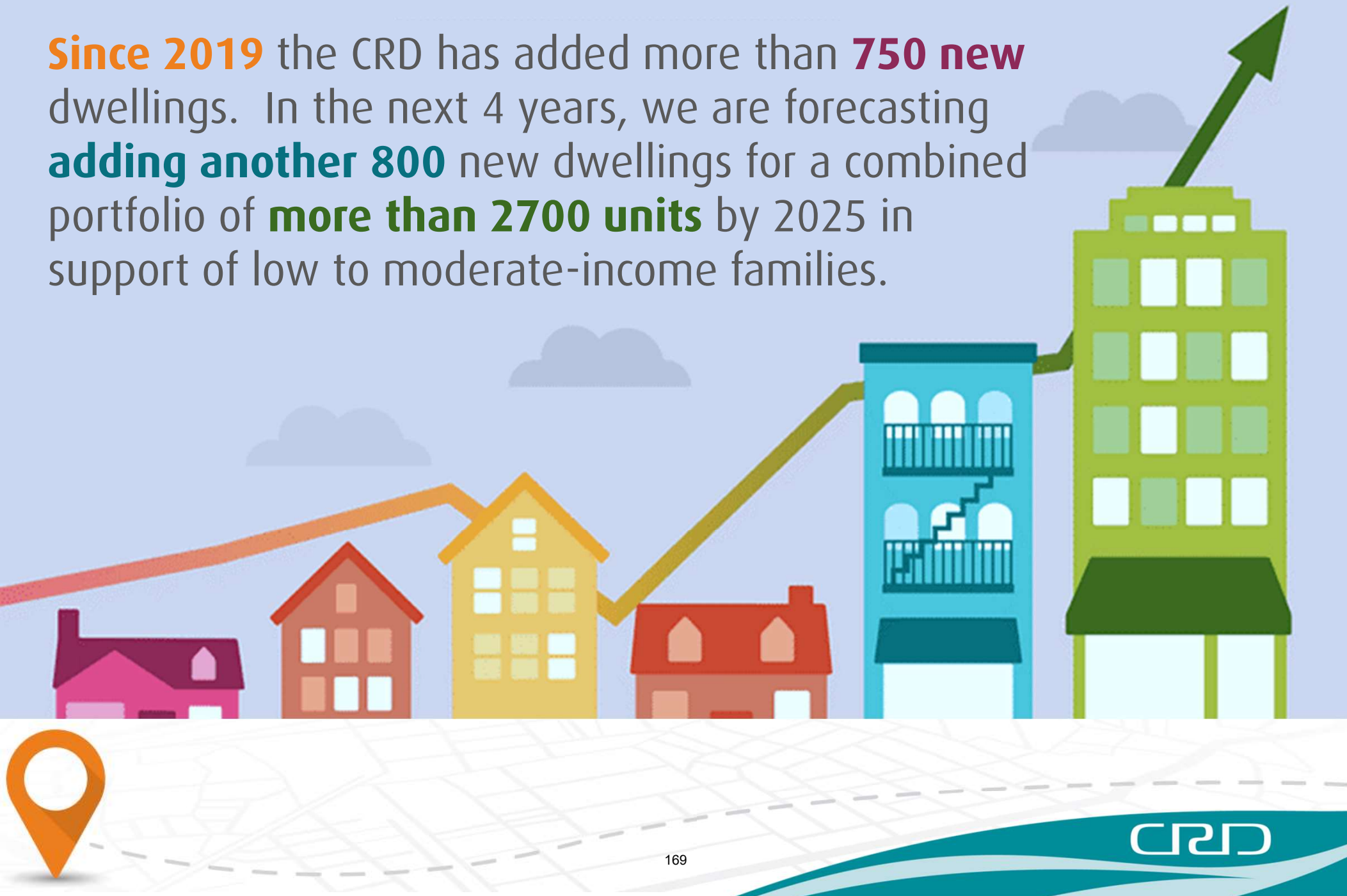
JOB CREATION By Community Need



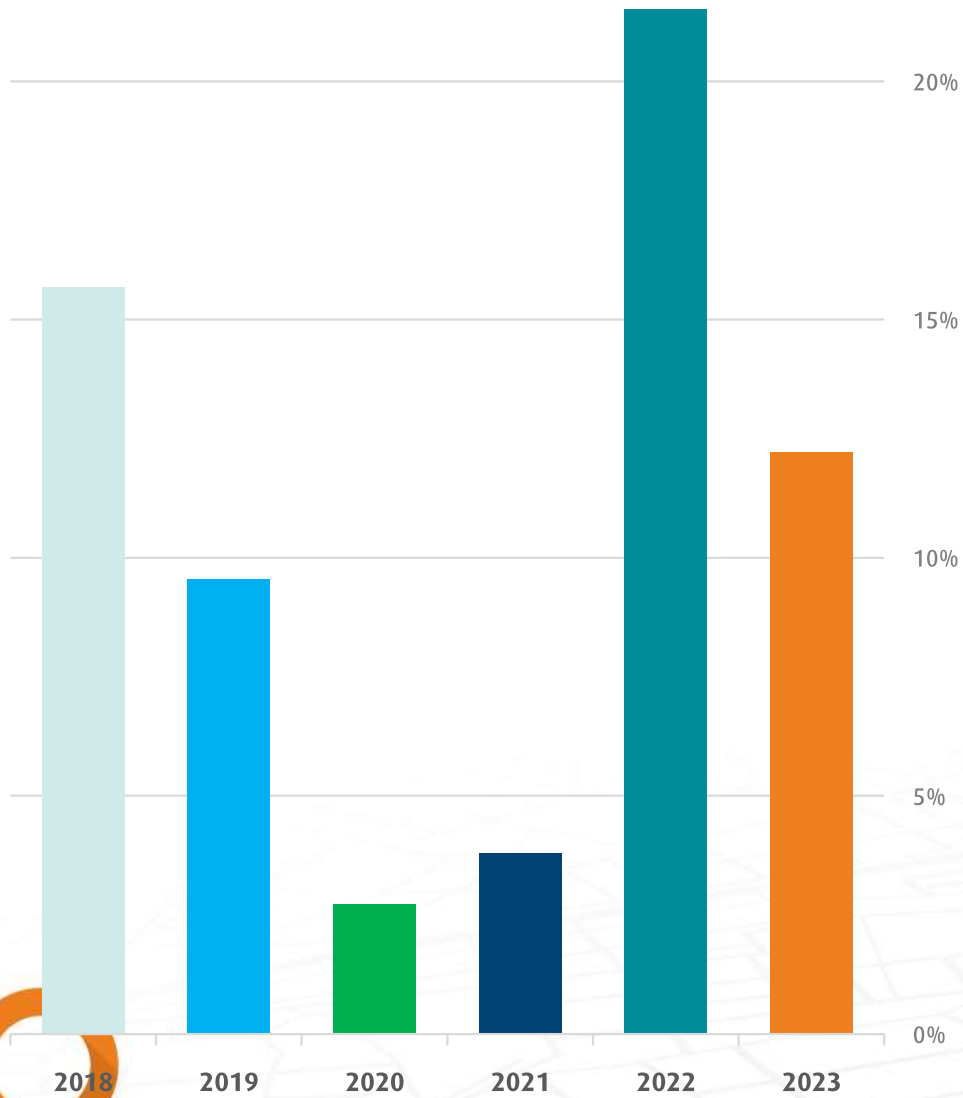
The consolidated capital plan combined investment of \$292M, generates an estimated 1,694 new jobs in the region through the flow of goods and services among various industries.



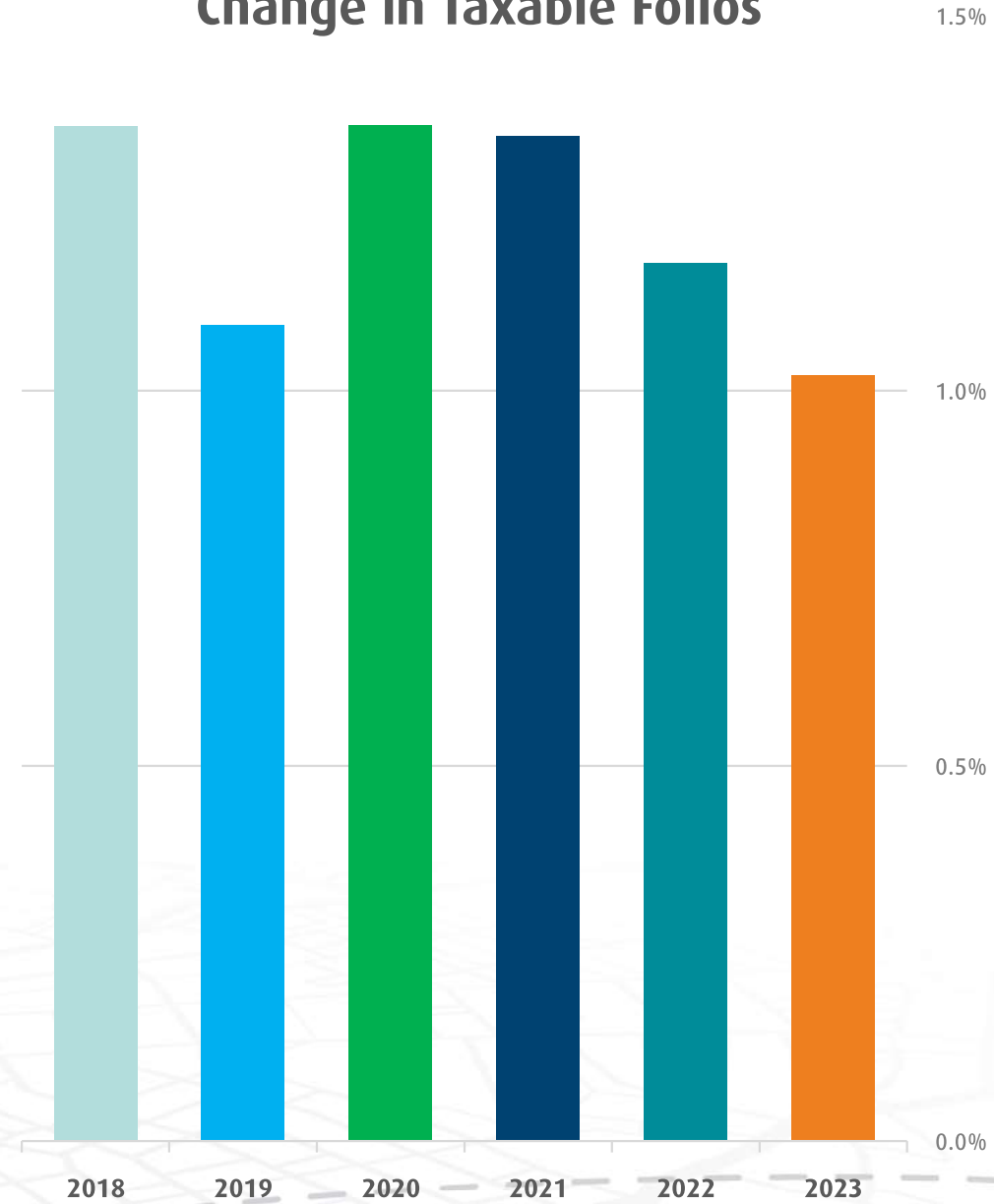
Since 2019 the CRD has added more than **750 new** dwellings. In the next 4 years, we are forecasting **adding another 800** new dwellings for a combined portfolio of **more than 2700 units** by 2025 in support of low to moderate-income families.

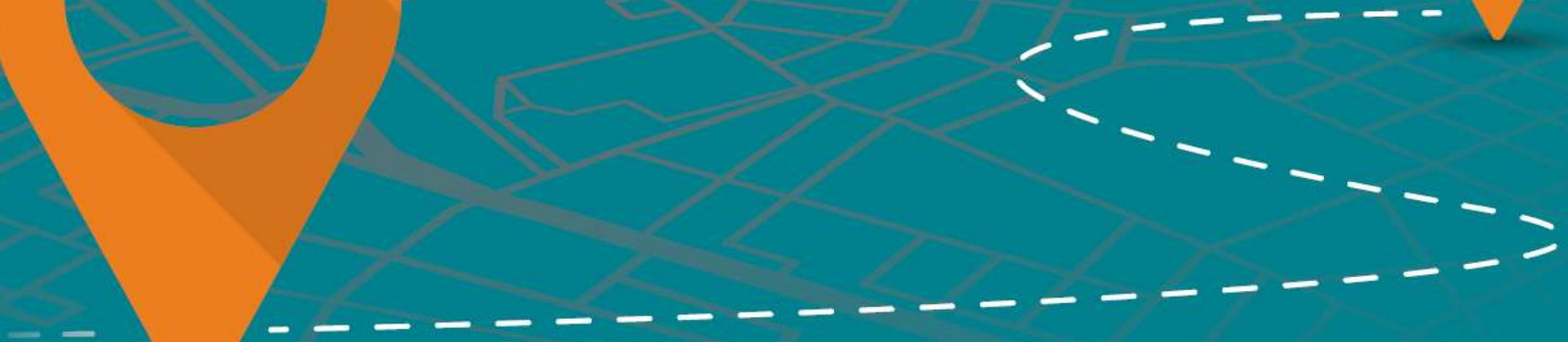


Change in Converted Assessments



Change in Taxable Folios





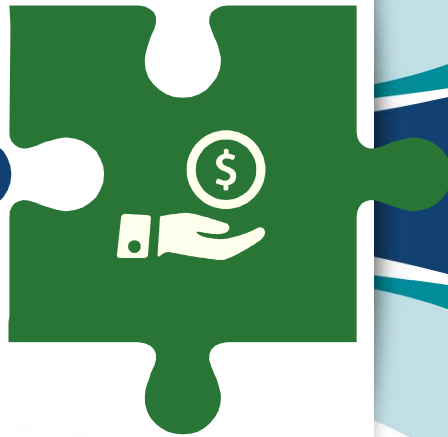
Planning Process & Timeline >

**Presentation to the Board of Directors
Wednesday March 15, 2023**



Economic Conditions

Drivers and assumptions for the basis of the financial plan



Financial Management Strategies

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

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

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



Service Delivery

The Corporate Plan aligns services plans to outcomes

Strategic Plan Check in & Planning Guidelines

Service & Provisional Financial Plans

Final Budget



ELT Service

ELT Budget

ELT Adjustments

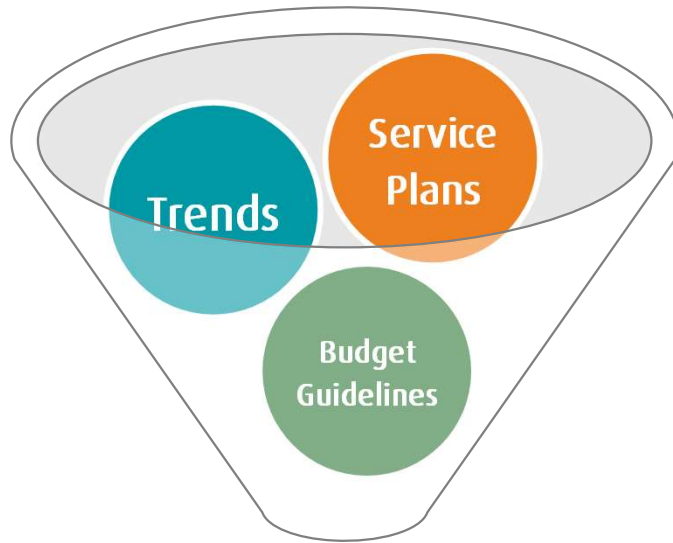
Service Planning

Budget Planning

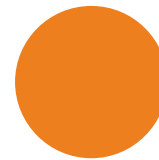
Public Engagement

Financial Close



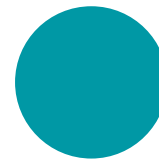


2023 Final Budget



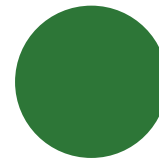
Service Planning Process

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



Trends and Assumptions

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



Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

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

Provisional Budget

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

Final Budget

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



Budget Changes since Provisional Approval >

**Presentation to the Board of Directors
Wednesday March 15, 2023**

2023 PROVISIONAL BUDGET

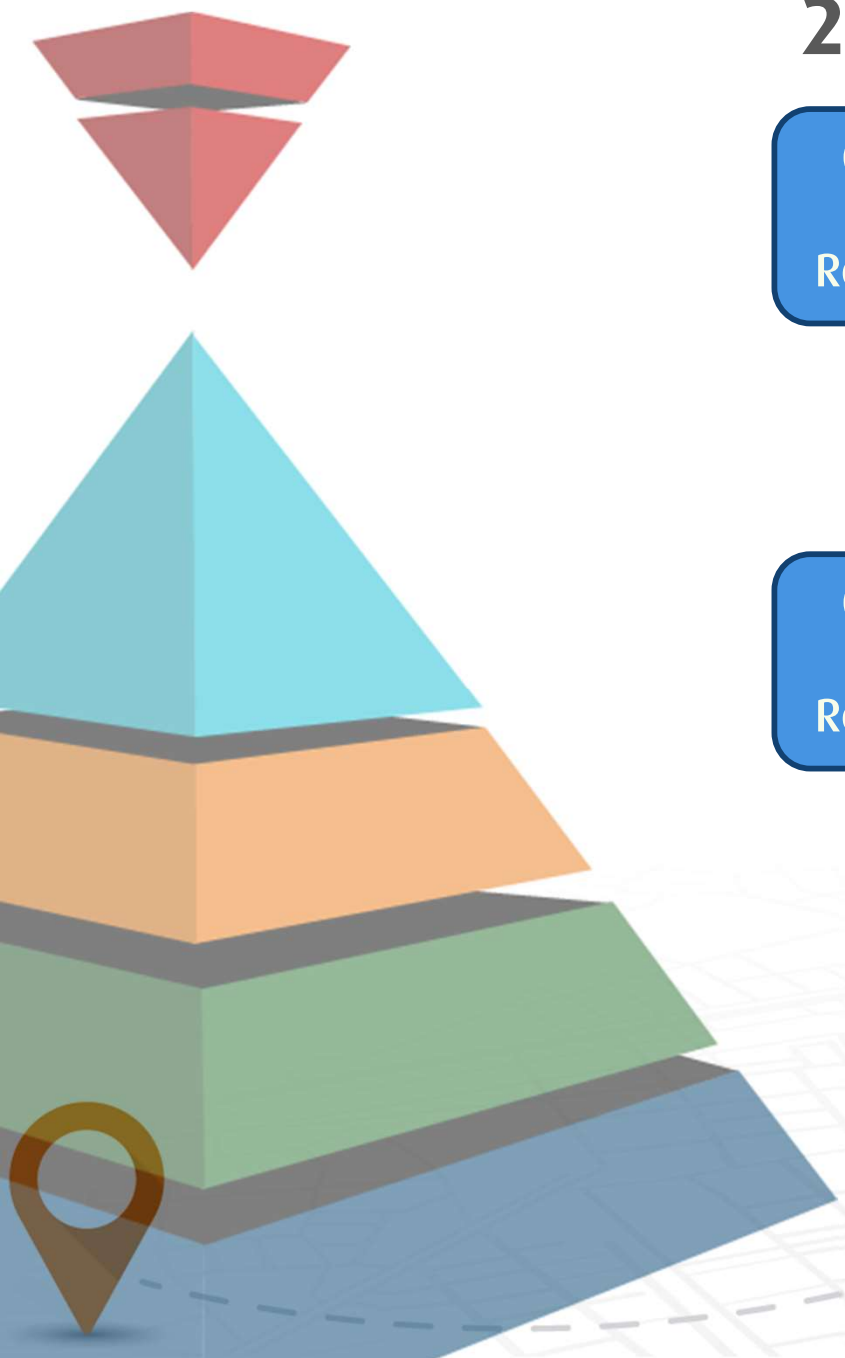
Operating | \$329M
Capital | \$211M
Requisition | 3.1%

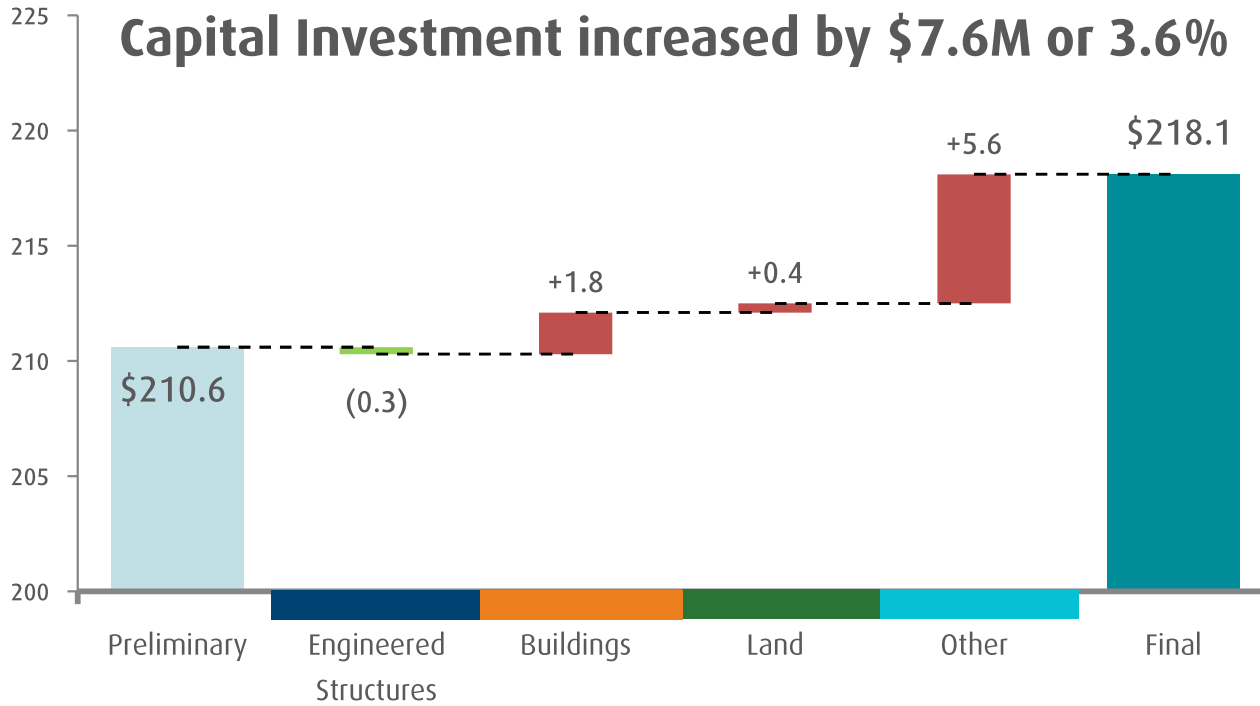
Consolidated
Requisition | 2.3%
Cost/HH | 1.8%

2023 FINAL BUDGET

Operating | \$337M
Capital | \$218M
Requisition | 4.4%

Consolidated
Requisition | 3.4%
Cost/HH | 2.8%





Engineered Structures (\$0.3M)

- (\$12.5M) Core Sewer capital rephased into future years, +\$0.7M Bowker Sewer
- +\$0.3M SCADA and Radio assessments
- +\$2.1M Hartland aggregate and +\$1.6M landfill gas utilization carryforward
- +\$1.3M for Ludlow pump and +\$0.9M for Lagoon and Milburn pipe replacement

Buildings +\$1.8 M

- +\$1.7M in Prosser Place project
- + \$1.3M RWS replacement of Goldstream gatehouse
- + \$0.4 VIHA roof replacement
- (\$2.0M) Panorama heat recovery plant carryforward to 2024

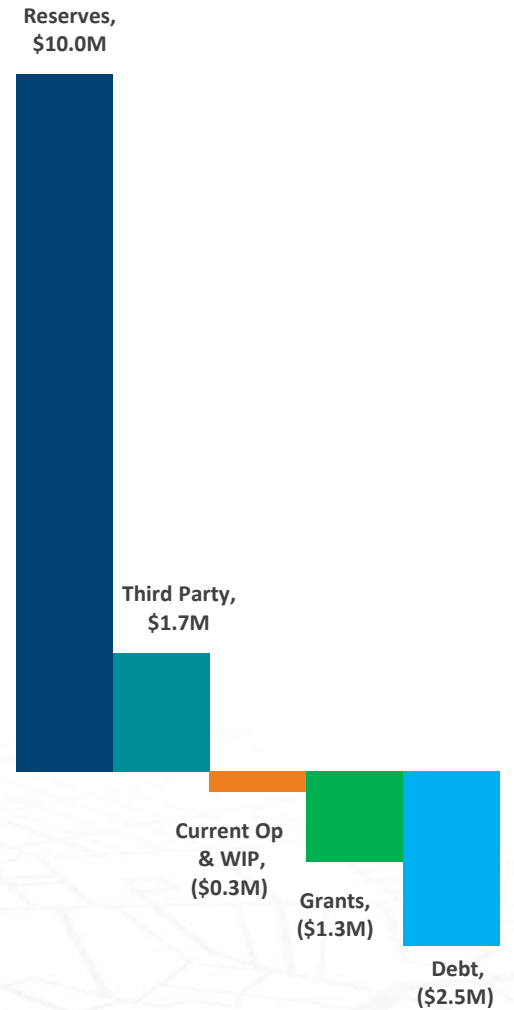
Land +\$0.4 M

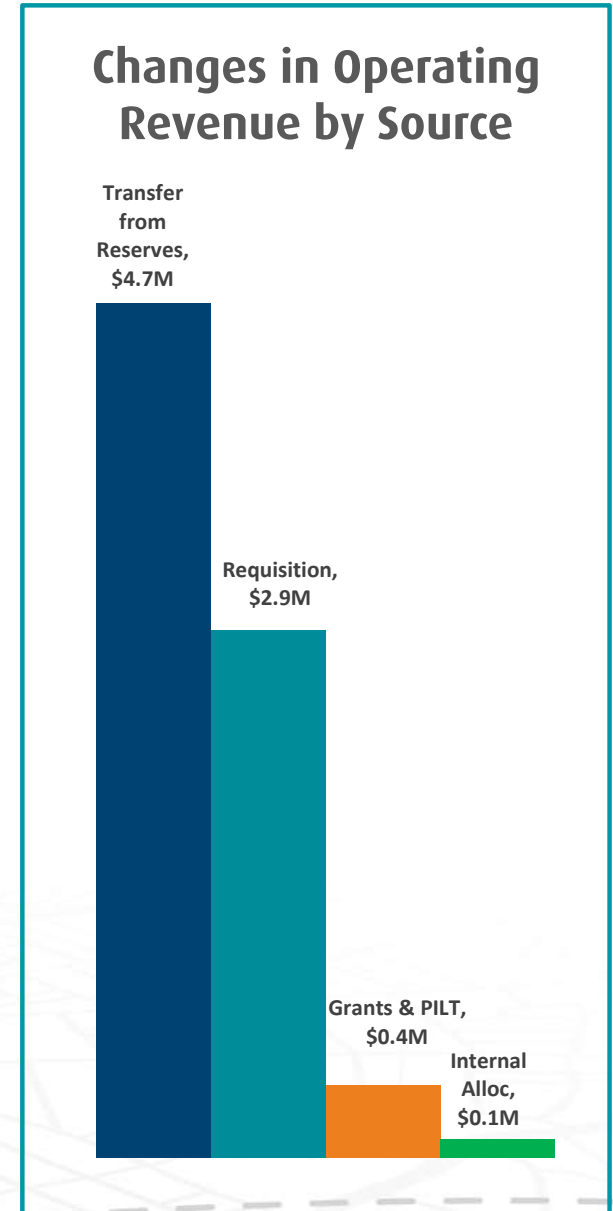
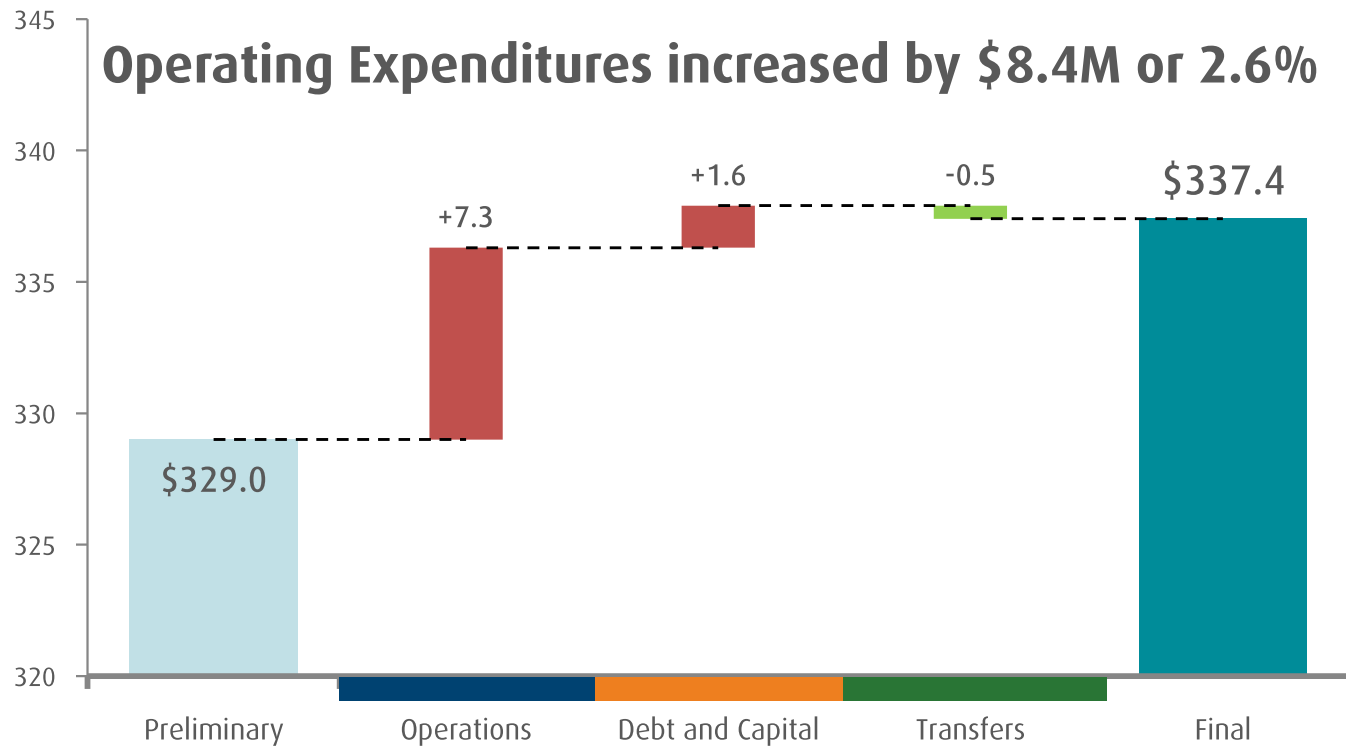
- +\$0.4M Greater Victoria Water Supply Area Forest Resilience wildfire modelling and forest management field trials

OTHER +\$5.6 M

- +\$1.4M Regional Parks Elk Lake remediation system carryforward, +\$0.7M IT upgrades and migrating from SAP to S4 Hana, and +\$0.5M portable pump system for water services, +\$0.5 HRIS costs brought forward from 2024

Changes in Investment Funding by Source





Operations +\$7.3 M

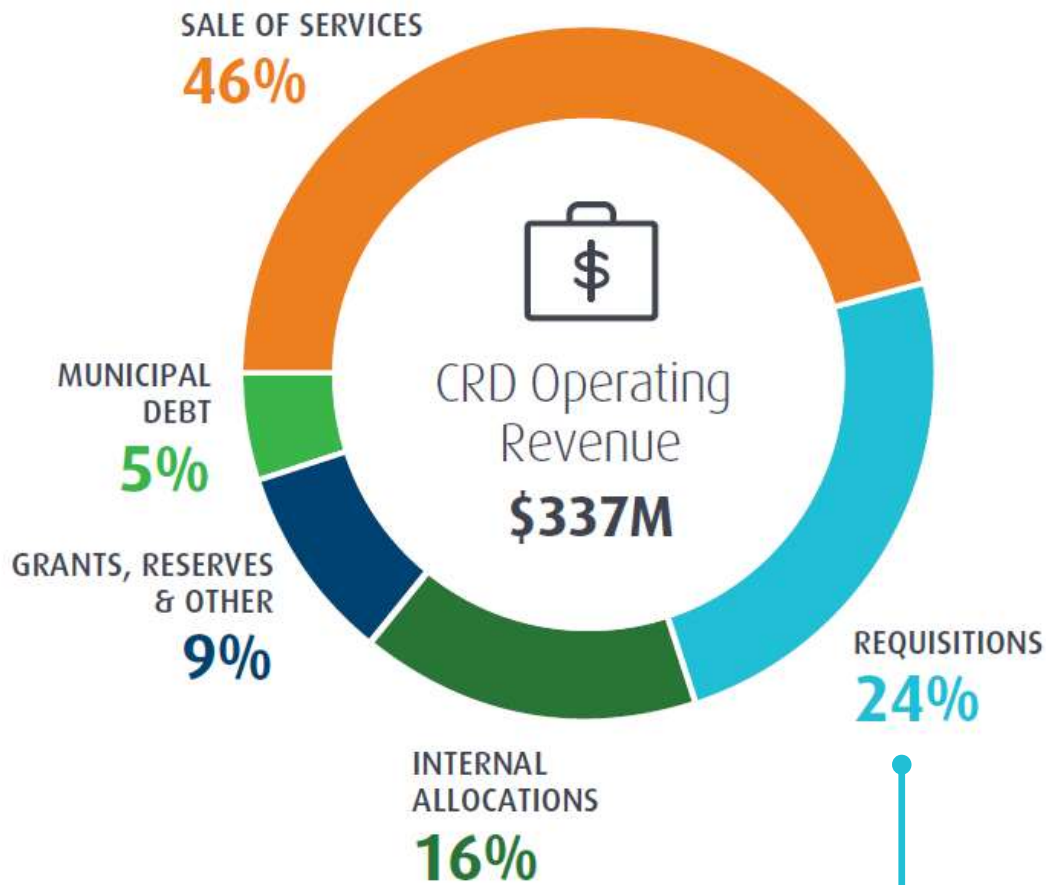
- +\$1.5M impact of contract settlement
- +\$1.0M contract exit fees related to the Renewable Natural Gas (RNG) Project
- +\$0.9M increased pricing of chemicals used in wastewater treatment
- +\$0.4M for residual treatment insurance and sludge disposal costs
- Various service updates to reflect initiatives carried forward from 2022 to 2023

Debt & Capital +\$1.6M

- +\$0.8M in refinancing and new borrowing requests from municipalities
- +\$0.4M for exercising early payment options on MFA debt issues
- +\$0.2M for CRD Public Electric Vehicle Charging Network Project

Transfers (\$0.5M)

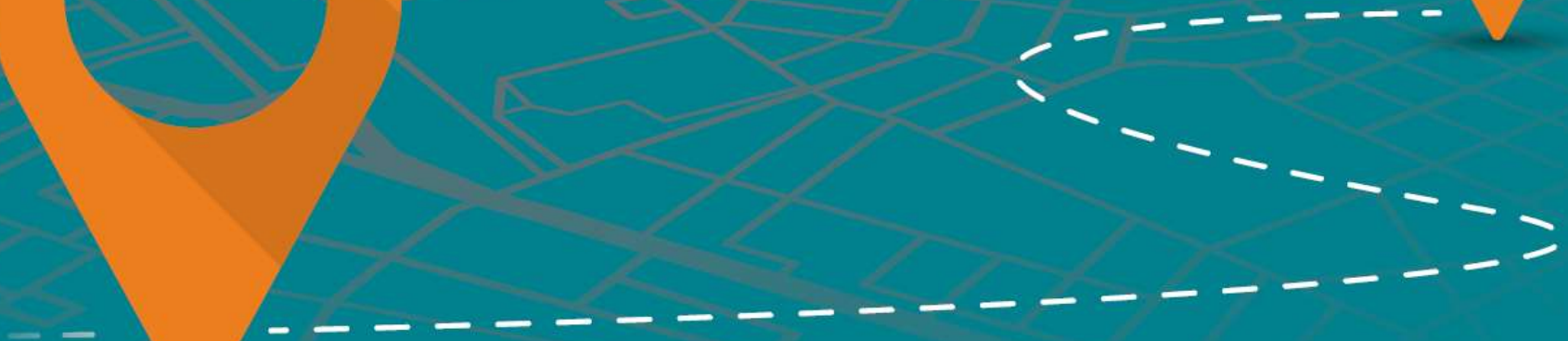
- (\$0.5M) to offset increases in various service budgets



Sale of Services	154.6
Requisitions	82.1
Internal Allocations	53.9
Grants, Reserves & Other	29.6
Municipal Debt	17.3
Total	\$337M

2023 Final Budget	2023 Preliminary	Δ \$	Δ %	2022 Budget
\$82.1M	\$79.9M	\$2.2M	2.8%	\$78.1M



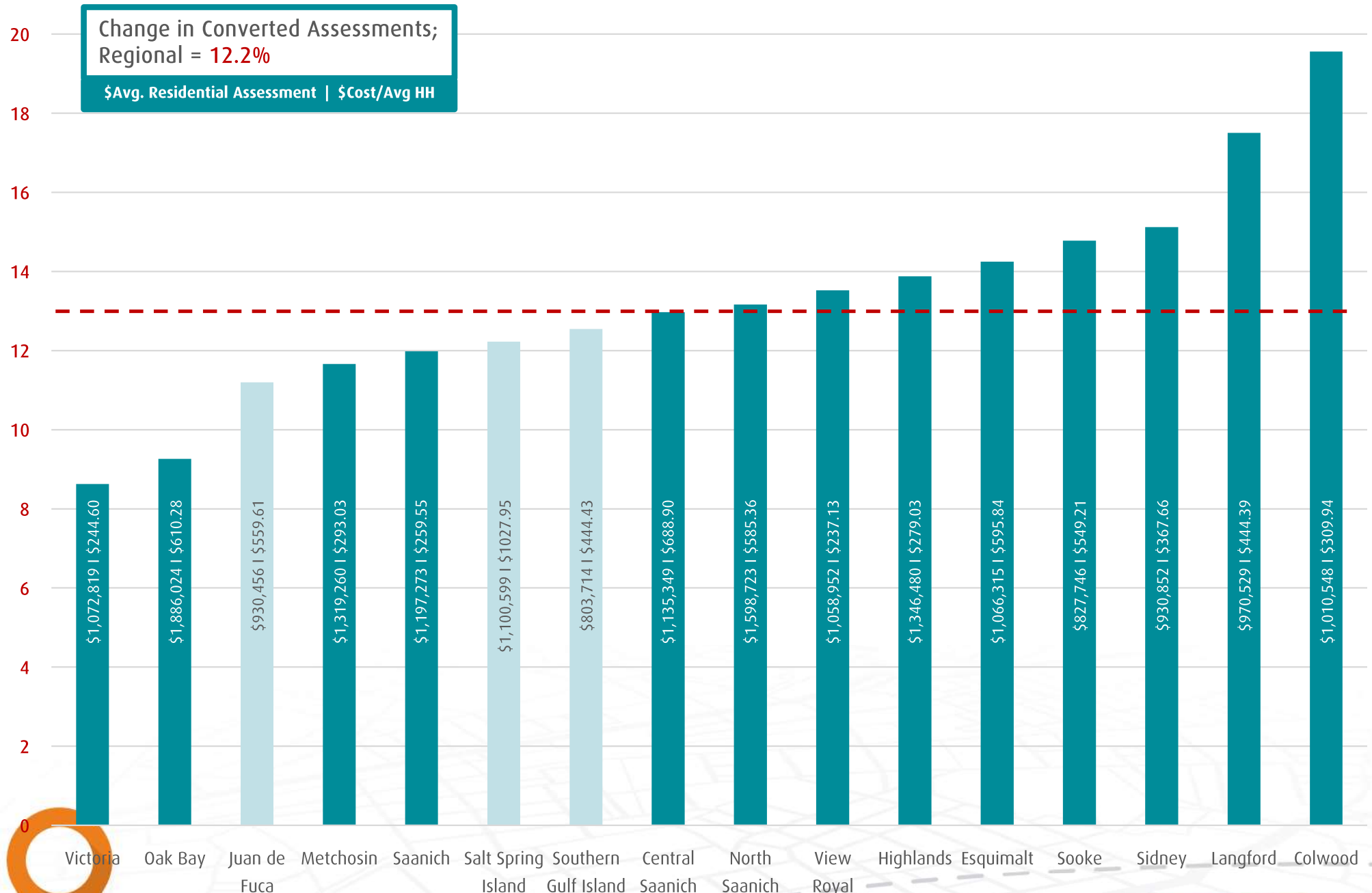


Impacts to Participants >

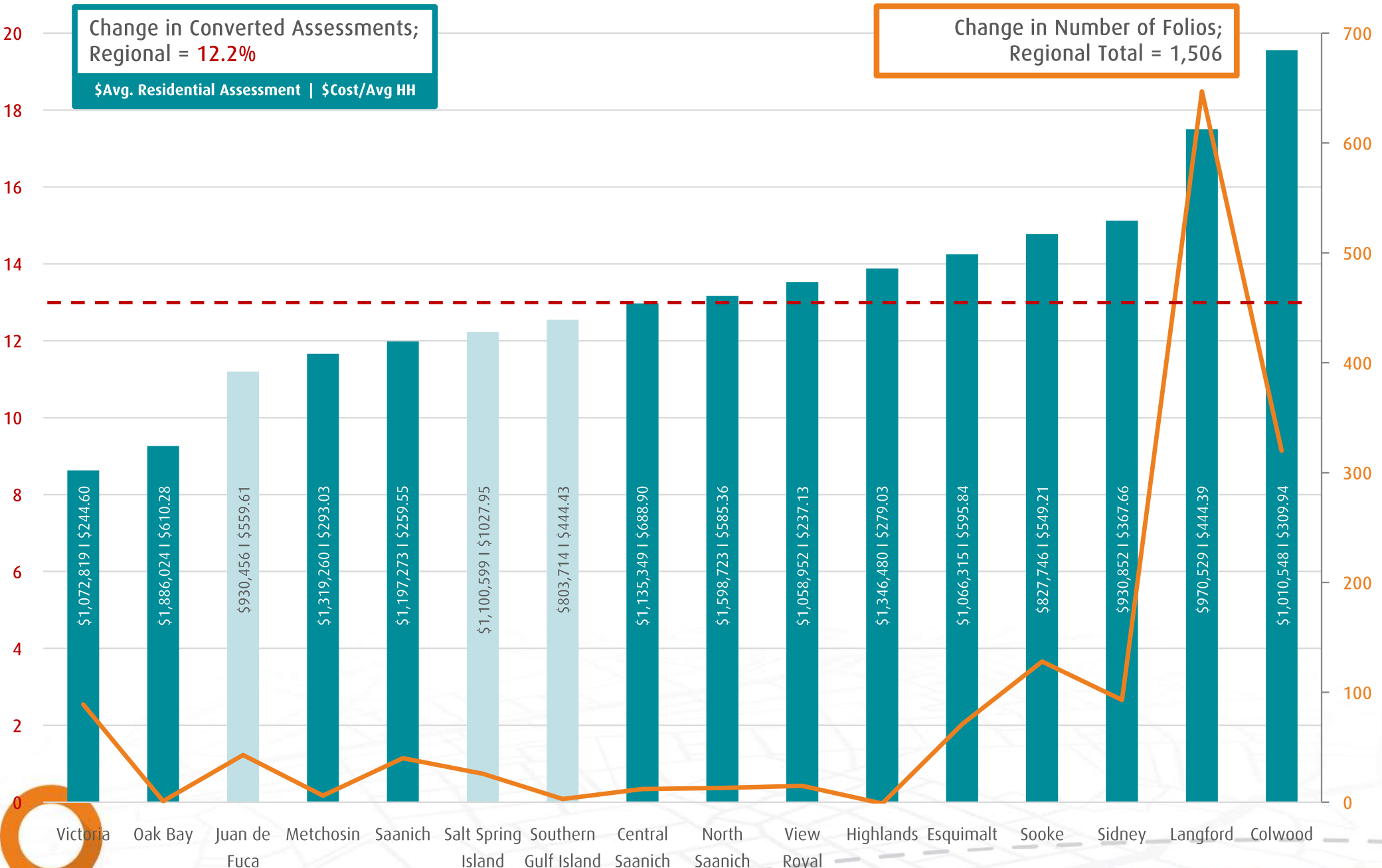
**Presentation to the Board of Directors
Wednesday March 15, 2023**

Impact of Assessment & Folios

Change in Converted Assessments;
Regional = **12.2%**
\$Avg. Residential Assessment | \$Cost/Avg HH

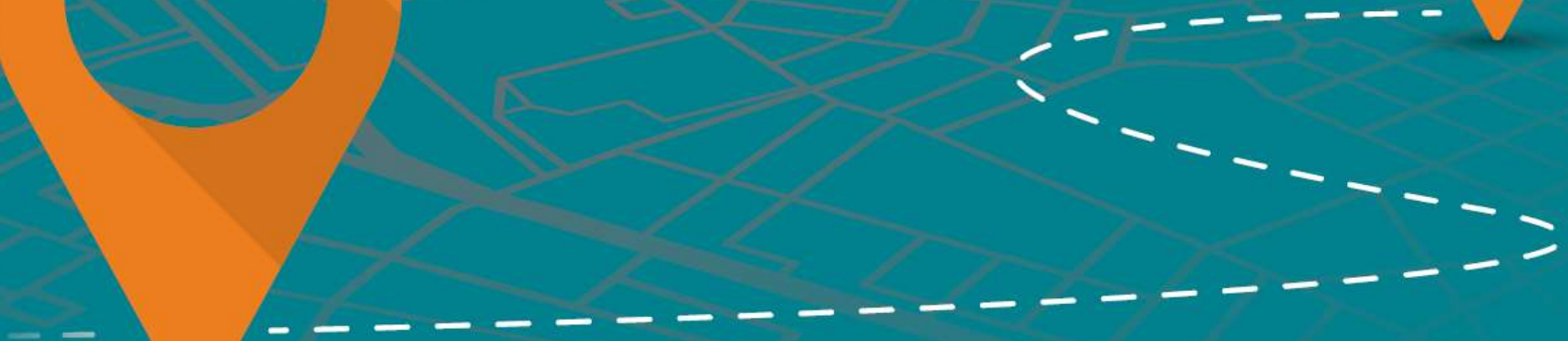


Impact of Assessment & Folios



Requisition by Participant

	A	+	B	=	C	→	D	E
Municipalities & EAs	Impact of Cost Apportionment		All Other CRD		CRD Final (Base)		CRD, CRHD & Municipal Debt (Base)	Cost per HH CRD & CRHD & Muni Debt
Central Saanich	0.0%		3.1%		3.1%		2.4%	3.1%
Colwood	3.7%		3.8%		7.5%		3.4%	(1.4%)
Esquimalt	0.5%		12.5%		13.0%		4.2%	2.9%
Highlands	(1.1%)		2.1%		1.0%		1.0%	2.1%
Langford	1.8%		5.0%		6.8%		6.3%	3.4%
Metchosin	1.2%		5.0%		6.2%		3.7%	3.5%
North Saanich	0.4%		3.1%		3.5%		5.6%	5.1%
Oak Bay	0.0%		0.0%		0.0%		(0.7%)	(0.6%)
Saanich	(0.3%)		5.2%		4.9%		4.6%	4.6%
Sidney	1.3%		2.5%		3.8%		3.0%	(1.3%)
Sooke	0.5%		3.5%		4.0%		3.7%	0.8%
Victoria	(2.5%)		4.9%		2.4%		(0.9%)	0.1%
View Royal	2.1%		5.4%		7.5%		3.9%	3.2%
Juan de Fuca	(0.1%)		4.6%		4.5%		3.6%	2.0%
Salt Spring Island	(0.4%)		6.8%		6.4%		5.6%	5.9%
Southern Gulf Islands	0.9%		3.6%		4.5%		3.7%	3.8%
Total	-		5.1%		5.1%		3.4%	2.8%



Financial Health Indicators >

**Presentation to the Board of Directors
Wednesday March 15, 2023**



Investing for the Future

Measure: the amount of capital invested in infrastructure for every dollar that assets depreciate each year.

Result: in 2023, the investment in capital will be \$218M* vs \$53M in amortization. This yields a 4.1x multiplier.

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



Saving for a Rainy Day

Measure: reserves provide sources of funding for uncontrollable factors and allow the CRD to set aside funds for future capital requirements.

Result: in 2023, reserve contributions will total \$23M vs a \$337M* operating budget. The result is 6.9%.

* excludes municipal debt servicing costs, otherwise operating budget = \$337.4M with 6.9% contribution rate





Debt Affordability

Measure: the amount of revenue committed to debt repayment for existing and new capital.

Result: in 2023, debt servicing costs will account for \$25M* out of the total revenue of \$260M**. This equates to 9.7%.

* excludes municipal borrowing

** excludes municipal debt (17.3M), internal allocations (53.9M), and surplus carryforward (8.8M).



Debt Management

Measure: the amount of capital investment that will be funded by debt (instead of operating or reserves).

Result: in 2023, debt will fund approximately 23.1% of total capital investment of \$218M*.

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





Managing Capital Investments

capital investment is 4.1x depreciation while 10% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan



Adapting to Regional Challenges

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



Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies





Questions >

**Presentation to the Board of Directors
Wednesday March 15, 2023**



Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, MARCH 29, 2023

SUBJECT

ISSUE SUMMARY

This report summarizes amendments to the Financial Plan Bylaw since introduction, first, and second reading at the March 15, 2023 special meeting.

BACKGROUND

Section 374 of the *Local Government Act* requires that the Capital Regional District (CRD) develop and approve a five-year Financial Plan by March 31 each year. On March 15, the 2023 to 2027 Financial Plan was presented where the bylaw was introduced and read a first time. At second reading, the Board carried an amendment to remove \$3.6 million from the Land Banking and Housing service in 2023. Subsequently, second reading was carried as amended.

ALTERNATIVES

Alternative 1

1. The Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, be read a third time; and
2. That Bylaw No. 4537 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix B be approved.

Alternative 2

1. That staff amend Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, as directed, and report back to the Board on March 31, 2023, for third reading and adoption.

IMPLICATIONS

Financial Plan Bylaw

The 2023 to 2027 Financial Plan Bylaw No. 4537 included in Appendix A has been amended to remove the \$3.6 million from Land Banking and Housing service.

Legislation requires the CRD develop and approve a five-year Financial Plan by March 31 each year. There is a subsequent deadline of April 10 for the regional district to deliver a requisition stating the amount required for each service from each member municipality and the Provincial Surveyor of Taxes. This critical path enables municipalities and the province to recover associated fees from ratepayers.

Staff Establishment Chart

The Staff Establishment Chart (SEC) is attached as Appendix B, detailing full-time equivalent (FTE) employees included in each department and division. Since provisional approval, 2023 FTEs have increased by 1.0 ongoing and 0.5 fixed duration. The 1.0 ongoing FTEs was directed by the CRD Board on September 21, 2022 to address backlog of building permit applications.

The 0.5 fixed duration FTE is to support the newly established Regional Goose Management service where the establishment bylaw was adopted by the CRD on February 8, 2023. Both FTEs are reflected in the financial plan, there have been no changes to the SEC since the March 15 Board meeting.

CONCLUSION

The CRD Board must adopt a five-year Financial Plan bylaw each year by March 31. The attached 2023 to 2027 Financial Plan Bylaw aligns to amendments made at second reading, and there have been no changes to the SEC since the March 15 meeting.

RECOMMENDATION

1. The Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, be read a third time; and
2. That Bylaw No. 4537 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix B be approved.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENTS

- Appendix A: Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, inclusive of Schedules A and B
- Appendix B: CRD 2023 Staff Establishment Chart



Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD MEETING OF WEDNESDAY, MARCH 15, 2023

SUBJECT **Bylaw No. 4537: 2023 to 2027 Financial Plan Bylaw, 2023**

ISSUE SUMMARY

This report summarizes updates to the 2023 budget since provisional approval and presents Bylaw No. 4537, 2023 to 2027 Financial Plan to the Capital Regional District (CRD) Board.

BACKGROUND

Section 374 of the *Local Government Act* requires that the CRD develop and approve a five-year Financial Plan by March 31 each year. On September 21, 2022, the CRD Board approved 2023 Service Plans, the 2023 Staff Establishment Chart and the Provisional 2023 to 2027 Financial Plan. A provisional approval of the financial plan is required by the organization to advance annual rate, fees and charges bylaws, obtain amended expenditure authority from January through April, and ensure initiation of capital projects and continued operating continuity through final approval. Additionally, prior to advancing the Financial Plan bylaw in March, plans are amended based on year-end results, payments in lieu of taxes, revised assessment information and other committee or commission directed changes.

Through their respective Boards the Capital Regional Hospital District (CRHD) and Capital Region Housing Corporation (CRHC) have separate provisional and final budget requirements. As detailed in the *Hospital District Act*, a CRHD final 10-year capital and provisional operating plan is required before the end of the calendar year, while the final operating budget must be approved by March 31. CRHC approves their final annual financial plan before the end of the calendar year as a requirement of BC Housing to consolidate funding and subsidies.

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

The CRD Financial Plan consists of more than 200 budgets funding the delivery of regional, sub-regional and local services to over 432,000 residents, businesses and visitors throughout the region. Various trends and variables impact the Financial Plan, including, but not limited to, economic conditions, population growth, demographics, climate change and regulatory or legislative amendments. The Financial Plan aims to balance these factors in alignment with the Board approved service and financial planning guidelines, the strategic priorities, and the corporate plan.

Planning and Approval Process

The 2023 service planning process marked the final year of the corporate plan developed under the previous board term. The planning cycle is designed to ensure organizational alignment on

implementation of strategic objectives identified and prioritized during the election term. A new corporate plan is being developed to incorporate new and revised priorities of the Board.

As in prior years, annual Service and Financial Planning Guidelines are presented through the Finance Committee. The 2023 guidelines were reviewed and approved by the Board in May 2022. The guidelines address financial management strategies related to revenue, reserves and debt management while also formalizing the organizations response to economic and community trends in service and financial planning.

The guidelines for 2023 directed staff to focus on retraction of activities where possible, absorbing cost pressures, while still balancing essential services and initiatives. As part of the planning process, the Executive Leadership Team (ELT) met multiple times to review individual service plans, initiative business cases (IBCs) and financial implications in alignment with the corporate plan and Board-approved financial planning guidelines. ELT prioritized initiatives in consideration of fiscal constraints, organizational capacity and workforce pressures.

Through a systematic decision-making process, several initiatives were deferred, phased, mitigated and scaled down as much as possible while still maintaining services and meeting corporate plan objectives. The identified resource implications for prioritized initiatives and changes to service levels were consolidated and given provisional approval by the Board on September 21, 2022.

Board Directed Initiatives

Subsequently, at the March 8, 2023 CRD Board meeting the following resolution was passed; *That the CRD Board direct staff to requisition an additional \$3.6 million under the current Land Banking and Housing (LBH) Service (Service No 1.310) to ensure there is capital available for leveraging land banking and housing opportunities in 2023.* As a result of timing, the impact of this resolution is included in the attached Bylaw No. 4537, 2023 to 2027 Financial Plan Bylaw, 2023 in Appendix L, but shown only as an overlay to tables within this staff report, the accompanying budget PowerPoint presentation, and Appendix P. All remaining appendices exclude this impact.

Regional Trends and Observations

Over the past year, key economic indicators such as unemployment and inflation have undergone significant changes through the COVID-19 recovery. Low unemployment rates have returned and been accompanied with 30-year high inflation rates prompting action by national policy makers. The Bank of Canada increased the key overnight lending rate eight times in eleven months (March 2022 through January 2023), moving from 0.25% to 4.5% in an attempt to reign inflation back to their long-standing target of 2%.¹

In Greater Victoria, the monthly Consumer Price Index (CPI) decreased from its high of 8.2%, in July 2022, to 6.5% in January 2023, but remains stronger than Vancouver at 5.9% and provincially at 6.2%.² Meanwhile, the unemployment rate in Greater Victoria dropped to a four-year low of

¹ At: <https://www.bankofcanada.ca/core-functions/monetary-policy/key-interest-rate/>

² At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf

3.4% in January 2023 (lower than pre-pandemic levels) and below the provincial and national rates of 4.3% and 5.0%.³

Population growth in Greater Victoria continues to outpace the province as a whole, with a growth rate of 20% over the last eight years and 2.2% over 2021.⁴ In 2022, nine municipalities in the CRD exceeded the average BC municipal population growth rate of 1.4%.⁵

Strong population growth and increased inflation continue to apply pressure on housing supply and prices in the region. Despite a 113.7% rise in active listings over last year, the benchmark value of a single-family home in January 2023 remains high at \$1,251,100. While this is a (3.6%) decrease over the same month in 2022, it is a smaller decline than rates across BC and Canada.

Building permit values were stronger in 2022 totaling \$2.2 billion, a 12.5% increase over 2021.⁶ However, housing starts in Greater Victoria, often lagging behind building permits, totaled 4,787 down (0.5%) compared to 2021.⁷

As population growth continues, the local impact translates into escalating construction activity, a tighter housing market and increased demand for community services, many of which are delivered through the CRD.

ALTERNATIVES

Alternative 1

1. That Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4537 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

Alternative 2

1. That staff amend Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023 as directed.

IMPLICATIONS

Governance Implications

Public Consultation

Section 375 of the *Local Government Act* requires consultation on the Financial Plan before adoption. In support of the diverse services and governance structures at the CRD, the engagement process employs a variety of means to solicit feedback from regional, sub-regional and local rate payers.

³ At: Table 14-10-0380-01 Labour force characteristics, three-month moving average, seasonally adjusted

⁴ At: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates?keyword=regional&keyword=district&keyword=population>

⁵ At: <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates?keyword=regional&keyword=district&keyword=population>

⁶ CRD Regional Planning

⁷ At: <https://www03.cmhc-schl.gc.ca/hmip-pimh/#Profile/2440/3/Victoria>

Many CRD services are governed through commissions or committees which are composed of elected officials, and in many cases, volunteer local rate payers. With commissions and committees providing oversight and direction to services through public meetings, input is received leading up to the preparation of budgets through the annual planning process. This process includes a significant amount of work undertaken by many commissioners who volunteer their services in the Southern Gulf Islands, Salt Spring Island and Juan de Fuca (JDF) electoral areas. For regional and sub-regional services, the Board oversees the budget process through several commissions and committees.

Commissions and committees receive input in the form of user input, customer feedback, surveys, public advisory body reports, operational reports, presentations and correspondence. The CRD also conducts public consultations for major regional initiatives such as the solid waste management plan. In alignment with legislation, review of all CRD budgets takes place in meetings open to the public with details advertised in local newspapers and on the CRD website.

To supplement these processes, the CRD also makes budget materials publicly available on the website and has recently implemented a new digital engagement platform to capture feedback. Timing of input follows provisional budget through final budget review. These materials, infographics and digital media are designed to increase understanding and consumption of CRD's financial position and performance. Engagements are featured on the CRD home page, our digital engagement platform (getinvolved.crd.bc.ca), all social media channels and includes advertising through various other networks. Appendix K provides a summary of consultation activities and feedback received to date regarding the final budget.

Public feedback on the 2023 to 2027 Five-Year Financial Plan Bylaw was concluded on February 28 and then shared through the Board correspondence portal. Feedback is considered and incorporated in alignment with corporate and strategic planning for Board approval and integrated into service planning where applicable.

Legislative Implications

Financial Plan Bylaw

The Financial Plan bylaw includes operating and capital expenditures, reserve transfers and revenue requirements from 2023 to 2027. Bylaw No. 4537, cited as “2023 to 2027 Financial Plan Bylaw, 2023”, including Schedules A and B, reflect approved service plans and any adjustments since provisional approval. The bylaw and schedules are included in Appendix L.

As in previous years, there will be an additional adjustment made prior to billing, limited to final amendments by BC Assessment after March 31. There are no expected material changes as a result of this information.

As approved by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Areas Committee (EAC), including the review of budgets of local service commissions. The EAC recommended approval of all electoral area-only budgets on March 13, 2023. Appendix O includes the report and appendices for reference.

Although the Financial Plan bylaw covers a five-year period, the annual service and financial planning process enables regular amendments. While staff are guided by the Board approved

Corporate Plan, there are annual intervention points including the initiatives progress report, Board check-in on priorities, and the Service and Financial Planning Guidelines. The processes including annual approvals of Service Plans, and the five-year Financial Plan bylaw, effectively creating a rolling budget.

Economic Implications

Assessment and Growth

The majority of CRD services are cost apportioned on assessments where property values and folios are primary factors impacting estimates on costs per average household.

Through 2022, the region experienced a significant increase in converted assessments of \$2.3 billion or 12.2%, while residential folios grew by 1,506 or 1.0%.⁸ The change in assessments varies by municipality and electoral area.

When assessments in an area increases more than the regional average, the percent of costs apportioned to that area increases. Increases in assessed values also impacts the theoretical calculation of an ‘Average Residential Household’. Additionally, when the change in assessed values outpaces the rate of change in folios in an area, the average cost per household also increases. All participants experienced a higher rate of change in assessed values than folios. Appendix P contains a listing of the impact on requisition driven by the change in assessed values for each participating area.

Financial Implications

Budget Overview

The 2023 CRD Financial Plan includes \$337.4 million in operating expenditures, an increase of \$22.2 million or 7.0%, and \$218.2 million in capital investment, an increase of \$27.0 million or 14.1.% from 2022.

Table 1: 2023 CRD Budget – Change from Prior Year

Budget Type (\$M)	2023 Final	2022 Final*	\$ Change	% Change
Operating	337.4	315.2	22.2	7.0%
Capital	218.2	191.2	27.0	14.1%
Total	555.6	506.4	49.2	9.7%

* 2022 Final amounts as shown in Bylaw 4529

Appendix A provides additional tables summarizing 2023 year over year changes in operating and capital expenditures, requisition and reserves. The total impact of the operating and capital budget on the 2023 Financial Plan Summaries, along with 2023 Individual Municipal and Electoral Area Requisitions, is included in Appendix J.

⁸ BC Assessment 2023Tax Roll

Updates Following Provisional Budget Approval

The final budget reflects amendments to the Provisional Financial Plan approved in September with year-end results, BC Assessment information and additional committee, commission and staff recommended initiatives. This report focuses on changes since Provisional Budget approval; as such, Tables 2 through 5 compare and summarize the 2023 Final to the Provisional budget. Appendix B and D provide an overview of the 2023 operating and capital budgets.

Operating Expenses

Since provisional approval, the operating budget increased \$8.4 million or 2.6%. The following table summarizes changes by type of expense:

Table 2: Changes in Operating Expenses

Expenditure Type (\$M)	2023 Final	2023 Prelim	\$ Change	% Change
Operations	245.1	237.8	7.3	3.1%
Debt Servicing	42.5	41.3	1.2	2.9%
Capital Funding	26.5	26.1	0.4	1.5%
Transfer to Reserves	23.3	23.8	(0.5)	(2.1%)
Total	\$337.4	\$329.0	\$8.4	2.6%
<i>Board Directed Initiative</i>	<i>+\$3.6</i>	<i>-</i>	<i>+\$3.6</i>	<i>100%</i>

The \$7.3 million change in operations is primarily due to

- \$1.5 million labour contract settlement
- \$1.0 million contract exit fees related to the Renewable Natural Gas (RNG) Project
- \$0.9 million increased pricing on raw material chemicals used in wastewater treatment
- \$0.4 million residual treatment insurance and sludge disposal costs
- \$0.2 million for establishment of the new Regional Goose Management service
- Balance relates to various services updates to reflect carryforward of 2022 work into 2023

The \$1.2 million increase in debt servicing is a result of updated assumptions, addition of new identified debt issuances and exercising early paydown or payout options. Also included within the increase is new municipal debt issuances since provisional budget approval.

Details on all major operating budget changes are listed in Appendix C and budgeted expenditures by service are included in Appendix M at a summary level and in detail by service in Appendix Q.

The Board Directed Initiative came through the March board meeting where staff were directed to include an additional \$3.6 million transfer to reserve within the Land Banking and Housing Service for the purpose of property acquisition to deliver affordable housing. This transfer will require establishment of a capital reserve bylaw as one does not currently exist for this service. Funds will be restricted for use to capital expenditures for affordable housing and may be accessed by way of a financial plan amendment or a future year financial plan.

Operating Revenue

As a result of changes to the operating expenses shown in Table 2, revenue sources are revised accordingly and are summarized in Table 3.

Table 3: Changes in Operating Revenue

Revenue Type (\$M)	2023 Final	2023 Prelim	\$ Change	% Change
Sale of Services	154.6	154.1	0.5	0.3%
Internal Allocations	53.9	53.8	0.1	0.2%
Rentals and other Revenue	9.1	8.9	0.2	2.2%
Transfer from Reserves	8.8	4.1	4.7	114.6%
Surplus Carryforward	6.3	6.3	0.0	0.0%
Grants and PILT	5.4	5.4	0.0	0.0%
Subtotal	238.1	232.6	5.5	2.4%
Requisition*	99.3	96.4	2.9	3.0%
Total	337.4	329.0	8.4	2.6%
<i>Board Directed Initiative</i>	<i>+\$3.6</i>	<i>-</i>	<i>+\$3.6</i>	<i>100%</i>

* Total requisition includes municipal debt payments of \$17.3 million.

The increase of \$4.7 million in transfers from reserve is utilized to fund the expenses identified in Table 2. This includes utilization of operating reserves to fund 2022 initiatives carried over into 2023, collective agreement adjustments and one-time expenses such as contract exit fees related to the RNG Project and early paydown or payouts of debt.

The increase of \$2.9 million in requisition primarily related to:

- \$0.8 million in Core Area Operations for increased property insurance for the Residual Treatment Facility, increased cost of waste sludge disposal at Hartland Landfill and reduced payment-in-lieu (PILT) and surplus carryforward from 2022
- \$0.8 million in updated municipal debt, reflecting refinancing and new borrowing requests made by the municipalities since provisional budget
- \$0.5 million for 2023 labour adjustments for exempt salaries
- \$0.3 million for the Board-directed initiative for First Nations government-to-government relationship building
- \$0.2 million for establishment of the Regional Goose Management service
- \$0.2 million for the Board-directed initiative to extend funding for the Aboriginal Coalition to End Homelessness for 2023

The Board Directed Initiative increase of \$3.6 million in requisition, is additional funding beyond the approved service plan which committed funds for the RHFP Program within the Land Banking and Housing Service. The increase will fund land banking and housing opportunities.

A comprehensive list of changes in operating revenue by driver is included in Appendix C. As in previous years, surplus carryforward estimates were included in the provisional budget as a forecast in each service and are revised for final budget with actual 2022 year-end results.

Payments-in-Lieu

Payments-in-Lieu of Taxes (PILT) are monies recovered from tax exempt parcels owned by federal, provincial and Crown agencies within the region. Under legislation, the amount of tax is determined by class and rate if the properties were taxable. However, the amount of PILT can vary as the requirement to pay is discretionary to the Minister, Lieutenant Governor and heads of Crown Corporations.

Monies collected in each municipality are processed by the CRD and returned through credit to each of the services the municipalities participate in. These payments are a regular source of funding and are meant to compensate the municipality's share of annual costs for CRD services. The historical approach, through provisional budget, is to plan prior year actuals, as current year PILT information is not available until after provisional approval. Revisions for final budget include the actual PILT distributed. For 2023, the PILT received was lower than provisional. 2023 PILT totaled \$3.8 million or a decrease of \$0.3 million from the prior year. Appendix C includes a summary of PILT revenue by member municipality.

Capital Investment

Table 4 summarizes changes to the capital budget by community need.

Table 4: Changes in Capital Investment

Investment Type (\$M)	2023 Final	2023 Prelim	\$ Change	% Change
Water	80.8	73.4	7.4	10.1%
Wastewater	37.4	48.0	(10.6)	(22.1%)
Landfill & Recycling	35.4	31.0	4.4	14.2%
Affordable Housing	17.1	15.4	1.7	11.0%
Parks & Natural Resource Protection	16.5	14.1	2.4	17.0%
Recreation	4.5	4.4	0.1	2.3%
Transportation	5.6	5.0	0.6	12.0%
Arts & Culture	4.7	4.7	0.0	0.0%
Accountability	6.8	5.1	1.7	33.3%
Climate Action & Adaptation	1.9	3.4	(1.5)	(44.1%)
Health	4.6	3.9	0.7	17.9%
Protective Services and Planning & Development	2.9	2.2	0.7	31.8%
Total	\$218.2	\$210.6	\$7.6	3.6%

The \$7.4 million increase in capital investment for Water includes

- \$1.3 million updated estimates for the Ludlow pump station within JDF Water Distribution
- \$1.3 million updated estimates for the Goldstream gatehouse within Regional Water
- \$0.9 million carryforward for AC Pipe Replacement on Lagoon and Milburn roads
- \$2.4 million carryforward across multiple projects within Regional Water and JDF Water Distribution

The (\$10.6) million decrease in Wastewater is largely due to the Core Area Wastewater Treatment Plant project closeout in 2023, with remaining funding of \$13.5 million being carried forward to future years to manage outstanding commitments.

The \$4.4 million increase in Landfill and Recycling includes

- Timing revisions for capital work deferred to 2023 for Aggregate Production at the Hartland
- Updates to estimates generated from request for proposal (RFP) tendering on the Landfill Gas Utilization project

The \$1.7 million increase in Affordable Housing includes the change in purchase price of the Prosser Place development as part of the Regional Housing First Program.

The \$2.4 million increase in Parks and Natural Resource Protection includes the implementation of the Elk Lake remediation system deferred to 2023, and increased material costs on the Galloping Goose Regional Trail Bridge project.

Additional details for all major capital investment changes are listed in Appendix F.

Capital Funding

As a result of changes to capital investment shown in Table 4, capital funding sources are also revised and summarized in Table 5 below.

Table 5: Changes in Capital Investment Funding

Investment Funding Source (\$M)	2023 Final	2023 Prelim	\$ Change	% Change
Current Operating and Work in Progress	52.4	52.7	(0.3)	(0.6%)
Grants	20.3	21.6	(1.3)	(6.0%)
Debenture Debt	50.3	52.8	(2.5)	(4.7%)
Donations and Third-Party Funding	18.2	16.5	1.7	10.3%
Reserve Funding	77.0	67.0	10.0	14.9%
Total	\$218.2	\$210.6	\$7.6	3.6%

The change in Grants is primarily due to revised BC Housing funding for the Regional Housing First Program’s Prosser Place development. Negotiations resulted in additional grant funding to the project, however, by way of agreement, this will be received by the Capital Region Housing Corporation (CRHC) resulting in a reduction to CRD grant revenue.

The change in Debenture Debt is largely related to the Seagirt Water System local service where the Watermain Extension project will connect users to the Juan de Fuca Water Distribution service.

Change in Donations and Third-Party Funding are primarily due to the increased purchase price of the Prosser Place development. This price increase is funded by lease recovery income from CRHC, who will manage the property.

Finally, Reserve Funding changes are related to a variety of projects including

- \$2.1 million in aggregate production at the Hartland Landfill
- \$1.6 million for the Landfill Gas Utilization project being carried forward into 2023
- \$0.7 million in equipment replacement across Environmental Resource Management, South Galiano Fire, Geo-Spatial Referencing, Environmental Protection and South Galiano Island Small Craft Harbour Facilities
- \$0.6 million in carryforward for Saanich Peninsula Wastewater, Saanich Peninsula Water Supply and Salt Spring Island Park Land and Recreation
- \$0.3 million in material costs for bridge replacement on the Galloping Goose Trail
- The balance is related to reserve funding changes less than \$0.25 million over 38 services

Additional details for all major capital changes are included in Appendix F.

A total \$714 million in capital investment is planned in the 2023 to 2027 Capital Plan. The plan reflects continued commitment to address critical infrastructure while also progressing Board Strategic Priorities with significant investments in affordable housing projects and emission reducing projects such as the Landfill Gas Utilization facility at the Hartland Landfill.

As in previous years, changes to the capital plan are managed through budget amendments with the approval of the Board. A summary of capital investment is included in Appendix D, projects greater than \$0.5 million are included in Appendix E and a complete list of capital projects by service is included in Appendix N.

Staff Establishment Chart

The Staff Establishment Chart (SEC) is attached as Appendix G, detailing Full-Time Equivalent (FTE) employees included in each department and division. Since provisional approval, 2023 FTEs have increased by 1.0 ongoing and 0.5 fixed duration. The 1.0 ongoing FTEs was directed by the CRD Board on September 21, 2022 to address backlog of building permit applications. The 0.5 fixed duration FTE is to support the newly established Regional Goose Management service where the establishment bylaw was adopted by the CRD on February 8, 2023. Both FTEs are now reflected in the financial plan.

Financial Indicators and Reserve Forecasts

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

Financial indicators relate directly to the CRD, and services provided to the communities in which the CRD operates. These indicators provide a measurement of financial capacity including debt servicing relative to revenue and planned capital expenditures, capital investment relative to depreciation and transfers to reserves relative to the net book value of assets and operating expenditures. A summary of the financial indicators is included in Appendix I. Consolidated summaries of operating and capital reserve activity can be found in Appendix H.

CONCLUSION

The CRD Board must adopt a five-year Financial Plan bylaw each year by March 31. The attached bylaw and supporting schedules summarize the CRD Financial Plan for the years 2023 to 2027. The 2023 budget was preliminarily approved by the Board on September 21, 2022. The 2023 to 2027 Financial Plan has been prepared in alignment with Board decisions and committee direction. Staff recommends approving the 2023 to 2027 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4537 be adopted.
3. That the amended Staff Establishment Chart as attached in Appendix G be approved.

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

ATTACHMENTS

- Presentation: Capital Regional District 2023 to 2027 Final Budget
- Appendix A: CRD 2023 Final vs. 2021 Final Budgets
- Appendix B: CRD 2023 Operating Budget Overview
- Appendix C: Drivers for Changes in Operating Budget
- Appendix D: CRD 2023 Capital Budget Overview
- Appendix E: CRD 2023 Major Capital Projects > \$500,000
- Appendix F: Drivers for Changes in Capital Budget
- Appendix G: CRD 2023 Staff Establishment Chart
- Appendix H: CRD Changes in Operating and Capital Reserve Forecasts
- Appendix I: CRD 2023 Financial Indicators
- Appendix J: CRD 2023 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix K: Public Input
- Appendix L: Bylaw No. 4537, “2023 to 2027 Financial Plan Bylaw, 2023”, inclusive of Schedules A and B
- Appendix M: CRD 2023 Operating Cost Summary by Service
- Appendix N: CRD 2023 to 2027 Capital Project Listing by Service
- Appendix O: Electoral Areas Committee Final Budget Report
- Appendix P: Requisition by Participant – Impact of Assessed Values
- Appendix Q: Final Budget Review Package (Parts A, B and C)

The following charts summarize the change in operating and capital plans, year over year, after final adjustments to the 2023 budget.

Operating Expenditures
(in \$ millions)

Expenditure Type	2023 Final	2022 Final ¹	\$ Change	% of Total Change
Operations	245.1	225.3	19.8	6.2%
Debt Servicing	42.5	42.6	-0.1	0.0%
Capital Funding	26.5	23.3	3.2	1.0%
Transfers to Reserves	23.3	24.0	-0.7	-0.2%
Total	\$337.4	\$315.2	\$22.2	7.0%

¹2022 Final amounts as shown in Bylaw 4529

Operating Revenues
(in \$ millions)

Revenue Source	2023 Final	2022 Final	\$ Change	% of Total Change
Sale of services	154.6	146.0	8.6	2.7%
Requisitions ²	99.3	95.2	4.2	1.3%
Allocation to other services	53.9	47.5	6.4	2.0%
Rentals and other revenue	9.1	6.9	2.2	0.7%
Surplus	6.3	8.0	-1.7	-0.5%
Grants and PILT	5.4	6.0	-0.6	-0.2%
Transfer from reserve for capital	8.8	5.6	3.2	1.0%
Total	\$337.4	\$315.2	\$22.2	7.0%

¹2022 Final amounts as shown in Bylaw 4529

²Includes Municipal Debt

Requisitions
(in \$ millions)

Description	2023 Final	2022 Final	\$ Change	% Change
Total Electoral Areas Only	16.4	15.3	1.0	6.8%
Regional / Sub Regional	65.7	62.8	3.0	4.7%
Total Before Municipal Debt	82.1	78.1	4.0	5.1%
Municipal Debt	17.3	17.1	0.2	0.9%
Total	\$99.3	\$95.2	\$4.2	4.4%

Capital Expenditures (in \$ millions)

Description	2023 Final (a)	2023 Prelim (b)	2022 Final ¹ (c)	Change (a-c)	% of Total Change
Engineered Structures	135.1	135.4	133.5	1.6	0.8%
Buildings	35.1	33.3	22.7	12.4	6.5%
Equipment	29.7	24.7	20.6	9.1	4.8%
Land	9.0	8.6	9.2	-0.2	-0.1%
Vehicles	9.2	8.6	5.2	4.0	2.1%
Ending Balance	\$218.2	\$210.6	\$191.2	\$26.9	14.1%

¹2022 Final amounts as shown in Bylaw 4529

Capital Revenues (in \$ millions)

Description	2023 Final (a)	2023 Prelim (b)	2022 Final ¹ (c)	Change (a-c)	% of Total Change
Current Operating and WIP	52.4	52.7	49.5	2.9	1.5%
Grants	20.3	21.6	23.7	-3.4	-1.8%
Debt Issuance	50.3	52.8	35.5	14.8	7.7%
Donations & Third Party Funding	18.2	16.5	11.3	6.9	3.6%
Reserve Funding	77.0	67.0	71.2	5.8	3.0%
Ending Balance	\$218.2	\$210.6	\$191.2	\$27.0	14.1%

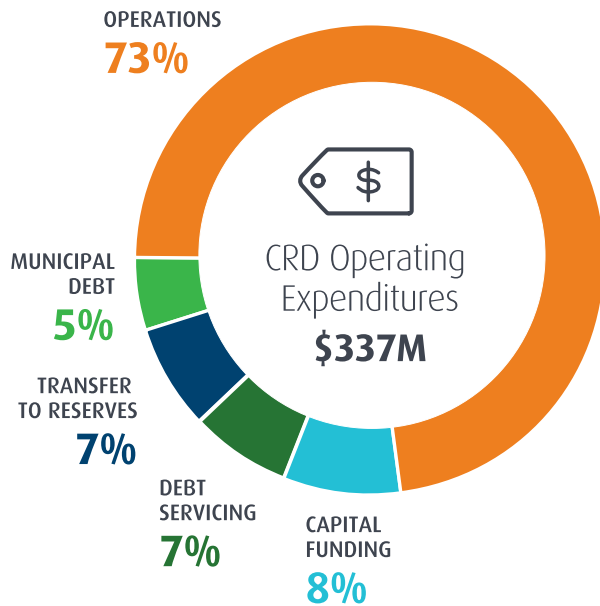
¹2022 Final amounts as shown in Bylaw 4529

Reserves - Capital (in \$ millions)

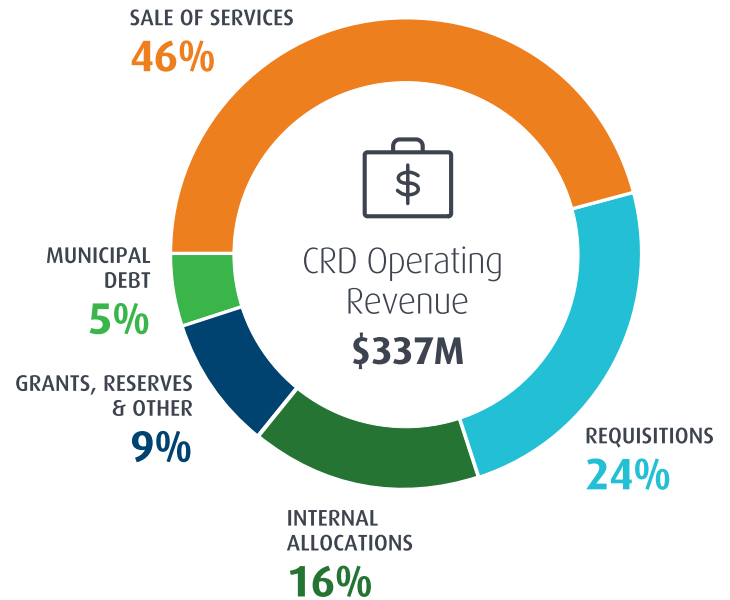
Reserve Activity - Forecast	2023 Final	2022 Final	\$ Change	% Change
Opening Reserve Balance Actual ¹	130.8	120.7	10.1	8.4%
Transfer to/from Operating	20.3	39.7	-19.4	-48.9%
Interest Income	2.6	2.6	0.0	0.0%
Transfer to Fund Capital Projects	-68.0	-32.2	-35.8	111.2%
Ending Balance	\$85.7	\$130.8	-\$45.1	-34.5%

¹Reserve balances restated from Consolidated Financial Statements to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

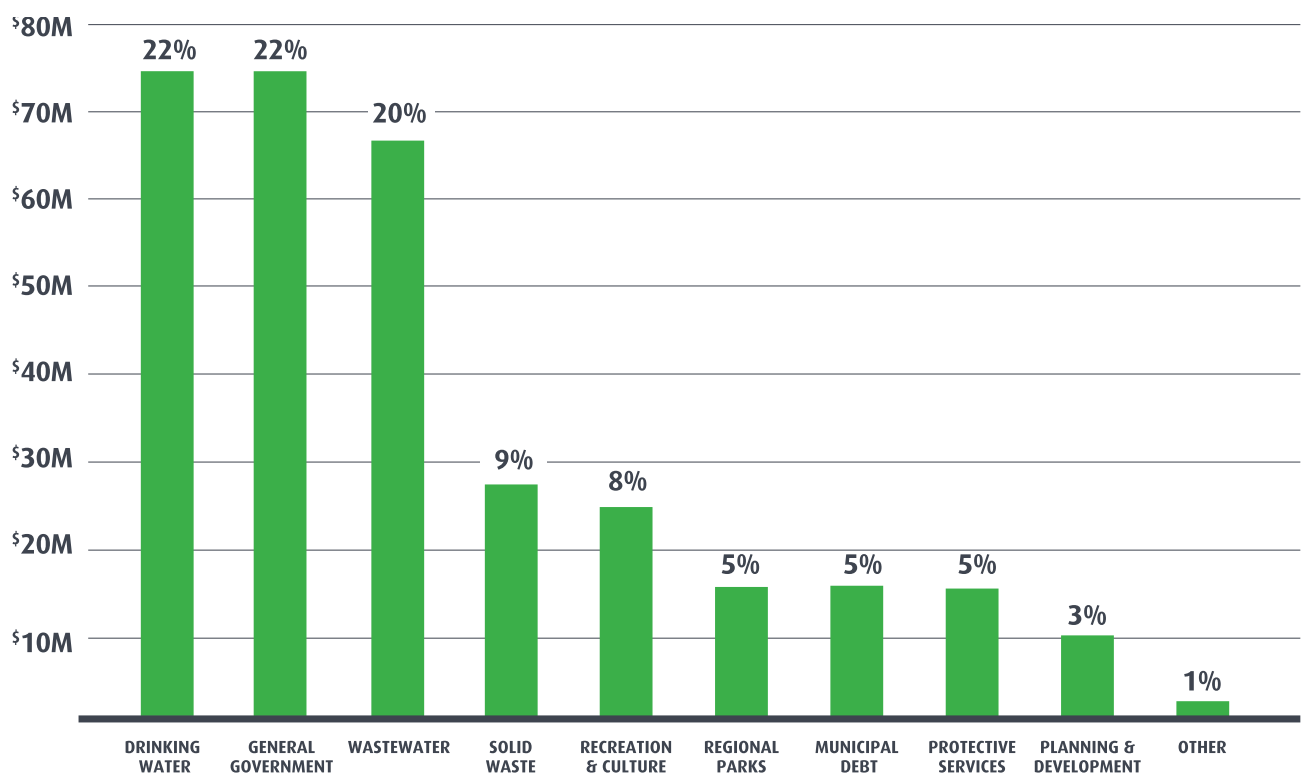
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Purpose: To provide detailed listing of budget drivers for changes in the operating budget.

Table 1: Drivers for Change in Operating Expenses	Pages 2-8
Table 2: Drivers for Change in Surplus Carry Forward	Page 9
Table 3: Drivers for Change in Transfer from Reserves Revenue	Page 10-12
Table 4: Drivers for Change in Requisition Revenue	Page 13
Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT)	Page 14

Operating Expenses

Since Provisional approval, the operating budget increased by \$8.4 million or 2.6%. Table 1 provides a detailed listing of changes greater than \$50,000 to the operating budget since Provisional approval.

Table 1: Drivers for Change in Operating Expenses

Service	(\$M) Change	Description	Impact	Funding Source	Direction
Core Area Operations	1.384	Wastewater treatment operating cost adjustment	Sub-Regional	Reserve & Requisition (one-time & ongoing)	Change in Budget Assumptions
	Reflects increase in the cost of chemicals for wastewater treatment of \$900k; increased property insurance for the Residual Treatment Facility of \$253k; increased cost of waste sludge disposal at landfill of \$200k.				
Environmental Resource Management	1.244	Landfill operating cost adjustment	Regional	Other Revenue & Reserve (one-time & ongoing)	Change in Budget Assumptions
	Reflects a one-time payment of \$1M with the termination of the electricity sales agreement with BC Hydro with the migration to the RNG project; increased contract costs for roads maintenance of \$180k; \$64k for a collective agreement adjustment for Union and Exempt employees.				
Millstream Remediation	0.415	Debt payout	Sub-Regional	Reserve (one-time)	Change in Budget Assumptions
	MFA debt issues up for refinancing in 2023 will exercise the early payout option, funded from reserve.				
Climate Action & Adaption	0.278	Climate Action Initiatives	Regional	Other Revenue (ongoing)	Change in Budget Assumptions
	Increased transfer to capital expense, related to CRD Public Electric Vehicle Charging Network project. Additional grant funding anticipated for this initiative through the Investing in Canada Infrastructure Program.				

Regional Goose Management	0.238	Establishment of the Regional Goose Management service	Regional	Requisition (ongoing)	CRD Board, February 8, 2023
	The establishment of this service has been introduced since preliminary budget through bylaw No. 4522. Per Board directive, the new service was established to address increasing regional population and inter-regional impacts of non-migratory, resident geese.				
IWS Operations	0.194	Collective agreement adjustment	Regional	Reserve (ongoing)	Change in Budget Assumptions
	Collective agreement adjustment for Union and Exempt employees.				

Legislative and General Government	0.450	Collective agreement adjustment	Regional	Reserve (ongoing)	Change in Budget Assumptions
	Collective agreement adjustment for Union and Exempt employees across the Legislative & General services. This includes \$141k for Information Technology, \$132k for Finance, \$46k for Human Resources, \$45k for Corporate Services, \$22k for Corporate Communications, \$16k, CAO & Executive Office, \$10k for First Nations, and \$38k in other Legislative & General services.				
	0.311	Finance initiatives	Regional	Reserve (one-time)	Included in 2022 Service Plan
	\$161k in contracted financial system review work carried forward from 2022; \$100k for Enterprise Asset Management consulting and \$50k for Internal Financial Controls program.				
	0.250	Board Directive for First Nations	Regional	Requisition (one-time)	CRD Board, September 21, 2022
	A Board directed initiative to add \$250k for Final Budget for First Nations government-to-government relationship building.				
	0.239	First Nations initiatives	Regional	Reserve (one-time)	Included in 2022 Service Plan
	Carry forward of unspent funds from 2022 for reconciliation action plan \$45k, archeology and cultural monitoring initiatives \$72k, Board and Commissions cultural training \$42k, and government-to-government consultation \$80k.				
	0.211	Information Technology initiatives	Regional	Reserve (one-time)	Included in 2022 Service Plan
	Carry forward of software licence and computer supply costs to 2023, in support of a number of 2022 IBC initiatives.				
0.165	Information Technology - recruitment & onboarding	Regional	Requisition & Reserve (one-time)	Staff Identified Requirement	

Legislative and General Government	Recruitment, cross-over and onboarding costs for IT Senior Manager hiring.				
	0.200	Corporate Services initiatives	Regional	Reserve (one-time)	Included in 2022 Service Plan
	Carry forward of unspent funds from 2022 to be spent in 2023 for EDRMS \$100k; Business Case/feasibility study for centralizing procurement for \$100k.				
	0.050	Human Resources initiatives	Regional	Reserve & Requisition (one-time & ongoing)	Staff Identified Requirement
	Additional \$50k for engaging in a corporate-wide employee survey for 2023				
	0.052	CAO Office Initiatives	Regional	Requisition (ongoing)	Change in Budget Assumptions
	Includes \$40k for potential initiatives arising from the CAO office; \$8k for additional auxiliary resourcing and \$4k for additional meeting costs.				
	0.050	Board Compensation and Orientation	Regional	Reserve & Requisition (one-time & ongoing)	Change in Budget Assumptions
	Includes \$30k for updated 2023 Board compensation adjustment, based on Victoria CPI per the Board Compensation Bylaw. An additional \$21k was carried forward from 2022 for Board Orientation expenses.				

Regional Parks	0.185	Collective agreement adjustment	Regional	Surplus (ongoing)	Change in Budget Assumptions
	Collective agreement adjustment for Union and Exempt employees.				
Environmental Protection	0.179	Additional FTE and collective agreement adjustment	Regional	Reserve & Recovery (ongoing)	Change in Budget Assumptions
	\$96k for collective agreement adjustment for Union and Exempt employees; additional 0.5 FTE wages & benefits of \$82k labour support for new Regional Goose Management service.				
SPWW	0.165	Carry forward of wastewater media costs	Sub-Regional	Reserve (one-time)	Included in 2022 Service Plan
	Delivery date for wastewater treatment media delayed from late 2022, carried forward into 2023.				
Building Inspection	0.153	Additional FTE and collective agreement adjustment	Sub-Regional	Requisition, Reserve, Fees & Charges (ongoing)	CRD Board, September 21, 2022
	A Board directive to add 1.0 FTE to Building Inspection service to address the backlog of permit applications for \$114k; \$39k for collective agreement adjustment for Union and Exempt employees.				
Community Health	0.150	Board Directive for ACEH grant funding	Regional	Requisition (one-time)	CRD Board, September 21, 2022
	Board directed initiative to extend funding for the Aboriginal Coalition to End Homelessness for the 2023 year.				
Electoral Areas Admin - Ep SSI	0.122	Salt Spring Island Initiatives	Local Area	Requisition & Surplus (one-time)	Director Approval
	Costs associated with the establishment of the Salt Spring Island Local Community Commission added \$106k in 2023, \$22k one-time initiatives for orthophoto project and funding for leasehold improvements; \$17k in collective agreement adjustment for Union and Exempt employees.				

Peninsula Recreation	0.115	Collective agreement adjustment	Sub-Regional	Reserve (ongoing)	Change in Budget Assumptions
	Collective agreement adjustment for Union and Exempt employees.				
EA Fire Protection Services	0.100	Core Governance review initiative	Local Area	Reserve (one-time)	Included in 2022 Service Plan
	Carry forward of unspent one-time costs from 2022 for Core Governance Review Initiative.				
Environmental Services Engineering	0.100	Feasibility study	Regional	Reserve (one-time)	Staff Identified Requirement
	Conduct a business case/feasibility study for a centralized project delivery office.				
	0.099	Vehicle purchase and collective agreement	Regional	Surplus & Reserve (one-time & ongoing)	Included in 2022 Service Plan
	Carry forward of unspent funds of \$60k from 2022 for deferral of a new vehicle purchase; \$39k collective agreement adjustment for Union and Exempt employees.				
Seagirt Water System	0.098	Establishment of the Seagirt Water System	Sub-Regional	Parcel Tax (ongoing)	CRD Board, December 14, 2022
	The establishment of this local service has been introduced since preliminary budget through bylaw No. 4487, following a successful elector assent approval process to convert Seagirt Improvement District (SID) and incorporate the water system into the Juan de Fuca Water Distribution service. The new service was established to finance the infrastructure improvements required as a condition of conversion.				
Facility Management	0.077	Vehicle purchase and collective agreement	Regional	Surplus & Reserve (one-time & ongoing)	Included in 2022 Service Plan
	Carry forward of unspent funds of \$50k from 2022 for deferral of a new vehicle purchase; \$27k collective agreement adjustment for Union and Exempt employees.				

Saturna Island Fire Protection	0.074	Saturna Island Initiatives	Local Area	Requisition (ongoing)	CRD Board, February 8, 2023
	Additional funding request from the Society for service expansion to fund Medical Patient Transportation.				
Fire Dispatch	0.06	Fire Dispatch Initiatives	Sub-Regional	Reserves (one-time & ongoing)	Change in Budget Assumptions
	Updates to address one-time costs for Fire Dispatch Record Management System of \$35k; Increased contract for services due to call volume increases of \$25k.				
SEAPARC	0.055	Collective agreement adjustment	Sub-Regional	Surplus (ongoing)	Change in Budget Assumptions
	Collective agreement adjustment for Union and Exempt employees.				
Municipal Debt	0.777	Net change in municipal debt across all municipalites. The majority of this debt was recognized in the 2022 Financial Plan amendment (November 2022), after 2023 Provisional Financial Plan approval.			
All other services (Including EA)	0.150	Net increase across 129 other services			
Subtotal	\$8.390				

Operating Revenue

Service plan adjustments and budget assumption changes since the provisional budget are funded through a variety of revenue sources totaling \$8.4 million. The following tables provide changes since provisional approval by revenue type.

Table 2: Drivers for Change in Surplus Carryforward

Service	(\$M) Change	Description	Impact	Direction
Regional Parks	0.185	Carry forward of savings from 2022 temporary staff vacancies to offset the collective agreement adjustment.	Regional	Change in Budget Assumptions
Environmental Services Engineering	0.060	Carry forward of unspent funds in 2022 from deferral of a new vehicle purchase.	Regional	Included in 2022 Service Plan
SEAPARC	0.055	Carry forward of savings from 2022 temporary staff vacancies to offset the collective agreement adjustment.	Sub-Regional	Change in Budget Assumptions
Facility Management	0.050	Carry forward of unspent funds in 2022 from deferral of a new vehicle purchase.	Regional	Included in 2022 Service Plan
Core Area Operations	(0.197)	The 2022 surplus was lower than expected at provisional budget, due to increased chemical costs and higher contract for services support at the treatment plant.	Sub-Regional	Change in Budget Assumptions
IWS Operations	(0.415)	The 2022 surplus was lower than expected at provisional budget, due to lower labour recoveries with onboarding of staff in the second half of 2022.	Regional	Change in Budget Assumptions
All other services (Including EA)	0.300	Net increase across 51 other services		
Total	\$0.038			

Table 3: Drivers for Change in Transfer from Reserves Revenue

Service	(\$M) Change	Description	Impact	Direction
Environmental Resource Management	1.064	Funding for a one-time payment of \$1M with the termination of the electricity sales agreement with BC Hydro with the migration to the RNG project, and the collective agreement adjustment for Union and Exempt employees.	Regional	Change in Budget Assumptions
Core Area Operations	0.923	Increased transfer to fund increased cost of chemicals for wastewater treatment, and reduced surplus carryforward from 2022.	Sub-Regional	Change in Budget Assumptions
IWS Operations	0.419	Increased transfer from reserves to cover the collective agreement adjustment increase, and lower than forecasted surplus revenue from 2022.	Regional	Change in Budget Assumptions
Millstream Site Remediation	0.415	MFA debt issues up for refinancing in 2023 will exercise the early payout option, funded from reserve.	Sub-Regional	Change in Budget Assumptions
Legislative and General Government	0.311	Finance - Funding for initiatives carried forward from 2022 including contracted financial system review work, Enterprise Asset Management consulting and Internal Financial Controls program.	Regional	Included in 2022 Service Plan
	0.239	First Nations - Funding for initiatives carried forward from 2022 including the reconciliation action plan, archeology and cultural monitoring initiatives, Board and Commissions cultural training, and government-to-government consultation.	Regional	Included in 2022 Service Plan

Legislative and General Government	0.281	Information Technology - Funding for software licence and computer supply costs in support of various initiatives carried forward from 2022, and recruitment costs for hiring new Senior Manager.	Regional	Included in 2022 Service Plan
	0.200	Corporate Services - Funding for EDRMS work deferred from 2022, and for a business Case/feasibility study for centralizing procurement.	Regional	Included in 2022 Service Plan
	0.050	Human Resources - Increased transfer from operating reserve to engage in a CRD Employee Survey in 2023.	Regional	Staff Identified Requirement
	0.026	Board Remuneration - Funding for continued Board orientation costs work carried forward from 2022.	Regional	Included in 2022 Service Plan
SPWW	0.163	Delivery date for wastewater treatment media delayed from late 2022, carried forward into 2023.	Sub-Regional	Included in 2022 Service Plan
Peninsula Recreation	0.104	Increased transfer from reserves to cover the collective agreement adjustment for Union and Exempt employees.	Sub-Regional	Change in Budget Assumptions
EA Fire Protection Services Coordination	0.100	Funding for Core Governance Review work deferred from 2022.	Local Area	Included in 2022 Service Plan
Environmental Services Engineering	0.139	Increased transfer from reserve to conduct a business case/feasibility study for a centralized project delivery office, and to cover the collective agreement adjustment increase.	Regional	Change in Budget Assumptions
Environmental Protection	0.134	Increased transfers from reserve to fund collective agreement adjustment increases and additional 0.5 FTE wages & benefits to support new Regional Goose Management service.	Regional	Change in Budget Assumptions
Building Inspection	0.070	Use of reserve to partially fund the additional 1.0 FTE to address the backlog of permit applications. Balance of funding through increased fee revenue.	Sub-Regional	CRD Board, September 21, 2022
Fire Dispatch	0.059	Increased transfer to fund one-time costs for Fire Dispatch Record Management System, and increased contract for services for call volume increases.	Sub-Regional	Change in Budget Assumptions

All other services (Including EA)	0.04	Net increase across 27 other services
Total	\$4.737	

Table 4: Drivers for Change in Requisition Revenue

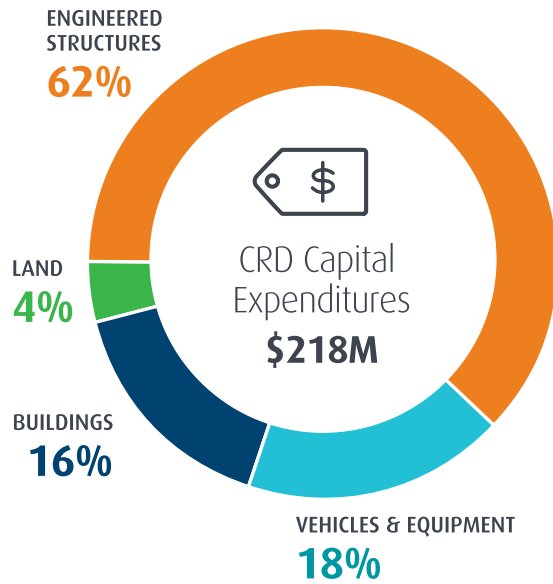
Service	(\$M) Change	Description	Impact	Direction
Core Area Operations	0.829	Reflects increased property insurance for the Residual Treatment Facility, increased cost of waste sludge disposal at Hartland Landfill, and reduced PILT and surplus carryforward from 2022.	Sub-Regional	Change in Budget Assumptions
First Nations Relations	0.250	A Board directed initiative to add \$250k for Final Budget for First Nations government-to-government relationship building.	Regional	CRD Board, September 21, 2022
Regional Goose Management	0.238	Funding for the establishment this new service. Per Board directive, the new service was established to address increasing regional population and inter-regional impacts of non-migratory, resident geese.	Regional	CRD Board, February 8, 2023
Community Health	0.150	Funding for the Board directed initiative to extend funding for the Aboriginal Coalition to End Homelessness for the 2023 year.	Regional	CRD Board, September 21, 2022
CAWTP	0.147	Increase in requisition to offset reduced PILT revenue.	Sub-Regional	Change in Budget Assumptions
Legislative and General Government	0.545	Collective agreement adjustment for Union and Exempt employees, and funding for recruitment and onboarding of new IT Senior Manager.	Regional	Change in Budget Assumptions
Municipal Debt	0.777	Net change in municipal debt across all municipalites. The majority of this debt was recognized in the 2022 Financial Plan amendment (November 2022), after 2023 Provisional Financial Plan approval.		
All other services (Including EA)	(0.058)	Net decrease across 76 other services		
Total	\$2.878			

Table 5: Drivers for Change in Payments in Lieu of Taxes (PILT)

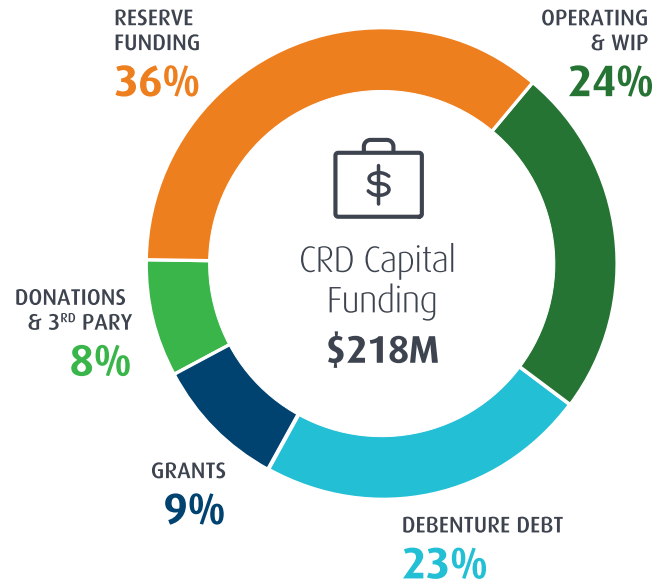
Municipality* (\$M)	2023 Final	2023 Prelim	\$ Change	% Change
Township of Esquimalt	2.188	2.460	(0.272)	-11%
City of Victoria	0.527	0.515	0.012	2%
District of North Saanich	0.337	0.304	0.033	11%
City of Colwood	0.185	0.254	(0.069)	-27%
District of Saanich	0.228	0.216	0.012	6%
District of Metchosin	0.116	0.112	0.004	4%
Electoral Areas	0.085	0.076	0.009	12%
City of Langford	0.039	0.036	0.003	8%
District of Central Saanich	0.023	0.016	0.007	44%
Town of Sidney	0.009	0.009	0.000	0%
District of Sooke	0.009	0.007	0.002	29%
Town of View Royal	0.006	0.006	0.000	0%
District of Oak Bay	0.000	0.001	(0.001)	-100%
Total	\$3.752	\$4.012	(\$0.260)	-6%

*Excludes municipalities and electoral areas that do not receive PILT

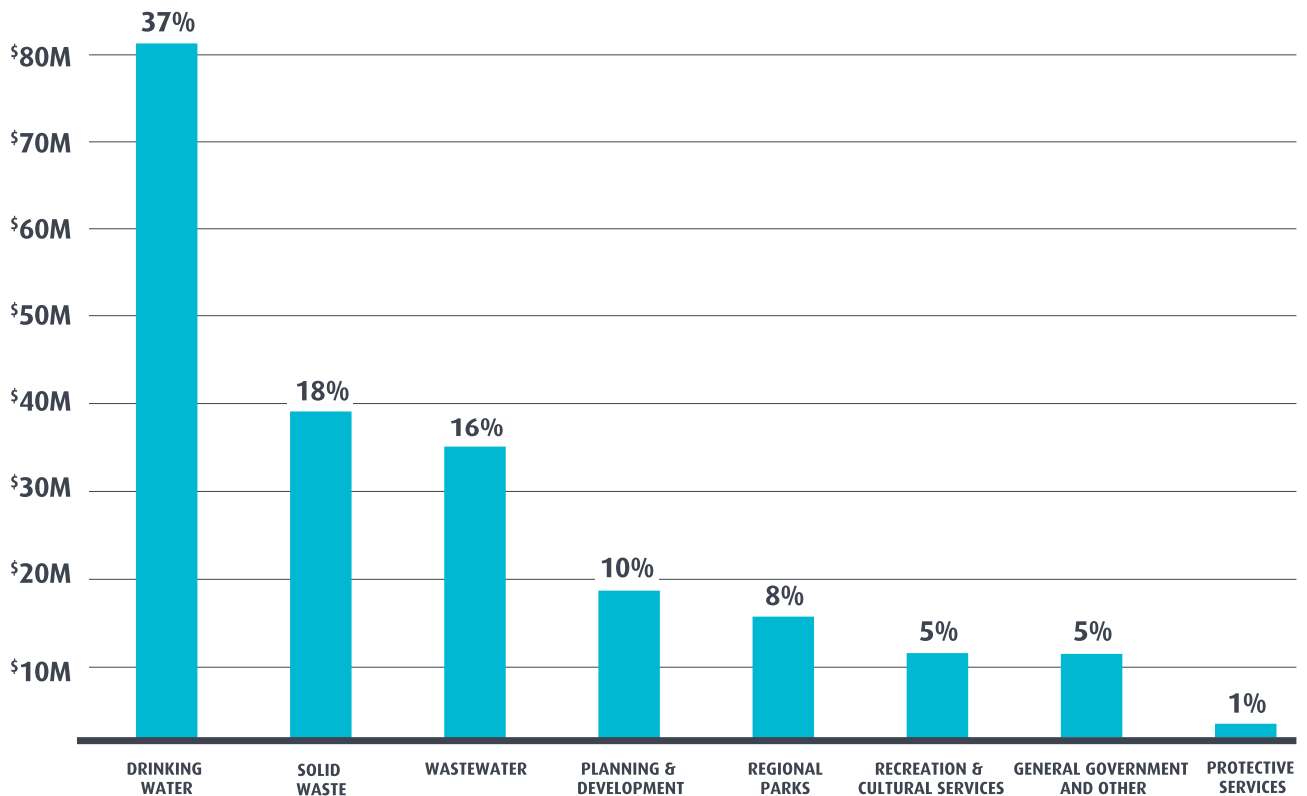
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



CRD 2023 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
Parks & Recreation			
REGIONAL PARKS			
Potential Land Acquisition Transactions	5.0	Debt, Reserves	Parks & Natural Resource Protection
Construct Selkirk Trestle - Phase 1 & 2	3.8	Grant, Reserves	Parks & Natural Resource Protection
Mayne Island Regional Trail	3.4	Capital Funds on Hand, Grant, Reserves	Transportation
Repair GGRT Bridges (5)	1.4	Capital Funds on Hand, Reserves	Parks & Natural Resource Protection
Purchase and Install Elk Lake Remediation Systems	1.4	Capital Funds on Hand, Reserves	Parks & Natural Resource Protection
Design & Construct GGRT 4km - Selkirk to McKenzie	1.0	Grant, Reserves	Transportation
Vehicle Replacement	0.6	ERF	Parks & Natural Resource Protection
Purchase of 5 vehicles for new staff	0.5	Reserves	Parks & Natural Resource Protection
Environmental Services			
ENVIRONMENTAL RESOURCE MANAGEMENT			
Landfill Gas Utilization	9.6	Debt, Reserves	Landfill & Recycling
Cell 4 Liner Installation	7.2	Reserves	Landfill & Recycling
Aggregate Production for Internal Use	6.8	Reserves	Landfill & Recycling
Gas Flare, Candlestick & LFG Blowers	2.6	Reserves	Landfill & Recycling
Hartland Amenity Project	2.0	Reserves	Landfill & Recycling
Contractor Workshop Relocation	1.3	Reserves	Landfill & Recycling
Sedimentation Pond Relining	1.0	Reserves	Landfill & Recycling
Cell 5&6 GRW	0.8	Debt	Landfill & Recycling
NE & NW Aggregate Stockpile cover	0.8	Debt	Landfill & Recycling
ENVIRONMENTAL PROTECTION			
Annual vehicle replacement	0.5	ERF	Climate Action & Adaptation
FACILITIES MANAGEMENT & ENGINEERING			
Interior Renovations	1.6	Capital Funds on Hand, Reserves	Accountability
Mechanical Upgrades	1.1	Grant, Reserves	Health Facilities
Legislative and General Administration			
SAP	1.5	Capital Funds on Hand, ERF	Accountability
McPherson Theatre			
Repair East Elevation Wall	2.2	Capital Funds on Hand, Reserves	Arts & Culture
Royal Theatre			
Repair Building Envelope	0.8	Reserves, Other	Arts & Culture
Integrated Water Services			
SAANICH PENINSULA WATER SUPPLY			
SPW System Upgrade and Expansion	1.7	Debt, Reserves	Water
Hamsterly Pump Station Backup Power Generator	1.1	Reserves	Water
Keating Cross Road Water Main	0.9	Reserves	Water
REGIONAL WATER SUPPLY			
Replacement of UV System	8.3	Capital Funds on Hand	Water
Goldstream IWS Field Office1	4.0	Capital Funds on Hand, Other	Water
RWS Supply Main No. 4 Upgrade	3.3	Capital Funds on Hand, Grant	Water
Main No. 4 - Mt Newton to Highway 17	2.8	Capital Funds on Hand, Grant	Water
Purchase of land	1.5	Capital Funds on Hand	Water
Replace Gatehouse at Goldstream Entrance	1.3	Capital Funds on Hand	Water
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.0	ERF	Water
Sooke Lake Dam - Instrumentation System Improvements	1.0	Capital Funds on Hand	Water
SCADA Masterplan and System Upgrades	0.8	Capital Funds on Hand	Water
Main No.3 Segment Replacement	0.8	Capital Funds on Hand	Water

CRD 2023 Capital Projects Greater than \$500,000

SERVICE AREA	\$M	FUNDING SOURCE	COMMUNITY NEED
REGIONAL WATER SUPPLY CONTINUED			
EV Charging Stations Electrical Infrastructure	0.7	Capital Funds on Hand	Water
Post Disaster Emergency Water Supply	0.6	Capital Funds on Hand	Water
Bulk Supply Meter Replacement Program	0.6	Capital Funds on Hand	Water
Integrate Dam Performance and Hydromet to SCADA	0.6	Capital Funds on Hand	Water
Deep Northern Intake and Sooke Lake Pump Station	0.6	Capital Funds on Hand	Water
Sooke Lake Dam Spillway Hoist and Stop Log Replacement	0.5	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION			
Goldstream AC Replacement	5.2	Capital Funds on Hand	Water
AC Pipe Replacement Program	3.9	Capital Funds on Hand	Water
Comprehensive Pump Station Upgrades (10 year Program)	2.3	Capital Funds on Hand	Water
Rocky Point Upgrades	1.7	Capital Funds on Hand, Other	Water
Residential Service & Meter Replacement	1.3	Capital Funds on Hand	Water
Vehicle & Equipment Replacement (Funding from Replacement Fund)	1.1	ERF	Water
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves	Water
SCADA Master Plan Update & Upgrades	0.9	Capital Funds on Hand	Water
JDF WATER DISTRIBUTION (DCC)			
Tank 4, McCallum Pump Station, Pump Station 7 and Supply Main to Skirt Mtn Reservoir	5.0	Reserves	Water
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION			
Voice Radio Upgrade	1.4	Capital Funds on Hand	Water
SEAGIRT WATER SYSTEM			
Seagirt Watermain Extension	2.4	Other	Water
SAANICH PENINSULA TREATMENT PLANT			
Trunk Sewer Relining	1.0	Reserves	Wastewater
Odour Control Upgrade Construction	1.0	Reserves	Wastewater
CORE AREA WASTEWATER			
Bowker Sewer Rehabilitation Ph1	8.3	Debt	Wastewater
Marigold Electrical and Building Upgrades	2.0	Debt	Wastewater
SCADA and Radio Assessment	1.6	Debt	Wastewater
Annual Provisional Emergency Repairs	1.0	Reserves	Wastewater
Process & Mechanical Upgrades	0.9	Debt	Wastewater
CAWTP	0.7	Capital Funds on Hand	Wastewater
Manhole Repairs and Replacement	0.7	Debt	Wastewater
Safety & Security Upgrades	0.6	Debt	Wastewater
Regional Housing			
RHFP - Prosser	17.1	Grant, Other	Affordable Housing
Juan de Fuca (JDF)			
FIRE PROTECTION			
Engine 2 Replacement	0.6	ERF, Reserves	Protective Services
Salt Spring Island (SSI)			
MALIVIEW ESTATES SEWER SYSTEM			
Wastewater Treatment Plant Upgrade	2.0	Debt, Grant	Wastewater
Southern Gulf Island (SGI)			
MAGIC LAKE SEWER SYSTEM			
Wastewater Improvements - Pump Station & Treatment Plant Upgrades	6.1	Capital Funds on Hand, Debt	Wastewater
Total Projects > \$500K		158.8	
Total Projects < \$500K		59.4	
Total 2023 Capital Projects		218.2	

Drivers for Change in Capital Investment

Community Need	Service	(\$M) Change	Description	Impact	Funding Source	Direction
Accountability	Information Technology	\$0.5	SAP migration from ECC to S4 Hana project budget was increased based on revised estimates for project consulting and labour.	Regional	Current Operating and WIP \$0.5	Change in Value
		\$0.2	Replacement of network switching fabric in the Data Centre is required in 2023.	Regional	Current Operating and WIP \$0.2	Change in Assumptions
	Human Resources	\$0.4	The timing of the recruiting and onboarding module of the HRIS project has been brought forward from 2024 to 2023. All HRIS capital project work is forecast for completion in 2023.	Regional	Current Operating and WIP \$0.4	Change in Timing
Affordable Housing	Land Banking and Housing	\$1.7	Increase in purchase price of Prosser Place, funded by increased prepaid lease to CRHC which received increased provincial grants.	Sub-Regional	Other \$3.2 Grants (\$1.6)	Change in Assumptions
Climate Action & Adaptation	Regional parks	\$0.4	Install of Electric Vehicle charging stations at Mill Hill and Beaver Lake for Regional Parks vehicles, including electrical service upgrades.	Regional	Reserves \$0.2 Grants \$0.1 Other \$0.1	Change in Assumptions
	Panorama Recreation	(\$2.0)	Construction of the Heat Recovery Plant has been revised to update funding from grant and debt to debt only for 2023. The project will be completed over 2023 and 2024, with \$2M of work being funded through grant in 2024	Sub-Regional	Debt (\$1.3) Grants (\$0.7)	Peninsula Recreation Commission (January 26, 2023)
Health Facilities	Health Facilities - VIHA	\$0.4	The 2022 planned phase of work for the roof replacement was delayed to 2023 due to internal resource constraints and project prioritization.	Regional	Current Operating and WIP \$0.4	Change in Timing

Health Facilities	Health Facilities - VIHA	\$0.2	2022 phase of planned work for elevator upgrades was delayed to 2023 due to internal resource constraints and project prioritization.	Regional	Current Operating and WIP \$0.2	Change in Timing
Landfill & Recycling	Solid Waste Disposal	\$2.1	Phase 2 of planned aggregate production for internal use was not completed in 2022 due to the delay of contractor's work schedule. This work is carried forward to 2023.	Regional	Reserves \$2.1	Change in Timing
		\$1.6	60% of the Landfill Gas Utilization design package has been finalized. Completion of the 90% Design Development work is being carried forward from 2022 to 2023, with construction planned to begin in 2023. Multi-year project will end in Q3 2024.	Regional	Reserves \$1.6	Change in Timing
		\$0.3	The planned phase of paving of service roads was not accomplished in 2022 due to internal resource limitations and project prioritization. This work is carried forward to 2023.	Regional	Current Operating and WIP \$0.3	Change in Timing
Parks & Natural Resource Protection	Regional parks	\$1.4	Construction costs for implementing the Elk Lake remediation system have been deferred from 2022 to 2023. Construction costs estimates have increased based on expected tender values.	Regional	Current Operating and WIP \$1.1 Reserves \$0.3	Change in Timing
		\$0.3	The Galloping Goose Regional Trail bridge repairs project is expected to have higher material costs. 2023 project to replace Bilson Creek Bridge #1 and #2 have an estimated increase of \$140,000 each.	Regional	Reserves \$0.3	Change in Timing

Parks & Natural Resource Protection	Regional parks	\$0.1	Other projects with carry forward amounts from 2022 to 2023 under \$200,000 include the Kiosk Strategy project and residual costs on completing the Hamsterly Beach Washrooms.			Change in Timing
	SSI Community Parks	\$0.2	The Centennial Park upgrades was brought forward from 2024 to 2023 due to progress made on the 2016 master plan.	Local Area	Grants \$0.2	Change in Timing
Protective Services	Animal Care Services	\$0.2	Capital Plan revisions to use donated funds to improve front reception, build cat impound room, and soundproof the buildings.	Sub-Regional	Other \$0.2	Change in Assumptions
		\$0.2	Other projects with carry forward amounts from 2022 to 2023 under \$200,000 include the online portal for dog licensing, network upgrades, outreach programs, and vehicle upgrades.	Sub-Regional		Change in Timing
Recreation	Panorama Recreation	\$0.5	Construction of a new covered sport box in Centennial Park, Central Saanich. Total project budgeted to be \$4.9M in debt and grant funding over 2023 and 2024.	Sub-Regional	Debt \$0.5	Peninsula Recreation Commission (January 26, 2023)
Transportation	Regional parks	\$0.4	2022 phase of planned work for Mayne Island regional trail carried forward to 2023, due to internal resource constraints and project prioritization.	Regional	Current Operating and WIP \$0.4	Change in Timing
Wastewater	Saanich Peninsula Wastewater	\$0.2	A study was done for odour control upgrades and was to lead into detailed design to be complete in 2022. Staffing changes and a lack of resources in engineering have pushed the completion to 2023	Sub-Regional	Reserves \$0.2	Change in Timing

Wastewater	Core Area Wastewater Treatment Program	(\$12.5)	As the CAWTP project is in the final completion stage, the capital plan has been revised to move \$12.5M for CAWTP to future years for any outstanding future commitments to be paid when required.	Sub-Regional	Current Operating and WIP (\$12.5)	Change in Timing
		\$0.7	Phase 1 construction of the Bowker Sewer Rehabilitation was deferred from 2022 to 2023 to ensure work could be completed in dry weather conditions. Initial contractor inspections are anticipated to commence in March 2023, with construction throughout the summer months.	Sub-Regional	Debt \$0.7	Change in Timing
		\$0.3	The SCADA and Radio Assessment work is still in the consulting stage, with the majority of implementation carried forward for 2023.	Sub-Regional	Debt \$0.3	Change in Value
		\$0.3	Delays in resourcing affected the timing of the Manhole Repair and Replacement project, with remaining 2022 phase work carried forward into 2023	Sub-Regional	Debt \$0.3	Change in Timing
		\$0.4	Other projects with carry forward amounts from 2022 to 2023 under \$200,000 include sewer cleaning, Gorge siphon inlet upgrade, Marigold siphon assessment, Parsons meter replacement and various meter upgrades			Change in Timing
Water	Regional Water Supply	\$1.3	Completion of the replacement gatehouse at the Goldstream entrance is carried forward from 2022 to 2023, due to contractor resources and supply chain issues.	Sub-Regional	Current Operating and WIP \$1.3	Regional Water Supply Commission (February 15, 2023)

Water	Regional Water Supply	\$0.4	Scope of GVWSA Forest Resilience project increased to include ecological restoration thinning trials and implementation of forest modelling and management. Funding for the increased work will be generated from the sale of resulting timber.	Sub-Regional	Other \$0.4	Regional Water Supply Commission (February 15,2023)
		\$0.4	Post disaster emergency water supply hydrant construction scheduled for 2022 is being carried forward to 2023, due to internal resource constraints and project prioritization.	Sub-Regional	Current Operating and WIP \$0.4	Regional Water Supply Commission (February 15,2023)
		\$0.4	Kapoor Tunnel shutdown scheduled for 2022 is being carried forward to 2023 to allow for review of maintenance planning with tunnel consultants.	Sub-Regional	Current Operating and WIP \$0.4	Regional Water Supply Commission (February 15,2023)
		\$0.3	Construction work for pipe replacement of Main No. 3 segment, has been carried forward to 2023 from 2022 due to resource availability constraints delaying RFP process for design consultant.	Sub-Regional	Current Operating and WIP \$0.3	Regional Water Supply Commission (February 15,2023)
		\$0.3	The 2022 planned phase of work for the Supply Main No. 4 upgrade is being carried forward to 2023 due to internal resource constraints and project prioritization.	Sub-Regional	Current Operating and WIP \$0.3	Regional Water Supply Commission (February 15,2023)
		\$0.4	Sooke Lake Dam improvements procurement process scheduled for 2022 is being carried forward to 2023 due to internal resource availability. Detailed design, permitting and construction/installation forecast to be complete in 2023.	Sub-Regional	Current Operating and WIP \$0.4	Regional Water Supply Commission (February 15,2023)

2023 Capital Budget
 Changes from Preliminary Budget
 February 23, 2023

Appendix F

Water	Regional Water Supply	\$0.2	Other projects with a carry forward amount from 2022 to 2023 under \$200,000 include Sooke Lake Dam and Goldstream Dam.	Sub-Regional		Regional Water Supply Commission (February 15, 2023)
	Juan De Fuca Water Distribution	\$1.3	Construction of the Ludlow pump station was not complete in 2022 due to the delay of equipment testing and delivery. Remaining work is carried forward to 2023.	Sub-Regional	Current Operating and WIP \$1.3	Change in Timing
	Juan De Fuca Water Distribution	\$0.9	Completion of pipe replacement for Lagoon and Milburn Roads scheduled for 2022 is being carried forward to 2023 due to internal resource limitations and project prioritization.	Sub-Regional	Current Operating and WIP \$0.9	Change in Timing
	Lyall Harbour Boot Cove Water (Saturna)	\$0.3	The Dam Improvements and Regulatory Requirements project began in 2022, with the seismic reinforcement work carried forward to be completed in 2023.	Local Area	Grants \$0.3	Change in Timing
	All Other Services (Including EA)	\$1.2	Other carry forward amounts under \$200,000 from 2022 to 2023, across 37 capital plans.			
	All Other Services (Including EA)	\$1.7	Net increase in capital across 41 capital plans for 2023.			
Total		\$7.6				

2023 Staff Establishment Chart - DRAFT for Final Budget

REGULAR POSITIONS - ONGOING	Approved		Proposed		
Department/Division	2021	2022	2023	Community Need	IBC Reference
Executive Services					
<i>Executive Office</i>	4.00	5.00	5.00		
<i>Corporate Communications</i>	6.00	7.00	8.00	Accountability	15f-1.15 Digital Communication Governance and Support Services (1)
<i>Human Resources & Corporate Safety</i>	13.00	14.00	14.00		
TOTAL EXECUTIVE SERVICES	23.00	26.00	27.00		
Corporate Services					
<i>Administration, Legal and Risk Management</i>	6.00	9.00	9.00		
<i>Privacy and Information Services</i>	2.00	4.60	4.60		
<i>Legislative Services</i>	3.00	4.00	4.00		
<i>First Nations Relations</i>	3.00	4.00	4.00		
<i>Real Estate and SGI Administration</i>	4.00	4.00	4.00		
TOTAL CORPORATE SERVICES	18.00	25.60	25.60		
Finance & Technology					
<i>Administration, Planning and Local Services</i>	7.00	7.50	7.50		
<i>Financial Services</i>	45.70	48.25	47.50	Accountability	15f-1.3 EDRMS (2022) reduction (-1)
				Accountability	15f-1.24 Financial Services Support (0.25)
<i>Information Technology & GIS</i>	39.00	48.27	48.27		
<i>Arts & Culture</i>	2.80	2.80	3.00	Arts + Culture	12d-1 Arts Administrative Assistant (0.2)
TOTAL FINANCE & TECHNOLOGY	94.50	106.82	106.27		
Integrated Water Services					
<i>Administration</i>	7.29	8.29	8.29		
<i>Customer & Technical Services</i>	14.00	17.00	17.00		
<i>Infrastructure Engineering</i>	26.00	26.00	26.00		
<i>Infrastructure Operations</i>	0.00	0.00	0.00		
<i>Wastewater Infrastructure Operations</i>	68.89	68.89	74.50	Wastewater	8a-1.7 Wastewater Treatment Operators (Core Area) (2)
				Wastewater	8a-1.8 Manager Wastewater Conveyance (Core Area) (1)
				Water	10a-7 SSI Water Operations (1.61)
				Water	10a-8 Manager, SSI and SGI Operations (1)
<i>Water Infrastructure Operations</i>	50.00	50.00	50.00		
<i>Watershed Protection</i>	27.00	27.00	27.00		
TOTAL INTEGRATED WATER SERVICES	193.18	197.18	202.79		
Parks & Environmental Services					
<i>Administration</i>	3.00	3.00	3.00		
<i>Climate Action Programs</i>		5.00	5.00		
<i>Environmental Protection</i>	56.95	54.30	54.30		
<i>Environmental Resource Mgmt</i>	23.70	25.70	25.70		
<i>Facility Mgmt. & Engineering</i>	25.00	25.00	25.00		
<i>Panorama Recreation</i>	34.85	36.85	36.85		
<i>Regional Parks</i>	54.60	78.00	78.00		
<i>SEAPARC</i>	19.10	19.10	19.10		
TOTAL PARKS & ENVIRONMENTAL SERVICES	217.20	246.95	246.95		
Planning & Protective Services					
<i>Administration</i>	3.00	3.00	3.00		
<i>Building Inspection</i>	9.70	10.20	11.20	Financial Plan Amendment	To address backlog of building permit applications (1)
<i>Health & Capital Planning</i>	2.00	2.00	2.00		
<i>JDFEA Services</i>	3.70	4.30	4.30		
<i>Protective Services</i>	16.20	19.50	19.50		
<i>Regional & Strategic Planning</i>	7.00	8.00	8.00		
<i>Regional Housing</i>	48.00	52.00	58.00	Affordable Housing	1a-2 CRHC Operations (6)
TOTAL PLANNING & PROTECTIVE SERVICES	89.60	99.00	106.00		
SSI Administration (Executive Svcs)					
<i>SSI Administration</i>	5.80	5.80	6.00	Accountability	15a-1.1 SSI Administrative Support (0.2)
<i>SSI Parks & Recreation</i>	11.40	12.33	12.33		
TOTAL SSI ADMINISTRATION	17.20	18.13	18.33		
TOTAL CRD REGULAR POSITIONS (ONGOING)	652.68	719.68	732.94		



2023 Staff Establishment Chart - DRAFT for Provisional Budget

REGULAR POSITIONS - FIXED DURATION	Approved		Proposed		
Department/Division	2021	2022	2023	Community Need	IBC Reference
Finance & Technology					
<i>Financial Services</i>			2.50	Various	In support of other IBCs (2.5)
<i>Information Technology & GIS</i>			4.00	Accountability	15f-1.9 SAP Lifecycle Replacement (3) 15f-1.15 Digital Communication Governance and Support Services (1)
Parks & Environmental Services					
<i>Climate Action Programs</i>		1.00	1.00		
<i>Environmental Protection</i>	2.00	3.00	3.50	Wastewater	8a-1.5 Lab Technician Core Area (term extension)
<i>Environmental Resource Mgmt</i>	2.00	1.00	1.00	Parks & Natural Resource Protection	6h-1 Goose Mgt Service Establishment (0.5)
<i>Facility Mgmt. & Engineering</i>		1.00	1.00	Landfill & Recycling	9b-0.3 Food Waste Attendant (term extension)
Planning & Protective Services					
<i>Health & Capital Planning</i>	2.00	2.00	2.00	Health Facilities	14a-1 Health Capital Planning (Term) (term extension)
<i>Regional Housing</i>	8.80	10.80	11.00	Affordable Housing	1a-2 CRHC Operations (term extension)
				Affordable Housing	1a-10 Reaching Home (aux to term 0.2)
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)	14.80	18.80	26.00		

Reserve Forecasts

Tables 1 and 3 provide the change in the operating and capital reserve forecasts since Provisional budget. Detailed reserve schedules for each service were provided as part of the preliminary budget review process, and have been updated for Final budget for each service in appendix Q . Tables 2 and 4 provide a summary of significant reserve balances at the end of 2022.

Table 1: Changes in Operating Reserve Forecasts

Reserve Activity	2023 Final	2023 Prelim	\$ Change	% Change
Opening Reserve Balance	\$55.3	\$49.2	6.1	12.4%
Transfers from Operating	3.0	3.2	(0.2)	(6.3%)
Interest Income	1.1	1.0	0.1	11.8%
Transfer to Operating	(17.9)	(13.1)	(4.8)	36.6%
Closing Reserve Balance	\$41.5	\$40.3	\$1.2	3.0%

Consolidated operating reserves through the end of 2022 are \$55.3 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted closing balance of \$41.5 million at the end of 2023. Operating reserves reflect funds retained and segregated by service to fund future operating activities. The CRD currently manages 74 operating reserve funds.

Table 2 summarizes the significant operating reserve balances by service. A detailed listing of reserve balances will be included in the audited financial statements.

Table 2: December 31, 2022 Operating Reserve Balances by Service (>\$1M)

Description	Amount (\$M)
Solid Waste	26.9
Core Area Wastewater	10.6
Legislative & General	2.6
Regional Planning	1.7
Regional Growth Strategy	1.7
IW Environmental Operations	1.0
Various (<\$1M)	10.7
Total	\$55.3

Table 3: Changes in Capital Reserve Forecasts

Reserve Activity	2023 Final	2023 Prelim	\$ Change	% Change
Opening Reserve Balance	\$130.8	\$88.5	42.3	47.8%
Transfers from Operating	20.3	20.7	(0.4)	(1.9%)
Interest Income	2.6	1.8	0.8	44.4%
Transfer to Capital Plan	(68.0)	(57.9)	(10.1)	17.4%
Closing Reserve Balance	\$85.7	\$53.1	\$32.6	61.5%

¹Reserve balances restated to include specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges

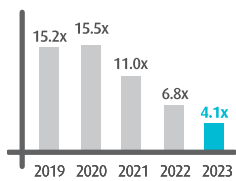
Capital reserves at the end of 2022 are \$130.8 million. Net of budgeted transfers, interest income, and funding to capital projects result in a forecasted closing balance of \$85.7 million at the end of 2023. Capital reserves reflect funds retained and segregated by service to fund future capital activities. The CRD currently manages 61 capital reserve funds.

Table 4 summarizes the significant capital reserve balances by service and includes the consolidated balance for the Equipment Replacement Fund (ERF). The ERF is one fund established by bylaw, but covers all CRD services. Specified purpose funds for Landfill Closure and Post Closure, and Development Cost Charges have been shown separately. A detailed listing of reserve balances will be included in the audited financial statements.

Table 4: December 31, 2022 Capital Reserve Balances by Service, Including ERF (>\$1M)

Description	Amount (\$M)
Equipment Replacement Fund (All Services)	32.7
Core Area Wastewater	17.2
Regional Parks	12.6
Solid Waste	11.7
Saanich Peninsula Water Supply	5.4
Office Facilities & Equipment	5.0
Saanich Peninsula Ice Arena Facility	4.2
McPherson Theatre	2.4
Royal Theatre	1.2
S.P.W.W.S. Sewer Debt Reserve Fund	1
Sooke and Electoral Area Recreation & Facilities	1.1
Magic Lake Estates Water System	1.1
Regional Parks Land	1.1
Sidney Treatment Plant	1.0
Various (<\$1M)	8.2
Subtotal	\$105.9
Landfill Closure and Post-Closure	12.7
Development Cost Charges	12.2
Total	\$130.8

BUILDING INFRASTRUCTURE

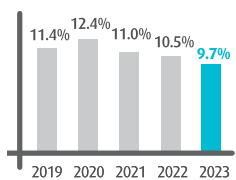


Investment on capital is **4.1x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2023, the investment in capital will be \$218.2M* compared to an amortization of \$53.3M*.

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

MANAGING DEBT



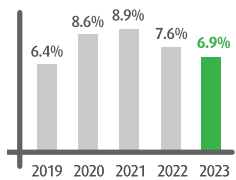
Debt servicing costs are **9.7%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2023, debt servicing costs will account for \$25.2M* out of total revenue of \$259.9M.**

*This excludes municipal borrowing.

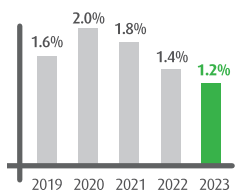
**This excludes municipal debt (17.3M), internal allocations (53.9M), and surplus carryforward (8.8M).

SAVING FOR THE FUTURE



Reserve transfers make up **6.9%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2023, reserve transfers will total \$23.3M while the operating budget will total \$337.4M.



Reserve transfers make up **1.2%** of the depreciated value of assets

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2023, reserve transfers will total \$23.3M while the net book value will total \$1,877.6M.*

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

CAPITAL REGIONAL DISTRICT

2023 Financial Plan Summary

(Assessment data for cost apportionment purposes is based on Completed Roll Reports released Jan 1, 2023. This will be updated for the 2023 Final Billing when BC Assessment releases Revised Roll Reports by the end of March 2023. The resulting adjustment is not expected to be material.)

Prepared by CRD Financial Services
March 15, 2023

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CAPITAL REGIONAL DISTRICT - YEAR 2023 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2022	Gross Expenditure 2023	Carry Fwd. to 2023 Operating	Allocations to Other Services	Other revenue	Requisition 2023	Requisition 2022	Req. % Incr.
Joint Electoral Area Services								
1.103 Elections	262,932	65,760	-	-	270	65,490	65,491	0.00%
1.104 U.B.C.M.	12,945	12,958	792	-	92	12,074	11,722	3.00%
1.318 Building Inspection	1,792,001	2,026,725	-	30,980	1,504,365	491,380	453,768	8.29%
1.320 Noise Control	40,021	41,228	-	-	318	40,910	39,711	3.02%
1.322 Nuisances & Unightly Premises	53,375	54,986	-	-	325	54,661	53,062	3.01%
1.372 Electoral Area Emergency Program	630,264	671,399	-	492,300	23,895	155,204	147,813	5.00%
21.E.A. Feasibility Study Reserve Fund - E.A.	10,000	10,000	10,000	-	-	-	-	0
TOTAL JOINT ELECTORAL AREA SERVICES	2,801,538	2,883,056	10,792	523,280	1,529,265	819,719	771,567	6.24%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	63,837	66,492	3,218	-	151	63,123	60,129	4.98%
1.114 Grant-in-Aid - Juan de Fuca	54,425	33,865	33,575	-	290	-	-	0
1.317 JDF Building Numbering	13,099	13,475	153	-	40	13,282	12,902	2.95%
1.319 Soil Deposit Removal	5,722	5,899	-	-	40	5,859	5,682	3.12%
1.325 Electoral Area Services - Planning	807,042	858,038	-	32,060	107,338	718,640	697,706	3.00%
1.340 JDF Livestock Injury Compensation	3,150	3,158	3,053	-	-	105	3,150	-96.67%
1.370 Juan de Fuca Emergency Program	88,813	89,953	-	-	234	89,719	88,578	1.29%
1.377 JDF Search and Rescue	91,042	91,058	-	-	21,106	69,952	69,952	0.00%
1.405 JDF EA - Community Parks	196,546	202,006	-	-	883	201,123	193,274	4.06%
1.924 Emergency Comm - CREST - J.D.F.	125,402	144,211	-	-	240	143,971	125,143	15.05%
Total JDF Regional	1,449,078	1,508,155	39,999	32,060	130,322	1,305,774	1,256,516	3.92%
1.119 Vancouver Island Regional Library	322,818	341,748	72	-	585	341,091	322,102	5.90%
1.129 Vancouver Island Regional Library - Debt	180,600	339,466	-	-	339,466	-	-	0
1.133 Langford E.A. - Greater Victoria Public Library	32,102	32,542	16	-	91	32,435	31,491	3.00%
1.232 Port Renfrew Street Lighting	8,984	9,143	1,455	-	4,099	3,589	3,485	2.98%
1.350 Willis Point Fire Protect & Recreation	177,868	174,824	-	-	34,020	140,804	134,099	5.00%
1.353 Otter Point Fire Protection	516,158	542,138	-	-	330	541,808	515,838	5.03%
1.354 Malahat Fire Protection	65,601	66,940	588	-	-	66,352	65,597	1.15%
1.355 Durrance Road Fire Protection	3,020	3,016	-	-	-	3,016	3,020	-0.13%
1.357 East Sooke Fire Protection	553,329	565,807	13,628	-	83,600	468,579	454,931	3.00%
1.358 Port Renfrew Fire Protection	154,657	161,476	-	-	65,399	96,077	91,871	4.58%
1.360 Shirley Fire Protection	158,639	193,332	-	-	210	193,122	158,439	21.89%
1.369 Electoral Area Fire Services - JDF	141,568	143,913	-	-	75,216	68,698	68,874	-0.26%
1.408 JDF EA - Community Recreation	90,128	93,862	-	-	21,230	72,632	69,508	4.49%
1.523 Port Renfrew Refuse Disposal	89,497	93,420	-	17,860	40,704	34,856	33,852	2.97%
2.650 Port Renfrew Water	143,106	133,609	-	-	67,366	66,243	64,508	2.69%
2.682 Seagirt Water System Debt	-	97,650	-	-	-	97,650	-	0
2.691 Wilderness Mountain Water Service	163,247	158,838	-	-	96,938	61,900	61,900	0.00%
3.700 Septage Disposal - JDF Service Area	464	-	-	-	-	-	464	-100.00%
3.850 Port Renfrew Sewer	126,360	131,021	-	-	66,271	64,750	62,294	3.94%
Total JDF Local/Specified/Defined Services	2,928,145	3,282,745	15,759	17,860	895,525	2,353,602	2,142,273	9.86%
TOTAL JUAN DE FUCA ELECTORAL AREA	4,377,223	4,790,900	55,758	49,920	1,025,847	3,659,376	3,398,789	7.67%

CAPITAL REGIONAL DISTRICT

Municipal Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial
Services March 15, 2023

**Capital Regional District
Sewers Operating - 2023**

Capital Regional District Sewers Operating - 2023				Municipality's Share	
Service	2022 Requisition	2023 Requisition	Increase (Decrease)	2023 Total C. Saanich	Share of Budget
3.714 C. Saanich - Odour Management System	(64,441)	-	64,441	-	0%
3.718 Peninsula Wastewater	4,334,420	4,412,900	78,480	1,842,386	42%
Sewer Operating	4,269,979	4,412,900		1,842,386	

COLWOOD		2023 COLWOOD	Cost per Avg. Residential Assessment	2022 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	441,390	55.16	378,544	49.56	62,846	5.59	11.28%
1.101	G.I.S.	4,929	0.62	4,319	0.57	609	0.05	8.91%
1.112	Regional Grants in Aid	574	0.07	-	-	574	0.07	0.00%
1.224	Community Health	23,913	2.99	21,873	2.86	2,040	0.12	4.34%
1.280	Regional Parks	610,960	76.35	555,475	72.73	55,485	3.62	4.97%
1.280A	Regional Parks - Land Acquisition	-	-	2,876	0.38	(2,876)	(0.38)	-100.00%
1.309	Climate Action and Adaptation	73,604	9.20	57,417	7.52	16,186	1.68	22.34%
1.310	Land Banking & Housing	57,567	7.19	51,923	6.80	5,643	0.40	5.81%
1.312	Regional Goose Management	10,186	1.27	-	-	10,186	1.27	0.00%
1.324	Regional Planning Services	47,025	5.88	42,907	5.62	4,118	0.26	4.60%
1.335	Geo-Spatial Referencing System	6,213	0.78	5,692	0.75	522	0.03	4.18%
1.374	Regional Emergency Program Support	5,926	0.74	5,392	0.71	534	0.03	4.89%
1.375	Hazardous Material Incident response	14,353	1.79	13,209	1.73	1,144	0.06	3.70%
1.911	Call Answer	8,616	1.08	8,074	1.06	541	0.02	1.84%
1.921	Regional CREST Contribution	80,969	10.12	76,700	10.04	4,269	0.08	0.75%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$1,386,225	\$173.23	\$1,224,402	\$160.32	\$161,822	\$12.91	8.05%
1.126	Victoria Family Court Committee	648	0.08	628	0.08	20	(0.00)	-1.51%
1.128	Greater Victoria Police Victim Services	13,015	1.63	12,011	1.57	1,005	0.05	3.42%
1.330	Regional Growth Strategy	12,413	1.55	11,310	1.48	1,103	0.07	4.74%
1.536	Stormwater Quality Management - Core Area	30,001	3.75	26,462	3.46	3,539	0.28	8.20%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	898,550	112.29	861,136	112.75	37,414	(0.47)	-0.41%
3.700	Septage Disposal	-	-	2,722	0.36	(2,722)	(0.36)	-100.00%
3.701	Millstream Remediation	8,693	1.09	17,512	2.29	(8,819)	(1.21)	-52.62%
3.707	On Site System Management Program	56,515	7.06	77,322	10.12	(20,807)	(3.06)	-30.24%
3.750	LWMP	11,653	1.46	11,703	1.53	(50)	(0.08)	-4.97%
3.752	Stage 3 Harbour Studies	21,308	2.66	20,178	2.64	1,131	0.02	0.79%
3.755	Regional Source Control Program	41,219	5.15	41,207	5.40	12	(0.24)	-4.53%
Total Sub Regional		\$1,094,015	\$136.71	\$1,082,190	\$141.70	\$11,825	(\$4.98)	-3.52%
Total Capital Regional District % Change		\$2,480,239	\$309.94	\$2,306,592	\$302.02	\$173,647	\$7.93	2.62%
						7.53%		
Cost/average residential property		\$309.94		\$302.02		\$7.93		
1.15X	Debt Service - M.F.A.	717,091	89.61	816,400	106.90	(99,309)	(17.29)	-16.17%
CRHD	Capital Regional Hospital District	1,013,490	126.65	951,176	124.54	62,314	2.11	1.69%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$4,210,820	\$526.20	\$4,074,168	\$533.45	\$136,652	(\$7.25)	-1.36%
						3.35%		

Average residential assessment - 2023/2022

\$1,010,548

\$885,632

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.59	1.05%
Regional Parks	3.62	0.68%
Regional Parks - Land Acquisition	(0.38)	-0.07%
Climate Action and Adaptation	1.68	0.31%
Regional Goose Management	1.27	0.24%
Millstream Remediation	(1.21)	-0.23%
On Site System Management Program	(3.06)	-0.57%
Debt Service - M.F.A.	(17.29)	-3.24%
Capital Regional Hospital District	2.11	0.40%
Various	0.41	0.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$7.25)	-1.36%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.59	1.85%
Regional Parks	3.62	1.20%
Regional Parks - Land Acquisition	(0.38)	-0.12%
Climate Action and Adaptation	1.68	0.56%
Regional Goose Management	1.27	0.42%
Millstream Remediation	(1.21)	-0.40%
On Site System Management Progra	(3.06)	-1.01%
Various	0.41	0.14%
TOTAL CRD	7.93	2.62%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Colwood	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	972,367	3%
(invoice) Sewer Operating	27,588,995	28,764,837		972,367	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Colwood	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769 Macaulay - Genset	13,279	(10,870)	(24,149)	(1,690)	16%
3.772 NWT Upgrade	(126)	-	126	-	0%
3.792 Craigflower PS	(2,352)	3,918	6,270	1,286	33%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	40,151	5%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	30,273	4%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	828,531	4%
Sewer Debt	21,737,656	21,998,277		898,550	

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Esquimalt	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	1,287,973	4%
Sewer Operating	27,588,995	28,764,837		1,287,973	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Esquimalt	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769 Macaulay - Genset	13,279	(10,870)	(24,149)	(6,748)	62%
3.772 NWT Upgrade	(126)	-	126	-	0%
3.792 Craigflower PS	(2,352)	3,918	6,270	32	1%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	32,523	4%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	23,722	3%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	889,425	4%
Sewer Debt	21,737,656	21,998,277		938,954	

HIGHLANDS		2023 HIGHLANDS	Cost per Avg. Residential Assessment	2022 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	74,790	73.49	67,341	65.48	7,449	8.01	12.23%
1.101	G.I.S.	835	0.82	768	0.75	67	0.07	9.84%
1.112	Regional Grants in Aid	97	0.10	-	-	97	0.10	0.00%
1.224	Community Health	4,052	3.98	3,891	3.78	161	0.20	5.23%
1.280	Regional Parks	103,522	101.73	98,816	96.09	4,707	5.64	5.87%
1.280A	Regional Parks - Land Acquisition	-	-	512	0.50	(512)	(0.50)	-100.00%
1.309	Climate Action and Adaptation	10,668	10.48	8,709	8.47	1,959	2.01	23.78%
1.374	Regional Emergency Program Support	859	0.84	818	0.80	41	0.05	6.12%
1.375	Hazardous Material Incident response	2,080	2.04	2,004	1.95	77	0.10	4.92%
1.911	Call Answer	1,078	1.06	1,059	1.03	20	0.03	2.93%
1.310	Land Banking & Housing	9,754	9.59	9,237	8.98	517	0.60	6.72%
1.312	Regional Goose Management	1,476	1.45	-	-	1,476	1.45	0.00%
1.324	Regional Planning Services	7,968	7.83	7,633	7.42	335	0.41	5.49%
1.335	Geo-Spatial Referencing System	1,053	1.03	1,013	0.98	40	0.05	5.07%
1.921	Regional CREST Contribution	10,134	9.96	10,056	9.78	78	0.18	1.83%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$228,367	\$224.41	\$211,855	\$206.01	\$16,512	\$18.40	8.93%
3.700	Septage Disposal	-	-	9,306	9.05	(9,306)	(9.05)	-100.00%
1.128	Greater Victoria Police Victim Services	2,205	2.17	2,137	2.08	69	0.09	4.31%
1.297	Arts Grants	8,376	8.23	8,043	7.82	332	0.41	5.23%
1.311	Regional Housing Trust Fund	7,494	7.36	7,093	6.90	401	0.47	6.77%
1.126	Victoria Family Court Committee	98	0.10	95	0.09	3	0.00	4.73%
1.313	Animal Care Services	24,209	23.79	23,272	22.63	937	1.16	5.12%
1.913	Fire Dispatch	10,072	9.90	15,741	15.31	(5,669)	(5.41)	-35.34%
1.330	Regional Growth Strategy	2,103	2.07	2,012	1.96	91	0.11	5.64%
1.230	Traffic Safety Commission	495	0.49	486	0.47	8	0.01	2.80%
3.701	Millstream Remediation	531	0.52	1,079	1.05	(549)	(0.53)	-50.31%
Total Sub Regional		\$55,583	\$54.62	\$69,265	\$67.35	(\$13,682)	(\$12.73)	-18.91%
Total Capital Regional District % Change		\$283,950	\$279.03	\$281,121	\$273.36	\$2,830	\$5.67	2.07%
Cost/average residential property		\$279.03		\$273.36		\$5.67		
1.15X	Debt Service - M.F.A.	87,658	86.14	87,658	85.24	-	0.90	1.06%
CRHD	Capital Regional Hospital District	171,728	168.75	169,209	164.54	2,519	4.21	2.56%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$543,336	\$533.92	\$537,987	\$523.14	\$5,349	\$10.78	2.06%

Average residential assessment - 2023/2022

\$1,346,480

\$1,170,050

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	8.01	1.53%
Regional Parks	5.64	1.08%
Regional Parks - Land Acquisition	(0.50)	-0.10%
Climate Action and Adaptation	2.01	0.38%
Regional Goose Management	1.45	0.28%
Septage Disposal	(9.05)	-1.73%
Animal Care Services	1.16	0.22%
Fire Dispatch	(5.41)	-1.03%
Debt Service - M.F.A.	0.90	0.17%
Capital Regional Hospital District	4.21	0.81%
Various	2.35	0.45%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$10.78	2.06%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	8.01	2.93%
Regional Parks	5.64	2.06%
Regional Parks - Land Acquisition	(0.50)	-0.18%
Climate Action and Adaptation	2.01	0.74%
Regional Goose Management	1.45	0.53%
Septage Disposal	(9.05)	-3.31%
Animal Care Services	1.16	0.42%
Fire Dispatch	(5.41)	-1.98%
Various	2.35	0.86%
TOTAL CRD	\$5.67	2.07%

LANGFORD		2023 LANGFORD	Cost per Avg. Residential Assessment	2022 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	1,159,542	52.97	1,011,825	47.52	147,717	5.45	11.47%
1.101	G.I.S.	12,947	0.59	11,545	0.54	1,403	0.05	9.09%
1.112	Regional Grants in Aid	1,509	0.07	-	-	1,509	0.07	0.00%
1.224	Community Health	62,820	2.87	58,466	2.75	4,354	0.12	4.52%
1.280	Regional Parks	1,605,005	73.32	1,484,752	69.73	120,253	3.59	5.15%
1.280A	Regional Parks - Land Acquisition	-	-	7,687	0.36	(7,687)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	183,143	8.37	144,773	6.80	38,370	1.57	23.05%
1.310	Land Banking & Housing	151,229	6.91	138,788	6.52	12,441	0.39	5.99%
1.312	Regional Goose Management	25,344	1.16	-	-	25,344	1.16	0.00%
1.324	Regional Planning Services	123,536	5.64	114,689	5.39	8,848	0.26	4.78%
1.335	Geo-Spatial Referencing System	16,322	0.75	15,213	0.71	1,109	0.03	4.36%
1.374	Regional Emergency Program Support	14,744	0.67	13,595	0.64	1,149	0.04	5.49%
1.375	Hazardous Material Incident response	35,713	1.63	33,305	1.56	2,408	0.07	4.30%
1.911	Call Answer	20,473	0.94	19,399	0.91	1,074	0.02	2.66%
1.921	Regional CREST Contribution	192,403	8.79	184,274	8.65	8,129	0.14	1.56%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$3,604,731	\$164.68	\$3,238,311	\$152.09	\$366,420	\$12.59	8.28%
1.126	Victoria Family Court Committee	1,655	0.08	1,624	0.08	31	(0.00)	-0.85%
1.128	Greater Victoria Police Victim Services	34,192	1.56	32,104	1.51	2,088	0.05	3.60%
1.230	Traffic Safety Commission	7,672	0.35	7,309	0.34	363	0.01	2.10%
1.330	Regional Growth Strategy	32,609	1.49	30,232	1.42	2,377	0.07	4.92%
1.536	Stormwater Quality Management - Core Area	69,797	3.19	66,034	3.10	3,763	0.09	2.82%
1.913	Fire Dispatch	-	-	-	-	-	-	0.00%
3.700	Septage Disposal	-	-	5,578	0.26	(5,578)	(0.26)	-100.00%
3.701	Millstream Remediation	8,002	0.37	16,057	0.75	(8,055)	(0.39)	-51.52%
3.707	On Site System Management Program	32,980	1.51	46,736	2.20	(13,756)	(0.69)	-31.36%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,964,372	135.43	2,725,278	128.00	239,093	7.43	5.81%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	2,743,100	125.32	2,730,493	128.24	12,607	(2.92)	-2.28%
3.750	LWMP	35,666	1.63	33,275	1.56	2,391	0.07	4.26%
3.752	Stage 3 Harbour Studies	50,634	2.31	48,477	2.28	2,156	0.04	1.60%
3.755	Regional Source Control Program	126,241	5.77	117,263	5.51	8,978	0.26	4.72%
Total Sub Regional		\$6,106,918	\$278.99	\$5,860,460	\$275.24	\$246,458	\$3.75	1.36%
2.681	Florence Lake Water System Debt	15,512	0.71	8,738	0.41	6,774	0.30	72.68%
Total Local		\$15,512	\$0.71	\$8,738	0.41	\$6,774	\$0.30	72.68%
Total Capital Regional District		\$9,727,162	\$444.39	\$9,107,509	\$427.75	\$619,652	\$16.64	3.89%
% Change						6.80%		
Cost/average residential property		\$444.39		\$427.75		\$16.64		
CRHD	Capital Regional Hospital District	2,662,459	121.63	2,542,436	119.41	120,024	2.23	1.86%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$12,389,621	\$566.02	\$11,649,945	\$547.15	\$739,676	\$18.87	3.45%
% Change						6.35%		

Average residential assessment - 2023/2022

\$970,529

\$849,122

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.45	1.00%
Regional Parks	3.59	0.66%
Regional Parks - Land Acquisition	(0.36)	-0.07%
Climate Action and Adaptation	1.57	0.29%
Regional Goose Management	1.16	0.21%
W.W. (Trk Swrs & Swge Disp) - Operating	7.43	1.36%
W.W. (Trk Swrs & Swge Disp) - Debt	(2.92)	-0.53%
Capital Regional Hospital District	2.23	0.41%
Various	0.72	0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$18.87	3.45%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.45	1.27%
Regional Parks	3.59	0.84%
Regional Parks - Land Acquisition	(0.36)	-0.08%
Climate Action and Adaptation	1.57	0.37%
Regional Goose Management	1.16	0.27%
W.W. (Trk Swrs & Swge Disp) - Op	7.43	1.74%
W.W. (Trk Swrs & Swge Disp) - De	(2.92)	-0.68%
Various	0.72	0.17%
TOTAL CRD	\$16.64	3.89%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Langford	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	2,964,372	10%
Sewer Operating	27,588,995	28,764,837		2,964,372	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Langford	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	(1,384)	-	1,384	-	0%
3.769 Macaulay - Genset	13,279	(10,870)	(24,149)	(2,238)	21%
3.772 NWT Upgrade	(126)	-	126	-	0%
3.792 Craigflower PS	(2,352)	3,918	6,270	1,516	39%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	41,849	5%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	55,982	7%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	2,645,991	13%
Sewer Debt	21,737,656	21,998,277		2,743,100	

METCHOSIN		2023 METCHOSIN	Cost per Avg. Residential Assessment	2022 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	123,989	72.01	113,853	66.20	10,136	5.81	8.77%
1.101	G.I.S.	1,384	0.80	1,299	0.76	85	0.05	6.44%
1.112	Regional Grants in Aid	161	0.09	-	-	161	0.09	0.00%
1.224	Community Health	6,717	3.90	6,579	3.83	139	0.08	1.98%
1.280	Regional Parks	171,623	99.67	167,068	97.15	4,554	2.53	2.60%
1.280A	Regional Parks - Land Acquisition	-	-	865	0.50	(865)	(0.50)	-100.00%
1.309	Climate Action and Adaptation	19,320	11.22	16,065	9.34	3,255	1.88	20.11%
1.310	Land Banking & Housing	16,171	9.39	15,617	9.08	554	0.31	3.42%
1.312	Regional Goose Management	2,674	1.55	-	-	2,674	1.55	0.00%
1.324	Regional Planning Services	13,210	7.67	12,905	7.50	305	0.17	2.23%
1.335	Geo-Spatial Referencing System	1,745	1.01	1,712	1.00	33	0.02	1.83%
1.374	Regional Emergency Program Support	1,555	0.90	1,509	0.88	47	0.03	2.97%
1.375	Hazardous Material Incident response	3,767	2.19	3,696	2.15	72	0.04	1.81%
1.911	Call Answer	2,133	1.24	2,126	1.24	7	0.00	0.21%
1.921	Regional CREST Contribution	20,049	11.64	20,198	11.74	(149)	(0.10)	-0.86%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$384,500	\$223.30	\$363,492	\$211.36	\$21,007	\$11.94	5.65%
1.126	Victoria Family Court Committee	183	0.11	175	0.10	8	0.00	4.53%
1.128	Greater Victoria Police Victim Services	3,656	2.12	3,612	2.10	44	0.02	1.08%
1.297	Arts Grants	15,155	8.80	14,831	8.62	324	0.18	2.06%
1.311	Regional Housing Trust Fund	13,587	7.89	13,100	7.62	487	0.27	3.59%
1.313	Animal Care Services	40,134	23.31	39,346	22.88	788	0.43	1.88%
1.330	Regional Growth Strategy	3,487	2.03	3,402	1.98	85	0.05	2.38%
1.913	Fire Dispatch	42,106	24.45	31,617	18.38	10,489	6.07	33.01%
3.700	Septage Disposal	-	-	2,102	1.22	(2,102)	(1.22)	-100.00%
3.701	Millstream Remediation	1,754	1.02	3,572	2.08	(1,818)	(1.06)	-50.95%
Total Sub Regional		\$120,062	\$69.73	\$111,757	\$64.98	\$8,305	\$4.74	7.30%
Total Capital Regional District		\$504,562	\$293.03	\$475,249	\$276.35	\$29,313	\$16.68	6.04%
% Change						6.17%		
Cost/average residential property		\$293.03		\$276.35		\$16.68		
CRHD	Capital Regional Hospital District	284,696	165.34	286,082	166.35	(1,386)	(1.01)	-0.61%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$789,258	\$458.37	\$761,331	\$442.70	\$27,927	\$15.67	3.54%
% Change						3.67%		

Average residential assessment - 2023/2022

\$1,319,260

\$1,182,928

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.81	1.31%
Regional Parks	2.53	0.57%
Regional Parks - Land Acquisition	(0.50)	-0.11%
Climate Action and Adaptation	1.88	0.42%
Regional Goose Management	1.55	0.35%
Septage Disposal	(1.22)	-0.28%
Millstream Remediation	(1.06)	-0.24%
Capital Regional Hospital District	(1.01)	-0.23%
Various	7.70	1.74%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$15.67	3.54%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.81	2.10%
Regional Parks	2.53	0.91%
Regional Parks - Land Acquisition	(0.50)	-0.18%
Climate Action and Adaptation	1.88	0.68%
Regional Goose Management	1.55	0.56%
Septage Disposal	(1.22)	-0.44%
Millstream Remediation	(1.06)	-0.38%
Various	7.70	2.79%
TOTAL CRD	\$16.68	6.04%

NORTH SAANICH		2023 N.SAANICH	Cost per Avg. Residential Assessment	2022 N.SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	503,213	87.26	455,938	79.47	47,275	7.79	9.80%
1.101	G.I.S.	5,619	0.97	5,202	0.91	417	0.07	7.45%
1.112	Regional Grants in Aid	655	0.11	-	-	655	0.11	0.00%
1.224	Community Health	27,262	4.73	26,345	4.59	917	0.14	2.95%
1.280	Regional Parks	696,534	120.79	669,043	116.62	27,490	4.17	3.57%
1.280A	Regional Parks - Land Acquisition	-	-	3,464	0.60	(3,464)	(0.60)	-100.00%
1.309	Climate Action and Adaptation	62,328	10.81	50,826	8.86	11,502	1.95	22.00%
1.310	Land Banking & Housing	65,630	11.38	62,539	10.90	3,091	0.48	4.40%
1.312	Regional Goose Management	8,625	1.50	-	-	8,625	1.50	0.00%
1.324	Regional Planning Services	53,612	9.30	51,680	9.01	1,932	0.29	3.20%
1.335	Geo-Spatial Referencing System	7,083	1.23	6,855	1.19	228	0.03	2.80%
1.374	Regional Emergency Program Support	5,018	0.87	4,773	0.83	245	0.04	4.59%
1.375	Hazardous Material Incident response	12,154	2.11	11,693	2.04	461	0.07	3.41%
1.911	Call Answer	5,257	0.91	5,125	0.89	132	0.02	2.05%
1.921	Regional CREST Contribution	49,406	8.57	48,685	8.49	721	0.08	0.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$1,502,396	\$260.53	\$1,402,169	\$244.41	\$100,227	\$16.12	6.60%
3.700	Septage Disposal	-	-	2,696	0.47	(2,696)	(0.47)	-100.00%
3.701	Millstream Remediation	2,699	0.47	5,476	0.95	(2,777)	(0.49)	-50.97%
1.330	Regional Growth Strategy	14,151	2.45	13,623	2.37	529	0.08	3.35%
1.126	Victoria Family Court Committee	579	0.10	557	0.10	22	0.00	3.36%
1.311	Regional Housing Trust Fund	43,695	7.58	41,295	7.20	2,400	0.38	5.27%
1.44X	Panorama Recreation Center	1,698,215	294.49	1,679,614	292.77	18,601	1.72	0.59%
1.537	Stormwater Quality Management - Peninsula	43,613	7.56	40,880	7.13	2,733	0.44	6.13%
1.538	Source - Stormwater Quality - Peninsula	16,105	2.79	15,649	2.73	456	0.07	2.39%
3.720	L.W.M.P. (Peninsula) - Implementation	8,704	1.51	18,933	3.30	(10,229)	(1.79)	-54.27%
1.230	Traffic Safety Commission	3,329	0.58	3,293	0.57	36	0.00	0.57%
3.755	Regional Source Control Program	22,300	3.87	18,610	3.24	3,690	0.62	19.21%
3.756	Harbours Environmental Action	19,783	3.43	19,225	3.35	559	0.08	2.38%
Total Sub Regional		1,873,174	324.83	1,859,852	324.19	13,322	0.64	0.20%
Total Capital Regional District		\$3,375,570	\$585.36	\$3,262,021	\$568.59	\$113,549	\$16.76	2.95%
% Change						3.48%		
Cost/average residential property		\$585.36		\$568.59		\$16.76		
1.15X	Debt Service - M.F.A.	652,363	113.13	498,548	86.90	153,815	26.23	30.18%
CRHD	Capital Regional Hospital District	1,155,443	200.36	1,145,646	199.69	9,797	0.67	0.34%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,183,376	\$898.85	\$4,906,215	\$855.19	\$277,161	\$43.66	5.10%
% Change						5.65%		

Average residential assessment - 2023/2022

\$1,598,723

\$1,420,042

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.79	0.91%
Regional Parks	4.17	0.49%
Regional Parks - Land Acquisition	(0.60)	-0.07%
Climate Action and Adaptation	1.95	0.23%
Regional Goose Management	1.50	0.17%
Panorama Recreation Center	1.72	0.20%
L.W.M.P. (Peninsula) - Implementation	(1.79)	-0.21%
Debt Service - M.F.A.	26.23	3.07%
Capital Regional Hospital District	0.67	0.08%
Various	2.04	0.24%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$43.66	5.10%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	7.79	1.37%
Regional Parks	4.17	0.73%
Regional Parks - Land Acquisition	(0.60)	-0.11%
Climate Action and Adaptation	1.95	0.34%
Regional Goose Management	1.50	0.26%
Panorama Recreation Center	1.72	0.30%
L.W.M.P. (Peninsula) - Impleme	(1.79)	-0.31%
Various	2.04	0.36%
TOTAL CRD	\$16.76	2.95%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total N. Saanich	Share of Budget
3.718 Peninsula Wastewater	4,334,420	4,412,900	78,480	687,530	16%
(invoice) Sewer Operating	4,334,420	4,412,900		687,530	

OAK BAY		2023 OAK BAY	Cost per Avg. Residential Assessment	2022 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	698,646	102.94	655,596	96.45	43,050	6.49	6.73%
1.101	G.I.S.	7,801	1.15	7,480	1.10	321	0.05	4.45%
1.112	Regional Grants in Aid	909	0.13	-	-	909	0.13	0.00%
1.224	Community Health	37,850	5.58	37,882	5.57	(32)	0.00	0.07%
1.280	Regional Parks	967,046	142.49	962,021	141.54	5,025	0.95	0.67%
1.280A	Regional Parks - Land Acquisition	-	-	4,980	0.73	(4,980)	(0.73)	-100.00%
1.309	Climate Action and Adaptation	89,710	13.22	74,645	10.98	15,065	2.24	20.36%
1.310	Land Banking & Housing	91,118	13.43	89,926	13.23	1,193	0.20	1.48%
1.312	Regional Goose Management	12,414	1.83	-	-	12,414	1.83	0.00%
1.324	Regional Planning Services	74,433	10.97	74,311	10.93	122	0.03	0.32%
1.335	Geo-Spatial Referencing System	9,834	1.45	9,857	1.45	(23)	(0.00)	-0.08%
1.374	Regional Emergency Program Support	7,222	1.06	7,010	1.03	213	0.03	3.19%
1.375	Hazardous Material Incident response	17,493	2.58	17,172	2.53	321	0.05	2.02%
1.911	Call Answer	7,971	1.17	7,762	1.14	209	0.03	2.85%
1.921	Regional CREST Contribution	74,906	11.04	73,728	10.85	1,178	0.19	1.75%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$2,097,355	\$309.04	\$2,022,371	\$297.54	\$74,984	\$11.50	3.86%
1.126	Victoria Family Court Committee	840	0.12	843	0.12	(2)	(0.00)	-0.13%
1.128	Greater Victoria Police Victim Services	20,601	3.04	20,801	3.06	(200)	(0.02)	-0.81%
1.230	Traffic Safety Commission	4,623	0.68	4,736	0.70	(113)	(0.02)	-2.24%
1.290	Royal Theatre	54,373	8.01	53,635	7.89	738	0.12	1.53%
1.297	Arts Grants	235,056	34.63	229,946	33.83	5,110	0.80	2.38%
1.311	Regional Housing Trust Fund	62,925	9.27	60,669	8.93	2,255	0.35	3.87%
1.330	Regional Growth Strategy	19,647	2.89	19,588	2.88	59	0.01	0.45%
1.536	Stormwater Quality Management - Core Area	63,882	9.41	63,656	9.37	225	0.05	0.51%
1.912B	Call Answer - Municipalities	(43,243)	(6.37)	(40,490)	(5.96)	(2,752)	(0.41)	-6.96%
3.700	Septage Disposal	-	-	90	0.01	(90)	(0.01)	-100.00%
3.701	Millstream Remediation	1,340	0.20	2,726	0.40	(1,386)	(0.20)	-50.77%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,465,543	215.94	1,564,694	230.21	(99,151)	(14.26)	-6.20%
3.750	LWMP	34,995	5.16	30,609	4.50	4,386	0.65	14.50%
3.755	Regional Source Control Program	123,855	18.25	107,659	15.84	16,196	2.41	15.22%
Total Sub Regional		\$2,044,437	\$301.24	\$2,119,161	\$311.78	(\$74,724)	(\$10.54)	-3.38%
Total Capital Regional District % Change		\$4,141,792	\$610.28	\$4,141,532	\$609.33	\$260	\$0.96	0.16%
Cost/average residential property		\$610.28		\$609.33		\$0.96		
1.15X	Debt Service - M.F.A.	276,972	40.81	276,972	40.75	-	0.06	0.15%
CRHD	Capital Regional Hospital District	1,604,182	236.37	1,647,331	242.36	(43,149)	(5.99)	-2.47%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$6,022,946	\$887.46	\$6,065,835	\$892.44	(\$42,889)	(\$4.98)	-0.56%

Average residential assessment - 2023/2022

\$1,886,024

\$1,723,469

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	6.49	0.73%
Regional Parks	0.95	0.11%
Regional Parks - Land Acquisition	(0.73)	-0.08%
Climate Action and Adaptation	2.24	0.25%
Regional Goose Management	1.83	0.20%
W.W. (Trk Swrs & Swge Disp) - Debt	(14.26)	-1.60%
Regional Source Control Program	2.41	0.27%
Debt Service - M.F.A.	0.06	0.01%
Capital Regional Hospital District	(5.99)	-0.67%
Various	2.03	0.23%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$4.98)	-0.56%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	6.49	1.06%
Regional Parks	0.95	0.16%
Regional Parks - Land Acquisition	(0.73)	-0.12%
Climate Action and Adaptation	2.24	0.37%
Regional Goose Management	1.83	0.30%
W.W. (Trk Swrs & Swge Disp) - De	(14.26)	-2.34%
Regional Source Control Program	2.41	0.40%
Various	2.03	0.33%
TOTAL CRD	\$0.96	0.16%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Oak Bay	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	2,920,048	10%
(invoice) Sewer Operating	27,588,995	28,764,837		2,920,048	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Oak Bay	Share of Budget
3.770 NET & ECI Upgrade	(55,858)	(566)	55,292	(91)	16%
3.770A NET & ECI Upgrade	628,748	44,463	(584,285)	7,176	16%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	48,427	6%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	67,979	9%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	1,344,400	7%
3.799 Oak Bay - Humber / Rutland	20,701	(2,347)	(23,048)	(2,347)	100%
Sewer Debt	22,321,830	22,046,779		1,465,543	

SAANICH		2023 SAANICH	Cost per Avg. Residential Assessment	2022 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	2,985,938	65.35	2,733,991	59.82	251,947	5.53	9.24%
1.101	G.I.S.	33,341	0.73	31,194	0.68	2,146	0.05	6.91%
1.112	Regional Grants in Aid	3,886	0.09	-	-	3,886	0.09	0.00%
1.224	Community Health	161,768	3.54	157,977	3.46	3,791	0.08	2.42%
1.280	Regional Parks	4,133,049	90.46	4,011,856	87.78	121,193	2.67	3.05%
1.280A	Regional Parks - Land Acquisition	-	-	20,770	0.45	(20,770)	(0.45)	-100.00%
1.309	Climate Action and Adaptation	469,228	10.27	385,949	8.44	83,279	1.82	21.61%
1.310	Land Banking & Housing	389,430	8.52	375,011	8.21	14,420	0.32	3.87%
1.312	Regional Goose Management	64,934	1.42	-	-	64,934	1.42	0.00%
1.324	Regional Planning Services	318,118	6.96	309,893	6.78	8,225	0.18	2.68%
1.335	Geo-Spatial Referencing System	42,031	0.92	41,107	0.90	924	0.02	2.27%
1.374	Regional Emergency Program Support	37,776	0.83	36,243	0.79	1,533	0.03	4.25%
1.375	Hazardous Material Incident response	91,500	2.00	88,789	1.94	2,711	0.06	3.08%
1.911	Call Answer	52,216	1.14	51,104	1.12	1,112	0.02	2.20%
1.921	Regional CREST Contribution	490,717	10.74	485,442	10.62	5,275	0.12	1.11%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$9,273,932	\$202.97	\$8,729,327	\$191.00	\$544,606	\$11.96	6.26%
1.536	Stormwater Quality Management - Core Area	201,444	4.41	193,743	4.24	7,701	0.17	4.00%
3.700	Septage Disposal	-	-	4,510	0.10	(4,510)	(0.10)	-100.00%
1.128	Greater Victoria Police Victim Services	88,047	1.93	86,747	1.90	1,301	0.03	1.52%
3.701	Millstream Remediation	12,307	0.27	25,091	0.55	(12,783)	(0.28)	-50.94%
1.126	Victoria Family Court Committee	4,317	0.09	4,306	0.09	11	0.00	0.29%
1.290	Royal Theatre	283,523	6.21	279,816	6.12	3,707	0.08	1.35%
1.230	Traffic Safety Commission	19,756	0.43	19,749	0.43	7	0.00	0.06%
1.297	Arts Grants	1,226,863	26.85	1,187,703	25.99	39,160	0.86	3.32%
1.311	Regional Housing Trust Fund	330,017	7.22	314,717	6.89	15,300	0.34	4.89%
1.330	Regional Growth Strategy	83,971	1.84	81,687	1.79	2,284	0.05	2.82%
1.912B	Call Answer - Municipalities	(283,286)	(6.20)	(266,596)	(5.83)	(16,690)	(0.37)	-6.29%
3.707	On Site System Management Program	39,604	0.87	53,013	1.16	(13,409)	(0.29)	-25.28%
3.750	LWMP	99,088	2.17	102,386	2.24	(3,299)	(0.07)	-3.20%
3.752	Stage 3 Harbour Studies	129,140	2.83	127,707	2.79	1,433	0.03	1.15%
3.755	Regional Source Control Program	350,621	7.67	360,692	7.89	(10,071)	(0.22)	-2.77%
Total Sub Regional		\$2,585,413	\$56.58	\$2,575,270	\$56.35	\$10,143	\$0.24	0.42%
Total Capital Regional District		\$11,859,345	\$259.55	\$11,304,596	\$247.35	\$554,749	\$12.20	4.93%
% Change						4.91%		
Cost/average residential property		\$259.55		\$247.35		\$12.20		
1.15X	Debt Service - M.F.A.	5,562,267	121.74	5,037,396	110.22	524,871	11.51	10.45%
CRHD	Capital Regional Hospital District	6,856,101	150.05	6,869,759	150.32	(13,658)	(0.26)	-0.18%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$24,277,713	\$531.34	\$23,211,751	\$507.89	\$1,065,963	\$23.45	4.62%
% Change						4.59%		

Average residential assessment - 2023/2022

\$1,197,273

\$1,068,904

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.53	1.09%
Regional Parks	2.67	0.53%
Regional Parks - Land Acquisition	(0.45)	-0.09%
Climate Action and Adaptation	1.82	0.36%
Regional Goose Management	1.42	0.28%
Debt Service - M.F.A.	11.51	2.27%
Capital Regional Hospital District	(0.26)	-0.05%
Various	1.21	0.24%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$23.45	4.62%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.53	2.23%
Regional Parks	2.67	1.08%
Regional Parks - Land Acquisition	(0.45)	-0.18%
Climate Action and Adaptation	1.82	0.74%
Regional Goose Management	1.42	0.57%
Various	1.21	0.49%
TOTAL CRD	\$12.20	4.93%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Saanich	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	8,268,068	29%
(Invoice) Sewer Operating	27,588,995	28,764,837		8,268,068	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Saanich	Share of Budget
3.772 NWT Upgrade	(126)	-	126	-	0%
3.770 NET & ECI Upgrade	(55,858)	(566)	55,292	(127)	22%
3.770A NET & ECI Upgrade	628,748	44,463	(584,285)	9,991	22%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	242,770	31%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	243,137	32%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	6,383,269	31%
(Invoice) Sewer Debt	22,301,003	22,049,126		6,879,040	

SIDNEY		2023 SIDNEY	Cost per Avg. Residential Assessment	2022 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	412,302	50.81	367,231	47.22	45,071	3.59	7.60%
1.101	G.I.S.	4,604	0.57	4,190	0.54	414	0.03	5.31%
1.112	Regional Grants in Aid	537	0.07	-	-	537	0.07	0.00%
1.224	Community Health	22,337	2.75	21,220	2.73	1,118	0.02	0.89%
1.280	Regional Parks	570,697	70.33	538,874	69.29	31,822	1.04	1.50%
1.280A	Regional Parks - Land Acquisition	-	-	2,790	0.36	(2,790)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	55,358	6.82	44,550	5.73	10,808	1.09	19.09%
1.310	Land Banking & Housing	53,773	6.63	50,372	6.48	3,401	0.15	2.31%
1.312	Regional Goose Management	7,661	0.94	-	-	7,661	0.94	0.00%
1.324	Regional Planning Services	43,926	5.41	41,625	5.35	2,301	0.06	1.14%
1.335	Geo-Spatial Referencing System	5,804	0.72	5,522	0.71	282	0.01	0.74%
1.374	Regional Emergency Program Support	4,457	0.55	4,184	0.54	273	0.01	2.10%
1.375	Hazardous Material Incident response	10,795	1.33	10,249	1.32	546	0.01	0.95%
1.911	Call Answer	5,215	0.64	5,035	0.65	180	(0.00)	-0.73%
1.921	Regional CREST Contribution	49,008	6.04	47,824	6.15	1,184	(0.11)	-1.79%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$1,246,473	\$153.60	\$1,143,664	\$147.05	\$102,809	\$6.55	4.46%
1.126	Victoria Family Court Committee	513	0.06	517	0.07	(3)	(0.00)	-4.80%
1.128	Greater Victoria Police Victim Services	12,158	1.50	11,652	1.50	506	0.00	0.00%
1.230	Traffic Safety Commission	2,728	0.34	2,653	0.34	75	(0.00)	-1.44%
1.311	Regional Housing Trust Fund	38,855	4.79	36,246	4.66	2,608	0.13	2.74%
1.330	Regional Growth Strategy	11,595	1.43	10,972	1.41	623	0.02	1.28%
1.44X	Panorama Recreation Center	1,535,246	189.19	1,505,273	193.54	29,973	(4.35)	-2.25%
1.537	Stormwater Quality Management - Peninsula	27,102	3.34	31,231	4.02	(4,129)	(0.68)	-16.83%
1.538	Source - Stormwater Quality - Peninsula	15,976	1.97	15,372	1.98	603	(0.01)	-0.40%
3.700	Septage Disposal	-	-	893	0.11	(893)	(0.11)	-100.00%
3.701	Millstream Remediation	909	0.11	1,834	0.24	(925)	(0.12)	-52.50%
3.720	L.W.M.P. (Peninsula) - Implementation	21,911	2.70	48,035	6.18	(26,124)	(3.48)	-56.28%
3.755	Regional Source Control Program	50,462	6.22	47,212	6.07	3,250	0.15	2.44%
3.756	Harbours Environmental Action	19,624	2.42	18,885	2.43	739	(0.01)	-0.41%
Total Sub Regional		\$1,737,078	\$214.06	\$1,730,776	\$222.54	\$6,302	(\$8.48)	-3.81%
Total Capital Regional District % Change		\$2,983,550	\$367.66	\$2,874,440	\$369.58	\$109,111	(\$1.92)	-0.52%
						3.80%		
Cost/average residential property		\$367.66		\$369.58		(\$1.92)		
1.15X	Debt Service - M.F.A.	542,536	66.86	544,794	70.05	(2,258)	(3.19)	-4.56%
CRHD	Capital Regional Hospital District	946,699	116.66	922,749	118.64	23,950	(1.98)	-1.67%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$4,472,785	\$551.18	\$4,341,983	\$558.28	\$130,802	(\$7.09)	-1.27%
						3.01%		

Average residential assessment - 2023/2022

\$930,852

\$843,683

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.59	0.64%
Regional Parks	1.04	0.19%
Regional Parks - Land Acquisition	(0.36)	-0.06%
Climate Action and Adaptation	1.09	0.20%
Panorama Recreation Center	(4.35)	-0.78%
L.W.M.P. (Peninsula) - Implementation	(3.48)	-0.62%
Debt Service - M.F.A.	(3.19)	-0.57%
Capital Regional Hospital District	(1.98)	-0.35%
Various	0.54	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	(\$7.09)	-1.27%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.59	0.97%
Regional Parks	1.04	0.28%
Regional Parks - Land Acquisition	(0.36)	-0.10%
Climate Action and Adaptation	1.09	0.30%
Panorama Recreation Center	(4.35)	-1.18%
L.W.M.P. (Peninsula) - Implement	(3.48)	-0.94%
Various	0.54	0.15%
TOTAL CRD	(\$1.92)	-0.52%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Sidney	Share of Budget
3.718 Peninsula Wastewater	4,334,420	4,412,900	78,480	1,731,622	39%
(Invoice) Sewer Operating	4,334,420	4,412,900		1,731,622	

SOOKE		2023 SOOKE	Cost per Avg. Residential Assessment	2022 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	324,193	45.18	289,604	41.52	34,589	3.66	8.82%
1.101	G.I.S.	3,620	0.50	3,304	0.47	316	0.03	6.49%
1.112	Regional Grants in Aid	422	0.06	-	-	422	0.06	0.00%
1.224	Community Health	17,564	2.45	16,734	2.40	830	0.05	2.02%
1.280	Regional Parks	448,739	62.54	424,964	60.93	23,774	1.61	2.64%
1.280A	Regional Parks - Land Acquisition	-	-	2,200	0.32	(2,200)	(0.32)	-100.00%
1.309	Climate Action and Adaptation	55,510	7.74	44,700	6.41	10,810	1.33	20.71%
1.310	Land Banking & Housing	42,282	5.89	39,724	5.70	2,558	0.20	3.46%
1.312	Regional Goose Management	7,682	1.07	-	-	7,682	1.07	0.00%
1.324	Regional Planning Services	34,539	4.81	32,826	4.71	1,713	0.11	2.28%
1.335	Geo-Spatial Referencing System	4,563	0.64	4,354	0.62	209	0.01	1.87%
1.374	Regional Emergency Program Support	4,469	0.62	4,198	0.60	271	0.02	3.49%
1.375	Hazardous Material Incident response	10,824	1.51	10,283	1.47	541	0.03	2.32%
1.911	Call Answer	6,635	0.92	6,371	0.91	263	0.01	1.22%
1.921	Regional CREST Contribution	62,351	8.69	60,521	8.68	1,830	0.01	0.14%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$1,023,393	\$142.62	\$939,784	\$134.74	\$83,609	\$7.89	5.85%
1.126	Victoria Family Court Committee	507	0.07	483	0.07	24	0.00	2.08%
1.230	Traffic Safety Commission	2,145	0.30	2,092	0.30	53	(0.00)	-0.33%
1.297	Arts Grant	43,508	6.06	41,252	5.91	2,256	0.15	2.52%
1.311	Regional Housing Trust Fund	39,080	5.45	36,492	5.23	2,588	0.21	4.10%
1.313	Animal Care Services	104,939	14.62	100,083	14.35	4,856	0.28	1.92%
1.330	Regional Growth Strategy	9,117	1.27	8,653	1.24	464	0.03	2.42%
1.40X	SEAPARC	2,440,575	340.12	2,374,201	340.39	66,374	(0.26)	-0.08%
1.913	Fire Dispatch	89,661	12.50	94,735	13.58	(5,074)	(1.09)	-8.00%
3.700	Septage Disposal	-	-	4,891	0.70	(4,891)	(0.70)	-100.00%
3.701	Millstream Remediation	3,843	0.54	7,764	1.11	(3,920)	(0.58)	-51.88%
Total Sub Regional		\$2,733,375	\$380.93	\$2,670,646	\$382.89	\$62,729	(\$1.96)	-0.51%
1.121	Sooke Regional Museum	144,741	20.17	138,980	19.93	5,761	0.25	1.23%
1.531	Stormwater Quality Management	39,346	5.48	38,200	5.48	1,146	0.01	0.12%
Total Local		\$184,087	\$25.65	\$177,180	\$25.40	\$6,907	\$0.25	0.99%
Total Capital Regional District		\$3,940,854	\$549.21	\$3,787,610	\$543.02	\$153,244	\$6.18	1.14%
% Change						4.05%		
Cost/average residential property		\$549.21		\$543.02		\$6.18		
1.15X	Debt Service - M.F.A.	476,706	66.43	464,767	66.63	11,939	(0.20)	-0.30%
CRHD	Capital Regional Hospital District	744,390	103.74	727,694	104.33	16,696	(0.59)	-0.56%
TOTAL CRD, CRHD & MUNICIPAL DEBT		\$5,161,950	\$719.38	\$4,980,071	\$713.99	\$181,879	\$5.39	0.76%
% Change						3.65%		

Average residential assessment - 2023/2022

\$827,746

\$741,887

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.66	0.51%
Regional Parks	1.61	0.23%
Regional Parks - Land Acquisition	(0.32)	-0.04%
Climate Action and Adaptation	1.33	0.19%
Regional Goose Management	1.07	0.15%
SEAPARC	(0.26)	-0.04%
Fire Dispatch	(1.09)	-0.15%
Debt Service - M.F.A.	(0.20)	-0.03%
Capital Regional Hospital District	(0.59)	-0.08%
Various	0.18	0.02%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$5.39	0.76%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.66	0.67%
Regional Parks	1.61	0.30%
Regional Parks - Land Acquisition	(0.32)	-0.06%
Climate Action and Adaptation	1.33	0.24%
Regional Goose Management	1.07	0.20%
SEAPARC	(0.26)	-0.05%
Fire Dispatch	(1.09)	-0.20%
Various	0.18	0.03%
TOTAL CRD	\$6.18	1.14%

VICTORIA		2023 VICTORIA	Cost per Avg. Residential Assessment	2022 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/(Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	2,705,334	58.56	2,553,474	54.70	151,860	3.86	7.06%
1.101	G.I.S.	30,207	0.65	29,134	0.62	1,073	0.03	4.77%
1.112	Regional Grants in Aid	3,521	0.08	-	-	3,521	0.08	0.00%
1.224	Community Health	146,566	3.17	147,546	3.16	(981)	0.01	0.37%
1.280	Regional Parks	3,744,645	81.05	3,746,965	80.26	(2,320)	0.79	0.98%
1.280A	Regional Parks - Land Acquisition	-	-	19,398	0.42	(19,398)	(0.42)	-100.00%
1.309	Climate Action and Adaptation	390,536	8.45	325,306	6.97	65,230	1.48	21.31%
1.310	Land Banking & Housing	352,834	7.64	350,250	7.50	2,584	0.13	1.79%
1.312	Regional Goose Management	54,044	1.17	-	-	54,044	1.17	0.00%
1.324	Regional Planning Services	288,223	6.24	289,432	6.20	(1,209)	0.04	0.62%
1.335	Geo-Spatial Referencing System	38,081	0.82	38,393	0.82	(312)	0.00	0.23%
1.374	Regional Emergency Program Support	31,441	0.68	30,549	0.65	892	0.03	4.00%
1.375	Hazardous Material Incident response	76,155	1.65	74,838	1.60	1,317	0.05	2.82%
1.911	Call Answer	39,992	0.87	38,907	0.83	1,085	0.03	3.86%
1.921	Regional CREST Contribution	375,837	8.13	369,576	7.92	6,261	0.22	2.76%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$8,277,416	\$179.16	\$8,013,769	\$171.66	\$263,647	\$7.50	4.37%
1.126	Victoria Family Court Committee	3,688	0.08	3,811	0.08	(124)	(0.00)	-2.23%
1.128	Greater Victoria Police Victim Services	79,773	1.73	81,019	1.74	(1,246)	(0.01)	-0.51%
1.230	Traffic Safety Commission	17,900	0.39	18,445	0.40	(546)	(0.01)	-1.94%
1.290	Royal Theatre	242,104	5.24	246,549	5.28	(4,445)	(0.04)	-0.78%
1.295	McPherson Theatre	750,000	16.23	750,000	16.07	-	0.17	1.05%
1.297	Arts Grants	1,021,968	22.12	1,001,548	21.45	20,421	0.67	3.11%
1.311	Regional Housing Trust Fund	274,379	5.94	264,876	5.67	9,503	0.27	4.67%
1.330	Regional Growth Strategy	76,080	1.65	76,293	1.63	(213)	0.01	0.76%
1.536	Stormwater Quality Management - Core Area	188,099	4.07	186,124	3.99	1,975	0.08	2.12%
1.912B	Call Answer - Municipalities	(216,967)	(4.70)	(202,964)	(4.35)	(14,002)	(0.35)	-8.02%
3.700	Septage Disposal	-	-	13,569	0.29	(13,569)	(0.29)	-100.00%
3.701	Millstream Remediation	7,326	0.16	14,885	0.32	(7,559)	(0.16)	-50.27%
3.752	Stage 3 Harbour Studies	98,907	2.14	97,225	2.08	1,682	0.06	2.79%
3.755	Regional Source Control Program	479,936	10.39	468,197	10.03	11,740	0.36	3.58%
Total Sub Regional		\$3,023,194	\$65.44	\$3,019,577	\$64.68	\$3,616	\$0.75	1.17%
Total Capital Regional District % Change		\$11,300,610	\$244.60	\$11,033,346	\$236.34	\$267,264	\$8.26	3.49%
Cost/average residential property		\$244.60		\$236.34		\$8.26		
1.15X	Debt Service - M.F.A.	5,366,278	116.15	5,634,264	120.69	(267,986)	(4.54)	-3.76%
CRHD	Capital Regional Hospital District	6,211,798	134.45	6,416,169	137.44	(204,372)	(2.99)	-2.17%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$22,878,686	\$495.21	\$23,083,780	\$494.47	(\$205,094)	\$0.73	0.15%
Average residential assessment - 2023/2022		\$1,072,819		\$977,345				

Major Impacts

<u>TOTAL CRD, CRHD & MUNICIPAL DEBT</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.86	0.78%
Regional Parks	0.79	0.16%
Regional Parks - Land Acquisition	(0.42)	-0.08%
Climate Action and Adaptation	1.48	0.30%
Regional Goose Management	1.17	0.24%
Debt Service - M.F.A.	(4.54)	-0.92%
Capital Regional Hospital District	(2.99)	-0.60%
Various	1.37	0.28%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$0.73	0.15%

<u>TOTAL CRD</u>	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	3.86	1.63%
Regional Parks	0.79	0.33%
Regional Parks - Land Acquisition	(0.42)	-0.18%
Climate Action and Adaptation	1.48	0.63%
Regional Goose Management	1.17	0.49%
Various	1.37	0.58%
TOTAL CRD	\$8.26	3.49%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Victoria	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	11,314,818	39%
Total Sewer Operating	27,588,995	28,764,837	1,175,842	11,314,818	
(Invoice) Sewer Operating	-	-		11,314,818	
Net Sewer Operating	27,588,995	28,764,837		-	

L.W.M.P. - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Victoria	Share of Budget
3.750 LWMP	346,251	353,128	6,877	135,601	38%
Total L.W.M.P.	346,251	353,128	6,877	135,601	
(Invoice) L.W.M.P.	-	-		135,601	
Net L.W.M.P.	346,251	353,128		-	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total Victoria	Share of Budget
3.772 NWT Upgrade	(126)	-	126	-	0%
3.770 NET & ECI Upgrade	(55,858)	(566)	55,292	(347)	61%
3.770A NET & ECI Upgrade	628,748	44,463	(584,285)	27,296	61%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	327,721	42%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	326,084	42%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	7,563,564	37%
Total Sewer Debt	22,301,003	22,049,126	(251,877)	8,244,317	
(Invoice) Sewer Debt	-	-		8,244,317	
Net Sewer Debt	22,301,003	22,049,126		-	

VIEW ROYAL		2023 VIEW ROYAL	Cost per Avg. Residential Assessment	2022 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household	
							\$	%
1.010	Legislative & General Government	274,495	57.80	247,928	52.55	26,567	5.25	9.99%
1.101	G.I.S.	3,065	0.65	2,829	0.60	236	0.05	7.63%
1.112	Regional Grants in Aid	357	0.08	-	-	357	0.08	0.00%
1.224	Community Health	14,871	3.13	14,326	3.04	545	0.09	3.12%
1.280	Regional Parks	379,948	80.01	363,809	77.12	16,139	2.89	3.75%
1.280A	Regional Parks - Land Acquisition	-	-	1,883	0.40	(1,883)	(0.40)	-100.00%
1.309	Climate Action and Adaptation	45,169	9.51	36,194	7.67	8,975	1.84	23.97%
1.310	Land Banking & Housing	35,800	7.54	34,007	7.21	1,793	0.33	4.58%
1.312	Regional Goose Management	6,251	1.32	-	-	6,251	1.32	0.00%
1.324	Regional Planning Services	29,244	6.16	28,102	5.96	1,142	0.20	3.38%
1.335	Geo-Spatial Referencing System	3,864	0.81	3,728	0.79	136	0.02	2.97%
1.374	Regional Emergency Program Support	3,636	0.77	3,399	0.72	238	0.05	6.28%
1.375	Hazardous Material Incident response	8,808	1.85	8,327	1.76	481	0.09	5.08%
1.911	Call Answer	5,230	1.10	4,934	1.05	296	0.06	5.30%
1.921	Regional CREST Contribution	49,152	10.35	46,870	9.93	2,283	0.42	4.18%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$859,892	\$181.07	\$796,336	\$168.80	\$63,556	\$12.27	7.27%
1.126	Victoria Family Court Committee	409	0.09	407	0.09	1	(0.00)	-0.32%
1.128	Greater Victoria Police Victim Services	8,094	1.70	7,866	1.67	228	0.04	2.22%
1.230	Traffic Safety Commission	1,816	0.38	1,791	0.38	25	0.00	0.74%
1.297	Arts Grants	118,050	24.86	111,366	23.61	6,684	1.25	5.30%
1.311	Regional Housing Trust Fund	31,785	6.69	29,527	6.26	2,258	0.43	6.94%
1.330	Regional Growth Strategy	7,719	1.63	7,408	1.57	312	0.06	3.52%
1.536	Stormwater Quality Management - Core Area	45,853	9.66	38,410	8.14	7,443	1.51	18.59%
3.700	Septage Disposal	-	-	95	0.02	(95)	(0.02)	-100.00%
3.701	Millstream Remediation	1,618	0.34	3,232	0.69	(1,614)	(0.34)	-50.26%
3.707	On Site System Management Program	1,051	0.22	1,411	0.30	(359)	(0.08)	-25.95%
3.750	LWMP	8,122	1.71	8,172	1.73	(50)	(0.02)	-1.26%
3.752	Stage 3 Harbour Studies	12,935	2.72	12,330	2.61	605	0.11	4.22%
3.755	Regional Source Control Program	28,785	6.06	28,779	6.10	7	(0.04)	-0.64%
Total Sub Regional		\$266,240	\$56.06	\$250,795	\$53.16	\$15,445	\$2.90	5.46%
Total Capital Regional District % Change		\$1,126,132	\$237.13	\$1,047,130	\$221.96	\$79,001	\$15.17	6.84%
Cost/average residential property		\$237.13		\$221.96		\$15.17		
1.15X	Debt Service - M.F.A.	532,727	112.18	532,727	112.92	-	(0.74)	-0.66%
CRHD	Capital Regional Hospital District	630,277	132.72	622,974	132.05	7,303	0.67	0.51%
TOTAL CRD, CRHD & MUNICIPAL DEBT % Change		\$2,289,136	\$482.02	\$2,202,831	\$466.93	\$86,305	\$15.09	3.23%

Average residential assessment - 2023/2022

\$1,058,952

\$939,012

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.25	1.12%
Regional Parks	2.89	0.62%
Regional Parks - Land Acquisition	(0.40)	-0.09%
Climate Action and Adaptation	1.84	0.39%
Regional Goose Management	1.32	0.28%
Arts Grants	1.25	0.27%
Stormwater Quality Management - Core Area	1.51	0.32%
Debt Service - M.F.A.	(0.74)	-0.16%
Capital Regional Hospital District	0.67	0.14%
Various	1.51	0.32%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$15.09	3.23%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	5.25	2.36%
Regional Parks	2.89	1.30%
Regional Parks - Land Acquisition	(0.40)	-0.18%
Climate Action and Adaptation	1.84	0.83%
Regional Goose Management	1.32	0.59%
Arts Grants	1.25	0.56%
Stormwater Quality Management - C	1.51	0.68%
Various	1.51	0.68%
TOTAL CRD	\$15.17	6.84%

**Capital Regional District
Sewers Operating - 2023**

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total View Royal	Share of Budget
3.717 Core Area Wastewater Operations	27,588,995	28,764,837	1,175,842	677,710	2%
Total Sewer Operating	27,588,995	28,764,837	1,175,842	677,710	
(Invoice) Sewer Operating	-	-		677,710	
Net Sewer Operating	27,588,995	28,764,837		-	

Sewers Debt - 2023

Service	2022 Requisition	2023 Requisition	Increase (Decrease)	Municipality's Share	
				2023 Total View Royal	Share of Budget
3.772 NWT Upgrade	(126)	-	126	-	0%
3.792 Craigflower PS	(2,352)	3,918	6,270	1,084	28%
3.798 Core - Sewage Integrated T.F.	755,529	771,658	16,129	38,218	5%
3.798B Core - Sewage Integrated T.F.	791,318	768,386	(22,932)	21,209	3%
3.798C Core - Wastewater Treatment Program	20,181,392	20,465,185	283,793	669,044	3%
Total Sewer Debt	21,725,761	22,009,147	283,386	729,555	
(Invoice) Sewer Debt	-	-		729,555	
Net Sewer Debt	21,725,761	22,009,147		-	

CAPITAL REGIONAL DISTRICT

Electoral Area Requisition & Cost Per Average Residential Assessment

Prepared by CRD Financial
Services March 15, 2023

Electoral Area Juan de Fuca		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2023	2022	2022	2023		\$	%
1.010	Legislative & General Government	201,487	50.79	185,794	47.57	15,693	3.22	6.77%
1.101	G.I.S.	2,250	0.57	2,120	0.54	130	0.02	4.49%
1.112	Regional Grant in Aid	262	0.07	-	-	262	0.07	0.00%
1.224	Community Health - Homeless Sec.	10,916	2.75	10,736	2.75	180	0.00	0.10%
1.280	Regional Parks	278,892	70.30	272,633	69.80	6,259	0.50	0.71%
1.280A	Regional Parks - Land Acquisition	-	-	1,411	0.36	(1,411)	(0.36)	-100.00%
1.309	Climate Action and Adaptation	26,089	6.58	21,794	5.58	4,295	1.00	17.86%
1.310	Land Banking & Housing	26,278	6.62	25,485	6.52	794	0.10	1.52%
1.312	Regional Goose Management	3,610	0.91	-	-	3,610	0.91	0.00%
1.324	Regional Planning Service	21,466	5.41	21,059	5.39	407	0.02	0.35%
1.335	Geo-Spatial Referencing System	2,836	0.71	2,794	0.72	43	(0.00)	-0.04%
1.374	Regional Emergency Program Support	2,100	0.53	2,047	0.52	54	0.01	1.04%
1.375	Hazardous Material Incident Response	5,087	1.28	5,014	1.28	74	(0.00)	-0.10%
1.911	Call Answer	2,345	0.59	2,360	0.60	(15)	(0.01)	-2.19%
1.921	Regional CREST Contribution	22,034	5.55	22,418	5.74	(384)	(0.19)	-3.24%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$605,653	\$152.66	\$575,663	\$147.38	\$29,990	\$5.28	3.58%
1.126	Victoria Family Court Committee	246	0.06	237	0.06	9	0.00	2.16%
1.128	Greater Victoria Police Victim Services	824	1.70	822	1.70	2	(0.00)	-0.17%
1.230	Traffic Safety Commission	1,333	0.34	1,342	0.34	(9)	(0.01)	-2.21%
1.313	Animal Care Services	65,220	16.44	64,208	16.44	1,012	0.00	0.00%
1.330	Regional Growth Strategy	5,666	1.43	5,551	1.42	115	0.01	0.49%
1.913	Fire Dispatch	44,005	11.09	35,092	8.98	8,913	2.11	23.46%
3.701	Millstream Remediation	2,265	0.57	4,616	1.18	(2,351)	(0.61)	-51.70%
Total Sub-Regional		\$119,560	\$31.63	\$111,869	\$30.13	\$7,691	\$1.49	4.96%
1.103	Elections	14,283	3.60	14,422	3.69	(140)	(0.09)	-2.50%
1.104	U.B.C.M.	2,705	0.68	2,647	0.68	58	0.00	0.59%
1.318	Building Inspection	110,076	27.75	102,477	26.24	7,599	1.51	5.75%
1.320	Noise Control	9,164	2.31	8,968	2.30	196	0.01	0.61%
1.322	Nuisances & Unightly Premises	12,245	3.09	11,983	3.07	262	0.02	0.60%
1.372	Electoral Area Emergency Program	34,768	8.76	33,381	8.55	1,387	0.22	2.54%
Total Joint Electoral Area		\$183,241	\$46.19	\$173,879	\$44.52	\$9,361	\$1.67	3.75%
1.109	Electoral Area Admin Exp-JDF	63,123	15.91	60,129	15.39	2,994	0.52	3.35%
1.317	JDF Building Numbering	13,282	3.35	12,902	3.30	380	0.04	1.35%
1.319	Soil Deposit Removal	5,859	1.48	5,682	1.45	177	0.02	1.52%
1.325	Electoral Area Services - Planning	718,640	181.14	697,706	178.63	20,934	2.51	1.41%
1.340	JDF Livestock Injury Compensation	105	0.03	3,150	0.81	(3,045)	(0.78)	-96.72%
1.370	Juan de Fuca Emergency Program	89,719	22.61	88,578	22.68	1,141	(0.06)	-0.28%
1.377	JDF Search and Rescue	69,952	17.63	69,952	17.91	-	(0.28)	-1.55%
1.405	JDF EA - Community Parks	201,123	50.69	193,274	49.48	7,849	1.21	2.45%
1.924	Emergency Comm - Crest - J.D.F.	143,971	36.29	125,143	32.04	18,828	4.25	13.26%
Total JDF Electoral Area		\$1,305,774	\$329.13	\$1,256,516	\$321.70	\$49,258	\$7.43	2.31%
Total Capital Regional District		\$2,214,227	\$559.61	\$2,117,927	\$543.73	\$96,300	\$15.87	2.92%
Cost/average residential property		\$559.61		\$543.73		\$15.87		
CRHD	Capital Regional Hospital District	462,640	116.61	466,847	119.52	(4,207)	(2.91)	-2.44%
Total CRD and CRHD		\$2,676,867	\$676.22	\$2,584,775	\$663.26	\$92,093	\$12.96	1.95%

Average residential assessment - 2023/2022 **\$930,456** **\$849,943**

Major Impacts

TOTAL CRD & CRHD	Increase in \$/ Avg. Hshld	% of Total Increase
REGIONAL		
Legislative & General Government	3.22	0.49%
Climate Action and Adaptation	1.00	0.15%
SUB-REGIONAL		
Fire Dispatch	2.11	0.32%
JOINT EA		
Building Inspection	1.51	0.23%
JDF EA		
Electoral Area Services - Planning	2.51	0.38%
JDF EA - Community Parks	1.21	0.18%
Emergency Comm - Crest - J.D.F.	4.25	0.64%
Capital Regional Hospital District	(2.91)	-0.44%
Various	0.07	0.01%
TOTAL CRD & CRHD	\$12.96	1.95%

TOTAL CRD & CRHD	Increase in \$/ Avg. Hshld	% of Total Increase
REGIONAL		
Legislative & General Government	3.22	0.59%
Climate Action and Adaptation	1.00	0.18%
SUB-REGIONAL		
Fire Dispatch	2.11	0.39%
JOINT EA		
Building Inspection	1.51	0.28%
JDF EA		
Electoral Area Services - Planning	2.51	0.46%
JDF EA - Community Parks	1.21	0.22%
Emergency Comm - Crest - J.D.F.	4.25	0.78%
Various	0.07	0.01%
TOTAL CRD & CRHD	15.87	2.92%

Juan de Fuca Local/Specified/Defined Services		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2023	2022	2023	2022		\$	%
1.119	Vancouver Island Regional Library	341,091	98.09	322,102	94.25	18,989	3.85	4.08%
1.121	Sooke Regional Museum	77,069	22.16	76,361	22.34	708	(0.18)	-0.80%
1.133	Langford E.A. - Greater Victoria Public Library	32,435	66.89	31,491	65.23	944	1.66	2.54%
1.232	Port Renfrew Street Lighting	3,589	40.91	3,485	39.72	104	1.19	2.98%
1.350	Willis Point Fire Protection	147,810	618.91	141,330	594.17	6,480	24.74	4.16%
1.353	Otter Point Fire Protection	565,858	512.56	539,558	494.18	26,299	18.38	3.72%
1.354	Malahat Fire Protection	66,352	713.64	65,597	705.51	755	8.13	1.15%
1.355	Durrance Road Fire Protection	3,016	349.20	3,020	349.66	(4)	(0.46)	-0.13%
1.357	East Sooke Fire Protection	492,803	554.29	479,055	540.61	13,748	13.68	2.53%
1.358	Port Renfrew Fire Protection	100,716	250.25	96,622	250.33	4,094	(0.08)	-0.03%
1.360	Shirley Fire Protection	201,901	589.78	167,487	506.84	34,414	82.94	16.36%
1.40X	SEAPARC	772,113	249.00	751,115	245.31	20,998	3.70	1.51%
1.408	JDF EA - Community Recreation	72,632	20.89	69,508	20.34	3,124	0.55	2.71%
1.523	Port Renfrew Refuse Disposal	34,856	86.43	33,852	87.51	1,004	(1.09)	-1.24%
2.650	Port Renfrew Water	66,243	329.14	64,508	320.52	1,735	8.62	2.69%
2.682	Seagirt Water System Debt	97,650	1,135.47	-	-	97,650	1,135.47	0.00%
2.691	Wilderness Mountain	61,900	763.96	61,900	763.96	-	-	0.00%
3.700	Septage Disposal - JDF Service Area	-	-	464	0.13	(464)	(0.13)	-100.00%
3.755	Regional Source Control - Port Renfrew Sewer	818	9.02	705	7.82	113	1.20	15.38%
3.850	Port Renfrew Sewer	64,750	739.95	62,294	711.88	2,456	28.07	3.94%
Total JdF Local/Specified/Defined Requisition		\$3,203,602		\$2,970,453		\$233,149		

Average residential assessment - 2023/2022

\$930,456

\$849,943

Main data table with columns: Electoral Area, Cost per Avg. Res Asst/Parcel (2023, 2022), Difference Increase/(Decrease), and Change in cost per avg household/Parcel (\$, %).

Average residential assessment - 2023/2022 \$1,100,599 \$977,176

Major Impacts

Summary table for Major Impacts showing Increase in \$/Avg. Hshld and % of Total Increase for various categories including Regional, Sub-Regional, Joint EA, and SSI EA.

Summary table for Major Impacts showing Increase in \$/Avg. Hshld and % of Total Increase for various categories including Regional, Sub-Regional, Joint EA, and SSI EA.

Salt Spring Island Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2023	Res Asst/ Parcel	2022	Res Asst/ Parcel		\$	%
1.234	Salt Spring Island Street Lighting	27,842	4.33	26,668	4.13	1,174	0.20	4.81%
2.620	SSI Highland Water System	31,795	132.97	30,832	128.95	963	4.03	3.12%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	-	0.00%
2.624	Beddis Water	80,318	604.77	74,960	564.43	5,358	40.34	7.15%
2.626	Fulford Water	50,212	409.06	47,500	386.97	2,712	22.09	5.71%
2.628	Cedar Lane Water	16,200	307.96	15,000	285.14	1,200	22.81	8.00%
2.660	Fernwood Water	14,658	182.82	14,413	179.76	245	3.06	1.70%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,359	\$15.72	6,588	\$16.06	(229)	(0.34)	-2.11%
3.810	Ganges Sewer	59,891	148.17	58,147	143.86	1,744	4.31	3.00%
3.820	Maliview Estates Sewer System	4,900	52.03	4,760	50.54	140	1.50	2.96%
Total Local/Specified/Defined Services		367,175		353,868		13,307		

Average residential assessment - 2023/2022

\$1,100,599

\$977,176

Electoral Area Southern Gulf Islands		Cost per Avg.		Cost per Avg.		Difference Increase/ (Decrease)	Change in cost per avg	
		2023	Res Asst/ Parcel	2022	Res Asst/ Parcel		\$	%
1.1010	Legislative & General Government	301,288	43.87	274,492	39.95	26,796	3.92	9.81%
1.1011	G.I.S.	3,364	0.49	3,132	0.46	232	0.03	7.46%
1.112	Regional Grant in Aid	392	0.06	-	-	392	0.06	0.00%
1.224	Community Health - Homeless Sec.	16,323	2.38	15,861	2.31	462	0.07	2.95%
1.280	Regional Parks	417,034	60.72	402,789	58.62	14,245	2.10	3.58%
1.280A	Regional Parks - Land Acquisition	-	-	2,085	0.30	(2,085)	(0.30)	-100.00%
1.309	Climate Action and Adaptation	33,005	4.81	26,899	3.92	6,105	0.89	22.75%
1.310	Land Banking & Housing	39,294	5.72	37,651	5.48	1,643	0.24	4.41%
1.312	Regional Goose Management	4,567	0.67	-	-	4,567	0.67	0.00%
1.324	Regional Planning Service	32,099	4.67	31,113	4.53	986	0.15	3.21%
1.335	Geo-Spatial Referencing System	4,241	0.62	4,127	0.60	114	0.02	2.80%
1.374	Regional Emergency Program Support	2,657	0.39	2,526	0.37	131	0.02	5.23%
1.375	Hazardous Material Incident Response	6,436	0.94	6,188	0.90	248	0.04	4.04%
1.911	Call Answer	2,235	0.33	2,157	0.31	78	0.01	3.67%
1.921	Regional CREST Contribution	21,009	3.06	20,490	2.98	518	0.08	2.57%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	-	-	-	-	0.00%
Total Regional		\$883,944	\$128.71	\$829,512	\$120.73	\$54,433	\$7.98	6.61%
1.230	Traffic Safety Commission	1,993	0.29	1,983	0.29	11	0.00	0.58%
1.297	Arts Grants	25,995	3.78	24,881	3.62	1,115	0.16	4.52%
1.311	Regional Housing Trust Fund	23,091	3.36	21,803	3.17	1,288	0.19	5.95%
1.313	Animal Care Services	97,524	14.20	94,860	13.81	2,664	0.39	2.85%
1.913	Fire Dispatch	56,307	8.20	32,074	4.67	24,232	3.53	75.62%
Total Sub-Regional		\$204,911	\$29.84	\$175,601	\$25.56	\$29,310	\$4.28	16.74%
1.103	Elections	21,357	3.11	21,307	3.10	50	0.01	0.27%
1.104	U.B.C.M.	4,044	0.59	3,911	0.57	133	0.02	3.45%
1.318	Building Inspection	164,599	23.97	151,400	22.04	13,199	1.93	8.76%
1.320	Noise Control	13,704	2.00	13,250	1.93	454	0.07	3.47%
1.322	Nuisances & Unsightly Premises	18,310	2.67	17,704	2.58	606	0.09	3.46%
1.372	Electoral Area Emergency Program	51,989	7.57	49,318	7.18	2,671	0.39	5.46%
Total Joint Electoral Area		\$274,004	\$39.90	\$256,890	\$37.39	\$17,114	\$2.51	6.71%
1.110	Electoral Area Admin Exp-SGI	400,086	58.25	388,379	56.53	11,707	1.73	3.06%
1.117	Grants in Aid - Southern Gulf Islands	105,004	15.29	104,585	15.22	419	0.07	0.44%
1.125	SGI Economic Development Commission	121,426	17.68	119,047	17.33	2,379	0.35	2.04%
1.138	Southern Gulf Islands - Public Library	235,946	34.35	229,073	33.34	6,873	1.01	3.04%
1.235	SGI Small Craft Harbour Facilities**	309,533	51.03	301,288	49.67	8,245	1.36	2.74%
1.314	SGI House Numbering	9,612	1.40	9,335	1.36	277	0.04	3.01%
1.341	SGI Livestock Injury Compensation	71	0.01	3,150	0.46	(3,079)	(0.45)	-97.75%
1.373	Southern Gulf Islands. Emergency Program	247,378	36.02	247,378	36.00	-	0.01	0.04%
1.533	Stormwater Quality Management - Southern Gulf Is.	39,808	5.80	38,699	5.63	1,109	0.16	2.91%
1.923	Emergency Comm - Crest - S.G.I.	179,709	26.17	177,612	25.85	2,097	0.32	1.22%
Total SGI Electoral Area		\$1,648,573	\$246.00	\$1,618,546	\$241.39	\$30,027	\$4.61	1.91%
Total Capital Regional District		\$3,011,432	\$444.43	\$2,880,548	\$425.06	\$130,884	\$19.37	4.56%
Cost/average residential property		\$444.43		\$425.06		\$19.37		
CRHD	Capital Regional Hospital District	691,796	100.73	689,722	100.38	2,075	0.34	0.34%
Total CRD and CRHD		\$3,703,228	\$545.16	\$3,570,270	\$525.45	\$132,958	\$19.71	3.75%

Average residential assessment - 2023/2022

\$803,714

\$713,841

Major Impacts

TOTAL CRD & CRHD	Increase in \$/ Avg. Hshld	% of Total Increase
REGIONAL		
Legislative & General Government	3.92	0.75%
Regional Parks	2.10	0.40%
SUB-REGIONAL		
Fire Dispatch	3.53	0.67%
JOINT EA		
Building Inspection	1.93	0.37%
SGI EA		
Electoral Area Admin Exp-SGI	1.73	0.33%
Southern Gulf Islands - Public Library	1.01	0.19%
SGI Small Craft Harbour Facilities**	1.36	0.26%
Capital Regional Hospital District		
Various	3.79	0.72%
TOTAL CRD & CRHD	\$19.71	3.75%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
REGIONAL		
Legislative & General Government	3.92	0.92%
Regional Parks	2.10	0.49%
SUB-REGIONAL		
Fire Dispatch	3.53	0.83%
JOINT EA		
Building Inspection	1.93	0.45%
SGI EA		
Electoral Area Admin Exp-SGI	1.73	0.41%
Southern Gulf Islands - Public Library	1.01	0.24%
SGI Small Craft Harbour Facilities**	1.36	0.32%
Various	3.79	0.89%
TOTAL CRD & CRHD	\$ 19.37	4.56%

Southern Gulf Islands Local/Specified/Defined Services		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
		2023	2022	2023	2022		\$	%
1.137	Galiano Island Community Use Building	64,770	42.55	62,929	41.54	1,841	1.01	2.43%
1.170	Gossip Island Electric Power Supply	63,455	1,198.16	56,585	1,068.44	6,870	129.72	12.14%
1.227	Saturna Island Medical Clinic	23,171	35.93	31,389	48.43	(8,218)	(12.49)	-25.80%
1.228	Galiano Health Service	139,686	91.76	135,596	89.50	4,090	2.26	2.52%
1.229	Pender Islands Health Care Centre	232,862	93.32	225,987	90.58	6,875	2.74	3.03%
1.352	South Galiano Fire Protection	602,390	655.08	491,705	538.10	110,684	116.97	21.74%
1.356	Pender Fire Protection	1,171,795	472.07	1,091,973	439.97	79,822	32.10	7.30%
1.359	N. Galiano Fire Protection	231,769	576.27	206,437	513.28	25,333	62.99	12.27%
1.363	Saturna Is. Fire Protection	256,273	395.63	177,796	273.01	78,477	122.62	44.92%
1.465	Saturna Is Community Parks	25,680	39.64	23,323	35.81	2,357	3.83	10.70%
1.468	Saturna Is Community Recreation	13,676	21.11	9,891	15.19	3,785	5.92	39.01%
1.475	Mayne Is Community Parks	93,012	54.54	90,403	53.10	2,609	1.44	2.70%
1.478	Mayne Is Community Rec	35,740	20.96	34,890	20.49	850	0.46	2.26%
1.485	N & S Pender Community Parks	167,354	66.88	163,654	65.41	3,700	1.47	2.25%
1.488	N & S Pender Community Rec	67,240	26.87	65,283	26.09	1,957	0.78	2.98%
1.495	Galiano Parks	107,562	81.69	94,724	72.34	12,838	9.35	12.92%
1.498	Galiano Community Recreation	38,317	29.10	37,427	28.58	890	0.52	1.81%
2.630	Magic Lakes Estate Water System	580,000	498.12	579,148	497.39	852	0.73	0.15%
2.640	Lyall Harbour/Boot Cove Water	133,030	784.28	131,060	772.67	1,970	11.61	1.50%
2.642	Skana Water	25,680	353.05	24,000	329.95	1,680	23.10	7.00%
2.665	Sticks Allison Water	5,100	141.26	5,000	138.49	100	2.77	2.00%
2.667	Surfside Park Estates Water	23,790	227.11	23,100	220.52	690	6.59	2.99%
3.755	Regional Source Control - Magic Lake Estates	4,498	6.33	3,866	5.44	632	0.89	16.35%
3.830	Magic Lake Estates Sewer System	586,010	851.49	586,010	851.49	-	-	0.00%
3.830D	Magic Lake Estates Sewer Debt	234,106	136.55	211,616	123.43	22,490	13.12	10.63%
Total Local/Specified/Defined Services		\$4,926,967		\$4,563,792		\$363,175		

Average residential assessment - 2023/2022

\$803,714

\$713,841

2023 Financial Plan

Public Engagement Report



This report provides a summary of public engagement activities conducted following provisional approval of the 2023 Financial Plan.

Under the *Local Government Act*, regional districts must annually adopt, by bylaw, a five-year financial plan by March 31. Section 374 stipulates that a board must undertake a process of public consultation regarding the proposed financial plan before it is adopted. Various CRD commissions and committees receive input leading up to the preparation of budgets in the form of user statistics, surveys, advisory body reports, annual operational reports and from a wide variety of public engagement activities. Local and sub-regional commissions may also include rate payer representatives. This input is augmented by a public feedback period from September 2022 – February 2023, focused on the following objectives:

- Inform residents about the financial planning process and outcomes through digital channels (website, social media) and media coverage.
- Collect public feedback about the provisional financial plan to be shared with the board as part of the final budget review and approval process.
- Correct misconceptions about the service and financial planning process or details of the financial plan.

Engagement Methods

“Get Involved” Website

The CRD uses its digital engagement site GetInvolved.crd.bc.ca to share details of the provisional plan, invite feedback, and answer questions. Comments were collected using an online form then forwarded to the Board via the correspondence portal upon receipt. Provisional plan information remains available online at: [2023 Financial Plan | Get Involved CRD](#)

During the feedback period, approximately 770 visits resulted in three levels of participation:

- Aware (visited at least one page): 546 participants.
- Informed (downloaded documents, visited multiple pages): 266 participants.
- Engaged (shared comments or asked questions): 7 participants.

The most popular documents viewed were the Provisional Budget Presentation, Consolidated Budget Overview and Capital Overview.

2023 Financial Plan

Public Engagement Report

Media & Stakeholder Information

An information bulletin was sent to media following provisional plan approval September 21, 2022. The bulletin highlighted the preliminary financial plan, next steps and how to share feedback.

Agenda items from the Committee of the Whole meeting and links for more information were included in the Board Highlights e-newsletter sent to subscribers in September. The Chair also highlighted the preliminary financial plan and next steps in his monthly CFAX update in January.

- Info Bulletin: [CRD and CRHD 2023 provisional financial plans approved](#)
- [CRD Board Highlights: September 2022](#)

Local media coverage:

- [Times Colonist](#) September 22, 2022
- [CFAX Interview](#) January 11, 2023

Social Media

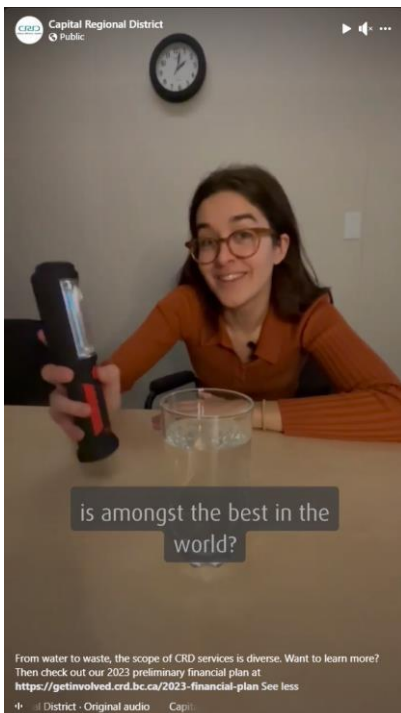
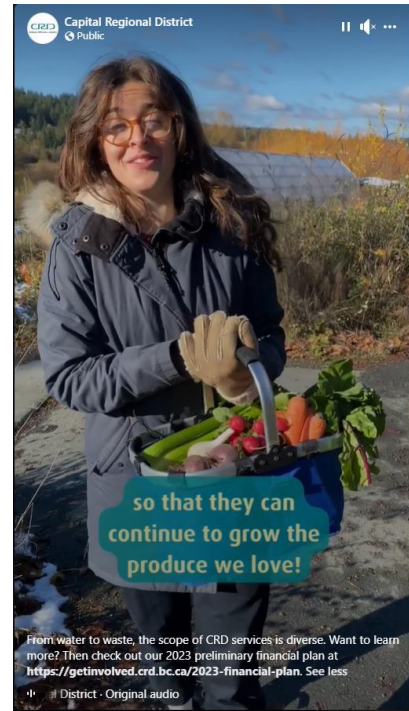
Staff scheduled a series of post on social media that provided a snapshot of budget initiatives using rich media (a combination of animated gifs and video). Each post included a call to action to learn more on the Get Involved website to drive further audience engagement. A summary of posts is provided below.

- **Facebook** posts reached approximately 15,000 people with a 5.6% engagement rate (percentage of people who clicked, liked, shared or commented).
- **Twitter** posts resulted in approximately 5,100 impressions (number of times people saw a tweet) with a 3.7% engagement rate.
- **LinkedIn** posts resulted in approximately 4,500 impressions with a 7.5% engagement rate.
- **Instagram** posts reached approximately 2,800 people with an engagement rate of 3.9%.

2023 Financial Plan

Public Engagement Report

FACEBOOK



2023 Financial Plan

Public Engagement Report

Capital Regional District
 Published by Hootsuite · January 19 at 8:06 AM · 🌐

We want to hear from you about our 2023 provisional budget! You are invited to ask questions and share feedback at <https://getinvolved.crd.bc.ca/2023-financial-plan>.



👍 1 3 comments

Capital Regional District
 Published by Hootsuite · January 25 at 10:05 AM · 🌐

You are invited to ask questions and share feedback on our 2023 provisional budget at <https://getinvolved.crd.bc.ca/2023-financial-plan>.



👍 1

Capital Regional District
 Published by Hootsuite · 6d · 🌐

What do you think about our 2023 provisional budget? You are invited to ask questions and share feedback at <https://getinvolved.crd.bc.ca/2023-financial-plan>.



👍 Like 💬 Comment ➦ Share

Capital Regional District
 Published by Hootsuite · 5d · 🌐

Our online comment form is open for one more week! You are invited to ask questions and share feedback at <https://getinvolved.crd.bc.ca/2023-financial-plan>. The proposed consolidated operating portion, \$391 million, will pay for a range of regional, sub-regional, and local services to over 432,000 people. The proposed consolidated capital portion targets \$290 million in projects which will generate an estimated 1,693 new jobs in the region. #crdBudget



0:03 / 0:05 ⚙️ 🔍 📄 🔊

2023 Financial Plan

Public Engagement Report

TWITTER



CRD
@crd_bc



Want to know how the CRD supplies services to the people of the capital region? Our 2023 preliminary financial plan is ready for your review at getinvolved.crd.bc.ca/2023-financial... #CRDPlanning #CRDBudget #yyj

From water to waste, the scope of CRD services is diverse. Want to learn more? Then check out our 2023 preliminary financial plan at getinvolved.crd.bc.ca/2023-financial... #CRDPlanning #CRDBudget #yyj



3:00 PM · Nov 2, 2022

3:30 PM · Nov 25, 2022



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From water to waste, the scope of CRD services is diverse. Want to learn more? Then check out our 2023 preliminary financial plan at getinvolved.crd.bc.ca/2023-financial...



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Public Engagement Report

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You are invited to ask questions and share feedback on our 2023 provisional budget at getinvolved.crd.bc.ca/2023-financial...



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11:00 AM · Feb 9, 2023 · 371 Views

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2023 Financial Plan

Public Engagement Report

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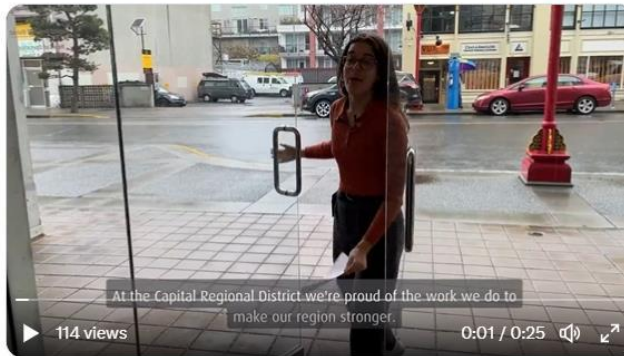
Our online comment form is open for one more week! You are invited to ask questions and share feedback at getinvolved.crd.bc.ca/2023-financial... #CRDBudget



11:55 AM · Feb 21, 2023 · 369 Views

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LINKEDIN

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Curious about understanding the CRD budget? Our 2023 preliminary financial plan is ready for your review at https://lnkd.in/gQQEvr_Q #CRDPlanning #CRDBudget #yyj



 Sceni Powers and 22 others

1 comment · 2 reposts

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 6

2023 Financial Plan

Public Engagement Report

Capital Regional District
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From water to waste, the scope of CRD services is diverse. Want to learn more? Then check out our 2023 preliminary financial plan at https://lnkd.in/gQQEvr_Q.



What if we could remove 450 thousand tonnes of greenhouse gas over the next 25 years?

0:23

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0:18

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WE WANT YOUR FEEDBACK

2023 CONSOLIDATED BUDGET

CRD + CRHD + CRHC

625 FISGARD

\$681M

0:05

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You are invited to ask questions and share feedback on our 2023 provisional budget at https://lnkd.in/gQQEvr_Q.



WE WANT YOUR FEEDBACK

Provisional Budget consultation is open until February 28

👍 1 1 comment

2023 Financial Plan

Public Engagement Report

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Our online comment form is open for one more week! You are invited to ask questions and share feedback at https://lnkd.in/gQQEvr_Q. The proposed consolidated operating portion, \$391 million, will pay for a range of regional, sub-regional, and local services to over 432,000 people. The proposed consolidated capital portion targets \$290 million in projects which will generate an estimated 1,693 new jobs in the region. #crdBudget



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Helpful! This will... Love this... I think this is... Thank you for

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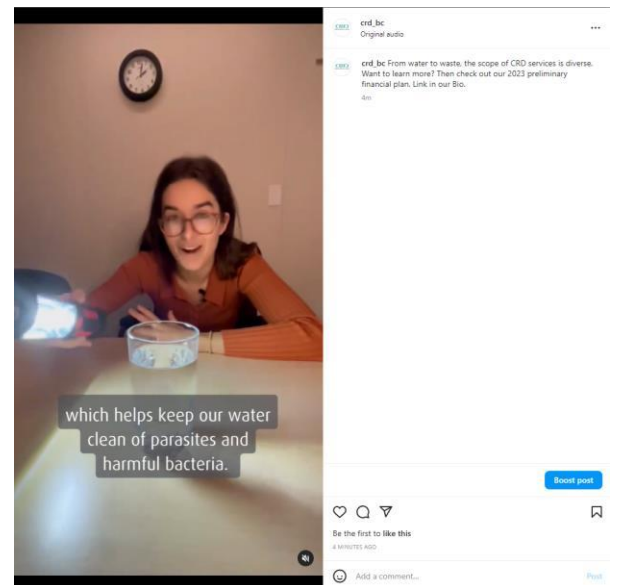
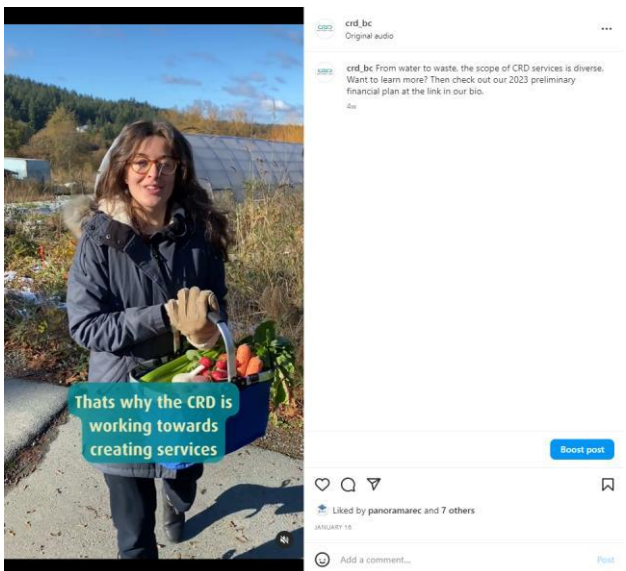
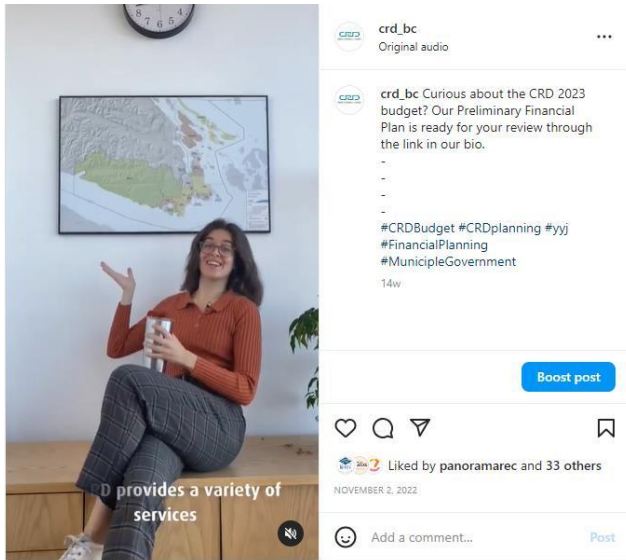


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2023 Financial Plan

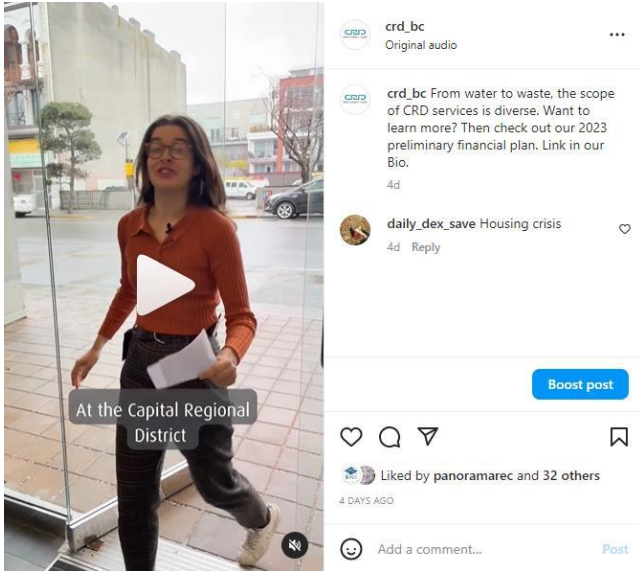
Public Engagement Report

INSTAGRAM



2023 Financial Plan

Public Engagement Report



Responses

The following comments were received by the CRD via an online comment form and are provided to the Board as part of the annual final budget review and approval process.

Date received	Please provide your feedback on the CRD's provisional financial plan.
11-03-22	in these days of inflation.. I suggest that the budget be cut by 10% to reflect the waste which occurs throughout the entire CRD. as taxpayers (the ones who foot the bill) no one in the current economy can afford the burgeoning costs and wannahave projects you propose. The budget must reflect the ability of the electorate to pay for the existing programs..not add more.
12-22-22	Your employees have very low morale. You should fix it because in the end, it's the taxpayers that end up paying for it

2023 Financial Plan

Public Engagement Report

01-18-23	The CRD regional geese management program is not a justifiable budget item. It implies that there actually is a goose problem in the CRD.
01-19-23	I believe the CRD is expanding into too many services (& expenses). As a previous member of the CRD TSC, this group has an annual budget of \$73K, a group of great people, but what do they really accomplish? Traffic Safety is the responsibility of ICBC & local police.....a thorough review needs to be done of all departments....what do they do? is the money being spent wisely? where is the data to show this money is being well spent? are the salaries of administrators appropriate compared to other similar agencies?
02-14-23	It would be nice to see lighting added to the Selkirk Trestle to improve safety, while cross the bridge at night. It would also be nice to see from First Nations historical interpretation signage in that area.
02-21-23	<p>'Hello:</p> <p>Thank you for the opportunity to provide feedback on the 2023 Financial Plan.</p> <p>I am a 93 year old living on North Pender Island. I have lived here since 1986.</p> <p>I own two properties next to each other. Over the past two years, the average year-over-year percentage increase from the two properties (as per her Property Assessment Notices) has been as follows:</p> <ul style="list-style-type: none"> -2022: 60% -2023: 10% <p>In 2022, my property taxes for both properties increased on average by 30% versus 2021.</p>

2023 Financial Plan

Public Engagement Report

	<p>A few questions:</p> <p>a. How did the CRD justify a 30% increase in property taxes for 2022? I did not receive 30% more in services from the CRD?</p> <p>b. When I review the Island Trust Budget for 2022/23, I see a 2% increase to the existing local trust area tax base and a 9% increase in total planned spending for operations, projects, and capital purchases (https://islandstrust.bc.ca/about-us/accountability/budget/). How does this reconcile with my 30% increase in property taxes?</p> <p>c. Will the CRD reduce the 2023 percentage rate upon which property taxes are assessed to coincide with the level of services received?</p> <p>I look forward to my feedback being incorporated into the budget process.</p> <p>Regards,</p>
02-25-23	Needs much more, and more ambitious, transit and housing proposals. We need a transformative plan.

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4537

A BYLAW TO ADOPT THE FIVE YEAR FINANCIAL PLAN FOR THE YEARS 2023 – 2027

WHEREAS pursuant to Section 374 of the *Local Government Act*, the Regional District must adopt a five year financial plan for the years 2023 to 2027, by bylaw, by the 31st of March;

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

1. Schedule A attached hereto and made part of this bylaw comprises the five year financial plan for the years 2023 to 2027.
2. Schedule B attached hereto and made part of this bylaw comprises the five year capital expenditure plan for the years 2023 to 2027.
3. This Bylaw may be cited as "2023 to 2027 Financial Plan Bylaw, 2023".

READ A FIRST TIME THIS	15 th	day of	March,	2023
READ A SECOND TIME THIS	15 th	day of	March,	2023
READ A THIRD TIME THIS	29 th	day of	March,	2023
ADOPTED THIS	29 th	day of	March,	2023

CHAIR

CORPORATE OFFICER

Attachment: Schedules A and B

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN							Schedule A							
		Expenditures					Revenue							
		Total	Interest & Principal		Transfers to Reserves	Total	Surplus	Recovery from	Transfers from	Other	Fee & Charges	Parcel	Property	Requisition
		2023	Operations	Deficit	Capital	Reserves	2023	other services	Reserves	revenue		Tax	Value Tax	2023
1.010	Legislative & General Government	36,520,973	34,134,565		473,320	1,913,088	36,520,973	1,271,842	18,860,321	3,491,010	1,437,187	86,230	11,374,383	11,374,383
1.10X	Facilities and Risk	4,231,807	3,945,807		50,000	236,000	4,231,807	50,000	3,948,870	26,770	41,491		164,676	164,676
1.101	G.I.S.	638,822	570,632		18,190	50,000	638,822		504,310		5,827		128,685	128,685
1.103	Elections	65,760	360			65,380	65,760				270		65,490	65,490
1.104	U.B.C.M.	12,958	12,958				12,958	792			92		12,074	12,074
1.109	Electoral Area Admin Exp - JDF	66,492	66,492				66,492	3,218			151		63,123	63,123
1.110	Electoral Area Admin Exp - SGI	479,701	478,601			1,100	479,701				18,502		400,086	400,086
1.111	Electoral Area Admin Exp - SSI	1,161,470	1,137,352		23,000	1,118	1,161,470	64,245	469,500		5,714		622,011	622,011
1.112	Regional Grant in Aid	1,532,621	1,517,621	15,000			1,532,621	1,497,621		20,000			15,000	15,000
1.114	Grant-in-Aid - Juan de Fuca	33,865	33,865				33,865	33,575		290			-	-
1.116	Grant-in-Aid - Salt Spring Island	55,772	55,772				55,772	33,964		290			21,558	21,558
1.117	Grant-in-Aid - Southern Gulf Islands	106,261	106,224	37			106,261			1,257			105,004	105,004
1.119	Vancouver Island Regional Library	341,748	341,748				341,748	72		585			341,092	341,092
1.121	Sooke Regional Museum	222,348	222,348				222,348	47		491			221,810	221,810
1.123	Prov. Court of B.C. (Family Court)	149,360				149,360				149,360			-	-
1.124	SSI Economic Development Commission	96,581	96,581				96,581			623			95,958	95,958
1.125	SGI Economic Development Commission	157,768	157,768				157,768	34,970		1,372			121,426	121,426
1.126	Victoria Family Court Committee	55,625	55,625				55,625	39,828		787			15,000	15,000
1.128	Greater Victoria Police Victim Services	304,857	304,857				304,857	482		14,634			289,741	289,741
1.129	Vancouver Island Regional Library - Debt	339,486	1,200	338,266			339,486			339,486			-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,542	32,542				32,542	16		91			32,435	32,435
1.137	Galiano Island Community Use Building	68,064	37,647	27,417		3,000	68,064	3,042		252			64,770	64,770
1.138	Southern Gulf Islands Regional Library	239,681	239,681				239,681	1,258		2,477			235,946	235,946
1.141	Salt Spring Island Public Library	677,239	508,377	145,607		23,255	677,239			1,556			675,683	675,683
1.15X	Municipalities' Own Debt - M.F.A.	17,312,444	52,200	17,260,244			17,312,444			52,200			17,260,244	17,260,244
1.170	Gossip Island Electric Power Supply	63,695	481	62,621	593		63,695			240		63,455	63,455	63,455
1.224	Community Health - Homeless Sec.	814,860	814,860				814,860			190,484			624,376	624,376
1.226	Community Health (CHR) Facilities	1,720,718	1,117,893			602,825	1,720,718			1,720,718			-	-
1.227	Saturna Island Medical Clinic	25,327	25,327				25,327	110		2,046			23,171	23,171
1.228	Galiano Health Service	139,886	139,886				139,886	89		111			139,686	139,686
1.229	Pender Islands Health Care Centre	234,921	234,420	501			234,921	2,059		2,059			232,862	232,862
1.230	Traffic Safety Commission	137,118	137,118				137,118	61,160		3,446			72,512	72,512
1.232	Port Renfrew Street Lighting	9,143	9,143				9,143	1,455		339	3,760	3,589	27,842	27,842
1.234	S.S.I. Street Lighting	27,882	26,960	922			27,882	40		40			27,842	27,842
1.235	S. G. I. Small Craft Harbour Facilities	461,887	245,004	87,493		129,300	461,887			7,304	145,050	309,533	309,533	309,533
1.236	Salt Spring Island Fernwood Dock	16,055	16,055				16,055			167			15,888	15,888
1.238A	Community Transit (S.S.I.)	599,884	564,884			35,000	599,884			120,000	218,622		261,262	261,262
1.238B	Community Transportation (S.S.I.)	148,993	80,993			68,000	148,993			1,167			147,826	147,826
1.280	Regional Parks	17,528,008	13,583,012	569,207	153,686	3,222,103	17,528,008	184,736	78,559	20,000	829,993	462,355	15,952,365	15,952,365
1.280A	Regional Parks - Land Acquisition	-	100,000				-							
1.290	Royal Theatre	580,000	100,000		101,000	379,000	580,000						580,000	580,000
1.295	MacPherson Theatre	785,822	349,528		88,000	348,233	785,822			35,822			750,000	750,000
1.297	Arts Grants	3,132,037	3,132,037				3,132,037	13,893	74,459	178,754			2,864,931	2,864,931
1.299	Salt Spring Island Arts	123,180	122,604	576			123,180			90			123,090	123,090
1.309	Climate Action and Adaptation	2,288,185	1,743,769		363,518	180,898	2,288,185			104,646	467,152		1,716,387	1,716,387
1.310	Land Banking & Housing	3,152,716	2,139,253	1,009,463		4,000	3,152,716	66,157	829,319	130,000	589,022	35,130	1,503,088	1,503,088
1.311	Regional Housing Trust Fund	3,676,394	3,676,394				3,676,394	2,520,057		1,000,000			1,000,000	1,000,000
1.312	Regional Goose Management	237,522	237,522				237,522						237,522	237,522
1.313	Animal Care Services	1,663,324	1,615,518			49,806	1,663,324			18,922	1,164,920	19,060	460,422	460,422
1.314	SGI House Numbering	9,764	9,764				9,764	42		110			9,612	9,612
1.316	SSI Building Numbering	9,891	9,869	22			9,891			20			9,871	9,871
1.317	JDF Building Numbering	13,475	13,475				13,475	153		40			13,282	13,282
1.318	Building Inspection	2,026,725	1,970,425		13,000	43,300	2,026,725		30,980	121,144	4,581	1,378,640	491,380	491,380
1.319	Soil Deposit Removal	5,899	5,899				5,899			40			5,859	5,859
1.320	Noise Control	41,228	41,228				41,228			318			40,910	40,910
1.322	Nuisances & Unightly Premises	54,986	54,986				54,986			325			54,661	54,661
1.323	By-Law Enforcement	571,466	527,466			44,000	571,466		542,726		28,740		54,680	54,680
1.324	Regional Planning Services	1,554,118	1,551,618		2,500		1,554,118	86,650	177,951	61,673			1,227,844	1,227,844
1.325	Electoral Area Services - Planning	858,038	782,268		75,770		858,038	32,060	59,681	2,657	45,000		718,640	718,640
1.330	Regional Growth Strategy	424,846	414,846		10,000		424,846		104,146	16,224			304,476	304,476
1.335	Geo-Spatial Referencing System	177,779	115,929		61,850		177,779			7,829	8,370		161,580	161,580
1.340	JDF Livestock Injury Compensation	3,158	3,158				3,158	3,053					105	105
1.341	SGI Livestock Injury Compensation	3,158	3,158				3,158	3,053		34			71	71
1.342	SSI Livestock Injury Compensation	3,158	3,158				3,158	3,053					105	105
1.350	Willis Point Fire Protect & Recreation	174,824	109,282		6,300	59,242	174,824			34,020			140,804	140,804
1.352	South Galiano Fire Protection	584,473	349,209	141,027	5,980	88,257	584,473			1,120		141,027	442,326	442,326
1.353	Otter Point Fire Protection	542,138	376,468		5,670	160,000	542,138			330			541,808	541,808
1.354	Malahat Fire Protection	66,940	66,940				66,940	588					66,352	66,352
1.355	Durrance Road Fire Protection	3,016	2,716			300	3,016					3,016		3,016
1.356	Pender Fire Protection	1,243,987	964,227	111,596	168,164		1,243,987	13,628	111,596	11,549			1,120,842	1,120,842
1.357	East Sooke Fire Protection	565,807	307,336	155,109			565,807			27,250	56,350		468,579	468,579
1.358	Port Renfrew Fire Protection	161,476	134,578	2,898		24,000	161,476			1,293	64,106		96,077	96,077
1.359	N. Galiano Fire Protection	241,634	179,762	48,872	5,000		241,634	17,616		874		24,440	198,704	198,704
1.360	Shirley Fire Protection	193,332	120,332		10,000	63,000	193,332			210			193,122	193,122
1.363	Saturna Island Fire	267,829	267,792	37			267,829			11,556			256,273	256,273
1.369	Electoral Area Fire Services - JDF	143,913	142,747		1,166		143,913			75,096			68,698	68,698
1.369	Electoral Area Fire Services - SGI	164,553	163,219		1,334		164,553			85,937			78,615	78,615
1.370	Juan de Fuca Emergency Program	89,953	74,073			15,880	89,953			120			89,719	89,719
1.371	S.S.I. Emergency Program	142,927	142,927				142,927			15,987			126,745	126,745
1.372	Electoral Area Emergency Program	671,399	663,899		7,500		671,399		492,300	22,939			155,204	155,204
1.373	S.G.I. Emergency Program	250,121	237,971		12,150		250,121			2,743			247,378	247,378
1.374	Regional Emergency Program Support	188,227	188,227				188,227	35,916		7,055			138,181	138,181
1.375	Hazardous Material Incident Response	396,471	386,911			9,560	396,471			44,585			334,696	334,696
1.377	J.D.F. Search and Rescue	91,058	88,058			3,000	91,058			17,190			69,952	69,952
1.378	S.S.I. Search and Rescue	25,804	25,804	762			25,804			100			25,704	25,704
1.40X	SEAPARC	4,571,131	4,017,165	103,966		450,000	4,571,131	54,750		396,511	907,182		3,212,688	3,212,688
1.405	JDF EA - Community Parks	202,006	183,756		18,250		202,006	883					201,123	201,123
1.408	JDF EA - Community Recreation	93,862	93,862				93,862			21,230			72,632	72,632
1.44X	Panorama Rec. Center.	10,136,965	8,703,995	721,184		711,786	10,136,965			2,024,049	2,852,518		5,260,398	5,260,398
1.455	Salt Spring Island - Community Parks	1,097,686	1,006,929	75,757		15,000	1,097,686		390,890	122,149			584,647	584,647
1.458	Salt Spring Is													

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN							Schedule A									
		Expenditures					Revenue									
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023
1.485	North & South Pender Com. Parks	169,351	140,069				29,282	169,351				1,997			167,354	167,354
1.488	North & South Pender Com. Rec	71,371	71,371					71,371	3,288			843			67,240	67,240
1.495	Galiano Parks	127,681	116,971				10,710	127,681			20,000	119			107,562	107,562
1.498	Galiano Community Recreation	38,375	38,375					38,375	31			27			38,317	38,317
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	29,690,987	29,050,852			80,000	560,135	29,690,987			1,000,000	7,124,423	21,566,564			
1.523	Port Renfrew Refuse Disposal	93,420	89,490				4,000	93,420		17,860		40,794			34,856	34,856
1.525	Solid Waste Disposal - Debt	314,054	87,490	226,564				314,054				490	313,564			
1.531	Stormwater Quality Management - Sooke	39,432	23,996				15,436	39,432				86			39,346	39,346
1.533	Stormwater Quality Management - S.G.I.	40,221	40,221					40,221				413			39,808	39,808
1.535	Stormwater Quality Management - S.S.I.	57,276	57,276					57,276			33,467	31			23,778	23,778
1.536	LWMP-Stormwater Quality Management-Core	744,030	744,030					744,030				87,762			656,268	656,268
1.537	Stormwater Quality Management - Peninsula	121,932	121,932					121,932				4,454			117,478	117,478
1.538	Source - Stormwater Quality - Peninsula	58,657	58,657					58,657				1,763			55,636	55,636
1.57X	Environmental Services	26,020,224	25,114,520			485,000	420,704	26,020,224	60,000	25,117,518	750,306	92,400				
1.911	911 Systems	2,495,079	1,482,130	1,011,949			1,000	2,495,079			23,637	2,160,821	129,111		181,510	181,510
1.912B	911 Call Answer - Municipalities	25,947			25,947			25,947				(41,448)			(628,679)	(628,679)
1.913	913 Fire Dispatch	366,986	366,986					366,986		696,074		9,453			298,293	298,293
1.921	Regional CREST Contribution	1,790,531	1,790,531					1,790,531	2,976			95,901			1,691,654	1,691,654
1.923	Emergency Comm - CREST - S.G.I.	182,388	182,388					182,388	682			1,997			179,709	179,709
1.924	Emergency Comm - CREST - J.D.F.	144,211	143,728		483			144,211				240			143,971	143,971
1.925	Emergency Comm - CREST - S.S.I.	145,123	145,123					145,123	292			156			144,675	144,675
2.610	Saanich Peninsula Water Supply	7,407,397	6,557,397				850,000	7,407,397				500	7,406,897			
2.620	SSI Highland Water System	32,004	133	31,871				32,004	119			90		31,795		31,795
2.621	Highland / Fernwood Water - SSI	546,435	349,244	34,191			163,000	546,435			20,000	750	450,685	75,000		75,000
2.622	Cedars of Tuam	52,678	42,120	1,058			9,500	52,678			10,000	50	42,628			
2.624	Beddis Water	297,178	191,111	38,237			67,830	297,178			14,000	170	202,690	80,318		80,318
2.626	Fulford Water	216,639	150,607	15,432			50,600	216,639				670	165,757	50,212		50,212
2.628	Cedar Lane Water (S.S.I.)	83,180	55,191	8,859			19,130	83,180				160	66,800	16,200		16,200
2.630	Magic Lakes Estate Water System	1,000,318	709,882	198,021			92,415	1,000,318			10,000	10,907	399,411	580,000		580,000
2.640	Saturna Island Water System (Lycall Harbour)	278,852	198,166	30,686			50,000	278,852			25,000	958	119,864	133,030		133,030
2.642	Skana Water (Mayne)	89,870	58,407	863			30,600	89,870			5,000	100	59,090	25,680		25,680
2.650	Port Renfrew Water	133,609	113,609				20,000	133,609				1,119	66,247	66,243		66,243
2.660	Fernwood Water	14,744	66	14,678				14,744	46			40	14,658	14,658		14,658
2.665	Sticks Allison Water (Galiano)	75,539	56,504				19,035	75,539			5,000	100	65,339	5,100		5,100
2.667	Surfside Park Estates (Mayne)	123,835	106,835				17,000	123,835			1,500	100	98,445	23,790		23,790
2.670	Regional Water Supply	39,915,804	19,529,062	7,690,985		12,302,104	393,653	39,915,804				1,808,264	38,107,540			
2.680	Juan de Fuca Water Distribution	23,970,506	14,776,555	1,863,294		6,741,200	589,457	23,970,506				301,486	23,669,020			
2.681	Florence Lake Water System Debt	15,549	2,040	9,231	4,278			15,549				37		15,512		15,512
2.682	Seagirt Water System Debt	97,650		97,650				97,650						97,650		97,650
2.691	Wilderness Mountain Water Service	158,838	133,174	25,664				158,838		5,600		111	91,227	61,900		61,900
3.700	Septage Disposal - Municipal	157,910	157,910					157,910				157,910				
3.700	Septage Disposal - JDF Service Area															
3.701	Millstream Remediation Service	537,888	530	537,358				537,888			475,786	6,634		55,468		55,468
3.705	S.S.I. Liquid Waste Disposal	1,028,430	857,857	160,573			10,000	1,028,430			9,000	1,205	641,250	376,975		376,975
3.707	On Site System Management Program - LWMP	177,649	177,649					177,649			40,014	7,485		130,150		130,150
3.71X	Trk Swrs & Swge Disp - oper	36,799,532	35,132,942				30,000	36,799,532	1,636,590		1,650,401	27,522,448		6,363,956	6,363,956	6,363,956
3.7XX	Trk Swrs - debt	22,927,754	207,978	9,031,387		5,529,745		22,927,754	65,090			16,816,711		6,045,953		6,045,953
3.720	LWMP (Peninsula) - Implementation	56,247	36,262					56,247				2,320		53,927		53,927
3.750	LWMP	372,322	323,013				49,309	372,322				154,795		217,527		217,527
3.752	Harbours Program	354,238	354,238					354,238				21,658		332,580		332,580
3.755	Regional Source Control	1,641,038	1,641,038					1,641,038		55,000	43,249	92,803	60,000	1,389,986		1,389,986
3.756	Harbours Environmental Action	70,752	70,752					70,752				2,165		68,587		68,587
3.810	Ganges Sewer	1,187,404	819,866	245,813			121,725	1,187,404			80,000	2,061	1,045,452	59,891		59,891
3.820	Malview Estates Sewer System	218,911	154,496	11,765			52,650	218,911				25,150	188,861	4,900		4,900
3.830	Magic Lake Estates Sewer System	868,799	625,701	174,103			68,995	868,799			11,200	4,490	267,099	586,010		586,010
3.830D	Magic Lake Estates Sewer Debt	235,784	570	230,685	4,529			235,784				1,678		234,106		234,106
3.850	Port Renfrew Sewer	131,021	109,021				22,000	131,021				1,537	64,734	64,750		64,750
21.ALL	Feasibility Study Reserve Fund - All	137,412	137,412					137,412		137,412						
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000					10,000		10,000						

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN														Schedule A			
		Expenditures						Revenue									
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024	
1.010	Legislative & General Government	34,297,467	32,993,287			982,780	321,400	34,297,467	450,000	19,272,722	1,682,565	1,386,636	87,150		11,418,394	11,418,394	
1.10X	Facilities and Risk	4,424,212	4,031,212				393,000	4,424,212		4,213,644		42,339			168,229	168,229	
1.101	G.I.S.	651,365	582,815			18,550	50,000	651,365		514,396		5,940			131,029	131,029	
1.103	Elections	65,600	400				65,200	65,600				80			65,510	65,510	
1.104	U.B.C.M.	13,260	13,260					13,260				80			13,180	13,180	
1.109	Electoral Area Admin Exp - JDF	67,826	67,826					67,826				150			67,676	67,676	
1.110	Electoral Area Admin Exp - SGI	461,380	460,280				1,100	461,380			22,977	18,384			420,019	420,019	
1.111	Electoral Area Admin Exp - SSI	1,213,641	1,192,641				21,000	1,213,641		479,520		5,730			728,391	728,391	
1.112	Regional Grant in Aid	-	-					-							-	-	
1.114	Grant-in-Aid - Juan de Fuca	22,776	22,776					22,776				290			22,486	22,486	
1.116	Grant-in-Aid - Salt Spring Island	57,435	57,435					57,435				250			57,185	57,185	
1.117	Grant-in-Aid - Southern Gulf Islands	106,333	106,333					106,333				1,240			105,093	105,093	
1.119	Vancouver Island Regional Library	348,555	348,555					348,555				600			347,955	347,955	
1.121	Sooke Regional Museum	226,794	226,794					226,794				490			226,304	226,304	
1.123	Prov. Court of B.C. (Family Court)	149,360					149,360	149,360				149,360			-	-	
1.124	SSI Economic Development Commission	98,510	97,032				1,478	98,510				620			97,890	97,890	
1.125	SGI Economic Development Commission	128,231	128,231					128,231				1,400			126,831	126,831	
1.126	Victoria Family Court Committee	15,878	15,878					15,878				878			15,000	15,000	
1.128	Greater Victoria Police Victim Services	311,186	311,186					311,186				15,358			295,828	295,828	
1.129	Vancouver Island Regional Library - Debt	339,466		338,266				339,466				339,466					
1.133	Langford E.A. - Greater Victoria Public Library	33,195	33,195					33,195				90			33,105	33,105	
1.137	Galiano Island Community Use Building	68,855	38,438	27,417			3,000	68,855				255			68,600	68,600	
1.138	Southern Gulf Islands Regional Library	244,494	244,494					244,494				2,520			241,974	241,974	
1.141	Salt Spring Island Public Library	700,982	518,675	145,607			36,700	700,982				1,580			699,402	699,402	
1.15X	Municipalities' Own Debt - M.F.A.	16,696,697	52,200	16,644,497				16,696,697				52,200			16,644,497	16,644,497	
1.170	Gossip Island Electric Power Supply	63,104	483	62,621				63,104				240		62,864			
1.224	Community Health - Homestead Sec.	668,552						668,552				160,484			478,068	478,068	
1.226	Community Health (CHR) Facilities	1,745,122	1,141,314				603,808	1,745,122				1,745,122					
1.227	Saturna Island Medical Clinic	30,665	30,665					30,665				2,260			28,405	28,405	
1.228	Galiano Health Service	142,681	142,681					142,681				110			142,571	142,571	
1.229	Pender Islands Health Care Centre	240,510	240,510					240,510				2,100			238,410	238,410	
1.230	Traffic Safety Commission	77,682	77,682					77,682				3,720			73,962	73,962	
1.232	Port Renfrew Street Lighting	9,288	9,288					9,288				350	3,840	5,098	5,098	5,098	
1.234	S.I. Street Lighting	27,496	27,496					27,496				40		27,456			
1.235	S. G. I. Small Craft Harbours Facilities	465,214	243,821	87,493			133,900	465,214				7,280	140,660	317,274	317,274		
1.236	Salt Spring Island Fernwood Dock	26,468	16,468				10,000	26,468				170		26,298			
1.238A	Community Transit (S.S.I.)	626,761	591,761					626,761			65,000	211,311			350,450	350,450	
1.238B	Community Transportation (S.S.I.)	167,665	82,665					167,665				1,170			166,495	166,495	
1.280	Regional Parks	17,753,619	13,769,992			123,120	3,291,300	17,753,619		79,216		865,526	462,455		16,346,422	16,346,422	
1.280A	Regional Parks - Land Acquisition	106,250	50,000	56,250				106,250							106,250	106,250	
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000	
1.295	McPherson Theatre	786,233	350,000			90,000	346,233	786,233				36,233			750,000	750,000	
1.297	Arts Grants	3,196,939	3,196,939					3,196,939		14,193		39,000			2,957,790	2,957,790	
1.299	Salt Spring Island Arts	125,052	125,052					125,052				90			124,962	124,962	
1.309	Climate Action and Adaptation	2,538,800	1,745,839			792,961		2,538,800				733,506	213,929		1,591,365	1,591,365	
1.310	Land Banking & Housing	3,373,530	1,800,230	1,569,300			4,000	3,373,530		580,942		324,951	2,000		2,465,637	2,465,637	
1.311	Regional Housing Trust Fund	330,000	330,000					330,000							330,000	330,000	
1.312	Regional Goose Management	242,278	242,278					242,278							242,278	242,278	
1.313	Animal Care Services	1,703,626	1,646,626				57,000	1,703,626			16,197	1,193,759	19,440		474,230	474,230	
1.314	SGI House Numbering	9,954	9,954					9,954				110			9,844	9,844	
1.316	SSI Building Numbering	10,069	10,069					10,069				20			10,049	10,049	
1.317	JDF Building Numbering	13,748	13,748					13,748				40			13,708	13,708	
1.318	Building Inspection	2,072,310	2,015,750			13,260	43,300	2,072,310		31,600	114,090	4,460	1,406,210		515,950	515,950	
1.319	Soil Deposit Removal	6,014	6,014					6,014				40			5,974	5,974	
1.320	Noise Control	42,051	42,051					42,051				310			41,741	41,741	
1.322	Nuisances & Unightly Premises	56,062	56,062					56,062				320			55,742	55,742	
1.323	By-Law Enforcement	582,819	538,319				44,500	582,819		553,569		29,250			310	310	
1.324	Regional Planning Services	1,594,900	1,592,400				2,500	1,594,900		88,320	189,750	62,900			1,253,930	1,253,930	
1.325	Electoral Area Services - Planning	861,623	785,853				75,770	861,623		32,700	48,183	2,730	45,000		733,010	733,010	
1.330	Regional Growth Strategy	331,317	321,317				10,000	331,317			4,231	16,520			310,566	310,566	
1.335	Geo-Spatial Referencing System	181,347	118,257				63,090	181,347				7,990	8,540		164,817	164,817	
1.340	JDF Livestock Injury Compensation	3,161	3,161					3,161							3,161	3,161	
1.341	SGI Livestock Injury Compensation	3,161	3,161					3,161							3,161	3,161	
1.342	SSI Livestock Injury Compensation	3,161	3,161					3,161							3,161	3,161	
1.350	Willits Point Fire Protect & Recreation	181,960	113,338			6,400	62,222	181,960				34,120			147,840	147,840	
1.352	South Galiano Fire Protection	606,589	355,577	141,027		6,100	103,885	606,589				1,120		141,027	464,442	605,469	
1.353	Otter Point Fire Protection	554,908	384,128			5,780	165,000	554,908				330			554,578	554,578	
1.354	Malahat Fire Protection	68,276	68,276					68,276							68,276	68,276	
1.355	Durrance Road Fire Protection	3,019	2,719				300	3,019						3,019		3,019	
1.356	Pender Fire Protection	1,318,380	1,027,490	111,596			179,294	1,318,380			111,596	11,520		3,019	1,195,264	1,195,264	
1.357	East Sooke Fire Protection	563,423	299,914	155,109			108,400	563,423				28,000	57,480		477,943	477,943	
1.358	Port Renfrew Fire Protection	165,233	137,335	2,898			25,000	165,233				1,230			98,402	98,402	
1.359	N. Galiano Fire Protection	231,975	170,103	48,872		5,000	8,000	231,975				910		24,440	206,625	231,065	
1.360	Shirley Fire Protection	197,750	122,750				10,000	197,750				210			197,540	197,540	
1.363	Saturna Island Fire	292,917	292,917					292,917				11,090			281,827	281,827	
1.369	Electoral Area Fire Services - JDF	68,818	61,031			1,166	6,621	68,818				120			68,698	68,698	
1.369	Electoral Area Fire Services - SGI	78,615	78,705			1,334		78,615				240			78,615	78,615	
1.370	Juan de Fuca Emergency Program	91,611	91,611					91,611									

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Schedule A														
		Expenditures					Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Revenue				Requisition 2024
		Total 2024	Operations	Interest & Principal	Deficit	Capital						Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	
1.485	North & South Pender Com. Parks	171,756	142,906				28,850	171,756				2,000			169,756	169,756
1.488	North & South Pender Com. Rec	69,440	69,440					69,440				860			68,580	68,580
1.495	Galliano Parks	134,376	119,376				15,000	134,376			20,390	120			113,866	113,866
1.498	Galliano Community Recreation	39,105	39,105					39,105				30			39,075	39,075
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	29,339,395	28,276,916				1,062,469	29,339,395				10,219,793	19,119,592			35,568
1.523	Port Renfrew Refuse Disposal	95,198	91,198				4,000	95,198				41,419				35,568
1.525	Solid Waste Disposal - Debt	1,508,477	192,620	1,315,857				1,508,478	18,220			490	1,507,988			
1.531	Stormwater Quality Management - Sooke	90,219	90,219					90,219			50,000	86			40,133	40,133
1.533	Stormwater Quality Management - S.G.I.	41,021	41,021					41,021				420			40,601	40,601
1.535	Stormwater Quality Management - S.S.I.	37,538	37,538					37,538			8,158	30			29,350	29,350
1.536	LWMP-Stormwater Quality Management-Core	847,156	847,156					847,156			90,000	87,763			669,393	669,393
1.537	Stormwater Quality Management - Peninsula	124,283	124,283					124,283				4,455			119,828	119,828
1.538	Source - Stormwater Quality - Peninsula	59,373	59,373					59,373			657	1,793			56,953	56,953
1.57X	Environmental Services	25,972,642	25,141,187				831,455	25,972,642	25,748,457	131,785	92,400					
1.911	911 Systems	2,510,321	1,497,372	1,011,949			1,000	2,510,321		29,000	2,161,620	129,111			190,590	190,590
1.912B	911 Call Answer - Municipalities	-	-					-				(52,260)		(643,814)	(643,814)	(643,814)
1.913	913 Fire Dispatch	355,213	355,213					355,213		696,074					328,120	328,120
1.921	Regional CREST Contribution	1,826,221	1,826,221					1,826,221				107,810		1,718,411	1,718,411	1,718,411
1.923	Emergency Comm - CREST - S.G.I.	186,016	186,016					186,016				2,080			183,936	183,936
1.924	Emergency Comm - CREST - J.D.F.	146,590	146,590					146,590				240			146,350	146,350
1.925	Emergency Comm - CREST - S.S.I.	148,015	148,015					148,015				150			147,865	147,865
2.610	Saanich Peninsula Water Supply	7,922,773	6,996,273	76,500		850,000		7,922,773			26,000	7,896,773				
2.620	SSI Highland Water System	32,004	133	31,871				32,004				90		31,914	31,914	31,914
2.621	Highland / Fernwood Water - SSI	558,080	360,553	39,887		157,640		558,080		20,000	760	459,820		77,500	77,500	77,500
2.622	Cedars of Tuam	59,192	37,544	13,148		8,500		59,192			50	59,142				
2.624	Beddis Water	349,310	178,411	170,899				349,310			100	240,830		108,380	108,380	108,380
2.626	Fulford Water	224,338	153,666	15,432		55,240		224,338			680	172,480		51,178	51,178	51,178
2.628	Cedar Lane Water (S.S.I.)	91,390	54,492	14,598		22,300		91,390			180	73,710		17,500	17,500	17,500
2.630	Magic Lakes Estate Water System	1,009,016	726,930	198,021		84,065		1,009,016			10,470	406,946		591,600	591,600	591,600
2.640	Saturna Island Water System (Lyllal Harbour)	288,295	203,323	39,572		45,400		288,295		20,000	1,000	127,615		139,680	139,680	139,680
2.642	Skana Water (Mayne)	86,562	56,222	7,879		22,461		86,562			100	60,272		26,190	26,190	26,190
2.650	Port Renfrew Water	140,883	115,883	25,000				140,883			1,120	69,882		69,881	69,881	69,881
2.660	Fernwood Water	14,745	67	14,678				14,745			40	14,705		14,705	14,705	14,705
2.665	Slicks Allison Water (Galliano)	76,930	56,695	18,235				76,930		5,000	100	66,630		5,200	5,200	5,200
2.667	Surfside Park Estates (Mayne)	134,561	108,521	26,040				134,561			100	108,291		26,170	26,170	26,170
2.670	Regional Water Supply	41,476,228	19,727,802	3,800,836	17,450,000	497,590		41,476,228	497,590		748,690	40,727,538				
2.680	Juan de Fuca Water Distribution	26,218,165	15,413,057	2,839,345	7,346,169	619,594		26,218,165			226,380	25,991,785				
2.681	Florence Lake Water System Debt	19,944		19,944				19,944						19,944	19,944	19,944
2.682	Seagirt Water System Debt	130,288	21,000	109,288				130,288						130,288	130,288	130,288
2.691	Wilderness Mountain Water Service	167,960	134,766	25,664		7,530		167,960		4,000	112	97,615		66,233	66,233	66,233
3.700	Septage Disposal - Municipal	161,020	161,020					161,020				161,020				
3.700	Septage Disposal - JDF Service Area											12,197				3,750
3.701	Milstream Remediation Service	19,696	534	19,162				19,696		3,749		1,150			401,850	401,850
3.705	S.S.I. Liquid Waste Disposal	1,057,080	870,956	157,423		28,701		1,057,080				7,485	654,080	132,753	132,753	132,753
3.707	On Site System Management Program - LWMP	168,309	168,309					168,309			28,071					
3.71X	Trk Swrs & Swge Disp - oper	37,797,110	36,079,930	47,850		1,669,330		37,797,110	1,665,401	1,182,789	28,364,343			6,584,577	6,584,577	6,584,577
3.7XX	Trk Swrs - debt	23,275,928	220,848	13,799,286	5,529,745			3,726,049				16,582,391			6,693,537	6,693,537
3.720	LWMP (Peninsula) - Implementation	57,326	36,992	20,334				57,326			2,320			55,006	55,006	55,006
3.750	LWMP	380,288	329,978	50,310				380,288				157,854		222,434	222,434	222,434
3.752	Harbours Program	361,373	361,373					361,373				21,658		339,715	339,715	339,715
3.755	Regional Source Control	1,674,723	1,674,723					1,674,723		55,000	47,434	93,303	61,200	1,417,786	1,417,786	1,417,786
3.756	Harbours Environmental Action	72,170	72,170					72,170			2,165			70,005	70,005	70,005
3.810	Ganges Sewer	1,170,430	796,597	245,813		128,020		1,170,430		30,000	1,920	1,076,820	61,690	61,690	61,690	61,690
3.820	Malview Estates Sewer System	265,481	195,607	25,669		44,205		265,481		40,000	25,150	195,281	5,050	5,050	5,050	5,050
3.830	Magic Lake Estates Sewer System	873,540	646,377	174,103		53,060		873,540		11,420	3,670	272,440	586,010	586,010	586,010	586,010
3.830D	Magic Lake Estates Sewer Debt	231,255	570	230,685				231,255			1,010	230,245		230,245	230,245	230,245
3.850	Port Renfrew Sewer	135,181	111,181			24,000		135,181			1,540	66,820		66,821	66,821	66,821
21.ALL	Feasibility Study Reserve Fund - All															-
21.E.A.	Feasibility Study Reserve Fund - E.A.															-

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Expenditures								Revenue				Schedule A		
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.010	Legislative & General Government	34,329,545	32,760,374			1,242,440	326,731	34,329,545	450,000	19,566,972	1,133,648	1,393,746	88,090		11,697,089	11,697,089
1.10X	Facilities and Risk	4,581,516	4,116,506				465,010	4,581,516		4,367,025		42,634			171,857	171,857
1.101	G.I.S.	664,169	595,249			18,920	50,000	664,169		524,684		6,060			133,425	133,425
1.103	Elections	65,620	420				65,200	65,620				90			65,530	65,530
1.104	U.B.C.M.	13,523	13,523					13,523				80			13,443	13,443
1.109	Electoral Area Admin Exp - JDF	69,191	69,191					69,191				150			69,041	69,041
1.110	Electoral Area Admin Exp - SGI	471,043	469,943				1,100	471,043			11,392	18,680			440,971	440,971
1.111	Electoral Area Admin Exp - SSI	1,262,951	1,226,951				36,000	1,262,951		489,780		5,750			767,421	767,421
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	22,831	22,831					22,831				290			22,541	22,541
1.116	Grant-in-Aid - Salt Spring Island	57,584	57,584					57,584				250			57,334	57,334
1.117	Grant-in-Aid - Southern Gulf Islands	106,444	106,444					106,444				1,260			105,184	105,184
1.119	Vancouver Island Regional Library	355,497	355,497					355,497				610			354,887	354,887
1.121	Sooke Regional Museum	231,332	231,332					231,332				500			230,832	230,832
1.123	Prov. Court of B.C. (Family Court)	149,360					149,360	149,360				149,360			-	-
1.124	SSI Economic Development Commission	100,480	97,475				3,005	100,480				630			99,850	99,850
1.125	SGI Economic Development Commission	130,367	130,367					130,367				1,430			128,937	128,937
1.126	Victoria Family Court Committee	15,878	15,878					15,878				878			15,000	15,000
1.128	Greater Victoria Police Victim Services	317,394	317,394					317,394				15,358			302,036	302,036
1.129	Vancouver Island Regional Library - Debt	339,466			338,266			339,466				339,466			-	-
1.133	Langford E.A. - Greater Victoria Public Library	33,858	33,858					33,858				90			33,768	33,768
1.137	Galiano Island Community Use Building	69,662	39,245		27,417		3,000	69,662				260			69,402	69,402
1.138	Southern Gulf Islands Regional Library	249,394	249,394					249,394				2,570			246,824	246,824
1.141	Salt Spring Island Public Library	714,985	529,188		145,607		40,190	714,985				1,600			713,385	713,385
1.15X	Municipalities' Own Debt - M.F.A.	15,489,943	52,200		15,437,743			15,489,943				52,200			15,437,743	15,437,743
1.170	Gossip Island Electric Power Supply	63,106	485		62,621			63,106				240		62,866	62,866	62,866
1.224	Community Health - Homeless Sec.	672,199						672,199				190,484			481,705	481,705
1.226	Community Health (CHR) Facilities	1,770,063	1,165,252				604,811	1,770,063				1,770,063			-	-
1.227	Saturna Island Medical Clinic	31,220	31,220					31,220				2,310			28,910	28,910
1.228	Galiano Health Service	145,536	145,536					145,536				110			145,426	145,426
1.229	Pender Islands Health Care Centre	247,602	247,602					247,602				2,140			245,462	245,462
1.230	Traffic Safety Commission	79,211	79,211					79,211				3,770			75,441	75,441
1.232	Port Renfrew Street Lighting	9,447	9,447					9,447				360	3,920	5,167	5,167	5,167
1.234	S.S.I. Street Lighting	28,043						28,043							28,003	28,003
1.235	S. G. I. Small Craft Harbour Facilities	476,031	249,838		87,493		138,700	476,031				7,420	143,340	325,271	325,271	325,271
1.236	Salt Spring Island Fernwood Dock	26,884	16,884				10,000	26,884				170		26,714	26,714	26,714
1.238A	Community Transit (S.S.I.)	644,763	609,763					644,763				221,858			422,905	422,905
1.238B	Community Transportation (S.S.I.)	170,893	84,393					170,893				1,170			169,723	169,723
1.280	Regional Parks	18,115,880	14,066,295		569,207	125,583	3,354,795	18,115,880		79,885	8,000	866,319	462,557		16,699,119	16,699,119
1.280A	Regional Parks - Land Acquisition	610,082	50,000		560,082			610,082							610,082	610,082
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000							580,000	580,000
1.295	McPherson Theatre	786,233	350,000			90,000	346,233	786,233				36,233			750,000	750,000
1.297	Arts Grants	3,261,897	3,261,897					3,261,897		14,498		185,956			3,022,443	3,022,443
1.299	Salt Spring Island Arts	127,551	127,551					127,551				90			127,461	127,461
1.309	Climate Action and Adaptation	2,262,755	1,469,794			792,961		2,262,755				607,506			1,516,612	1,516,612
1.310	Land Banking & Housing	5,358,706	1,853,179		3,501,527		4,000	5,358,706		589,004		312,983	2,000		4,454,719	4,454,719
1.311	Regional Housing Trust Fund	-	-					-							-	-
1.312	Regional Goose Management	247,132	247,132					247,132							247,132	247,132
1.313	Animal Care Services	1,742,869	1,680,669				62,000	1,742,869			11,801	1,222,578	19,830		489,489	489,489
1.314	SGI House Numbering	10,153	10,153					10,153				110			10,043	10,043
1.316	SSI Building Numbering	10,269	10,269					10,269				20			10,249	10,249
1.317	JDF Building Numbering	14,021	14,021					14,021				40			13,981	13,981
1.318	Building Inspection	2,118,032	2,061,212			13,520	43,300	2,118,032		32,230	105,162	4,550	1,434,340		541,750	541,750
1.319	Soil Deposit Removal	6,135	6,135					6,135				40			6,095	6,095
1.320	Noise Control	42,882	42,882					42,882				310			42,572	42,572
1.322	Nuisance & Unslightly Premises	57,167	57,167					57,167				320			56,847	56,847
1.323	By-Law Enforcement	594,430	549,930				44,500	594,430		564,660		29,770			32,760	32,760
1.324	Regional Planning Services	1,631,455	1,628,955				2,500	1,631,455		90,050	190,843	70,860			1,279,702	1,279,702
1.325	Electoral Area Services - Planning	892,160	816,390				75,770	892,160		33,350	63,380	2,760	45,000		747,670	747,670
1.330	Regional Growth Strategy	637,928	627,928				10,000	637,928			304,325	16,830			316,773	316,773
1.335	Geo-Spatial Referencing System	184,984	120,634				64,350	184,984				8,150	8,710		168,124	168,124
1.340	JDF Livestock Injury Compensation	3,164	3,164					3,164							3,164	3,164
1.341	SGI Livestock Injury Compensation	3,164	3,164					3,164							3,164	3,164
1.342	SSI Livestock Injury Compensation	3,164	3,164					3,164							3,164	3,164
1.350	Willis Point Fire Protect & Recreation	189,460	115,697			6,510	67,253	189,460				34,230			155,230	155,230
1.352	South Galiano Fire Protection	629,811	362,083		141,027	6,220	120,481	629,811				1,120		141,027	487,664	628,691
1.353	Otter Point Fire Protection	567,850	391,950			5,900	170,000	567,850				330			567,520	567,520
1.354	Malahat Fire Protection	69,643	69,643					69,643							69,643	69,643
1.355	Durrance Road Fire Protection	3,021	2,721				300	3,021						3,021	3,021	3,021
1.356	Pender Fire Protection	1,371,132	1,072,360		111,596		187,176	1,371,132			111,596	11,730			1,247,806	1,247,806
1.357	East Sooke Fire Protection	574,887	306,278		155,109		113,500	574,887				28,774	58,630		487,483	487,483
1.358	Port Renfrew Fire Protection	168,164	140,164				28,000	168,164				1,250	66,766		100,148	100,148
1.359	N. Galiano Fire Protection	235,438	173,566		48,872	5,000	8,000	235,438				920		24,440	210,078	234,518
1.360	Shirley Fire Protection	200,229	125,229			10,000	65,000	200,229				210			200,019	200,019
1.363	Saturna Island Fire	313,044	313,044					313,044				11,310			301,734	301,734
1.369	Electoral Area Fire Services - JDF	68,818	62,273			1,166	5,379	68,818				120			68,698	68,698
1.369	Electoral Area Fire Services - SGI	78,515	71,125			1,334	6,156	78,515				240			78,275	78,275
1.370	Juan de Fuca Emergency Program	93,284	77,404				15,880	93,284							93,044	93,044
1.371	S.S.I. Emergency Program	148,218	148,218					148,218				190			135,778	135,778
1.372	Electoral Area Emergency Program	700,388	692,888				7,500	700,388		529,381		6,198			163,849	163,849
1.373	S.G.I. Emergency Program	250,228	245,270				4,958	250,228				2,850			247,378	247,378
1.374	Regional Emergency Program Support	158,941	158,941					158,941				7,018			143,873	143,873
1.375	Hazardous Material Incident Response	376,531	366,971				9,560	376,531				8,703			368,218	368,218
1.377	J.D.F. Search and Rescue	91,892	88,892				3,000	91,892				21,940			69,952	69,952
1.378	S.S.I. Search and Rescue	28,842	28,842					28,842				100			28,742	28,742
1.40X	SEAPARC	4,773,487	4,189,521		53,966		530,000	4,773,487				411,572	937,299		3,424,616	3,424,616
1.405	JDF EA - Community Parks	211,434	191,434				20,000	211,434				900			210,534	210,534
1.408	JDF EA - Community Recreation	97,649	97,649					97,649				22,080			75,569	75,569
1.44X	Panorama Rec. Center	10,898,392	9,2													

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Expenditures										Revenue					Schedule A
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Revenue				Requisition 2025	
												Other revenue	Fee & Charges	Parcel Tax	Property Value Tax		
1.485	North & South Pender Com. Parks	174,261	145,811				28,450	174,261				2,040			172,221	172,221	
1.488	North & South Pender Com. Rec	70,820	70,820					70,820				870			69,950	69,950	
1.495	Galliano Parks	138,822	121,822				17,000	138,822			20,790	120			117,912	117,912	
1.498	Galliano Community Recreation	39,884	39,884					39,884				30			39,854	39,854	
1.521	LWMP - Solid Waste Disposal (Refuse Disposal)	30,950,628	28,223,669				2,726,959	30,950,628				13,519,647	17,430,961				
1.523	Port Renfrew Refuse Disposal	93,014	93,014				4,000	97,014		18,580		42,140			36,294	36,294	
1.525	Solid Waste Disposal - Debt	2,988,867	26,990	2,961,877				2,988,867				490	2,988,377				
1.531	Stormwater Quality Management - Sooke	41,022	24,968				16,054	41,022				86			40,936	40,936	
1.533	Stormwater Quality Management - S.G.I.	41,829	41,829					41,829				430			41,399	41,399	
1.535	Stormwater Quality Management - S.S.I.	37,806	37,806					37,806			6,836	30			30,940	30,940	
1.536	LWMP-Stormwater Quality Management-Core	770,544	770,544					770,544				87,763			682,781	682,781	
1.537	Stormwater Quality Management - Peninsula	126,679	126,679					126,679				4,455			122,224	122,224	
1.538	Source - Stormwater Quality - Peninsula	60,528	60,528					60,528				1,763			58,092	58,092	
1.57X	Environmental Services	26,510,045	25,686,571				823,474	26,510,045		26,283,026	134,619	92,400					
1.911	911 Systems	2,526,101	1,513,152	1,011,949			1,000	2,526,101			14,034	2,182,836	129,111		200,120	200,120	
1.912B	911 Call Answer - Municipalities	-	-	-				-				(53,310)			(642,764)	(642,764)	
1.913	913 Fire Dispatch	382,090	382,090					382,090		696,074		9,800			360,930	360,930	
1.921	Regional CREST Contribution	1,862,626	1,862,626					1,862,626				109,920			1,752,706	1,752,706	
1.923	Emergency Comm - CREST - S.G.I.	189,720	189,720					189,720				2,120			187,600	187,600	
1.924	Emergency Comm - CREST - J.D.F.	149,501	149,501					149,501				240			149,261	149,261	
1.925	Emergency Comm - CREST - S.S.I.	150,964	150,964					150,964				150			150,814	150,814	
2.610	Saanich Peninsula Water Supply	8,576,190	7,502,736	423,454		650,000		8,576,190				56,000	8,520,190		-	-	
2.620	SSI Highland Water System	13,895	134	13,761				13,895				90		13,805	13,805	13,805	
2.621	Highland / Fernwood Water - SSI	548,640	342,703	70,589		135,348		548,640				770	467,820	80,050	80,050	80,050	
2.622	Cedars of Tuam	84,771	33,081	46,690			5,000	84,771				50	84,721		-	-	
2.624	Beddis Water	404,830	203,900	26,705			174,225	404,830				170	274,600	130,060	130,060	130,060	
2.625	Fulford Water	232,353	156,811	15,432			60,110	232,353				690	179,500	52,163	52,163	52,163	
2.628	Cedar Lane Water (S.S.I.)	100,500	56,256	7,608			36,636	100,500				180	81,420	18,900	18,900	18,900	
2.630	Magic Lakes Estate Water System	1,028,610	741,675	193,394			93,541	1,028,610				10,500	414,680	603,430	603,430	603,430	
2.640	Saturna Island Water System (Lyllal Harbour)	283,574	187,190	54,684			41,700	283,574				1,020	135,894	146,660	146,660	146,660	
2.642	Skana Water (Mayne)	88,287	55,475	19,913			12,899	88,287				100	61,477	26,710	26,710	26,710	
2.650	Port Renfrew Water	148,267	128,124	12,143			8,000	148,267				1,130	73,569	73,568	73,568	73,568	
2.660	Fernwood Water	7,181	67	7,114				7,181				40		7,141	7,141	7,141	
2.665	Slacks Allison Water (Galliano)	73,352	54,752	18,600			18,600	73,352				100	67,952	5,300	5,300	5,300	
2.667	Surfside Park Estates (Mayne)	148,011	115,731	6,125			26,155	148,011				100	119,121	28,790	28,790	28,790	
2.670	Regional Water Supply	44,623,907	20,149,016	4,811,482		19,100,000	563,409	44,623,907				819,690	43,804,217		-	-	
2.680	Juan de Fuca Water Distribution	28,420,071	16,113,138	3,189,948		8,420,118	696,867	28,420,071				185,380	28,234,691		-	-	
2.681	Florence Lake Water System Debt	19,944						19,944					19,944		19,944	19,944	
2.682	Seagirt Water System Debt	164,380						164,380					164,380		164,380	164,380	
2.691	Wilderness Mountain Water Service	182,155	143,436	25,664			13,055	182,155			10,000	112	102,498	69,545	69,545	69,545	
3.700	Septage Disposal - Municipal	164,192	164,192					164,192				164,192			-	-	
3.700	Septage Disposal - JDF Service Area																
3.701	Millstream Remediation Service	19,699	537	19,162				19,699			3,751	12,197		3,751	3,751	3,751	
3.705	S.S.I. Liquid Waste Disposal	1,080,209	888,300	107,153			84,756	1,080,209				1,160	667,160	411,889	411,889	411,889	
3.707	On Site System Management Program - LWMP	170,964	170,964					170,964			28,071	7,485			135,408	135,408	
3.71X	Trk Swrs & Swge Disp - oper	38,768,676	36,952,040	141,256			1,675,380	38,768,676		1,680,703	1,046,785	29,228,949		6,812,239	6,812,239	6,812,239	
3.7XX	Trk Swrs - debt	25,122,081	205,348	11,247,709		5,529,745		8,139,279				17,874,771		7,247,310	7,247,310	7,247,310	
3.720	LWMP (Peninsula) - Implementation	58,426	37,730				20,696	58,426				2,320		56,106	56,106	56,106	
3.750	LWMP	387,926	336,596				51,330	387,926				160,787		227,139	227,139	227,139	
3.752	Harbours Program	368,640	368,640					368,640				21,658		346,982	346,982	346,982	
3.755	Regional Source Control	1,665,422	1,665,422					1,665,422		55,000	8,554	93,303	62,424	1,446,141	1,446,141	1,446,141	
3.756	Harbours Environmental Action	73,606	73,606					73,606				2,165		71,441	71,441	71,441	
3.810	Ganges Sewer	1,185,351	795,440	261,441			128,470	1,185,351				1,920	1,119,891	63,540	63,540	63,540	
3.820	Malview Estates Sewer System	232,272	158,743	25,669			47,860	232,272				25,150	201,922	5,200	5,200	5,200	
3.830	Magic Lake Estates Sewer System	879,230	659,467	174,103			45,660	879,230		11,650		3,680	277,890	586,010	586,010	586,010	
3.830D	Magic Lake Estates Sewer Debt	231,255	570	230,685				231,255				1,020	230,235	230,235	230,235	230,235	
3.850	Port Renfrew Sewer	139,752	114,914	1,838			23,000	139,752				1,570	69,091	69,091	69,091	69,091	
21.ALL	Feasibility Study Reserve Fund - All	-						-							-	-	
21.E.A.	Feasibility Study Reserve Fund - E.A.	-						-							-	-	

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN										Schedule A						
		Expenditures					Revenue									
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.010	Legislative & General Government	35,006,410	33,471,376			1,202,870	332,164	35,006,410	450,000	19,973,922	988,678	1,401,006	89,050		12,103,754	12,103,754
1.10X	Facilities and Risk	4,745,186	4,204,476				540,710	4,745,186		4,526,703		42,919			175,564	175,564
1.101	G.I.S.	677,094	607,794			19,300	50,000	677,094		535,178		6,180		135,736	135,736	
1.103	Elections	272,528	272,528					272,528			125,038	81,960		65,530	65,530	
1.104	U.B.C.M.	13,797	13,797					13,797						13,717	13,717	
1.109	Electoral Area Admin Exp - JDF	70,587	70,587					70,587						70,437	70,437	
1.110	Electoral Area Admin Exp - SGI	491,040	479,740				11,300	491,040			9,089	18,980		462,971	462,971	
1.111	Electoral Area Admin Exp - SSI	1,279,495	1,243,495				36,000	1,279,495	500,120			5,770		773,605	773,605	
1.112	Regional Grant in Aid	-	-					-						-	-	
1.114	Grant-in-Aid - Juan de Fuca	22,888	22,888					22,888				290		22,598	22,598	
1.116	Grant-in-Aid - Salt Spring Island	57,745	57,745					57,745				250		57,495	57,495	
1.117	Grant-in-Aid - Southern Gulf Islands	106,556	106,556					106,556				1,280		105,276	105,276	
1.119	Vancouver Island Regional Library	362,582	362,582					362,582				620		361,962	361,962	
1.121	Sooke Regional Museum	235,962	235,962					235,962				510		235,452	235,452	
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360				149,360	149,360				149,360		-	-	
1.124	SSI Economic Development Commission	102,490	97,940				4,550	102,490				640		101,850	101,850	
1.125	SGI Economic Development Commission	132,495	132,495					132,495				1,460		131,035	131,035	
1.126	Victoria Family Court Committee	15,878	15,878					15,878				878		15,000	15,000	
1.128	Greater Victoria Police Victim Services	323,727	323,727					323,727				15,358		308,369	308,369	
1.129	Vancouver Island Regional Library - Debt	339,466	339,466	338,266				339,466				339,466				
1.133	Langford E.A. - Greater Victoria Public Library	34,531	34,531					34,531				90		34,441	34,441	
1.137	Galiano Island Community Use Building	70,478	40,061				3,000	70,478				260		70,218	70,218	
1.138	Southern Gulf Islands Regional Library	254,391	254,391					254,391				2,620		251,771	251,771	
1.141	Salt Spring Island Public Library	729,272	539,920			145,607	43,745	729,272				1,620		727,652	727,652	
1.150	Municipalities' Own Debt - M.F.A.	14,633,126	52,200	14,580,926				14,633,126				52,200		14,580,926	14,580,926	
1.170	Gossip Island Electric Power Supply	63,109	488	62,621				63,109				240		62,869	62,869	
1.224	Community Health - Homeless Sec.	675,871	675,871					675,871				190,484		485,387	485,387	
1.226	Community Health (CHR) Facilities	1,795,553	1,185,719				605,834	1,795,553				1,795,553				
1.227	Saturna Island Medical Clinic	31,487	31,487					31,487				2,360		29,127	29,127	
1.228	Galiano Health Service	148,442	148,442					148,442				110		148,332	148,332	
1.229	Pender Islands Health Care Centre	255,696	255,696					255,696				2,180		253,516	253,516	
1.230	Traffic Safety Commission	80,774	80,774					80,774				3,824		76,950	76,950	
1.232	Port Renfrew Street Lighting	9,607	9,607					9,607				370	4,000	5,237	5,237	
1.234	S.S.I. Street Lighting	28,600	28,600					28,600				40		28,560	28,560	
1.235	S. G. I. Small Craft Harbour Facilities	487,002	256,909	87,493			143,600	487,002				7,560	146,060	333,382	333,382	
1.236	Salt Spring Island Fernwood Dock	27,321	17,321				10,000	27,321				170		27,151	27,151	
1.238A	Community Transit (S.S.I.)	683,022	621,986				61,036	683,022				226,282		456,740	456,740	
1.238B	Community Transportation (S.S.I.)	88,000	86,144					88,000				1,170		172,974	172,974	
1.280	Regional Parks	18,484,710	14,365,793	569,207		128,094	3,421,616	18,484,710	80,566	8,000		867,129	462,661	17,066,354	17,066,354	
1.280A	Regional Parks - Land Acquisition	1,113,915	50,000	1,063,915				1,113,915						1,113,915	1,113,915	
1.290	Royal Theatre	580,000	100,000			105,000	375,000	580,000						580,000	580,000	
1.295	McPherson Theatre	786,233	350,000			90,000	346,233	786,233				36,233		750,000	750,000	
1.297	Arts Grants	3,328,073	3,328,073					3,328,073	14,811	39,000		185,956		3,088,306	3,088,306	
1.299	Salt Spring Island Arts	130,101	130,101					130,101				90		130,011	130,011	
1.309	Climate Action and Adaptation	2,225,988	1,433,027			792,961		2,225,988			301,340	607,506		1,317,142	1,317,142	
1.310	Land Banking & Housing	4,113,627	1,514,020	2,595,607			4,000	4,113,627	441,557			211,153	2,000	3,458,917	3,458,917	
1.311	Regional Housing Trust Fund	-	-					-						-	-	
1.312	Regional Goose Management	252,090	252,090					252,090						252,090	252,090	
1.313	Animal Care Services	1,762,617	1,716,617				67,000	1,762,617			7,175	1,252,102	20,230	503,110	503,110	
1.314	SGI House Numbering	10,353	10,353					10,353				110		10,243	10,243	
1.316	SSI Building Numbering	10,469	10,469					10,469				20		10,449	10,449	
1.317	JDF Building Numbering	14,305	14,305					14,305				40		14,265	14,265	
1.318	Building Inspection	2,164,103	2,107,023			13,780	43,300	2,164,103	32,870	94,713		4,650	1,463,030	568,840	568,840	
1.319	Soil Deposit Removal	6,247	6,247					6,247				40		6,207	6,207	
1.320	Noise Control	43,744	43,744					43,744				310		43,434	43,434	
1.322	Nuisances & Uninsightly Premises	58,302	58,302					58,302				320		57,982	57,982	
1.323	By-Law Enforcement	606,254	561,754				44,500	606,254	575,954			30,300		3,088,306	3,088,306	
1.324	Regional Planning Services	1,643,574	1,641,074				2,500	1,643,574	91,870	174,129		72,280		1,305,295	1,305,295	
1.325	Electoral Area Services - Planning	894,923	819,153				75,770	894,923	34,020	50,493		75,770	45,000	762,620	762,620	
1.330	Regional Growth Strategy	344,677	334,677				10,000	344,677			4,423	17,140		323,114	323,114	
1.335	Geo-Spatial Referencing System	188,711	123,071				65,640	188,711				8,320	8,880	171,511	171,511	
1.340	JDF Livestock Injury Compensation	3,167	3,167					3,167						3,167	3,167	
1.341	SGI Livestock Injury Compensation	3,167	3,167					3,167						3,167	3,167	
1.342	SSI Livestock Injury Compensation	3,167	3,167					3,167						3,167	3,167	
1.350	Willis Point Fire Protect & Recreation	192,670	118,079			6,670	67,921	192,670				34,340		158,330	158,330	
1.352	South Galiano Fire Protection	654,194	369,346	141,027		8,640	135,181	654,194				1,120	141,027	512,047	512,047	
1.353	Otter Point Fire Protection	579,949	399,929			6,020	174,000	579,949				330		579,619	579,619	
1.354	Malahat Fire Protection	71,031	71,031					71,031						71,031	71,031	
1.355	Durrance Road Fire Protection	3,024	2,724				300	3,024						3,024	3,024	
1.356	Pender Fire Protection	1,353,303	1,097,266	64,503			191,534	1,353,303			64,503	11,940		1,276,860	1,276,860	
1.357	East Sooke Fire Protection	586,620	312,781	155,109			118,750	586,620				29,572	59,800	497,248	497,248	
1.358	Port Renfrew Fire Protection	171,036	143,036				28,000	171,036				1,270	67,906	101,860	101,860	
1.359	N. Galiano Fire Protection	238,995	177,123	48,872			5,000	238,995				920		213,625	213,625	
1.360	Shirley Fire Protection	202,760	127,760				10,000	202,760				210		202,550	202,550	
1.363	Saturna Island Fire	323,003	323,003					323,003				11,540		311,463	311,463	
1.369	Electoral Area Fire Services - JDF	68,818	63,637			1,067	4,113	68,818				120		68,698	68,698	
1.369	Electoral Area Fire Services - SGI	78,615	72,669			1,222	4,706	78,615				240		78,375	78,375	
1.370	Juan de Fuca Emergency Program	94,837	94,837				15,880	94,837						94,597	94,597	
1.371	S.S.I. Emergency Program	150,943	150,943					150,943			10,223	190		140,530	140,530	
1.372	Electoral Area Emergency Program	715,143	707,643				7,500	715,143	545,262			970		167,126	167,126	
1.373	S.G.I. Emergency Program	250,288	249,003				1,285	250,288				2,910		247,378	247,378	
1.374	Regional Emergency Program Support	162,311	162,311					162,311			7,355	8,200		146,756	146,756	
1.375	Hazardous Material Incident Response	383,859	374,299				9,560	383,859			8,677	20,000		355,182	355,182	
1.377	J.D.F. Search and Rescue	92,322	89,322				3,000	92,322				22,370		69,952	69,952	
1.378	S.S.I. Search and Rescue	27,377	27,377					27,377				100		27,277	27,277	
1.40X	SEAPARC	4,887,860	4,278,894	53,966			555,000	4,887,860				419,609	957,324	3,510,927	3,510,927	
1.405	JDF EA - Community Parks	215,363	195,363				20,000	215,363				920		214,443	214,443	
1.408	JDF EA - Community Recreation	99,601	99,601					99,601				22,520		77,081	77,081	
1.44X	Panorama Rec. Center.	11,415,906	9,447,565	638,308			1,330,033	11,415,906			51,000	2,262,258	3,097,408	6,005,240	6,005,240	
1.455	Salt Spring Island - Community Parks	1,302,854	1,093,604	183,750			25,500	1,302,854			414,770	37,62				

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Schedule A														
		Expenditures					Revenue									
		Total 2026	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2026	Surplus 2025	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2026
1.485	North & South Pender Com. Parks	176,809	148,759				28,050	176,809				2,080			174,729	174,729
1.488	North & South Pender Com. Rec	72,230	72,230					72,230				880			71,350	71,350
1.495	Gallano Parks	141,321	124,321				17,000	141,321			21,200	120			120,001	120,001
1.498	Gallano Community Recreation	40,673	40,673					40,673				30			40,643	40,643
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	29,202,438	28,434,847				767,591	29,202,438				13,601,610	15,600,828			
1.523	Port Renfrew Refuse Disposal	94,850	94,850				4,000	98,850				42,880			37,020	37,020
1.525	Solid Waste Disposal - Debt	3,194,197	3,490	3,190,707				3,194,197	18,950			490	3,193,707			
1.531	Stormwater Quality Management - Sooke	41,840	25,468				16,372	41,840				86			41,754	41,754
1.533	Stormwater Quality Management - S.G.I.	42,658	42,658					42,658				440			42,218	42,218
1.535	Stormwater Quality Management - S.S.I.	38,079	38,079					38,079			6,509	30			31,540	31,540
1.536	LWMP-Stormwater Quality Management-Core	784,198	784,198					784,198				87,762			696,436	696,436
1.537	Stormwater Quality Management - Peninsula	129,124	129,124					129,124				4,455			124,669	124,669
1.538	Source - Stormwater Quality - Peninsula	61,699	61,699					61,699				1,763			59,254	59,254
1.57X	Environmental Services	27,060,402	26,242,709				817,693	27,060,402	26,830,487		137,515	92,400				
1.911	911 Systems	2,542,280	1,529,331	1,011,949			1,000	2,542,280			17,543	2,183,896	129,111		211,730	211,730
1.912B	911 Call Answer - Municipalities	-	-	-				-	696,074			(54,370)			(641,704)	(641,704)
1.913	913 Fire Dispatch	409,182	409,182					409,182				9,980			397,020	397,020
1.921	Regional CREST Contribution	1,899,758	1,899,758					1,899,758				112,070			1,787,688	1,787,688
1.923	Emergency Comm - CREST - S.G.I.	193,495	193,495					193,495				2,160			191,335	191,335
1.924	Emergency Comm - CREST - J.D.F.	152,462	152,462					152,462				240			152,242	152,242
1.925	Emergency Comm - CREST - S.S.I.	153,973	153,973					153,973				150			153,823	153,823
2.610	Saanich Peninsula Water Supply	9,446,284	8,045,076	951,208			450,000	9,446,284				45,500	9,400,784		-	-
2.620	SSI Highland Water System	13,896	135	13,761				13,896				90		13,806		13,806
2.621	Highland / Fernwood Water - SSI	559,460	371,786	97,723			89,951	559,460				780	475,980	82,700		82,700
2.622	Cedars of Tuam	102,135	37,861	51,774				102,135				50		102,085		-
2.624	Beddis Water	471,360	205,788	195,142				70,430	471,360			170	315,120	156,070		156,070
2.626	Fulford Water	240,716	174,501	33,195				33,020	240,716			700	186,839	53,177		53,177
2.628	Cedar Lane Water (S.S.I.)	130,880	79,592	15,651				35,437	130,680		20,000	180	90,090	20,410		20,410
2.630	Magic Lakes Estate Water System	1,088,560	796,742	148,118				1,088,560			40,000	10,530	422,530	615,500		615,500
2.640	Saturna Island Water System (Lyll Harbour)	299,758	187,419	75,199				299,758				1,040	144,728	153,990		153,990
2.642	Skana Water (Mayne)	95,047	61,675	19,913				13,459	95,047		5,000	100	62,707	27,240		27,240
2.650	Port Renfrew Water	210,189	120,594	77,595				210,189				1,140	104,525	104,524		104,524
2.660	Fernwood Water	4,178	68	4,110				4,178				40		4,138		4,138
2.665	Slacks Allison Water (Gallano)	74,812	55,822				18,990	74,812				100	69,302	5,410		5,410
2.667	Surfside Park Estates (Mayne)	194,480	132,967	57,513			4,000	194,480				100	151,950	37,430		37,430
2.670	Regional Water Supply	48,287,973	20,595,462	6,690,276	20,400,000	602,235		48,287,973				881,590	47,406,383			
2.680	Juan de Fuca Water Distribution	30,443,656	16,999,822	3,232,408		9,522,047	689,379	30,443,656				179,380	30,264,276			
2.681	Florence Lake Water System Debt	19,944						19,944						19,944		19,944
2.682	Seagirt Water System Debt	164,380						164,380						164,380		164,380
2.691	Wilderness Mountain Water Service	179,598	140,144	25,664			13,790	179,598			4,000	112	104,550	70,936		70,936
3.700	Septage Disposal - Municipal	167,427	167,427					167,427				167,427				
3.700	Septage Disposal - JDF Service Area															
3.701	Milstream Remediation Service															
3.705	S.S.I. Liquid Waste Disposal	1,103,869	906,002	68,100			129,767	1,103,869				1,170	680,500	422,199		422,199
3.707	On Site System Management Program - LWMP	173,673	173,673					173,673				7,485			138,117	138,117
3.71X	Trk Swrs & Swge Disp - oper	39,399,911	37,362,736	272,005			1,765,170	39,399,911	1,696,318		734,781	30,039,504			6,929,308	6,929,308
3.7XX	Trk Swrs - debt	25,964,885	89,060	12,135,001		5,529,745		8,211,079				18,862,698			7,102,187	7,102,187
3.720	LWMP (Peninsula) - Implementation	59,548	38,481					59,548				2,320			57,228	57,228
3.750	LWMP	395,552	343,194					395,552				163,715			231,837	231,837
3.752	Harbours Program	376,071	376,071					376,071				21,658			354,413	354,413
3.755	Regional Source Control	1,739,758	1,739,758					1,739,758	55,000		52,719	93,303	63,672		1,475,064	1,475,064
3.756	Harbours Environmental Action	75,071	75,071					75,071				2,165			72,906	72,906
3.810	Ganges Sewer	1,232,062	797,989	360,388			73,685	1,232,062				1,920	1,164,692	65,450		65,450
3.820	Malview Estates Sewer System	239,301	161,947	25,669			51,685	239,301				25,150	208,791	5,360		5,360
3.830	Magic Lake Estates Sewer System	925,030	712,777	174,103			38,150	925,030		11,880	40,000	3,690	283,450	586,010		586,010
3.830D	Magic Lake Estates Sewer Debt	231,255	570	230,685				231,255				1,030		230,225		230,225
3.850	Port Renfrew Sewer	163,469	129,191	28,278			6,000	163,469				1,600	80,934	80,935		80,935
21.ALL	Feasibility Study Reserve Fund - All															
21.E.A.	Feasibility Study Reserve Fund - E.A.															

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN														Schedule A			
		Expenditures						Total 2027	Surplus 2026	Recovery from other services	Transfers from Reserves	Revenue					
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves					Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2027	
1.010	Legislative & General Government	34,211,838	33,360,817			513,310	337,711	34,211,838	450,000	20,363,145	180,000	1,408,416	90,030	11,720,247	11,720,247		
1.10X	Facilities and Risk	4,919,158	4,297,733				621,425	4,919,158	4,696,605			43,202		179,351	179,351		
1.101	G.I.S.	690,307	620,617			19,690		690,307		545,882		6,300		138,125	138,125		
1.103	Elections	65,860	460				65,200	65,860				90		65,570	65,570		
1.104	U.B.C.M.	14,071	14,071					14,071				80		13,991	13,991		
1.109	Electoral Area Admin Exp - JDF	72,005	72,005					72,005				150		71,855	71,855		
1.110	Electoral Area Admin Exp - SGI	514,869	489,769				25,100	514,869			9,278	19,285		486,306	486,306		
1.111	Electoral Area Admin Exp - SSI	1,365,599	1,329,599				36,000	1,365,599		510,650	60,000	5,790		789,159	789,159		
1.112	Regional Grant in Aid																
1.114	Grant-in-Aid - Juan de Fuca	22,946	22,946					22,946				290		22,656	22,656		
1.116	Grant-in-Aid - Salt Spring Island	57,899	57,899					57,899				250		57,649	57,649		
1.117	Grant-in-Aid - Southern Gulf Islands	106,672	106,672					106,672				1,300		105,372	105,372		
1.119	Vancouver Island Regional Library	369,809	369,809					369,809				630		369,179	369,179		
1.121	Sooke Regional Museum	240,684	240,684					240,684				520		240,164	240,164		
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360				149,360	149,360				149,360		-	-		
1.124	SSI Economic Development Commission	104,542	98,397				6,145	104,542				650		103,892	103,892		
1.125	SGI Economic Development Commission	134,655	134,655					134,655				1,490		133,165	133,165		
1.126	Victoria Family Court Committee	15,878	15,878					15,878						15,000	15,000		
1.128	Greater Victoria Police Victim Services	330,186	330,186					330,186				15,358		314,828	314,828		
1.129	Vancouver Island Regional Library - Debt	339,466	1,200	338,266				339,466				339,466					
1.133	Langford E.A. - Greater Victoria Public Library	35,225	35,225					35,225				90		35,135	35,135		
1.137	Galiano Island Community Use Building	71,302	40,885	27,417		3,000		71,302				260		71,042	71,042		
1.138	Southern Gulf Islands Regional Library	259,490	259,490					259,490				2,670		256,820	256,820		
1.141	Salt Spring Island Public Library	743,848	550,884	8,844		184,120		743,848				1,640		742,208	742,208		
1.15X	Municipalities' Own Debt - M.F.A.	13,098,167	52,200	13,045,967				13,098,167				52,200		13,045,967	13,045,967		
1.170	Gossip Island Electric Power Supply	63,111	490	62,621				63,111				240		62,871	62,871		
1.224	Community Health - Homeless Sec.	679,631					606,877	679,631				190,484		489,147	489,147		
1.226	Community Health (CHR) Facilities	1,821,601	1,214,724					1,821,601				1,821,601					
1.227	Saturna Island Medical Clinic	32,614	32,614					32,614				2,410		30,204	30,204		
1.228	Galiano Health Service	151,410	151,410					151,410				110		151,300	151,300		
1.229	Pender Islands Health Care Centre	270,792	270,792					270,792				2,220		268,572	268,572		
1.230	Traffic Safety Commission	82,360	82,360					82,360				3,871		78,489	78,489		
1.232	Port Renfrew Street Lighting	9,776	9,776					9,776				380	4,080	5,316	5,316		
1.234	S.S.I. Street Lighting	29,168	29,168					29,168				40		29,128	29,128		
1.235	S. G. I. Small Craft Harbours Facilities	498,272	262,179	87,493		148,600		498,272				7,700	148,840	341,732	341,732		
1.236	Salt Spring Island Fernwood Dock	27,758	17,758			10,000		27,758				170		27,588	27,588		
1.238A	Community Transit (S.S.I.)	698,954	634,451				64,503	698,954				230,794		468,160	468,160		
1.238B	Community Transportation (S.S.I.)	177,398	87,898				89,500	177,398				1,170		176,228	176,228		
1.280	Regional Parks	18,841,187	14,651,535	569,207		130,656	3,489,789	18,841,187		81,260		867,955	462,767	17,429,205	17,429,205		
1.280A	Regional Parks - Land Acquisition	1,617,747	50,000	1,567,747				1,617,747						1,617,747	1,617,747		
1.290	Royal Theatre	580,000	100,000			109,000		580,000						580,000	580,000		
1.295	Plays Theatre	786,233	350,000			94,000	342,233	786,233				36,233		750,000	750,000		
1.297	Arts Grants	3,395,604	3,395,604					3,395,604		15,131	39,000	185,956		3,155,517	3,155,517		
1.299	Salt Spring Island Arts	132,702	132,702					132,702				90		132,612	132,612		
1.309	Climate Action and Adaptation	1,556,854	1,392,831	2,595,607		164,023		1,556,854			93,406	146,306		1,317,142	1,317,142		
1.310	Land Banking & Housing	4,031,244	1,431,637				4,000	4,031,244		336,788		211,153	2,000	3,481,303	3,481,303		
1.311	Regional Housing Trust Fund																
1.312	Regional Goose Management																
1.313	Animal Care Services	1,823,545	1,753,545				70,000	1,823,545			2,313	1,282,392	20,640	518,200	518,200		
1.314	SGI House Numbering	10,563	10,563					10,563				110		10,453	10,453		
1.316	SSI Building Numbering	10,679	10,679					10,679				20		10,659	10,659		
1.317	JDF Building Numbering	14,589	14,589					14,589				40		14,549	14,549		
1.318	Building Inspection	2,211,257	2,153,907			14,050	43,300	2,211,257		33,530	83,377	4,780	1,492,290	597,280	597,280		
1.319	Soil Deposit Removal	6,369	6,369					6,369				40		6,329	6,329		
1.320	Noise Control	44,606	44,606					44,606				310		44,296	44,296		
1.322	Nuisances & Unsightly Premises	59,459	59,459					59,459				320		59,139	59,139		
1.323	By-Law Enforcement	618,298	573,798			44,500		618,298		587,448		30,850					
1.324	Regional Planning Services	1,609,750	1,602,250			7,500		1,609,750		93,710	110,902	73,740		1,331,398	1,331,398		
1.325	Electoral Area Services - Planning	925,841	850,071			75,770		925,841		34,700	65,451	45,000		777,870	777,870		
1.330	Regional Growth Strategy	351,555	341,555			10,000		351,555			4,510	17,470		329,575	329,575		
1.335	Geo-Spatial Referencing System	192,507	125,557			66,950		192,507				8,490	9,060	174,957	174,957		
1.340	JDF Livestock Injury Compensation	3,170	3,170					3,170						3,170	3,170		
1.341	SGI Livestock Injury Compensation	3,170	3,170					3,170						3,170	3,170		
1.342	SSI Livestock Injury Compensation	3,170	3,170					3,170						3,170	3,170		
1.350	Willis Point Fire Protect & Recreation	195,950	120,503			6,820	68,627	195,950				34,450		161,500	161,500		
1.352	South Galiano Fire Protection	664,435	376,776	141,027		8,810	137,822	664,435				1,120	141,027	522,288	663,315		
1.353	Otter Point Fire Protection	592,195	408,055			6,140	178,000	592,195				330		591,865	591,865		
1.354	Malahat Fire Protection	72,450	72,450					72,450						72,450	72,450		
1.355	Durrance Road Fire Protection	3,027	2,727				300	3,027						3,027	3,027		
1.356	Pender Fire Protection	1,316,893	1,121,179				195,714	1,316,893				12,160	3,027	1,304,733	1,304,733		
1.357	East Soke Fire Protection	598,584	319,375	155,109				598,584				30,394	61,000	507,190	507,190		
1.358	Port Renfrew Fire Protection	173,980	145,980			28,000		173,980				1,290	69,076	103,614	103,614		
1.359	N. Galiano Fire Protection	242,605	180,733	48,872		5,000	8,000	242,605				940		217,225	217,225		
1.360	Shirley Fire Protection	205,333	130,333			10,000	65,000	205,333				210		205,123	205,123		
1.363	Saturna Island Fire	323,233	323,233					323,233				11,770		311,463	311,463		
1.369	Electoral Area Fire Services - JDF	68,818	65,102				2,821	68,818				120		68,698	68,698		
1.369	Electoral Area Fire Services - SGI	78,615	74,364			1,024	3,228	78,615				240		78,615	78,615		
1.370	Juan de Fuca Emergency Program	96,425					15,880	96,425				240		96,185	96,185		
1.371	S.S.I. Emergency Program	153,731	153,731					153,731			8,092	190		145,449	145,449		
1.372	Electoral Area Emergency Program	730,209	722,709			7,500		730,209		557,735	1,025	980		170,469	170,469		
1.373	S.G.I. Emergency Program	252,815	252,815					252,815				2,970		249,845	249,845		
1.374	Regional Emergency Program Support	165,773	165,773					165,773			7,000	8,350		150,423	150,423		
1.375	Hazardous Material Incident Response	391,344	381,784				9,560	391,344			8,668	20,390		362,286	362,286		
1.377	J.D.F. Search and Rescue	92,762	89,762				3,000	92,762				22,810		69,952	69,952		
1.378	S.S.I. Search and Rescue	27,923	27,923					27,923				100		27,823	27,823		
1.40X	SEAPARC	4,987,204	4,367,138	53,966			566,100	4,987,204				428,359	977,669	3,581,176	3,581,176		
1.405	JDF EA - Community Parks	219,380	199,380				20,000	219,380				940		218,440	218,440		
1.408	JDF EA - Community Recreation	101,594	101,594					101,594				22,970		78,624	78,624		
1.44X	Panorama Rec. Center	11,601,700	9,633,186	638,308		1,330,206		11,601,700				2,288,613	3,159,375	6,153,712	6,153,712		
1.455	Salt Spring Island - Community Parks	1,449,836	1,065,448	358,888		25,500		1,449,836		423,060		38,270		988,506	988,506		
1.458	Salt Spring Is. - Community Rec	310,574	310,574					310,574				40	256,507	54,477	54,		

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Schedule A														
		Expenditures					Revenue									
		Total 2027	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2027	Surplus 2026	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2027
1.485	North & South Pender Com. Parks	179,418	151,768				27,650	179,418				2,120			177,298	177,298
1.488	North & South Pender Com. Rec	73,670	73,670					73,670				890			72,780	72,780
1.495	Galliano Parks	143,901	126,901				17,000	143,901			21,630	120			122,151	122,151
1.498	Galliano Community Recreation	41,484	41,484					41,484				30			41,454	41,454
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	29,284,794	28,679,590				605,194	29,284,794			402,191	13,695,638	15,186,955			
1.523	Port Renfrew Refuse Disposal	100,739	96,739				4,000	100,739		19,330		43,640			37,769	37,769
1.525	Solid Waste Disposal - Debt	3,083,855		3,083,855				3,083,855					3,083,855			
1.531	Stormwater Quality Management - Sooke	42,675	25,973				16,702	42,675				86			42,589	42,589
1.533	Stormwater Quality Management - S.G.I.	43,502	43,502					43,502				450			43,052	43,052
1.535	Stormwater Quality Management - S.S.I.	38,367	38,367					38,367			6,187	30			32,150	32,150
1.536	LWMP-Stormwater Quality Management-Core	798,128	798,128					798,128				87,763			710,365	710,365
1.537	Stormwater Quality Management - Peninsula	131,617	131,617					131,617				4,455			127,162	127,162
1.538	Source - Stormwater Quality - Peninsula	62,918	62,918					62,918				1,783			60,439	60,439
1.57X	Environmental Services	27,539,067	26,728,881				810,186	27,539,067		27,306,196	140,471	92,400				
1.911	911 Systems	2,557,850	1,544,901	1,011,949				2,557,850			19,733	2,184,996	129,111		224,010	224,010
1.912B	911 Call Answer - Municipalities	-	-	-				-		696,074		(55,460)		(640,614)	(640,614)	(640,614)
1.913	913 Fire Dispatch	446,880	439,325				7,555	446,880				10,160		436,720	436,720	436,720
1.921	Regional CREST Contribution	1,937,634	1,937,634					1,937,634				114,260		1,823,374	1,823,374	1,823,374
1.923	Emergency Comm - CREST - S.G.I.	197,352	197,352					197,352				2,200			195,152	195,152
1.924	Emergency Comm - CREST - J.D.F.	155,515	155,515					155,515				240			155,275	155,275
1.925	Emergency Comm - CREST - S.S.I.	157,044	157,044					157,044				150			156,894	156,894
2.610	Saanich Peninsula Water Supply	10,595,889	8,867,232	1,278,657			450,000	10,595,889				3,500	10,592,389		-	-
2.620	SSI Highland Water System	11,343	136	11,207				11,343				90		11,253	11,253	11,253
2.621	Highland / Fernwood Water - SSI	625,744	378,831	236,913			10,000	625,744				790	489,330	135,624	436,720	135,624
2.622	Cedars of Tuam	123,618	34,360	84,258				123,618				50	123,568		-	-
2.624	Beddis Water	591,120	213,765	356,863			20,492	591,120				170	388,060	202,890	202,890	202,890
2.625	Fulford Water	354,995	197,758	144,237			13,000	354,995			20,000	710	272,060	62,225	62,225	62,225
2.628	Cedar Lane Water (S.S.I.)	122,065	60,731	38,351				122,065				180	99,840	22,045	22,045	22,045
2.630	Magic Lakes Estate Water System	1,068,920	772,133	132,859			163,928	1,068,920				10,570	430,540	627,810	627,810	627,810
2.640	Saturna Island Water System (Lyll Harbour)	307,199	191,230	75,199			40,770	307,199				1,060	149,069	157,070	157,070	157,070
2.642	Skana Water (Mayne)	91,841	57,808	19,913			14,120	91,841				100	63,961	27,780	27,780	27,780
2.650	Port Renfrew Water	263,056	138,011	80,045			45,000	263,056			13,000	1,150	124,453	124,453	124,453	124,453
2.660	Fernwood Water	3,416	69	3,347				3,416				40	3,376		3,376	3,376
2.665	Sticks Allison Water (Galliano)	76,302	56,922				19,380	76,302				100	70,692	62,225	5,520	5,520
2.667	Surfside Park Estates (Mayne)	275,802	115,250	156,552			4,000	275,802				100	227,042	48,660	48,660	48,660
2.670	Regional Water Supply	54,015,205	20,816,268	8,760,522	23,800,000		638,415	54,015,205				707,690	53,307,515	-	-	-
2.680	Juan de Fuca Water Distribution	32,210,982	18,382,859	3,189,908	9,933,712		704,503	32,210,982				179,380	32,031,602	-	-	-
2.681	Florence Lake Water System Debt	19,944		19,944				19,944						19,944	19,944	19,944
2.682	Seagirt Water System Debt	164,380		164,380				164,380						164,380	164,380	164,380
2.691	Wilderness Mountain Water Service	189,107	148,911	20,901			19,295	189,107			10,000	111	106,641	72,355	72,355	72,355
3.700	Septage Disposal - Municipal	170,727	170,727					170,727				170,727		-	-	-
3.700	Septage Disposal - JDF Service Area	-	-	-				-				-	-	-	-	-
3.701	Milstream Remediation Service	-	-	-				-				-	-	-	-	-
3.705	S.S.I. Liquid Waste Disposal	1,128,039	924,071	68,100			135,868	1,128,039				1,180	694,110	432,749	432,749	432,749
3.707	On Site System Management Program - LWMP	161,435	161,435					161,435			13,071	7,485		140,879	140,879	140,879
3.71X	Trk Swrs & Swge Disp - oper	39,841,656	37,578,156	304,040			1,959,460	39,841,656		1,712,234	320,000	30,602,256		7,207,166	7,207,166	7,207,166
3.7XX	Trk Swrs - debt	26,576,913	41,110	12,723,179	5,529,745			8,282,879				18,862,698		7,714,215	7,714,215	7,714,215
3.720	LWMP (Peninsula) - Implementation	60,692	39,246				21,446	60,692				2,320		58,372	58,372	58,372
3.750	LWMP	403,493	350,062				53,431	403,493				166,765		236,728	236,728	236,728
3.752	Harbours Program	383,639	383,639					383,639				21,658		361,981	361,981	361,981
3.755	Regional Source Control	1,730,343	1,730,343					1,730,343		55,000	12,528	93,303	64,946	1,504,566	1,504,566	1,504,566
3.756	Harbours Environmental Action	76,557	76,557					76,557				2,165		74,392	74,392	74,392
3.810	Ganges Sewer	1,293,964	839,181	360,388			94,395	1,293,964			25,000	1,920	1,199,634	67,410	67,410	67,410
3.820	Malview Estates Sewer System	246,562	165,207	25,669			55,686	246,562				25,150	215,892	5,520	5,520	5,520
3.830	Magic Lake Estates Sewer System	875,950	701,389	93,471			81,090	875,950		12,120	15,000	3,700	289,120	556,010	556,010	556,010
3.830D	Magic Lake Estates Sewer Debt	231,255	570	230,685				231,255				1,040		230,215	230,215	230,215
3.850	Port Renfrew Sewer	250,316	122,006	122,310			6,000	250,316				1,630	124,343	124,343	124,343	124,343
21.ALL	Feasibility Study Reserve Fund - All	-	-	-				-				-	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-	-				-				-	-	-	-	-

SCHEDULE B

**CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027**

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2023	2024	2025	2026	2027	TOTAL
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EXPENDITURE

B Buildings	35,126,021	18,992,500	20,901,000	10,166,000	3,248,000	88,433,521
E Equipment	29,730,827	10,051,481	8,818,390	8,931,767	3,295,900	60,828,365
L Land	8,983,000	6,465,000	6,075,000	5,340,000	5,220,000	32,083,000
S Engineered Structures	135,136,154	130,025,631	91,294,652	93,145,794	61,985,000	511,587,231
V Vehicles	9,184,688	3,412,000	3,076,000	2,744,000	3,064,100	21,480,788
	218,160,690	168,946,612	130,165,042	120,327,561	76,813,000	714,412,905

SOURCE OF FUNDS

C Capital Funds on Hand	52,403,280	36,520,175	27,442,483	29,315,483	26,683,745	172,365,166
D Debenture Debt (New Debt Only)	50,289,000	83,113,262	74,969,306	66,660,000	26,142,000	301,173,568
E ERF	12,941,067	7,871,400	5,362,429	5,139,806	4,740,977	36,055,679
G Grants (Federal, Provincial)	20,253,960	15,936,960	8,254,500	10,777,368	11,810,278	67,033,066
R Reserve Fund	64,107,474	23,246,619	11,421,324	8,234,904	7,436,000	114,446,321
O Other	18,165,909	2,258,196	2,715,000	200,000	-	23,339,105
	218,160,690	168,946,612	130,165,042	120,327,561	76,813,000	714,412,905

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023 **Schedule B**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	Source of Funding					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.011	Board Expenditures	282,500					282,500			282,500				282,500
1.014	Chief Administrative Officer	22,352					22,352			22,352				22,352
1.015	Real Estate	-					-			-				-
1.016	Human Resources	875,833					875,833	848,000		27,833				875,833
1.017	Finance	282,110					282,110	200,000		82,110				282,110
1.018	Health & Capital Planning Strategies	2,180					2,180			2,180				2,180
1.022	Information Technology	2,504,542	100,000				2,604,542	2,450,500		154,042				2,604,542
1.024	GM - Planning & Protective Services	2,701					2,701			2,701				2,701
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	Aboriginal Initiatives	9,541					9,541			3,791		5,750		9,541
1.105	Facilities Management	25,000	300,000				325,000	50,000		275,000				325,000
1.106	Facilities and Risk		90,000	1,717,000	125,000		1,932,000	602,000		90,000		1,240,000		1,932,000
1.107	Corporate Satellite Facilities			25,000			25,000					25,000		25,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	4,000					4,000			4,000				4,000
1.111	SSI Admin. Expenditures	17,900		8,000			25,900			25,900				25,900
1.118	Corporate Communications	179,881					179,881			4,881		175,000		179,881
1.123	Family Court Building			1,266,800			1,266,800	46,800		700,000		520,000		1,266,800
1.137	Galiano Island Community Use Building			10,000			10,000					10,000		10,000
1.141	SSI Public Library			10,000			10,000					10,000		10,000
1.226	Health Facilities - VIHAs	440,000		2,910,000			3,350,000	665,000				2,485,000	200,000	3,350,000
1.235	SGI Small Craft Harbour Facilities				761,000		761,000	506,000		30,000		225,000		761,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				53,000		53,000					53,000		53,000
1.238A	Community Transit (SSI)				50,000		50,000					50,000		50,000
1.238B	Community Transportation (SSI)	45,000			330,000		375,000			200,000		175,000		375,000
1.280	Regional Parks	2,064,300	1,155,000	136,000	9,946,460	5,000,000	18,301,760	1,643,400		659,300	4,607,682	11,315,378	76,000	18,301,760
1.290	Royal Theatre	218,000		1,599,000			1,817,000	95,000				927,000	795,000	1,817,000
1.295	McPherson Theatre	187,000		2,697,500			2,884,500	157,500				2,727,000		2,884,500
1.297	Arts Grants and Development	-					-							-
1.309	Climate Action and Adaptation	284,023					284,023	103,745			180,278			284,023
1.310	Land Banking and Housing	4,000		17,104,721			17,108,721			4,000	4,200,000		12,904,721	17,108,721
1.313	Animal Care Services	80,000	100,188	200,000	65,000		445,188			30,000			415,188	445,188
1.318	Building Inspection	90,300		95,000			185,300			185,300				185,300
1.323	ByLaw Services	1,010	150,000				151,010			151,010				151,010
1.324	Regional Planning Services	43,000					43,000			43,000				43,000
1.325	Community Planning	37,700			200,000		237,700			37,700	200,000			237,700
1.335	Geo-Spatial Referencing	210,000					210,000			210,000				210,000
1.350	Willis Point Fire	8,970	580,000				588,970			588,000		2,970		588,970
1.352	South Galiano Fire	15,000	185,000	40,000			240,000	40,000		200,000				240,000
1.353	Otter Point Fire	28,300		40,000			68,300			28,300		40,000		68,300
1.356	Pender Island Fire	15,000	215,000	15,000			245,000			230,000		15,000		245,000
1.357	East Sooke Fire	33,295	300,000	10,000			343,295			316,295		27,000		343,295
1.358	Port Renfrew Fire	35,000					35,000			15,000		20,000		35,000
1.359	North Galiano Fire	-					-			-				-
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.371	SSI Emergency Program	19,317					19,317			7,000		12,317		19,317
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	60,000					60,000					60,000		60,000
1.375	Hazardous Material Incident Response	88,000					88,000			88,000				88,000
1.377	JDF Search and Rescue	92,000					92,000			92,000				92,000
1.405	JDF EA Community Parks & Recreation				575,000	50,000	625,000				615,000	10,000		625,000
1.40X	SEAPARC	349,000	20,000	184,000	240,000		793,000	67,000		133,000		593,000		793,000
1.44x	Panorama Recreation	919,872	92,000	1,624,000	565,000		3,200,872	715,000	953,000	616,872	15,000	901,000		3,200,872
1.455	SSI Community Parks	30,000	75,000		340,000		445,000			30,000	305,000	110,000		445,000
1.458	SSI Community Recreation	10,000			30,000		40,000			5,000		35,000		40,000
1.459	SSI Park Land & Rec Programs	422,500	40,000	146,000	350,000	45,000	1,003,500			62,500	675,000	266,000		1,003,500

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	Source of Funding						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.465	Saturna Island Community Parks				50,000		50,000						50,000		50,000
1.475	Mayne Island Community Parks	-		53,000	24,000		77,000				30,000		47,000		77,000
1.485	Pender Island Community Parks				179,810		179,810						179,810		179,810
1.495	Galiano Community Parks	5,000			35,000		40,000						35,000		40,000
1.521	Environmental Resource Management	849,000		-	34,398,149		35,247,149	350,000	8,700,000	1,149,000			25,048,149		35,247,149
1.523	Port Renfrew Refuse Disposal				12,000		12,000						12,000		12,000
1.575	Environmental Administration Services	18,500					18,500			18,500					18,500
1.576	Environmental Engineering Services	40,000	195,000				235,000	55,000		180,000					235,000
1.577	IW - Environmental Operations	200,000	1,902,500				2,102,500			2,082,500	20,000				2,102,500
1.578	Environmental Protection	932,500	655,000				1,587,500	380,000		1,207,500					1,587,500
1.911	911 Call Answer	-					-			-					-
2.610	Saanich Peninsula Water Supply	590,000			4,746,000		5,336,000			220,000			5,116,000		5,336,000
2.620	Highland Water (SSI)				70,000		70,000	70,000							70,000
2.621	Highland & Fernwood Water (SSI)	40,000			610,235		650,235	165,235	-		420,000		65,000		650,235
2.622	Cedars of Tuam Water (SSI)	-			270,000		270,000		92,000		178,000		-		270,000
2.624	Beddis Water (SSI)	176,600			115,000		291,600	126,600	-		112,000		53,000		291,600
2.626	Fulford Water (SSI)	66,100			270,000		336,100	70,000	-		260,000		6,100		336,100
2.628	Cedar Lane Water (SSI)	22,000		-	165,000		187,000		90,000		95,000		2,000		187,000
2.630	Magic Lake Estates Water (Pender)	295,000			25,000		320,000	185,000			15,000		120,000		320,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			350,000		416,000		58,000		335,000		23,000		416,000
2.642	Skana Water (Mayne)	75,000			80,000		155,000	65,000	75,000		-		15,000		155,000
2.650	Port Renfrew Water	10,000			30,000		40,000				-		40,000		40,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000				-		5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000			-		25,000						25,000		25,000
2.670	Regional Water Supply	14,650,000	1,315,000	5,290,000	17,668,000	3,478,000	42,401,000	28,401,000	9,600,000	995,000	40,000		3,365,000		42,401,000
2.680	JDF Water Distribution	1,105,000	1,280,000	40,000	25,565,000		27,990,000	11,130,000	9,200,000	1,080,000			6,170,000	410,000	27,990,000
2.682	Seagirt Water System				2,350,000		2,350,000	150,000	2,100,000		100,000				2,350,000
2.691	Wilderness Mountain Water Service				5,000		5,000	5,000							5,000
3.701	Millstream Site Remediation					410,000	410,000	250,000			160,000				410,000
3.705	SSI Septage / Composting				35,000		35,000						35,000		35,000
3.718	Saanich Peninsula Wastewater	210,000			2,850,000		3,060,000			480,000			2,580,000		3,060,000
3.798C	Debt - Core Area Wastewater Treatment Program	300,000	263,000		22,645,000		23,208,000	973,000	19,080,000	800,000			2,355,000		23,208,000
3.810	Ganges Sewer Utility (SSI)		77,000		292,500		369,500	107,500			182,000		80,000		369,500
3.820	Malview Sewer Utility (SSI)				2,330,000		2,330,000		341,000		1,989,000		-		2,330,000
3.830	Magic Lake Sewer Utility (Pender)				6,230,000		6,230,000	1,730,000			4,500,000		-		6,230,000
3.850	Port Renfrew Sewer				100,000		100,000				90,000		10,000		100,000
TOTAL		29,730,827	9,184,688	35,126,021	135,136,154	8,983,000	218,160,690	52,403,280	50,289,000	12,941,067	20,253,960	64,107,474	18,165,909		218,160,690

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.011	Board Expenditures	37,000					37,000			37,000				37,000
1.014	Chief Administrative Officer	5,923					5,923			5,923				5,923
1.015	Real Estate	2,180					2,180			2,180				2,180
1.016	Human Resources	8,055					8,055			8,055				8,055
1.017	Finance	231,445					231,445	200,000		31,445				231,445
1.018	Health & Capital Planning Strategies	1,611					1,611			1,611				1,611
1.022	Information Technology	1,457,600					1,457,600	1,411,000		46,600				1,457,600
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	8,000					8,000			8,000				8,000
1.027	Aboriginal Initiatives	1,611					1,611			1,611				1,611
1.105	Facilities Management	10,000	50,000				60,000			60,000				60,000
1.106	Facilities and Risk			100,000	125,000		225,000					225,000		225,000
1.107	Corporate Satellite Facilities						-			-				-
1.109	JDF Admin. Expenditures						-			-				-
1.110	SGL Admin. Expenditures	5,000					5,000			5,000				5,000
1.111	SSI Admin. Expenditures	7,400					7,400			7,400				7,400
1.118	Corporate Communications	228,222					228,222			3,222		225,000		228,222
1.123	Family Court Building			85,000			85,000					85,000		85,000
1.137	Galiano Island Community Use Building						-			-				-
1.141	SSI Public Library						-			-				-
1.226	Health Facilities - VIHA			925,000			925,000					550,000	375,000	925,000
1.235	SGL Small Craft Harbour Facilities				229,000		229,000	179,000				50,000		229,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				150,000		150,000				50,000	100,000		150,000
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				302,500		302,500				275,000	27,500		302,500
1.280	Regional Parks	63,800	575,000	95,000	3,848,436	5,000,000	9,582,236	56,063	5,000,000	638,800	1,145,254	2,742,119		9,582,236
1.290	Royal Theatre			700,000			700,000					350,000	350,000	700,000
1.295	McPherson Theatre			300,000			300,000					300,000		300,000
1.297	Arts Grants and Development						-			-				-
1.309	Climate Action and Adaptation	792,961					792,961	211,483			581,478			792,961
1.310	Land Banking and Housing	10,000		11,000,000			11,010,000		11,000,000	10,000				11,010,000
1.313	Animal Care Services	5,000	25,000				30,000			30,000				30,000
1.318	Building Inspection	5,500					5,500			5,500				5,500
1.323	ByLaw Services	1,030					1,030			1,030				1,030
1.324	Regional Planning Services	4,000					4,000			4,000				4,000
1.325	Community Planning	4,800					4,800			4,800				4,800
1.335	Geo-Spatial Referencing						-			-				-
1.350	Willis Point Fire	6,000					6,000			6,000				6,000
1.352	South Galiano Fire	10,000	400,000				410,000			410,000				410,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	28,000					28,000			28,000				28,000
1.357	East Sooke Fire	16,551	160,000				176,551			176,551				176,551
1.358	Port Renfrew Fire						-			-				-
1.359	North Galiano Fire						-			-				-
1.360	Shirley Fire Department						-			-				-
1.371	SSI Emergency Program						-			-				-
1.372	Emergency Planning Coordination	2,500					2,500			2,500				2,500
1.373	SGL Emergency Program						-			-				-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue						-			-				-
1.405	JDF EA Community Parks & Recreation					50,000	50,000				50,000			50,000
1.40X	SEAPARC	152,500		329,500	1,085,000		1,567,000			147,500	750,000	669,500		1,567,000
1.44x	Panorama Recreation	409,672		2,136,000	4,482,908		7,028,580		4,400,000	379,672	2,012,908	236,000		7,028,580
1.455	SSI Community Parks	20,000			105,000		125,000			20,000	75,000	30,000		125,000
1.458	SSI Community Recreation	5,000			800,000		805,000			5,000	200,000	100,000	500,000	805,000
1.459	SSI Park Land & Rec Programs	35,000		150,000	25,000	585,000	795,000			35,000	25,000	735,000		795,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2024														
Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.465	Saturna Island Community Parks				6,000		6,000				6,000		6,000	
1.475	Mayne Island Community Parks	-		2,000	10,000		12,000				-	12,000	12,000	
1.485	Pender Island Community Parks				75,000		75,000					75,000	75,000	
1.495	Galiano Community Parks	1,000			11,000		12,000					11,000	12,000	
1.521	Environmental Resource Management	353,000		350,000	33,831,000		34,534,000	600,000	19,213,000	853,000		13,868,000	34,534,000	
1.523	Port Renfrew Refuse Disposal				-		-					-	-	
1.575	Environmental Administration Services	6,000					6,000			6,000			6,000	
1.576	Environmental Engineering Services	40,000	80,000				120,000	-		120,000			120,000	
1.577	IW - Environmental Operations	125,000	369,000				494,000			494,000	-		494,000	
1.578	Environmental Protection	127,000	55,000				182,000	-		182,000			182,000	
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000			1,000,000	
2.610	Saanich Peninsula Water Supply	350,000			2,870,000		3,220,000		2,550,000	80,000		590,000	3,220,000	
2.620	Highland Water (SSI)				-		-						-	
2.621	Highland & Fernwood Water (SSI)				792,000		792,000	-	465,000		307,000	20,000	792,000	
2.622	Cedars of Tuam Water (SSI)	10,000			1,494,000		1,504,000		508,000		996,000	-	1,504,000	
2.624	Beddis Water (SSI)	231,000			53,000		284,000	-			210,000	74,000	284,000	
2.626	Fulford Water (SSI)	113,000			-		113,000	-			102,000	11,000	113,000	
2.628	Cedar Lane Water (SSI)				117,000		117,000				92,000	25,000	117,000	
2.630	Magic Lake Estates Water (Pender)				140,000		140,000					140,000	140,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)				340,000		340,000		340,000				340,000	
2.642	Skana Water (Mayne)	694,120			35,000		729,120	-	182,262		546,858		729,120	
2.650	Port Renfrew Water	10,000			100,000		110,000				100,000	10,000	110,000	
2.665	Sticks Allison Water (Galiano)				-		-					-	-	
2.667	Surfside Park Estates (Mayne)	20,000			15,000		35,000					35,000	35,000	
2.670	Regional Water Supply	1,925,000	843,000	2,740,000	28,450,000	830,000	34,788,000	11,645,000	14,100,000	843,000	7,200,000		34,788,000	
2.680	JDF Water Distribution	265,000	855,000	40,000	11,510,000		12,670,000	7,095,000	4,700,000	855,000		20,000	12,670,000	
2.682	Seagirt Water System				-		-						-	
2.691	Wilderness Mountain Water Service				-		-						-	
3.701	Millstream Site Remediation													
3.705	SSI Septage / Composting				344,158		344,158				303,462	7,500	344,158	
3.718	Saanich Peninsula Wastewater	1,120,000			1,225,000		2,345,000		1,450,000	170,000		725,000	2,345,000	
3.798C	Debt - Core Area Wastewater Treatment Program				34,825,000		34,825,000	13,500,000	19,205,000	1,120,000		1,000,000	34,825,000	
3.810	Ganges Sewer Utility (SSI)				58,000		58,000				25,000	33,000	58,000	
3.820	Malview Sewer Utility (SSI)				41,000		41,000				32,000	9,000	41,000	
3.830	Magic Lake Sewer Utility (Pender)	60,000			2,475,629		2,535,629	1,622,629		853,000		60,000	2,535,629	
3.850	Port Renfrew Sewer				15,000		15,000					15,000	15,000	
TOTAL		10,051,481	3,412,000	18,992,500	130,025,631	6,465,000	168,946,612	36,520,175	83,113,262	7,871,400	15,936,960	23,246,619	2,258,196	168,946,612

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2025														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING						Schedule B	
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	96,500	-	-	-	-	96,500	-	-	96,500	-	-	-	96,500
1.014	Chief Administrative Officer	3,791	-	-	-	-	3,791	-	-	3,791	-	-	-	3,791
1.015	Real Estate	-	-	-	-	-	-	-	-	-	-	-	-	-
1.016	Human Resources	3,222	-	-	-	-	3,222	-	-	3,222	-	-	-	3,222
1.017	Finance	133,991	-	-	-	-	133,991	100,000	-	33,991	-	-	-	133,991
1.018	Health & Capital Planning Strategies	-	-	-	-	-	-	-	-	-	-	-	-	-
1.022	Information Technology	1,991,000	70,000	-	-	-	2,061,000	1,939,000	-	122,000	-	-	-	2,061,000
1.024	GM - Planning & Protective Services	-	-	-	-	-	-	-	-	-	-	-	-	-
1.025	Corporate Emergency	-	-	-	-	-	-	-	-	-	-	-	-	-
1.027	Aboriginal Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-
1.105	Facilities Management	10,000	50,000	-	-	-	60,000	-	-	60,000	-	-	-	60,000
1.106	Facilities and Risk	-	-	200,000	125,000	-	325,000	-	-	-	-	325,000	-	325,000
1.107	Corporate Satellite Facilities	-	-	-	-	-	-	-	-	-	-	-	-	-
1.109	JDF Admin. Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
1.110	SIG Admin. Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
1.111	SSI Admin. Expenditures	4,000	50,000	-	-	-	54,000	-	-	54,000	-	-	-	54,000
1.118	Corporate Communications	5,401	-	-	-	-	5,401	-	-	5,401	-	-	-	5,401
1.123	Family Court Building	-	-	10,000	-	-	10,000	-	-	-	-	10,000	-	10,000
1.137	Galiano Island Community Use Building	-	-	-	-	-	-	-	-	-	-	-	-	-
1.141	SSI Public Library	-	-	-	-	-	-	-	-	-	-	-	-	-
1.226	Health Facilities - VIHA	-	-	955,000	75,000	-	1,030,000	-	-	-	-	370,000	660,000	1,030,000
1.235	SIG Small Craft Harbour Facilities	-	-	-	125,000	-	125,000	-	-	-	-	125,000	-	125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	-	-	-	-	-	-	-	-	-	-	-	-	-
1.238A	Community Transit (SSI)	-	-	-	40,000	-	40,000	-	-	-	5,000	35,000	-	40,000
1.238B	Community Transportation (SSI)	-	-	-	30,000	-	30,000	-	-	-	-	30,000	-	30,000
1.280	Regional Parks	60,900	270,000	480,000	4,751,734	5,000,000	10,562,634	-	5,000,000	330,900	2,645,410	2,586,324	-	10,562,634
1.290	Royal Theatre	450,000	-	2,187,000	-	-	2,637,000	112,000	-	-	680,000	790,000	1,055,000	2,637,000
1.295	McPherson Theatre	-	-	300,000	-	-	300,000	-	-	-	-	300,000	-	300,000
1.297	Arts Grants and Development	-	-	-	-	-	-	-	-	-	-	-	-	-
1.309	Climate Action and Adaptation	792,961	-	-	-	-	792,961	211,483	-	-	581,478	-	-	792,961
1.310	Land Banking and Housing	4,000	-	14,500,000	-	-	14,504,000	-	14,500,000	4,000	-	-	-	14,504,000
1.313	Animal Care Services	5,000	25,000	-	-	-	30,000	-	-	30,000	-	-	-	30,000
1.318	Building Inspection	4,500	-	-	-	-	4,500	-	-	4,500	-	-	-	4,500
1.323	ByLaw Services	-	-	-	-	-	-	-	-	-	-	-	-	-
1.324	Regional Planning Services	4,000	-	-	-	-	4,000	-	-	4,000	-	-	-	4,000
1.325	Community Planning	3,250	-	-	-	-	3,250	-	-	3,250	-	-	-	3,250
1.335	Geo-Spatial Referencing	30,000	-	-	-	-	30,000	-	-	30,000	-	-	-	30,000
1.350	Willis Point Fire	6,000	-	-	-	-	6,000	-	-	6,000	-	-	-	6,000
1.352	South Galiano Fire	10,200	85,000	-	-	-	95,200	-	-	10,200	-	85,000	-	95,200
1.353	Otter Point Fire	15,000	-	40,000	-	-	55,000	-	-	15,000	-	40,000	-	55,000
1.356	Pender Island Fire	105,000	-	-	-	-	105,000	-	-	105,000	-	-	-	105,000
1.357	East Sooke Fire	19,512	-	-	-	-	19,512	-	-	19,512	-	-	-	19,512
1.358	Port Renfrew Fire	-	-	-	-	-	-	-	-	-	-	-	-	-
1.359	North Galiano Fire	150,000	-	-	-	-	150,000	-	-	150,000	-	-	-	150,000
1.360	Shirley Fire Department	-	-	-	-	-	-	-	-	-	-	-	-	-
1.371	SSI Emergency Program	-	-	-	-	-	-	-	-	-	-	-	-	-
1.372	Emergency Planning Coordination	-	-	-	-	-	-	-	-	-	-	-	-	-
1.373	SIG Emergency Program	-	-	-	-	-	-	-	-	-	-	-	-	-
1.375	Hazardous Material Incident Response	10,000	-	-	-	-	10,000	-	-	10,000	-	-	-	10,000
1.377	JDF Search and Rescue	-	-	-	-	-	-	-	-	-	-	-	-	-
1.405	JDF EA Community Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	-	-
1.40X	SEAPARC	155,500	-	409,000	200,000	500,000	1,264,500	-	500,000	125,500	-	639,000	-	1,264,500
1.44x	Panorama Recreation	541,662	-	250,000	-	-	791,662	-	-	406,662	-	385,000	-	791,662
1.455	SSI Community Parks	20,000	130,000	-	70,000	-	220,000	-	-	60,000	105,000	55,000	-	220,000
1.458	SSI Community Recreation	10,000	-	-	-	-	10,000	-	-	5,000	-	5,000	-	10,000
1.459	SSI Park Land & Rec Programs	50,000	-	140,000	-	50,000	240,000	-	-	30,000	35,000	175,000	-	240,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks	-		-	20,000		20,000					20,000		20,000
1.485	Pender Island Community Parks				85,000		85,000					85,000		85,000
1.495	Galiano Community Parks	1,000			4,000		5,000					4,000		5,000
1.521	Environmental Resource Management	355,000		-	5,475,000		5,830,000	225,000	2,650,000	355,000		2,600,000		5,830,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000				85,000
1.577	IW - Environmental Operations	125,000	676,000				801,000			801,000				801,000
1.578	Environmental Protection	81,000	140,000				221,000			221,000				221,000
1.911	911 Call Answer						-							-
2.610	Saanich Peninsula Water Supply	300,000			6,474,000		6,774,000		5,550,000	80,000		1,144,000		6,774,000
2.620	Highland Water (SSI)				-		-							-
2.621	Highland & Fernwood Water (SSI)				372,000		372,000				300,000	72,000		372,000
2.622	Cedars of Tuam Water (SSI)				25,000		25,000				20,000	5,000		25,000
2.624	Beddis Water (SSI)				2,443,000		2,443,000		2,180,000		150,000	113,000		2,443,000
2.626	Fulford Water (SSI)	165,000			25,000		190,000				150,000	40,000		190,000
2.628	Cedar Lane Water (SSI)				128,000		128,000		68,000		60,000	-		128,000
2.630	Magic Lake Estates Water (Pender)				22,000		22,000				-	22,000		22,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				350,000		350,000		350,000			-		350,000
2.642	Skana Water (Mayne)				-		-					-		-
2.650	Port Renfrew Water	260,000			1,838,918		2,098,918		991,306		1,082,612	25,000		2,098,918
2.665	Sticks Allison Water (Galiano)				-		-					-		-
2.667	Surfside Park Estates (Mayne)				500,000		500,000		500,000			-		500,000
2.670	Regional Water Supply	1,525,000	630,000	1,390,000	37,975,000	525,000	42,045,000	16,915,000	21,200,000	630,000	2,300,000		1,000,000	42,045,000
2.680	JDF Water Distribution	165,000	905,000	40,000	8,355,000		9,465,000	7,940,000	600,000	905,000		20,000	-	9,465,000
2.682	Seagirt Water System				-		-					-		-
2.691	Wilderness Mountain Water Service				-		-					-		-
3.701	Millstream Site Remediation				-		-					-		-
3.705	SSI Septage / Composting				-		-					-		-
3.718	Saanich Peninsula Wastewater	1,100,000			900,000		2,000,000		1,750,000	150,000		100,000		2,000,000
3.798C	Debt - Core Area Wastewater Treatment Program				19,050,000		19,050,000		17,650,000	400,000		1,000,000		19,050,000
3.810	Ganges Sewer Utility (SSI)				1,680,000		1,680,000		1,330,000		140,000	210,000		1,680,000
3.820	Malview Sewer Utility (SSI)				-		-					-		-
3.830	Magic Lake Sewer Utility (Pender)				-		-					-		-
3.850	Port Renfrew Sewer				150,000		150,000		150,000			-		150,000
TOTAL		8,818,390	3,076,000	20,901,000	91,294,652	6,075,000	130,165,042	27,442,483	74,969,306	5,362,429	8,254,500	11,421,324	2,715,000	130,165,042

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.011	Board Expenditures	215,000							215,000				215,000
1.014	Chief Administrative Officer	5,402							5,402				5,402
1.015	Real Estate	1,090							1,090				1,090
1.016	Human Resources	3,222							3,222				3,222
1.017	Finance	131,312					100,000		31,312				131,312
1.018	Health & Capital Planning Strategies	3,222							3,222				3,222
1.022	Information Technology	2,120,650					2,059,000		61,650				2,120,650
1.024	GM - Planning & Protective Services	2,088							2,088				2,088
1.025	Corporate Emergency	-							-				-
1.027	Aboriginal Initiatives	1,611							1,611				1,611
1.105	Facilities Management	10,000							10,000				10,000
1.106	Facilities and Risk			135,000							135,000		135,000
1.107	Corporate Satellite Facilities												
1.109	JDF Admin. Expenditures	2,000							2,000				2,000
1.110	SGI Admin. Expenditures	4,000							4,000				4,000
1.111	SSI Admin. Expenditures	9,400							9,400				9,400
1.118	Corporate Communications	2,701							2,701				2,701
1.123	Family Court Building												
1.137	Galiano Island Community Use Building												
1.141	SSI Public Library												
1.226	Health Facilities - VIHA			937,500							737,500	200,000	937,500
1.235	SGI Small Craft Harbour Facilities				50,000						50,000		50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)												
1.238A	Community Transit (SSI)				40,000					5,000	35,000		40,000
1.238B	Community Transportation (SSI)				96,000					60,000	36,000		96,000
1.280	Regional Parks	71,600	305,000		7,801,894	5,000,000	260,000	5,000,000	376,600	5,165,890	2,376,004		13,178,494
1.290	Royal Theatre			93,000							93,000		93,000
1.295	McPherson Theatre			238,000							238,000		238,000
1.297	Arts Grants and Development												
1.309	Climate Action and Adaptation	792,961					211,483			581,478			792,961
1.310	Land Banking and Housing	4,000							4,000				4,000
1.313	Animal Care Services	5,000	25,000						30,000				30,000
1.318	Building Inspection	6,000	50,000						56,000				56,000
1.323	ByLaw Services												
1.324	Regional Planning Services	8,000							8,000				8,000
1.325	Community Planning												
1.335	Geo-Spatial Referencing												
1.350	Willis Point Fire	6,000							6,000				6,000
1.352	South Galiano Fire	10,800	85,000						95,800				95,800
1.353	Otter Point Fire	20,000		40,000					20,000		40,000		60,000
1.356	Pender Island Fire	18,000							18,000				18,000
1.357	East Sooke Fire	41,578							41,578				41,578
1.358	Port Renfrew Fire												
1.359	North Galiano Fire												
1.360	Shirley Fire Department												
1.371	SSI Emergency Program												
1.372	Emergency Planning Coordination												
1.373	SGI Emergency Program												
1.375	Hazardous Material Incident Response												
1.377	JDF Search and Rescue												
1.405	JDF EA Community Parks & Recreation												
1.40X	SEAPARC	1,597,500		227,500	28,000				92,500	1,250,000	510,500		1,853,000
1.44x	Panorama Recreation	436,630		310,000					436,630		310,000		746,630
1.455	SSI Community Parks	15,000			5,095,000			5,000,000	15,000	50,000	45,000		5,110,000
1.458	SSI Community Recreation	5,000			5,000				5,000		5,000		10,000
1.459	SSI Park Land & Rec Programs	40,000		8,070,000		50,000		8,000,000	40,000	25,000	95,000		8,160,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.465	Saturna Island Community Parks				-		-							
1.475	Mayne Island Community Parks	4,000			-		4,000						4,000	4,000
1.485	Pender Island Community Parks				80,000		80,000						80,000	80,000
1.495	Galiano Community Parks				4,900		4,900						4,900	4,900
1.521	Environmental Resource Management	385,000			1,950,000		2,335,000	200,000	300,000	385,000			1,450,000	2,335,000
1.523	Port Renfrew Refuse Disposal				-		-						-	-
1.575	Environmental Administration Services	6,000					6,000			6,000			-	6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000			-	85,000
1.577	IW - Environmental Operations	125,000	630,000				755,000			755,000			-	755,000
1.578	Environmental Protection	77,000	55,000				132,000			132,000			-	132,000
1.911	911 Call Answer						-						-	-
2.610	Saanich Peninsula Water Supply	300,000			4,810,000		5,110,000		4,500,000	80,000			530,000	5,110,000
2.620	Highland Water (SSI)				-		-						-	-
2.621	Highland & Fernwood Water (SSI)				2,215,000		2,215,000		2,215,000				-	2,215,000
2.622	Cedars of Tuam Water (SSI)				435,000		435,000		415,000				20,000	435,000
2.624	Beddis Water (SSI)				2,090,000		2,090,000		2,000,000				90,000	2,090,000
2.626	Fulford Water (SSI)				1,450,000		1,450,000		1,450,000				-	1,450,000
2.628	Cedar Lane Water (SSI)			35,000	320,000		355,000		290,000				65,000	355,000
2.630	Magic Lake Estates Water (Pender)				145,000		145,000						145,000	145,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				-		-						-	-
2.642	Skana Water (Mayne)				-		-						-	-
2.650	Port Renfrew Water	10,000					10,000						10,000	10,000
2.665	Sticks Allison Water (Galiano)				-		-						-	-
2.667	Surfside Park Estates (Mayne)				1,500,000		1,500,000		1,500,000				-	1,500,000
2.670	Regional Water Supply	1,880,000	775,000	40,000	47,375,000	290,000	50,360,000	18,595,000	27,390,000	775,000	3,600,000		-	50,360,000
2.680	JDF Water Distribution	165,000	774,000	40,000	7,705,000		8,684,000	7,890,000	-	774,000			20,000	8,684,000
2.682	Seagirt Water System				-		-						-	-
2.691	Wilderness Mountain Water Service				-		-						-	-
3.701	Millstream Site Remediation						-						-	-
3.705	SSI Septage / Composting				50,000		50,000				40,000		10,000	50,000
3.718	Saanich Peninsula Wastewater	350,000			150,000		500,000		250,000	150,000			100,000	500,000
3.798C	Debt - Core Area Wastewater Treatment Program				8,400,000		8,400,000		7,000,000	400,000			1,000,000	8,400,000
3.810	Ganges Sewer Utility (SSI)				-		-						-	-
3.820	Maliview Sewer Utility (SSI)				-		-						-	-
3.830	Magic Lake Sewer Utility (Pender)				-		-						-	-
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000				-	1,350,000
TOTAL		8,931,767	2,744,000	10,166,000	93,145,794	5,340,000	120,327,561	29,315,483	66,660,000	5,139,806	10,777,368	8,234,904	200,000	120,327,561

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2027

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	
1.011	Board Expenditures	-	-	-	-	-	-	-	-	-	-	-	
1.014	Chief Administrative Officer	10,852	-	-	-	-	10,852	-	-	10,852	-	-	
1.015	Real Estate	-	-	-	-	-	-	-	-	-	-	-	
1.016	Human Resources	4,833	-	-	-	-	4,833	-	-	4,833	-	-	
1.017	Finance	57,110	-	-	-	-	57,110	25,000	-	32,110	-	-	
1.018	Health & Capital Planning Strategies	2,180	-	-	-	-	2,180	-	-	2,180	-	-	
1.022	Information Technology	295,000	-	-	-	-	295,000	245,000	-	50,000	-	-	
1.024	GM - Planning & Protective Services	1,090	-	-	-	-	1,090	-	-	1,090	-	-	
1.025	Corporate Emergency	-	-	-	-	-	-	-	-	-	-	-	
1.027	Aboriginal Initiatives	4,881	-	-	-	-	4,881	-	-	4,881	-	-	
1.105	Facilities Management	10,000	-	-	-	-	10,000	-	-	10,000	-	-	
1.106	Facilities and Risk	-	-	100,000	-	-	100,000	-	-	-	100,000	-	
1.107	Corporate Satellite Facilities	-	-	-	-	-	-	-	-	-	-	-	
1.109	JDF Admin. Expenditures	-	-	-	-	-	-	-	-	-	-	-	
1.110	SGI Admin. Expenditures	2,000	-	-	-	-	2,000	-	-	2,000	-	-	
1.111	SSI Admin. Expenditures	-	-	-	-	-	-	-	-	-	-	-	
1.118	Corporate Communications	4,881	-	-	-	-	4,881	-	-	4,881	-	-	
1.123	Family Court Building	-	-	-	-	-	-	-	-	-	-	-	
1.137	Galiano Island Community Use Building	-	-	-	-	-	-	-	-	-	-	-	
1.141	SSI Public Library	-	-	-	-	-	-	-	-	-	-	-	
1.226	Health Facilities - VIHA	-	-	-	-	-	-	-	-	-	-	-	
1.235	SGI Small Craft Harbour Facilities	-	-	-	-	-	-	-	-	-	-	-	
1.236	SSI Small Craft Harbour (Fernwood Dock)	-	-	-	-	-	-	-	-	-	-	-	
1.238A	Community Transit (SSI)	-	-	-	40,000	-	40,000	-	-	5,000	35,000	-	
1.238B	Community Transportation (SSI)	-	-	-	106,000	-	106,000	-	-	60,000	46,000	-	
1.280	Regional Parks	54,300	120,000	45,000	6,095,000	5,000,000	11,314,300	-	5,000,000	174,300	3,070,000	3,070,000	
1.290	Royal Theatre	-	-	-	-	-	-	-	-	-	-	-	
1.295	McPherson Theatre	-	-	-	-	-	-	-	-	-	-	-	
1.297	Arts Grants and Development	-	-	-	-	-	-	-	-	-	-	-	
1.309	Climate Action and Adaptation	164,023	-	-	-	-	164,023	43,745	-	120,278	-	-	
1.310	Land Banking and Housing	4,000	-	-	-	-	4,000	-	-	4,000	-	-	
1.313	Animal Care Services	5,000	25,000	-	-	-	30,000	-	-	30,000	-	-	
1.318	Building Inspection	6,000	-	-	-	-	6,000	-	-	6,000	-	-	
1.323	ByLaw Services	-	-	-	-	-	-	-	-	-	-	-	
1.324	Regional Planning Services	3,000	-	-	-	-	3,000	-	-	3,000	-	-	
1.325	Community Planning	2,700	-	-	-	-	2,700	-	-	2,700	-	-	
1.335	Geo-Spatial Referencing	-	-	-	-	-	-	-	-	-	-	-	
1.350	Willis Point Fire	12,000	-	16,500	-	-	28,500	-	-	12,000	16,500	-	
1.352	South Galiano Fire	9,700	-	-	-	-	9,700	-	-	9,700	-	-	
1.353	Otter Point Fire	20,000	-	40,000	-	-	60,000	-	-	20,000	40,000	-	
1.356	Pender Island Fire	23,000	-	-	-	-	23,000	-	-	23,000	-	-	
1.357	East Sooke Fire	18,850	-	-	-	-	18,850	-	-	18,850	-	-	
1.358	Port Renfrew Fire	-	-	-	-	-	-	-	-	-	-	-	
1.359	North Galiano Fire	-	-	-	-	-	-	-	-	-	-	-	
1.360	Shirley Fire Department	-	-	-	-	-	-	-	-	-	-	-	
1.371	SSI Emergency Program	-	-	-	-	-	-	-	-	-	-	-	
1.372	Emergency Planning Coordination	-	70,000	-	-	-	70,000	-	-	70,000	-	-	
1.373	SGI Emergency Program	-	-	-	-	-	-	-	-	-	-	-	
1.375	Hazardous Material Incident Response	20,000	300,000	-	-	-	320,000	-	-	320,000	-	-	
1.377	JDF Search and Rescue	-	-	-	-	-	-	-	-	-	-	-	
1.405	JDF EA Community Parks & Recreation	-	-	-	-	-	-	-	-	-	-	-	
1.40X	SEAPARC	58,500	-	336,500	-	-	395,000	-	-	58,500	336,500	-	
1.44x	Panorama Recreation	-	349,100	-	335,000	-	684,100	-	-	349,100	335,000	-	
1.455	SSI Community Parks	15,000	20,000	-	40,000	-	75,000	-	-	15,000	30,000	-	
1.458	SSI Community Recreation	10,000	-	-	-	-	10,000	-	-	5,000	5,000	-	
1.459	SSI Park Land & Rec Programs	40,000	-	2,630,000	-	-	2,670,000	-	-	40,000	2,525,000	105,000	

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2027

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves		Other
1.465	Saturna Island Community Parks				-		-				-		-	
1.475	Mayne Island Community Parks	-		-			-				-		-	
1.485	Pender Island Community Parks				50,000		50,000					50,000	50,000	
1.495	Galiano Community Parks				32,000		32,000					32,000	32,000	
1.521	Environmental Resource Management	385,000		-	1,500,000		1,885,000	-	-	385,000		1,500,000	1,885,000	
1.523	Port Renfrew Refuse Disposal				-		-					-	-	
1.575	Environmental Administration Services				-		-					-	-	
1.576	Environmental Engineering Services	40,000					40,000	-		40,000			40,000	
1.577	IW - Environmental Operations	125,000	615,000				740,000			740,000			740,000	
1.578	Environmental Protection	97,000					97,000			97,000			97,000	
1.911	911 Call Answer						-						-	
2.610	Saanich Peninsula Water Supply	100,000			610,000		710,000					330,000	710,000	
2.620	Highland Water (SSI)				-		-					-	-	
2.621	Highland & Fernwood Water (SSI)				2,215,000		2,215,000		2,215,000			-	2,215,000	
2.622	Cedars of Tuam Water (SSI)				415,000		415,000		415,000			-	415,000	
2.624	Beddis Water (SSI)				2,422,000		2,422,000		2,422,000			-	2,422,000	
2.626	Fulford Water (SSI)				1,450,000		1,450,000		1,450,000			-	1,450,000	
2.628	Cedar Lane Water (SSI)				290,000		290,000		290,000			-	290,000	
2.630	Magic Lake Estates Water (Pender)				75,000		75,000					75,000	75,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)				-		-					-	-	
2.642	Skana Water (Mayne)				-		-					-	-	
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000			10,000	210,000	
2.665	Sticks Allison Water (Galiano)				-		-					-	-	
2.667	Surfside Park Estates (Mayne)				-		-					-	-	
2.670	Regional Water Supply	1,260,000	855,000	40,000	34,305,000	220,000	36,680,000	19,825,000	10,000,000	855,000	6,000,000		36,680,000	
2.680	JDF Water Distribution	170,000	710,000	40,000	6,355,000		7,275,000	6,545,000		710,000		20,000	7,275,000	
2.682	Seagirt Water System				-		-					-	-	
2.691	Wilderness Mountain Water Service				-		-					-	-	
3.701	Millstream Site Remediation						-					-	-	
3.705	SSI Septage / Composting				-		-					-	-	
3.718	Saanich Peninsula Wastewater	250,000			1,450,000		1,700,000		1,250,000	150,000		300,000	1,700,000	
3.798C	Debt - Core Area Wastewater Treatment Program				3,600,000		3,600,000		2,200,000	400,000		1,000,000	3,600,000	
3.810	Ganges Sewer Utility (SSI)				-		-					-	-	
3.820	Malview Sewer Utility (SSI)				-		-					-	-	
3.830	Magic Lake Sewer Utility (Pender)				-		-					-	-	
3.850	Port Renfrew Sewer				400,000		400,000		400,000			-	400,000	
TOTAL		3,295,900	3,064,100	3,248,000	61,985,000	5,220,000	76,813,000	26,683,745	26,142,000	4,740,977	11,810,278	7,436,000	-	76,813,000

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Expenditures														
		Total 2022	Total 2023	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.010	Legislative & General Government	29,930,014	36,520,973	24,196,438	1,836,997	3,386,557	724,200	102,550	57,769	1,640	-	3,828,414	-	-	473,320	1,913,088
1.10X	Facility Management & Building Services	4,049,422	4,231,807	1,439,438	1,006,467	300,464	71,360	211,746	-	209,004	-	707,328	-	-	50,000	236,000
1.101	G.I.S.	617,943	638,822	400,313	11,199	97,820	46,240	5,580	-	-	-	9,480	-	-	18,190	50,000
1.103	Elections	262,932	65,760	-	-	-	-	-	-	-	-	380	-	-	-	65,380
1.104	U.B.C.M.	12,948	12,948	-	647	-	-	-	-	-	-	-	-	-	-	12,311
1.109	Electoral Area Admin Exp - J.D.F.	63,837	66,492	47,817	13,192	-	353	-	-	-	-	5,130	-	-	-	-
1.110	Electoral Area Admin Exp - S.G.I.	466,325	479,701	225,734	56,214	92,660	7,460	-	-	1,070	-	95,463	-	-	-	1,100
1.111	Electoral Area Admin Exp - S.S.I.	988,945	1,161,470	835,561	61,253	86,000	12,550	2,500	-	7,000	-	132,488	-	-	23,000	1,118
1.112	Regional Grant in Aid	1,477,358	1,532,621	-	-	-	-	-	1,517,621	-	-	-	-	15,000	-	-
1.114	Grant-in-Aid - Juan de Fuca	54,425	33,865	-	2,721	-	-	-	-	-	-	31,144	-	-	-	-
1.116	Grant-in-Aid - Salt Spring Island	106,961	55,772	-	7,288	-	-	-	-	-	-	48,484	-	-	-	-
1.117	Grant-in-Aid - Southern Gulf Islands	108,488	106,261	-	5,424	-	-	-	-	-	-	800	-	37	-	-
1.119	Vancouver Island Regional Library	322,818	341,748	-	6,456	-	-	-	-	-	-	1,240	-	-	-	-
1.121	Sooke Regional Museum	215,882	222,348	-	4,318	-	-	-	-	218,000	-	30	-	-	-	-
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	-	-	-	-	-	-	-	-	-	-	149,360
1.124	SSI Economic Development Commission	100,822	96,581	-	12,181	-	-	-	20,000	-	-	64,400	-	-	-	-
1.125	SGI Economic Development Commission	123,156	157,768	-	6,158	101,046	530	-	20,000	-	-	30,034	-	-	-	-
1.126	Victoria Family Court Committee	16,035	55,625	-	321	-	-	-	49,854	-	-	5,450	-	-	-	-
1.128	Greater Victoria Police Victim Services	300,551	304,857	-	5,999	-	-	-	298,350	-	-	508	-	-	-	-
1.129	Vancouver Island Regional Library - Debt	180,600	339,466	-	-	-	-	-	-	-	-	1,200	338,266	-	-	-
1.133	Langford E.A. - Greater Victoria Public Library	32,102	32,542	-	642	-	-	-	31,890	-	-	10	-	-	-	-
1.137	Galiano Island Community Use Building	63,202	68,064	-	20,459	-	520	5,150	-	3,910	-	7,608	27,417	-	-	3,000
1.138	Southern Gulf Islands Regional Library	232,808	239,681	-	4,656	-	-	-	233,160	-	-	1,865	-	-	-	-
1.141	Salt Spring Island Public Library	665,268	677,239	-	24,644	-	-	3,370	465,850	-	-	14,513	145,607	-	-	23,255
1.170	Gossip Island Electric Power Supply	56,998	63,695	-	111	-	-	-	-	-	-	370	62,621	593	-	-
1.224	Community Health - Homeless Sec.	816,201	814,860	105,277	46,695	651,750	331	-	-	-	-	10,807	-	-	-	-
1.226	Community Health (CHR) Facilities	1,658,419	1,720,718	-	55,237	531,951	9,996	203,623	-	231,622	-	85,464	-	-	-	602,825
1.227	Saturna Island Medical Clinic	33,541	25,327	-	671	-	-	-	-	-	-	24,656	-	-	-	-
1.228	Galiano Health Service	135,812	139,896	-	2,716	-	-	-	137,120	-	-	50	-	-	-	-
1.229	Pender Islands Health Care Centre	225,987	234,921	-	4,530	-	-	-	228,000	-	-	90	501	-	-	-
1.230	Traffic Safety Commission	118,428	137,118	-	5,921	-	-	-	49,091	-	-	82,106	-	-	-	-
1.232	Port Renfrew Street Lighting	8,984	9,143	-	449	-	-	-	-	7,380	-	1,314	-	-	-	-
1.234	SSI Street Lighting	26,704	27,882	-	1,310	-	-	-	-	25,650	-	-	-	922	-	-
1.235	S.G.I. - Small Craft Harbour Facilities	449,320	461,887	-	38,904	31,450	5,660	44,510	2,960	-	-	121,610	87,493	-	-	129,300
1.236	Salt Spring Island Ferrowood Dock	25,847	16,055	-	6,142	1,070	790	3,610	-	310	-	4,133	-	-	-	-
1.238A	Community Transit (S.S.I.)	507,996	599,884	-	25,180	537,754	-	1,000	-	-	-	950	-	-	-	35,000
1.238B	Community Transportation (S.S.I.)	172,206	148,993	-	79,331	-	-	-	-	60	-	1,602	-	-	-	68,000
1.280	Regional Parks	16,825,271	17,528,008	9,543,669	1,334,857	650,844	446,884	357,871	-	77,503	-	1,171,384	569,207	-	153,686	3,222,103
1.280A	Regional Parks - Land Acquisition	80,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1.290	Royal Theatre	580,000	580,000	-	16,947	-	-	-	37,653	-	-	45,400	-	-	101,000	379,000
1.295	McPherson Theatre	786,233	785,822	-	41,947	-	-	-	307,342	-	-	300	-	-	88,000	348,233
1.297	Arts Grants	3,006,402	3,132,037	319,108	79,551	13,200	3,020	-	2,684,670	-	-	32,488	-	-	-	-
1.299	Salt Spring Island Arts	121,762	123,180	-	2,404	-	-	-	119,990	-	-	210	-	576	-	-
1.309	Climate Action and Adaptation	1,553,605	2,288,185	339,357	407,034	719,767	-	-	-	-	-	277,611	-	-	363,518	180,898
1.310	Land Banking & Housing	3,026,344	3,152,716	1,449,434	410,199	235,000	3,145	-	-	-	-	41,475	1,009,463	-	-	4,000
1.311	Regional Housing Trust Fund	5,302,666	3,676,394	-	-	4,070	100	-	1,116,746	-	-	2,555,478	-	-	-	-
1.312	Regional Goose Management	-	237,522	-	87,172	130,000	-	-	-	-	-	20,350	-	-	-	-
1.313	Animal Care Services	1,479,358	1,663,324	1,075,131	234,947	44,760	56,050	-	-	730	-	201,990	-	-	-	49,806
1.314	S.G.I. House Numbering	9,485	9,764	-	9,694	-	-	-	-	-	-	70	-	-	-	-
1.316	S.S.I. Building Numbering	9,606	9,891	-	9,849	-	-	-	-	-	-	20	-	22	-	-
1.317	J.D.F. Building Numbering	13,099	13,475	-	13,045	-	-	-	-	-	-	430	-	-	-	-
1.318	Building Inspection	1,792,001	2,026,725	1,388,876	324,529	15,270	19,740	160	-	1,700	-	220,150	-	-	13,000	43,300
1.319	Soil Deposit Removal	5,722	5,899	-	5,869	-	-	-	-	-	-	30	-	-	-	-
1.320	Noise Control	40,021	41,228	-	34,068	-	-	-	7,110	-	-	50	-	-	-	-
1.322	Nuisances & Unsanitary Premises	53,375	54,966	-	52,476	-	2,190	-	2,684,670	-	-	320	-	-	-	-
1.323	By-Law Enforcement	539,235	571,466	371,735	79,681	500	3,500	-	-	-	-	72,050	-	-	-	44,000
1.324	Regional Planning Services	2,193,512	1,554,118	1,053,189	238,269	72,100	7,840	-	-	-	-	180,220	-	-	-	2,500
1.325	Electoral Area Services - Planning	807,042	858,038	505,728	170,260	15,640	9,290	-	-	-	-	81,350	-	-	-	75,770
1.330	Regional Growth Strategy	328,309	424,846	160,310	115,976	133,040	-	-	-	-	-	5,520	-	-	-	10,000
1.335	Geo-Spatial Referencing System	174,545	177,779	-	22,899	37,710	3,350	8,430	-	-	-	43,540	-	-	-	61,850
1.340	JDF Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.341	SGI Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.342	SSI Livestock Injury Compensation	3,150	3,158	-	158	-	-	-	-	-	-	3,000	-	-	-	-
1.350	Willis Point Fire Protect & Recreation	177,868	174,824	12,160	5,851	-	3,530	20,990	-	12,550	-	54,201	141,027	-	6,300	59,242
1.352	South Galiano Fire Protection	472,448	584,473	194,970	16,949	-	21,890	23,630	-	4,010	-	87,760	-	-	5,980	88,257
1.353	Other Point Fire Protection	516,158	542,138	6,365	17,743	122,100	19,550	20,435	-	10,500	-	179,775	-	-	5,870	160,000
1.354	Malhalo Fire Protection	65,800	66,940	-	3,280	-	-	-	-	63,650	-	10	-	-	-	-
1.355	Durance Road Fire Protection	3,020	3,016	-	136	-	-	-	-	2,500	-	80	-	-	-	300
1.356	Pender Fire Protection	1,165,220	1,243,987	-	44,856	-	-	-	880,381	1,280	-	37,710	111,596	-	-	168,164
1.357	East Sooke Fire Protection	553,329	565,807	75,340	15,161	19,320	32,592	21,190	-	16,495	-	127,238	155,109	-	-	103,362
1.358	Port Renfrew Fire Protection	154,657	161,476	37,240	6,338	1,000	18,130	2,430	-	14,110	-	55,330	2,898	-	-	24,000
1.359	N. Galiano Fire Protection	220,715	241,634	84,820	8,022	1,320	27,150	4,510	-	4,740	-	49,200	48,872	-	5,000	8,000
1.360	Shirley Fire Protection	158,639	193,332	41,330	4,382	-	22,890	7,820	-	6,100	-	37,810	-	-	10,000	63,000
1.363	Saturna Island Fire	188,365	267,829	-	3,762	-	-	-	263,000	-	-	1,030	-	37	-	-
1.369	Electoral Area Fire Services - J.D.F.	141,568	143,913	-	42,048	92,460	-	-	-	-	-	8,239	-	-	1,166	-
1.369	Electoral Area Fire Services - S.G.I.	161,115	164,553	-	48,078	105,720	-	-	-	-	-	9,421	-	-	1,334	-
1.370	Juan de Fuca Emergency Program	88,813	89,953	5,957	13,943	23,350	6,331	600	-	-	-	23,892	-	-	-	15,880
1.371	S.S.I. Emergency Program	130,103	142,927	-	6,505	93,878	5,992	-	-	-	-	36,552	-	-	-	-
1.372	Electoral Area Emergency Program	630,264	671,399	578,160	63,573	-	2,110	-	-	-	-	20,056	-	-	-	7,500
1.373	S.G.I. Emergency Program	250,048	250,048	29,410	11,812	66,155	-	3,010	31,130	4,890	-	71,134	-	-	-	12,150
1.374	Regional Emergency Program Support	195,609	188,227	119,410	23,621	-	550	-	-	-	-	44,646	-	-	-	-
1.375	Hazardous Material Incident Response	352,038	396,471	21,226	121,645	10,640	1,600	13,440	-	-	-	127,880	-	-	-	9,560
1.377	J.D.F. Search and Rescue	91,042	91,058	-	4,354	8,350	11,930	-	-	3,000	-	60,424	-	-	-	3,000
1.378	S.S.I. Search and Rescue	32,780	25,804	-	1,639	-	-	-	23,403	-	-	-	-	762	-	-
1.40X	SEAPARC	4,328,565	4,571,131	2,830,225	270,583	59,936	176,481	186,362	3,700	244,175						

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN		Expenditures														
		Total 2022	Total 2023	Salaries and Wages	Cost Allocations*	Contracted Services	Materials and Supplies	Repairs and Maintenance	Grant and 3rd Party Payments	Utilities	Bulk Water	Other Operating Expenses	Interest & Principal	Deficit	Capital	Transfers to Reserves
1.458	Salt Spring Is. - Community Rec	264,803	313,379	149,068	37,974	68,500	8,540	250	-	-	-	21,310	-	27,737	-	-
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	2,154,490	1,008,519	409,449	20,160	100,438	66,340	-	225,550	-	182,779	-	41,831	-	99,624
1.465	Saturna Island Comm. Parks	24,899	27,245	-	945	1,910	220	12,550	-	1,000	-	5,620	-	-	-	5,000
1.468	Saturna Island - Community Rec.	21,167	16,976	-	1,059	1,070	100	-	-	-	-	16,748	-	-	-	-
1.475	Mayne Is. Comm. Parks & Rec	95,875	95,875	-	5,852	-	-	2,850	-	3,220	-	25,873	-	-	-	17,700
1.476	Mayne Is. Comm. Parks (reserve)	22,701	26,883	-	1,135	420	520	-	-	1,390	-	-	-	-	-	-
1.478	Mayne Is. Community Rec.	48,684	52,931	-	2,434	-	-	-	-	-	-	50,497	-	-	-	-
1.485	North & South Pender Com. Parks	165,474	169,351	-	12,428	43,095	17,341	42,672	-	287	-	24,246	-	-	-	29,282
1.488	North & South Pender Com. Rec	69,107	71,371	-	3,455	-	-	-	-	-	-	67,916	-	-	-	-
1.495	Galiano Parks	94,823	127,681	-	4,241	-	-	96,440	-	1,500	-	-	-	-	-	10,710
1.498	Galiano Community Recreation	38,133	38,375	-	1,907	-	-	-	-	-	-	36,468	-	-	-	-
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,126,320	29,690,987	3,363,214	7,454,051	13,396,347	212,200	498,500	310,000	121,300	-	3,695,240	-	-	80,000	560,135
1.523	Port Renfrew Refuse Disposal	89,497	93,420	-	4,175	81,055	-	720	-	1,520	-	1,950	-	-	-	4,000
1.525	Solid Waste Disposal - Debt	151,279	314,054	-	-	-	-	-	-	-	-	87,490	226,564	-	-	-
1.531	Stormwater Quality Management - Sooke	38,281	39,432	-	20,471	2,675	-	-	-	-	-	850	-	-	-	15,436
1.533	Stormwater Quality Management - S.G.I.	39,100	40,221	-	34,095	6,076	-	-	-	-	-	50	-	-	-	-
1.535	Stormwater Quality Management - S.S.I.	47,970	57,276	-	13,105	30,000	-	-	-	-	-	14,171	-	-	-	-
1.536	LWMP-Stormwater Quality Management-Core	732,400	744,030	-	526,789	166,000	-	-	-	-	-	51,241	-	-	-	-
1.537	Stormwater Quality Management - Peninsula	118,107	121,932	-	80,862	40,676	-	-	-	-	-	394	-	-	-	-
1.538	Source - Stormwater Quality - Peninsula	55,856	58,657	-	44,745	5,937	-	-	-	-	-	7,975	-	-	-	-
1.57X	Environmental Services	23,750,929	26,020,224	19,734,902	3,339,557	82,189	456,729	9,000	-	1,492,143	-	148,192	-	-	485,000	420,704
1.911	911 Systems	2,532,090	2,495,079	-	271,794	366,070	-	-	696,074	-	-	-	-	-	-	1,000
1.912B	911 Call Answer - Municipalities	63,910	25,947	-	-	-	-	-	-	-	-	-	-	25,947	-	-
1.913	913 Fire Dispatch	298,412	366,986	-	39,921	224,025	-	-	-	-	-	103,040	-	-	-	-
1.921	Regional CREST Contribution	1,764,110	1,790,531	-	-	-	-	-	1,784,531	-	-	6,000	-	-	-	-
1.923	Emergency Comm - CREST - S.G.I.	180,704	182,388	-	3,614	-	-	-	-	-	-	820	-	-	-	-
1.924	Emergency Comm - CREST - J.D.F.	125,402	144,211	-	2,471	-	-	-	-	-	-	9,200	-	483	-	-
1.925	Emergency Comm - CREST - S.S.I.	143,386	145,123	-	2,868	-	-	-	-	-	-	400	-	-	-	-
2.610	Saanich Peninsula Water Supply	7,517,025	7,407,397	-	1,271,675	8,535	42,576	49,533	-	-	225,129	4,876,683	-	-	-	850,000
2.620	SSI Highland Water System	30,971	32,004	-	43	-	-	-	-	-	-	90	31,871	-	-	-
2.621	Highland / Fernwood Water - S.S.I.	542,341	546,435	-	226,829	11,730	23,860	29,120	-	25,869	-	31,836	34,191	-	-	163,000
2.622	Cedars of Tuam	50,063	52,678	-	27,030	50	750	10,470	-	1,390	-	2,430	1,058	-	-	9,500
2.624	Beddis Water	270,499	297,178	-	96,327	31,250	11,080	21,010	-	16,374	-	15,070	38,237	-	-	67,830
2.626	Fulford Water	228,329	216,639	-	74,701	32,110	8,030	8,410	-	13,526	-	13,830	15,432	-	-	50,600
2.628	Cedar Lane Water (S.S.I.)	81,457	83,180	-	32,024	9,430	1,610	1,550	-	6,197	-	4,380	8,859	-	-	19,130
2.630	Magic Lakes Estate Water System	962,930	1,000,318	2,060	495,031	1,050	57,180	32,470	-	59,538	-	62,553	198,021	-	-	92,415
2.640	Saturna Island Water System (Lyall Harbour)	254,331	278,852	-	138,417	5,970	30,470	6,771	-	6,771	-	16,538	30,686	-	-	50,000
2.642	Skana Water (Mayne)	75,615	89,870	-	31,056	11,830	750	6,250	-	4,433	-	4,088	863	-	-	30,600
2.650	Port Renfrew Water	143,106	133,609	-	92,462	-	3,410	8,980	-	5,488	-	3,269	-	-	-	20,000
2.660	Fernwood Water	14,477	14,744	-	26	-	-	-	-	-	-	40	14,678	-	-	-
2.665	Sticks Allison Water (Galiano)	73,504	75,539	-	42,222	-	710	6,020	-	3,387	-	4,165	-	-	-	19,035
2.667	Surfside Park Estates (Mayne)	118,007	123,835	-	44,308	19,930	19,560	5,820	-	6,627	-	10,590	-	-	-	17,000
2.670	Regional Water Supply	36,539,270	39,915,804	17,376,585	-7,922,439	1,549,703	1,259,994	88,100	-	1,432,850	-	5,744,269	7,690,985	-	12,302,104	393,653
2.680	Juan de Fuca Water Distribution	22,660,391	23,970,506	565,643	4,850,027	357,249	248,293	449	-	267,570	7,089,860	1,397,464	1,863,294	-	6,741,200	589,457
2.681	Florence Lake Water System Debt	8,738	15,549	-	-	-	-	-	-	-	-	2,040	9,231	4,278	-	-
2.682	Seagirt Water System Debt	-	97,650	-	-	-	-	-	-	-	-	-	97,650	-	-	-
2.691	Wilderness Mountain Water Service	163,247	158,838	-	87,550	5,930	25,050	-	-	11,114	-	3,530	25,664	-	-	-
3.700	Septage Disposal - Municipal	221,804	157,910	-	128,731	-	-	-	-	-	-	29,179	-	-	-	-
3.700-	Septage Disposal - JDF Service Area	464	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.701	Millstream Remediation Service	236,372	537,888	-	170	-	-	-	-	-	-	360	537,358	-	-	-
3.705	S.S.I. Liquid Waste Disposal	991,525	1,028,430	-	209,569	598,625	7,910	16,880	5,000	7,070	-	12,803	160,573	-	-	10,000
3.707	On Site System Management Program - LWMP	189,038	177,649	-	92,369	45,000	-	-	-	-	-	40,280	-	-	-	-
3.71X	Trk Swrs & Swge Disp - oper	35,338,718	36,799,532	-	16,635,509	6,931,980	3,664,000	1,558,700	-	4,011,833	-	2,330,920	-	-	30,000	1,636,590
3.7XX	Trk Swrs - debt	23,353,991	22,927,754	-	-	-	-	-	-	-	-	207,978	9,031,387	-	5,529,745	8,158,644
3.720	LWMP (Peninsula) - Implementation	119,907	56,247	-	36,262	-	-	-	-	-	-	-	-	-	-	19,985
3.750	LWMP	366,136	372,322	-	180,032	142,461	-	-	-	-	-	520	-	-	-	49,309
3.752	Harbours Program	348,604	354,238	-	304,741	38,450	-	-	-	-	-	11,047	-	-	-	-
3.755	Regional Source Control	1,647,875	1,641,038	-	1,408,768	138,000	8,000	-	-	-	-	86,270	-	-	-	-
3.756	Harbours Environmental Action	68,622	70,752	-	47,834	18,279	-	-	-	-	-	4,639	-	-	-	-
3.810	Ganges Sewer	1,085,199	1,187,404	-	447,965	33,390	16,710	94,750	-	66,970	-	160,081	245,813	-	-	121,725
3.820	Malview Estates Sewer System	219,580	218,911	-	69,696	28,750	1,180	3,950	-	4,780	-	46,140	11,765	-	-	52,650
3.830	Magic Lake Estates Sewer System	884,810	868,799	-	343,991	93,440	22,590	11,940	-	24,580	-	129,160	174,103	-	-	68,995
3.830D	Magic Lake Estates Sewer Debt	212,530	235,784	-	-	-	-	-	-	-	-	570	230,685	4,529	-	-
3.850	Port Renfrew Sewer	126,360	131,021	-	76,644	5,250	2,860	660	-	7,110	-	16,697	-	-	-	22,000
21.ALL	Feasibility Study Reserve Fund - All	140,241	137,412	-	-	-	-	-	-	-	-	137,412	-	-	-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Total CRD excluding Municipal Debt		298,043,921	320,079,330	96,232,568	40,761,113	33,660,655	8,368,220	4,287,635	12,678,157	8,031,632	11,966,543	28,898,892	25,215,643	199,012	26,487,213	23,292,046
1.15X	Municipalities' Own Debt - M.F.A.	17,163,077	17,312,444	-	-	-	-	-	-	-	-	52,200	17,260,244	-	-	-
TOTAL CRD		315,206,998	337,391,774	96,232,568	40,761,113	33,660,655	8,368,220	4,287,635	12,678,157	8,031,632	11,966,543	28,951,092	42,475,887	199,012	26,487,213	23,292,046
CRHD	Capital Regional Hospital District	33,950,390	32,678,574	-	1,105,663	11,573	-	257,760	-	71,204	-	668,539	20,074,883	-	2,955,000	7,533,952
TOTAL CRD,CRHD & Municipal Debt		349,157,388	370,070,348	96,232,568	41,866,776	33,672,228	8,368,220	4,545,395	12,678,157	8,102,836	11,966,543	29				

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.011	Board Expenditures	19-01	Replacement	Boardroom Video Distribution Equipment	81,000	E	ERF	-	56,000	15,000	10,000	-	-	81,000
1.011	Board Expenditures	19-02	Replacement	Boardroom Projector and Screen Replacement	10,000	E	ERF	-	-	-	60,000	-	-	60,000
1.011	Board Expenditures	19-03	Replacement	Boardroom Chairs	30,000	E	ERF	-	-	-	-	-	-	-
1.011	Board Expenditures	20-01	Replacement	Boardroom Audio System	21,700	E	ERF	-	-	10,000	10,000	-	-	20,000
1.011	Board Expenditures	20-02	Replacement	Boardroom Video Storage and Power Equipment	3,000	E	ERF	-	1,500	-	1,500	-	-	3,000
1.011	Board Expenditures	21-01	Replacement	Boardroom Control System Equipment Replacement	6,200	E	ERF	-	-	-	-	-	-	-
1.011	Board Expenditures	21-02	Replacement	Boardroom Video Streaming Equipment	17,500	E	ERF	-	-	12,000	5,000	-	-	17,000
1.011	Board Expenditures	21-03	Replacement	Office Refurbishment	15,000	E	ERF	-	-	-	-	-	-	-
1.011	Board Expenditures	22-01	Replacement	iPad and Tablet	50,000	E	ERF	-	-	-	-	50,000	-	50,000
1.011	Board Expenditures	22-02	Replacement	Boardroom Microphone System Replacement	100,000	E	ERF	100,000	100,000	-	-	-	-	100,000
1.011	Board Expenditures	23-01	Replacement	Replace Video Display and Switching	30,000	E	ERF	-	20,000	-	10,000	-	-	30,000
1.011	Board Expenditures	23-02	Replacement	Replace/Expand Recording Secretary Table	25,000	E	ERF	-	25,000	-	-	-	-	25,000
1.011	Board Expenditures	23-03	Replacement	Multi-Camera System	80,000	E	ERF	-	80,000	-	-	-	-	80,000
1.011	Board Expenditures	26-01	Replacement	Boardroom Table	150,000	E	ERF	-	-	-	-	150,000	-	150,000
1.011	Board Expenditures	26-02	Replacement	Wiring	15,000	E	ERF	-	-	-	-	15,000	-	15,000
Board Expenditures Total					634,400			100,000	282,500	37,000	96,500	215,000	-	631,000
1.014	Chief Administrative Officer	23-01	Replacement	Computer	10,852	E	ERF	-	10,852	-	-	-	-	10,852
1.014	Chief Administrative Officer	23-02	Replacement	Office Equipment	11,500	E	ERF	-	11,500	-	-	-	-	11,500
1.014	Chief Administrative Officer	24-01	Replacement	Computer	5,923	E	ERF	-	-	5,923	-	-	-	5,923
1.014	Chief Administrative Officer	25-01	Replacement	Computer	3,791	E	ERF	-	-	-	3,791	-	-	3,791
1.014	Chief Administrative Officer	26-01	Replacement	Computer	5,402	E	ERF	-	-	-	-	5,402	-	5,402
1.014	Chief Administrative Officer	27-01	Replacement	Computer	10,852	E	ERF	-	-	-	-	-	10,852	10,852
Chief Administrative Officer Total					48,320			-	22,352	5,923	3,791	5,402	10,852	48,320
1.015	Real Estate	24-01	Replacement	Computer	2,180	E	ERF	-	-	2,180	-	-	-	2,180
1.015	Real Estate	26-01	Replacement	Computer	1,090	E	ERF	-	-	-	-	1,090	-	1,090
Real Estate Total					3,270			-	-	2,180	-	1,090	-	3,270
1.016	Human Resources	23-01	Replacement	Computer	4,695	E	ERF	-	4,833	-	-	-	-	4,833
1.016	Human Resources	24-01	Replacement	Computer	6,260	E	ERF	-	-	8,055	-	-	-	8,055
1.016	Human Resources	26-01	Replacement	Computer	1,033	E	ERF	-	-	-	3,222	-	-	3,222
1.016	Human Resources	26-01	Replacement	Computer	1,033	E	ERF	-	-	-	-	3,222	-	3,222
1.016	Human Resources	27-01	Replacement	Computer	1,033	E	ERF	-	-	-	-	-	4,833	4,833
1.016	Human Resources	23-02	Replacement	Office Equipment	23,000	E	ERF	-	23,000	-	-	-	-	23,000
1.016	Human Resources	23-02	New	HRIS - Employee Central	374,000	E	Cap	-	374,000	-	-	-	-	374,000
1.016	Human Resources	24-02	New	HRIS - Recruiting & Onboarding Module	374,000	E	Cap	-	374,000	-	-	-	-	374,000
1.016	Human Resources	24-03	New	HRIS - Automate Personal Action Form	100,000	E	Cap	-	100,000	-	-	-	-	100,000
Human Resources Total					885,054			-	875,833	8,055	3,222	3,222	4,833	895,165
1.017	Finance	23-01	Replacement	Computer	82,110	E	ERF	-	82,110	-	-	-	-	82,110
1.017	Finance	24-01	Replacement	Computer	31,445	E	ERF	-	-	31,445	-	-	-	31,445
1.017	Finance	25-01	Replacement	Computer	33,991	E	ERF	-	-	-	33,991	-	-	33,991
1.017	Finance	26-01	Replacement	Computer	31,312	E	ERF	-	-	-	-	31,312	-	31,312
1.017	Finance	27-01	Replacement	Computer	32,110	E	ERF	-	-	-	-	-	32,110	32,110
1.017	Finance	21-01	New	Enterprise Asset	625,000	E	Cap	-	200,000	200,000	100,000	100,000	25,000	625,000
Finance Total					835,968			-	282,110	231,445	133,991	131,312	57,110	835,968
1.018	Health & Capital Planning Strategies	23-01	Replacement	Computer	2,180	E	ERF	-	2,180	-	-	-	-	2,180

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.018	Health & Capital Planning Strategies	24-01	Replacement	Computer	1,611	E	ERF	-	-	1,611	-	-	-	1,611
1.018	Health & Capital Planning Strategies	26-01	Replacement	Computer	3,222	E	ERF	-	-	-	-	3,222	-	3,222
1.018	Health & Capital Planning Strategies	26-07	Replacement	Computer	2,180	E	ERF	-	-	-	-	-	2,180	2,180
	Health & Capital Planning Strategies Total				9,193			-	2,180	1,611	-	3,222	2,180	9,193
1.022	Information Technology	21-01	Replacement	Data Centre Replacements	100,000	E	Cap	-	-	100,000	-	-	-	100,000
1.022	Information Technology	19-04	Replacement	Data Centre Replacements	245,000	E	Cap	-	20,000	75,000	50,000	50,000	50,000	245,000
1.022	Information Technology	18-06	Replacement	Data Centre Replacements	100,000	E	Cap	-	100,000	-	-	-	-	100,000
1.022	Information Technology	18-07	Replacement	Data Centre Replacements	250,000	E	Cap	-	75,000	75,000	50,000	-	50,000	250,000
1.022	Information Technology	19-05	Replacement	Data Centre Replacements	134,000	E	Cap	54,000	74,000	20,000	15,000	25,000	-	134,000
1.022	Information Technology	19-06	Replacement	Data Centre Replacements	130,000	E	Cap	50,000	50,000	50,000	-	30,000	-	130,000
1.022	Information Technology	22-01	Replacement	Data Centre Replacements	80,000	E	Cap	-	-	-	30,000	50,000	-	80,000
1.022	Information Technology	20-02	Replacement	Data Centre Replacements	435,000	E	Cap	150,000	190,000	40,000	25,000	150,000	30,000	435,000
1.022	Information Technology	20-03	Replacement	Data Centre Replacements	65,000	E	Cap	-	-	-	-	-	65,000	65,000
1.022	Information Technology	20-04	Replacement	Data Centre Replacements	170,000	E	Cap	50,000	115,000	35,000	20,000	-	-	170,000
1.022	Information Technology	20-05	Replacement	Data Centre Replacements	150,000	E	Cap	-	-	50,000	-	50,000	50,000	150,000
1.022	Information Technology	20-06	Replacement	Data Centre Replacements	50,000	E	Cap	10,000	30,000	-	20,000	-	-	50,000
	Meeting Room Equipment													
1.022	Information Technology	20-07	Replacement	Replacement	116,250	E	ERF	12,350	17,000	19,600	25,000	34,650	20,000	116,250
1.022	Information Technology	17-01	Replacement	SAP	75,000	E	Cap	25,000	50,000	-	25,000	-	-	75,000
1.022	Information Technology	23-01	Replacement	SAP	5,840,000	E	Cap	-	1,466,000	966,000	1,704,000	1,704,000	-	5,840,000
1.022	Information Technology	23-01	Replacement	Computer Equipment	12,042	E	ERF	-	12,042	-	-	-	-	12,042
1.022	Information Technology	23-01	Replacement	Computer Equipment	52,000	E	ERF	-	25,000	27,000	-	-	-	52,000
1.022	Information Technology	25-01	Replacement	Computer Equipment	27,000	E	ERF	-	-	-	27,000	-	-	27,000
1.022	Information Technology	26-01	Replacement	Computer Equipment	27,000	E	ERF	-	-	-	-	27,000	-	27,000
1.022	Information Technology	27-01	Replacement	Computer Equipment	30,000	E	ERF	-	-	-	-	-	30,000	30,000
1.022	Information Technology	25-01	Replacement	Van	70,000	V	ERF	-	-	-	70,000	-	-	70,000
1.022	Information Technology	23-01	Replacement	Truck	100,000	V	ERF	-	100,000	-	-	-	-	100,000
1.022	Information Technology	23-01	Replacement	SAP (ERP)	200,000	E	Cap	-	200,000	-	-	-	-	200,000
	New Workstations and Office Densification													
1.022	Information Technology	23-01	New	New Workstations and Office Densification	80,500	E	Cap	-	80,500	-	-	-	-	80,500
	Information Technology Total				8,538,792			351,350	2,604,542	1,457,600	2,061,000	2,120,650	295,000	8,538,792
1.024	GM - Planning & Protective Services	23-01	Replacement	Computer	2,701	E	ERF	-	2,701	-	-	-	-	2,701
1.024	GM - Planning & Protective Services	26-01	Replacement	Computer	2,088	E	ERF	-	-	-	-	2,088	-	2,088
1.024	GM - Planning & Protective Services	27-01	Replacement	Computer	1,090	E	ERF	-	-	-	-	-	1,090	1,090
	GM - Planning & Protective Services Total				5,879			-	2,701	-	-	2,088	1,090	5,879
1.025	Corporate Emergency	17-01	Replacement	EOC Laptop	18,000	E	ERF	-	6,000	6,000	-	-	-	12,000
1.025	Corporate Emergency	24-01	Replacement	Surface Pro	2,000	E	ERF	-	-	2,000	-	-	-	2,000
	Corporate Emergency Total				20,000			-	6,000	8,000	-	-	-	14,000
1.027	Aboriginal Initiatives	23-01	Replacement	Computer Equipment	3,791	E	ERF	-	3,791	-	-	-	-	3,791
1.027	Aboriginal Initiatives	23-02	New	Office Densification Project	5,750	E	Res	-	5,750	-	-	-	-	5,750
1.027	Aboriginal Initiatives	24-01	Replacement	Computer Equipment	1,611	E	ERF	-	-	1,611	-	-	-	1,611
1.027	Aboriginal Initiatives	26-01	Replacement	Computer Equipment	1,611	E	ERF	-	-	-	-	1,611	-	1,611
1.027	Aboriginal Initiatives	27-01	Replacement	Computer Equipment	4,881	E	ERF	-	-	-	-	-	4,881	4,881
	Aboriginal Initiatives Total				17,644			-	9,541	1,611	-	1,611	4,881	17,644
1.105	Facilities Management	17-03	Replacement	Unit F00990	35,000	V	ERF	-	35,000	-	-	-	-	35,000
1.105	Facilities Management	19-03	Replacement	Production Printer	15,000	E	ERF	-	15,000	-	-	-	-	15,000

CRD 2023-2027 Capital Project Listing by Service

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.105	Facilities Management	21-01	Replacement	Unit F01112	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	21-02	New	New Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	22-01	Replacement	Equipment Replacement	50,000	E	ERF	-	10,000	10,000	10,000	10,000	10,000	50,000
1.105	Facilities Management	22-02	New	New Vehicle	50,000	V	Cap	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	23-01	Replacement	Fleet Replacement	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	23-02	New	Equipment Replacement	15,000	V	ERF	-	15,000	-	-	-	-	15,000
1.105	Facilities Management	23-03	Replacement	Fleet Replacement	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.105	Facilities Management	24-01	Replacement	Fleet Replacement	50,000	V	ERF	-	-	50,000	-	-	-	50,000
1.105	Facilities Management	25-01	Replacement	Fleet Replacement	50,000	V	ERF	-	-	-	50,000	-	-	50,000
Facilities Management Total					465,000			-	325,000	60,000	60,000	10,000	10,000	465,000
1.106	Facilities and Risk	21-03	New	Interior Renovations	500,000	B	Res	-	-	100,000	100,000	100,000	-	300,000
1.106	Facilities and Risk	22-01	New	Interior Renovations	3,000,000	B	Cap	602,000	602,000	-	-	-	-	602,000
1.106	Facilities and Risk	22-01	New	Interior Renovations	-	B	Res	-	1,000,000	-	-	-	-	1,000,000
1.106	Facilities and Risk	23-01	Renewal	Exterior Upgrades	15,000	B	Res	-	15,000	-	-	-	-	15,000
1.106	Facilities and Risk	23-02	New	EV Charging Infrastructure	375,000	S	Res	-	125,000	125,000	125,000	-	-	375,000
1.106	Facilities and Risk	23-03	Defer	Emergency Repairs	100,000	B	Res	-	100,000	-	-	-	-	100,000
1.106	Facilities and Risk	25-01	Study	Asset management Plan	15,000	B	Res	-	-	-	15,000	-	-	15,000
1.106	Facilities and Risk	25-02	Replacement	Roof Replacement	75,000	B	Res	-	-	-	75,000	-	-	75,000
1.106	Facilities and Risk	25-03	Replacement	Safety Systems	10,000	B	Res	-	-	-	10,000	-	-	10,000
1.106	Facilities and Risk	26-01	Replacement	Interior Upgrades	35,000	B	Res	-	-	-	-	35,000	-	35,000
1.106	Facilities and Risk	27-01	New	Interior Renovations	500,000	B	Res	-	-	-	-	-	100,000	100,000
1.106	Facilities and Risk	ERF22-01	Replacement	Pool Fleet Replacement	45,000	V	ERF	-	45,000	-	-	-	-	45,000
1.106	Facilities and Risk	ERF22-02	Replacement	Pool Fleet Replacement	45,000	V	ERF	-	45,000	-	-	-	-	45,000
Facilities and Risk Total					4,715,000			602,000	1,932,000	225,000	325,000	135,000	100,000	2,717,000
1.107	Corporate Satellite Facilities	AS 22-01	Replacement	Facility Upgrades	25,000	B	Res	-	25,000	-	-	-	-	25,000
Corporate Satellite Facilities Total					25,000			-	25,000	-	-	-	-	25,000
1.109	JDF Admin. Expenditures	26-01	Replacement	Computer	2,000	E	ERF	-	-	-	-	2,000	-	2,000
JDF Admin. Expenditures Total					2,000			-	-	-	-	2,000	-	2,000
1.110	SJI Admin. Expenditures	23-01	Replacement	Computer	15,000	E	ERF	-	4,000	5,000	-	4,000	2,000	15,000
SJI Admin. Expenditures Total					15,000			-	4,000	5,000	-	4,000	2,000	15,000
1.111	SSI Admin. Expenditures	23-01	Replacement	Computer	25,600	E	ERF	-	4,800	7,400	4,000	9,400	-	25,600
1.111	SSI Admin. Expenditures	23-02	Replacement	Computer	4,100	E	ERF	-	4,100	-	-	-	-	4,100
1.111	SSI Admin. Expenditures	25-01	New	Vehicle	50,000	V	ERF	-	-	-	50,000	-	-	50,000
1.111	SSI Admin. Expenditures	23-03	Renewal	Leasehold Improvements	8,000	B	ERF	-	8,000	-	-	-	-	8,000
1.111	SSI Admin. Expenditures	23-04	Replacement	Boardroom furniture replacement	9,000	E	ERF	-	9,000	-	-	-	-	9,000
SSI Admin. Expenditures Total					96,700			-	25,900	7,400	54,000	9,400	-	96,700
1.118	Corporate Communications	23-01	Replacement	Computer	4,881	E	ERF	-	4,881	-	-	-	-	4,881
1.118	Corporate Communications	24-01	Replacement	Computer	3,222	E	ERF	-	-	3,222	-	-	-	3,222
1.118	Corporate Communications	25-01	Replacement	Computer	5,401	E	ERF	-	-	-	5,401	-	-	5,401

CRD 2023-2027 Capital Project Listing by Service

Service Number	Service Description	Proj. No.	Capital Exp. Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.118	Corporate Communications	26-01	Replacement	Computer	2,701	E	ERF	-	-	-	-	2,701	-	2,701
1.118	Corporate Communications	27-01	Replacement	Computer	4,881	E	ERF	-	-	-	-	-	4,881	4,881
1.118	Corporate Communications	22-01	Replacement	CRD Public Website	400,000	E	Res	-	175,000	225,000	-	-	-	400,000
Corporate Communications Total					421,086			-	179,881	228,222	5,401	2,701	4,881	421,086
1.123	Family Court Building	20-02	Renewal	Exterior Upgrades	47,500	B	Cap	46,800	46,800	-	-	-	-	46,800
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	1,050,000	B	Res	-	350,000	-	-	-	-	350,000
1.123	Family Court Building	22-01	Replacement	Mechanical Upgrades	-	B	Grant	-	700,000	-	-	-	-	700,000
1.123	Family Court Building	23-01	Renewal	Exterior Upgrades	120,000	B	Res	-	120,000	-	-	-	-	120,000
1.123	Family Court Building	23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.123	Family Court Building	24-01	Renewal	Exterior Upgrades	85,000	B	Res	-	-	85,000	-	-	-	85,000
1.123	Family Court Building	25-01	Study	Asset Management	10,000	B	Res	-	-	-	10,000	-	-	10,000
Family Court Building Total					1,362,500			46,800	1,266,800	85,000	10,000	-	-	1,361,800
1.137	Galiano Island Community Use Building	21-01	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.137	Galiano Island Community Use Building	21-02	New	Asset Management Plan	10,000	B	Res	-	-	-	-	-	-	-
Galiano Island Community Use Building Total					20,000			-	10,000	-	-	-	-	10,000
1.141	SSI Public Library	23-01	New	Emergency Repairs	10,000	B	Res	-	10,000	-	-	-	-	10,000
SSI Public Library Total					10,000			-	10,000	-	-	-	-	10,000
1.226	Health Facilities - VIHA	EHU-21-01	Renewal	Roof Replacement	400,000	B	Res	-	400,000	-	-	-	-	400,000
1.226	Health Facilities - VIHA	EHU-21-03	Replacement	Exterior Doors	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-22-01	Renewal	Exterior Upgrades	150,000	B	Res	-	150,000	-	-	-	-	150,000
1.226	Health Facilities - VIHA	EHU-22-02	Replacement	Vertical Transportation Upgrades	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.226	Health Facilities - VIHA	EHU-23-01	Renewal	Mechanical Upgrades	150,000	B	Res	-	-	150,000	-	-	-	150,000
1.226	Health Facilities - VIHA	EHU-23-02	Renewal	Mechanical Upgrades	70,000	B	Res	-	-	70,000	-	-	-	70,000
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	1,872,500	B	Res	-	265,000	265,000	265,000	277,500	-	1,072,500
1.226	Health Facilities - VIHA	EHU-23-03	Renewal	Exterior Upgrades	-	B	Other	-	200,000	200,000	200,000	200,000	-	800,000
1.226	Health Facilities - VIHA	EHU-23-04	Renewal	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	EHU-25-01	Study	Asset Management	10,000	B	Res	-	-	-	10,000	-	-	10,000
1.226	Health Facilities - VIHA	EHU-26-01	Renewal	Electrical Upgrades	25,000	B	Res	-	-	-	-	35,000	-	35,000
1.226	Health Facilities - VIHA	PHU-20-01	Renewal	Roof Replacement	465,000	B	Cap	440,000	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	PHU-22-01	Replacement	Mechanical Upgrades	125,000	B	Res	-	125,000	-	-	-	-	125,000
1.226	Health Facilities - VIHA	PHU-22-02	Replacement	Vertical Transportation Upgrades	75,000	B	Res	-	75,000	-	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-22-03	Replacement	Roof Replacement	175,000	B	Res	-	175,000	-	-	-	-	175,000
1.226	Health Facilities - VIHA	PHU-23-01	Replacement	Mechanical Upgrades	120,000	B	Res	-	100,000	-	-	-	-	100,000
1.226	Health Facilities - VIHA	PHU-23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	PHU-24-01	Renewal	Site Upgrades	75,000	S	Res	-	-	-	75,000	-	-	75,000

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.226	Health Facilities - VIHA	PHU-24-02	Replacement	Interior Upgrades	75,000	B	Other	-	-	75,000	-	-	-	75,000
1.226	Health Facilities - VIHA	PHU-24-03	Replacement	Interior Upgrades	100,000	B	Other	-	-	100,000	-	-	-	100,000
1.226	Health Facilities - VIHA	PHU-25-01	Study	Asset management	10,000	B	Res	-	-	-	10,000	-	-	10,000
1.226	Health Facilities - VIHA	PHU-26-01	Replacement	Electrical Upgrades	225,000	B	Res	-	-	-	-	225,000	-	225,000
1.226	Health Facilities - VIHA	PHU-26-02	Replacement	Exterior Upgrades	50,000	B	Res	-	-	-	-	50,000	-	50,000
1.226	Health Facilities - VIHA	VHU-20-01	Renewal	Exterior Upgrades	205,000	B	Res	-	165,000	-	-	-	-	165,000
1.226	Health Facilities - VIHA	VHU-20-02	Renewal	Roof Replacement	360,000	B	Res	-	350,000	-	-	-	-	350,000
1.226	Health Facilities - VIHA	VHU-22-01	Replacement	Mechanical Upgrades	440,000	E	Res	-	440,000	-	-	-	-	440,000
1.226	Health Facilities - VIHA	VHU-22-02	Replacement	Vertical Transportation Upgrades	235,000	B	Cap	225,000	225,000	-	-	-	-	225,000
1.226	Health Facilities - VIHA	VHU-23-01	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.226	Health Facilities - VIHA	VHU-25-01	Replacement	Interior Upgrades	325,000	B	Other	-	-	-	325,000	-	-	325,000
1.226	Health Facilities - VIHA	VHU-25-02	Replacement	Interior Upgrades	135,000	B	Other	-	-	-	135,000	-	-	135,000
1.226	Health Facilities - VIHA	VHU-25-03	Replacement	Sitework Upgrades	65,000	B	Res	-	-	65,000	-	-	-	65,000
1.226	Health Facilities - VIHA	VHU-25-04	Study	Asset management	10,000	B	Res	-	-	-	10,000	-	-	10,000
1.226	Health Facilities - VIHA	VHU-26-01	Replacement	Mechanical Upgrades	150,000	B	Res	-	-	-	-	150,000	-	150,000
Health Facilities - VIHA Total					6,337,500			665,000	3,350,000	925,000	1,030,000	937,500	-	6,242,500
1.235	SGI Small Craft Harbour Facilities	19-02	Renewal	Retreat Cove	185,000	S	Cap	179,000	-	179,000	-	-	-	179,000
1.235	SGI Small Craft Harbour Facilities	19-03	Decommission	Horton Bay	100,000	S	Cap	80,000	80,000	-	-	-	-	80,000
1.235	SGI Small Craft Harbour Facilities	21-02	Renewal	Inspections	125,000	S	Res	-	125,000	-	-	-	-	125,000
1.235	SGI Small Craft Harbour Facilities	21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	250,000	S	Res	-	100,000	50,000	50,000	50,000	-	250,000
1.235	SGI Small Craft Harbour Facilities	22-02	Renewal	Swartz Bay Improvements & Dock Replacement	175,000	S	Res	-	-	-	75,000	-	-	75,000
1.235	SGI Small Craft Harbour Facilities	17-01	New	Piers Island Additional Float	524,700	S	Cap	157,000	157,000	-	-	-	-	157,000
1.235	SGI Small Craft Harbour Facilities	23-01	Renewal	Miners Bay Wharfhead Deck Resurfacing	30,000	S	Grant	-	30,000	-	-	-	-	30,000
1.235	SGI Small Craft Harbour Facilities	22-01	Renewal	Hope Bay	90,000	S	Cap	80,000	80,000	-	-	-	-	80,000
1.235	SGI Small Craft Harbour Facilities	21-01	Renewal	Port Washington	195,000	S	Cap	189,000	189,000	-	-	-	-	189,000
SGI Small Craft Harbour Facilities Total					1,674,700			685,000	761,000	229,000	125,000	50,000	-	1,165,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	21-02	Renewal	Painting and Repairs	50,000	S	Res	45,000	50,000	-	-	-	-	50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	21-01	Renewal	Rub Boards	3,000	S	Res	2,500	3,000	-	-	-	-	3,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	22-01	New	Anticipated work from 2019 inspection	100,000	S	Res	-	-	100,000	-	-	-	100,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	22-01	Renewal	Anticipated work from 2019 inspection	50,000	S	Grant	-	-	50,000	-	-	-	50,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
SSI Small Craft Harbour (Fernwood Dock) Total					203,000			47,500	53,000	150,000	-	-	-	203,000
1.238A	Community Transit (SSI)	23-01	New	Art Inspired Bus Shelters	140,000	S	Res	-	-	35,000	35,000	35,000	35,000	140,000
1.238A	Community Transit (SSI)	23-01	New	Art Inspired Bus Shelters	20,000	S	Grant	-	-	5,000	5,000	5,000	5,000	20,000
1.238A	Community Transit (SSI)	23-02	New	O & M Facility Plan	50,000	S	Res	-	50,000	-	-	-	-	50,000
Community Transit (SSI) Total					210,000			-	50,000	40,000	40,000	40,000	40,000	210,000
1.238B	Community Transportation (SSI)	22-04	New	Construction Program for Pathway Network Lower Ganges Road -	220,000	S	Grant	200,000	200,000	-	-	-	-	200,000
1.238B	Community Transportation (SSI)	22-06	New	Barrier and Retaining Wall Lower Ganges Road -	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
1.238B	Community Transportation (SSI)	22-08	New	Barrier and Retaining Wall Design and Construction of	50,000	S	Res	50,000	50,000	-	-	-	-	50,000
1.238B	Community Transportation (SSI)	22-12	New	Pathway Design and Construction of	250,000	S	Grant	-	-	200,000	-	-	-	200,000
1.238B	Community Transportation (SSI)	22-12	New	Pathway Design and Construction of	-	S	Res	-	-	20,000	-	-	-	20,000
1.238B	Community Transportation (SSI)	22-14	New	Pathway Design and Construction of	107,500	S	Grant	-	-	75,000	-	-	-	75,000
1.238B	Community Transportation (SSI)	22-14	New	Pathway Design and Construction of	-	S	Res	-	-	7,500	-	-	-	7,500
1.238B	Community Transportation (SSI)	23-01	New	Pathway Design and Construction of	96,000	S	Res	-	-	-	30,000	6,000	-	36,000
1.238B	Community Transportation (SSI)	23-01	New	Pathway Design and Construction of	-	S	Grant	-	-	-	-	60,000	-	60,000
1.238B	Community Transportation (SSI)	23-03	New	Design Pathway along harbour side on Lower	50,000	S	Res	-	50,000	-	-	-	-	50,000
1.238B	Community Transportation (SSI)	24-01	New	Design and Construction of Pathway	96,000	S	Res	-	-	-	-	30,000	6,000	36,000
1.238B	Community Transportation (SSI)	24-01	New	Design and Construction of Pathway	-	S	Grant	-	-	-	-	-	60,000	60,000
1.238B	Community Transportation (SSI)	25-01	New	Pathway Design and Construction of	205,000	S	Res	-	-	-	-	-	40,000	40,000
1.238B	Community Transportation (SSI)	22-09	New	Pathway Standards Development	20,000	S	Res	-	20,000	-	-	-	-	20,000
1.238B	Community Transportation (SSI)	23-05	New	Snow Removal Equipment	45,000	E	Res	-	45,000	-	-	-	-	45,000
Community Transportation (SSI) Total					1,149,500			260,000	375,000	302,500	30,000	96,000	106,000	909,500
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	3,960,000	S	Cap	383,400	383,400	-	-	-	-	383,400
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Res	-	546,700	-	-	-	-	546,700
1.280	Regional Parks	15-02	New	Mayne Island Regional Trail	-	S	Grant	-	2,423,300	-	-	-	-	2,423,300
1.280	Regional Parks	16-02	Renewal	Upgrade Durrance Lake	1,125,290	S	Cap	-	-	56,063	-	60,000	-	116,063
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	175,000	S	Cap	54,000	54,000	-	-	-	-	54,000
1.280	Regional Parks	18-02	Replacement	Implement Kiosk Strategy	-	S	Res	-	25,000	25,000	-	-	-	50,000
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	1,824,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	19-05	Renewal	Repair GGRT Bridges (5)	-	S	Res	-	1,400,000	-	-	-	-	1,400,000
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	653,000	S	Cap	-	-	-	-	-	-	-
1.280	Regional Parks	20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	-	S	Res	-	-	620,000	-	-	-	620,000
1.280	Regional Parks	21-02	New	Design & Construct E&N Rail Trail Phase 5	5,400,000	S	Cap	-	-	-	-	200,000	-	200,000
1.280	Regional Parks	21-02	New	Design & Construct E&N Rail Trail Phase 5	-	S	Res	-	-	-	-	200,000	-	200,000
1.280	Regional Parks	21-02	New	Design & Construct E&N Rail Trail Phase 5	-	S	Grant	-	-	-	-	-	-	-
1.280	Regional Parks	21-03	Replacement	Construct Hamsterly Beach Washroom	840,000	B	Cap	40,000	40,000	-	-	-	-	40,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.280	Regional Parks	21-06	New	Purchase and Install Elk Lake Remediation Systems	1,682,000	E	Cap	1,134,000	1,134,000	-	-	-	-	1,134,000
1.280	Regional Parks	21-06	New	Purchase and Install Elk Lake Remediation Systems Design & Construct	-	E	Res	-	250,000	-	-	-	-	250,000
1.280	Regional Parks	22-02	Renewal	Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	1,300,000	S	Res	-	-	-	-	-	1,250,000	1,250,000
1.280	Regional Parks	22-04	Decommission	Sooke Potholes lodge site demolition	385,000	B	Res	-	-	-	385,000	-	-	385,000
1.280	Regional Parks	22-07	Replacement	Replace pit toilets at Coles Bay and Devonian Park	190,000	B	Res	-	-	95,000	95,000	-	-	190,000
1.280	Regional Parks	22-17	New	Portal Signs	605,000	S	Res	-	117,000	117,000	117,000	117,000	-	468,000
1.280	Regional Parks	22-22	New	Site development plan - Mill Hill & 728	100,000	B	Cap	32,000	32,000	-	-	-	-	32,000
1.280	Regional Parks	22-24	New	Purchase of equipment (IT & office equipment) for Upgrade Elk Lake site septic	170,000	E	Res	-	120,000	-	-	-	-	120,000
1.280	Regional Parks	22-25	New	Renovate Office Space	100,000	S	Res	-	75,000	-	-	-	-	75,000
1.280	Regional Parks	22-26	Renewal	Parks HQ & Elk Lake Nature Centre and Beaver Lake	240,000	B	Res	64,000	64,000	-	-	-	-	64,000
1.280	Regional Parks	23-01	New	Purchase of New Genset for Mt. McDonald	60,000	E	Res	-	60,000	-	-	-	-	60,000
1.280	Regional Parks	23-03	Renewal	Construct Selkirk Trestle - Phase 1 & 2	6,315,584	S	Res	-	2,358,728	1,572,486	-	-	-	3,931,214
1.280	Regional Parks	23-03	Renewal	Construct Selkirk Trestle - Phase 1 & 2	-	S	Grant	-	1,430,622	953,748	-	-	-	2,384,370
1.280	Regional Parks	23-05	Defer	Design Salt Spring Island Regional Trail	200,000	S	Res	-	-	-	-	-	-	-
1.280	Regional Parks	23-05	Defer	Design Salt Spring Island Regional Trail	-	S	Grant	-	-	-	-	-	-	-
1.280	Regional Parks	23-08	New	Construct Eagle Beach Retaining Wall	50,000	S	Res	-	-	-	-	50,000	-	50,000
1.280	Regional Parks	23-09	Renewal	Design & Construct GGRT 4km - Selkirk to McKenzie	9,096,397	S	Res	-	468,950	312,633	1,641,324	853,424	150,000	3,426,331
1.280	Regional Parks	23-09	Renewal	Design & Construct GGRT 4km - Selkirk to McKenzie	-	S	Grant	-	537,260	191,506	1,125,410	2,680,890	585,000	5,120,066
1.280	Regional Parks	23-10	Renewal	Design & Construct Brett trestle replacement and Swan trestle Lochside Trail	7,386,500	S	Res	-	-	-	120,000	400,000	250,000	770,000
1.280	Regional Parks	23-10	Renewal	Design & Construct Brett trestle replacement and Swan trestle Lochside Trail	-	S	Grant	-	126,500	-	1,520,000	2,485,000	2,485,000	6,616,500
1.280	Regional Parks	23-11	Renewal	Repair Witty's Lagoon	375,000	S	Res	-	-	-	-	375,000	-	375,000
1.280	Regional Parks	23-12	New	Site Characterization - Killarney Lake Dam	30,000	S	Res	-	-	-	-	30,000	-	30,000
1.280	Regional Parks	23-13	Replacement	Vehicle Replacement	-	V	ERF	-	615,000	575,000	270,000	305,000	120,000	1,885,000
1.280	Regional Parks	23-14	Replacement	Equipment Replacement	-	E	ERF	-	44,300	63,800	60,900	71,600	54,300	294,900
1.280	Regional Parks	23-15	New	Potential Land Acquisition Transactions	-	L	Res	-	5,000,000	-	-	-	-	5,000,000
1.280	Regional Parks	23-15	New	Potential Land Acquisition Transactions	-	L	Debt	-	-	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
1.280	Regional Parks	23-16	New	Purchase of 5 vehicles for new staff	540,000	V	Res	-	540,000	-	-	-	-	540,000
1.280	Regional Parks	23-17	New	Purchase of skidsteer grader attachment	30,000	E	Res	-	30,000	-	-	-	-	30,000
1.280	Regional Parks	23-18	New	Purchase of water quality monitoring equipment for Elk Lake	16,000	E	Res	-	16,000	-	-	-	-	16,000
1.280	Regional Parks	23-19	New	EV Charge Stations	410,000	E	Res	-	244,000	-	-	-	-	244,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Other	-	76,000	-	-	-	-	76,000
1.280	Regional Parks	23-19	New	EV Charge Stations	-	E	Grant	-	90,000	-	-	-	-	90,000
1.280	Regional Parks	24-01	Renewal	Upgrade Humpback Dam	100,000	S	Res	-	-	-	-	100,000	-	100,000
1.280	Regional Parks	24-03	Renewal	Upgrade Sooke Potholes Campground Road	150,000	S	Res	-	-	-	-	150,000	-	150,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.280	Regional Parks	24-04	Renewal	Design & Construct Brookleigh Boat Launch	145,000	S	Res	-	-	-	-	20,000	125,000	145,000
1.280	Regional Parks	25-01	Renewal	Repair of Sooke Hills Wilderness trail	228,000	S	Res	-	-	-	228,000	-	-	228,000
1.280	Regional Parks	26-01	Renewal	Improve boat launch at Thetis Lake	30,000	S	Res	-	-	-	-	30,000	-	30,000
1.280	Regional Parks	26-02	Renewal	Develop Jordan River Regional Park	50,580	S	Res	-	-	-	-	50,580	-	50,580
1.280	Regional Parks	27-01	Renewal	Implement Durrance Dam alteration plan	1,250,000	S	Res	-	-	-	-	-	1,250,000	1,250,000
1.280	Regional Parks	27-02	Replacement	Replace pit toilet at Lone	45,000	B	Res	-	-	-	-	-	45,000	45,000
Regional Parks Total					45,257,351			1,707,400	18,301,760	9,582,236	10,562,634	13,178,494	11,314,300	62,939,424
1.290	Royal Theatre	20-03	New	Add Balcony & Pit Railings	75,000	B	Res	-	-	-	75,000	-	-	75,000
1.290	Royal Theatre	21-01	Replacement	HVAC Upgrade	500,000	B	Other	420,000	420,000	-	-	-	-	420,000
				Replace House Light										
1.290	Royal Theatre	21-02	Replacement	System - Phase 2	90,000	B	Cap	90,000	90,000	-	-	-	-	90,000
1.290	Royal Theatre	21-05	Replacement	Replace Extendable Scissor	26,000	E	Cap	5,000	5,000	-	-	-	-	5,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope	2,293,000	B	Res	-	375,000	350,000	375,000	93,000	-	1,193,000
1.290	Royal Theatre	21-12	Renewal	Repair Building Envelope Plan, Rebuild and Expand	-	B	Other	-	375,000	350,000	375,000	-	-	1,100,000
1.290	Royal Theatre	21-13	Renewal	Orchestra Pit	115,000	B	Cap	112,000	-	-	112,000	-	-	112,000
1.290	Royal Theatre	22-01	Replacement	Replace Theatre Doors	230,000	B	Res	-	230,000	-	-	-	-	230,000
				Study and Plan main floor replacement Including										
1.290	Royal Theatre	23-01	Study	seats and aisle lights	30,000	B	Res	-	30,000	-	-	-	-	30,000
1.290	Royal Theatre	23-02	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.290	Royal Theatre	23-03	Replacement	Replace Audio Stage	197,000	E	Res	-	197,000	-	-	-	-	197,000
1.290	Royal Theatre	23-04	Replacement	Replace Paging Touch	16,000	E	Res	-	16,000	-	-	-	-	16,000
1.290	Royal Theatre	23-05	Renewal	Renewal of theatre façade	29,000	B	Res	-	29,000	-	-	-	-	29,000
				Repour and refinish concrete main floor and										
1.290	Royal Theatre	24-01	Replacement	replacement of seats and	700,000	B	Other	-	-	-	280,000	-	-	280,000
				Repour and refinish concrete main floor and										
1.290	Royal Theatre	24-01	Replacement	replacement of seats and	-	B	Grant	-	-	-	280,000	-	-	280,000
				Repour and refinish concrete main floor and										
1.290	Royal Theatre	24-01	Replacement	replacement of seats and	-	B	Res	-	-	-	140,000	-	-	140,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	750,000	B	Other	-	-	-	300,000	-	-	300,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Grant	-	-	-	300,000	-	-	300,000
1.290	Royal Theatre	24-02	Replacement	Replace Orchestra Shell	-	E	Res	-	-	-	150,000	-	-	150,000
				Replace Seats and Aisle										
1.290	Royal Theatre	25-01	Replacement	Lights in balcony	250,000	B	Other	-	-	-	100,000	-	-	100,000
				Replace Seats and Aisle										
1.290	Royal Theatre	25-01	Replacement	Lights in Balcony	-	B	Grant	-	-	-	100,000	-	-	100,000
				Replace Seats and Aisle										
1.290	Royal Theatre	25-01	Replacement	Lights in Balcony	-	B	Res	-	-	-	50,000	-	-	50,000
Royal Theatre Total					5,351,000			627,000	1,817,000	700,000	2,637,000	93,000	-	5,247,000
1.295	McPherson Theatre	18-01	Replacement	Replace Lobby Windows	350,000	B	Cap	-	-	-	-	-	-	-
1.295	McPherson Theatre	20-05	Study	Railing Study	20,000	B	Cap	11,500	11,500	-	-	-	-	11,500
				Replace House Light										
1.295	McPherson Theatre	21-03	Replacement	System Phase 2	80,000	B	Cap	79,000	79,000	-	-	-	-	79,000
1.295	McPherson Theatre	21-04	Replacement	Replace Extendable Scissor	26,000	E	Res	-	26,000	-	-	-	-	26,000
				Balcony Rail Fabrication and Installation										
1.295	McPherson Theatre	21-10	Replacement	Repair Building Envelope	25,000	B	Res	-	25,000	-	-	-	-	25,000
				and Restore Façade										
1.295	McPherson Theatre	21-13	Renewal	Repair East Elevation Wall	1,163,000	B	Res	-	325,000	300,000	300,000	238,000	-	1,163,000
1.295	McPherson Theatre	22-05	Renewal	Repair East Elevation Wall	2,109,000	B	Res	-	2,109,000	-	-	-	-	2,109,000
1.295	McPherson Theatre	22-05	Renewal	Repair East Elevation Wall	-	B	Cap	67,000	67,000	-	-	-	-	67,000
1.295	McPherson Theatre	22-06	Renewal	Recoating of Fibreglass	13,000	B	Res	-	13,000	-	-	-	-	13,000
1.295	McPherson Theatre	22-07	Renewal	Repair Stand-alone	5,000	B	Res	-	5,000	-	-	-	-	5,000
1.295	McPherson Theatre	23-01	Defer	Emergency Repairs	50,000	B	Res	-	50,000	-	-	-	-	50,000
				Replace Faucets in Public										
1.295	McPherson Theatre	23-02	Replacement	Washrooms	13,000	B	Res	-	13,000	-	-	-	-	13,000
1.295	McPherson Theatre	23-03	Replacement	Replace Audio Stage	152,000	E	Res	-	152,000	-	-	-	-	152,000

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Service Number	Service Description	Proj. No.	Capital Exp. Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.295	McPherson Theatre	23-04	Replacement	Replace Paging Touch	9,000	E	Res	-	9,000	-	-	-	-	9,000
McPherson Theatre Total					4,015,000			157,500	2,884,500	300,000	300,000	238,000	-	3,722,500
1.297	Arts Grants and Development	22-01	Replacement	Computer and Printer	1,550	E	ERF	-	-	-	-	-	-	-
Arts Grants and Development Total					1,550			-	-	-	-	-	-	-
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	2,706,929	E	Cap	-	43,745	211,483	211,483	211,483	43,745	721,939
1.309	Climate Action and Adaptation	23-01	New	Regional electric vehicle charging infrastructure	-	E	Grant	-	120,278	581,478	581,478	581,478	120,278	1,984,990
1.309	Climate Action and Adaptation	23-02	New	ZEVIP 2 (ZP-240) Corporate EV Chargers	120,000	E	Cap	-	60,000	-	-	-	-	60,000
1.309	Climate Action and Adaptation	23-02	New	ZEVIP 2 (ZP-240) Corporate EV Chargers	-	E	Grant	-	60,000	-	-	-	-	60,000
Climate Action and Adaptation Total					2,826,929			-	284,023	792,961	792,961	792,961	164,023	2,826,929
1.310	Land Banking and Housing	18-03	New	RHFP Office Equipment	25,500,000	B	Debt	-	-	11,000,000	14,500,000	-	-	25,500,000
1.310	Land Banking and Housing	20-01	Replacement	Replacement	26,000	E	ERF	-	4,000	10,000	4,000	4,000	4,000	26,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	3,000,000	B	Grant	-	3,500,000	-	-	-	-	3,500,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	700,000	B	Grant	-	700,000	-	-	-	-	700,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	615,000	B	Other	-	615,000	-	-	-	-	615,000
1.310	Land Banking and Housing	21-01	New	RHFP - Prosser	12,289,721	B	Other	-	12,289,721	-	-	-	-	12,289,721
Land Banking and Housing Total					42,130,721			-	17,108,721	11,010,000	14,504,000	4,000	4,000	42,630,721
1.313	Animal Care Services	23-01	Replacement	Computer Replacements	18,364	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.313	Animal Care Services	19-02	Replacement	Vehicle Replacements	194,000	V	ERF	-	25,000	25,000	25,000	25,000	25,000	125,000
1.313	Animal Care Services	23-03	Renewal	Animal Shelter	200,000	B	Other	200,000	200,000	-	-	-	-	200,000
				On-Line Payment Portal for Dog Licences	30,000	S	Other	30,000	30,000	-	-	-	-	30,000
1.313	Animal Care Services	23-05	Renewal	Network Upgrade and	35,000	S	Other	35,000	35,000	-	-	-	-	35,000
1.313	Animal Care Services	23-06	Renewal	Outreach	75,000	E	Other	75,000	75,000	-	-	-	-	75,000
1.313	Animal Care Services	23-07	Replacement	Vehicle	186,116	V	Other	75,188	75,188	-	-	-	-	75,188
Animal Care Services Total					738,480			415,188	445,188	30,000	30,000	30,000	30,000	565,188
1.318	Building Inspection	18-01	Replacement	Vehicle Replacement	145,000	V	ERF	45,000	95,000	-	-	50,000	-	145,000
1.318	Building Inspection	19-01	Replacement	Computer Replacement	30,600	E	ERF	-	8,000	5,500	4,500	6,000	6,000	30,000
1.318	Building Inspection	21-01	Replacement	Furniture Replacement	-	E	ERF	-	25,000	-	-	-	-	25,000
1.318	Building Inspection	22-03	New	Microfiche Computer	1,300	E	ERF	1,300	1,300	-	-	-	-	1,300
1.318	Building Inspection	22-01	Replacement	Phone System	16,000	E	ERF	16,000	16,000	-	-	-	-	16,000
1.318	Building Inspection	22-05	Replacement	Photocopier	10,000	E	ERF	10,000	10,000	-	-	-	-	10,000
1.318	Building Inspection	23-01	Replacement	Storage Room Shelving	30,000	E	ERF	-	30,000	-	-	-	-	30,000
Building Inspection Total					232,900			72,300	185,300	5,500	4,500	56,000	6,000	257,300
1.323	ByLaw Services	19-01	Replacement	Computers	4,950	E	ERF	-	1,010	1,030	-	-	-	2,040
1.323	ByLaw Services	19-02	Replacement	Vehicle	150,000	V	ERF	-	150,000	-	-	-	-	150,000
ByLaw Services Total					154,950			-	151,010	1,030	-	-	-	152,040
1.324	Regional Planning Services	18-01	Replacement	Computer Replacement	36,700	E	ERF	-	3,000	4,000	4,000	8,000	3,000	22,000
1.324	Regional Planning Services	22-01	Renewal	Photocopier Renewal	40,000	E	ERF	-	40,000	-	-	-	-	40,000
1.324	Regional Planning Services	21-01	Renewal	RSP Office Renovation	92,400	E	ERF	-	-	-	-	-	-	-
Regional Planning Services Total					169,100			-	43,000	4,000	4,000	8,000	3,000	62,000
1.325	Community Planning	20-01	Replacement	Computer Equipment	8,150	E	ERF	-	2,700	4,800	3,250	-	2,700	13,450
1.325	Community Planning	22-01	Replacement	Vehicle	35,000	E	ERF	35,000	35,000	-	-	-	-	35,000
				Otter Point Ground Water Study (for OCP)	100,000	S	Grant	100,000	100,000	-	-	-	-	100,000
1.325	Community Planning	23-01	Study	Port Renfrew OCP	50,000	S	Grant	-	100,000	-	-	-	-	100,000

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Community Planning Total					193,150			135,000	237,700	4,800	3,250	-	2,700	248,450
1.335	Geo-Spatial Referencing	17-01	Replacement	RTK System Digital Infrastructure	60,000	E	ERF	30,000	30,000	-	30,000	-	-	60,000
1.335	Geo-Spatial Referencing	19-01	Replacement	Survey grade rover kit	-	E	ERF	-	-	-	-	-	-	-
1.335	Geo-Spatial Referencing	20-01	Replacement	V10 Rover Receiver	-	E	ERF	-	-	-	-	-	-	-
1.335	Geo-Spatial Referencing	22-01	Replacement	4 Net R9 ACP site receivers	-	E	ERF	-	-	-	-	-	-	-
1.335	Geo-Spatial Referencing	23-01	Replacement	RTK System Refresh	180,000	E	ERF	-	180,000	-	-	-	-	180,000
Geo-Spatial Referencing Total					240,000			30,000	210,000	-	30,000	-	-	240,000
1.350	Willis Point Fire	20-03	Renewal	handicap access	8,000	B	Res	-	-	-	-	-	8,000	8,000
1.350	Willis Point Fire	22-02	Renewal	emergency exit	5,000	B	Res	-	-	-	-	-	5,000	5,000
1.350	Willis Point Fire	22-03	Renewal	paving entrance for hall	18,000	E	Res	-	2,970	-	-	-	-	2,970
1.350	Willis Point Fire	23-03	Renewal	kitchen renos	3,500	B	Res	-	-	-	-	-	3,500	3,500
1.350	Willis Point Fire	23-04	Replacement	Engine 2 Replacement	580,000	V	ERF	-	580,000	-	-	-	-	580,000
1.350	Willis Point Fire	23-04	Replacement	Engine 2 Replacement	-	V	Res	-	-	-	-	-	-	-
1.350	Willis Point Fire	21-01	Replacement	Turn Out Gear	30,000	E	ERF	-	6,000	6,000	6,000	6,000	6,000	30,000
1.350	Willis Point Fire	22-01	Replacement	Hose	6,000	E	ERF	6,000	-	-	-	-	6,000	6,000
Willis Point Fire Total					650,500			6,000	588,970	6,000	6,000	6,000	28,500	635,470
1.352	South Galiano Fire	18-02	Replacement	South Galiano Fire Hall	2,410,000	B	Cap	30,000	40,000	-	-	-	-	40,000
1.352	South Galiano Fire	23-01	Replacement	Turn out Gear	35,700	E	ERF	-	10,000	5,000	5,200	10,800	4,700	35,700
1.352	South Galiano Fire	23-02	Replacement	Replace firehose	20,000	E	ERF	-	5,000	5,000	5,000	-	5,000	20,000
1.352	South Galiano Fire	23-03	New	Medic 1 Acquisition	85,000	V	Res	-	-	-	85,000	-	-	85,000
1.352	South Galiano Fire	24-01	Replacement	Replace Engine 1, F00858	650,000	V	ERF	-	185,000	400,000	-	-	-	585,000
1.352	South Galiano Fire	26-03	Replacement	Command Unit	85,000	V	ERF	-	-	-	-	85,000	-	85,000
South Galiano Fire Total					3,285,700			30,000	240,000	410,000	95,200	95,800	9,700	850,700
1.353	Otter Point Fire	17-02	Replacement	Turnout Gear/Pagers/Hose	98,300	E	ERF	-	28,300	15,000	15,000	20,000	20,000	98,300
1.353	Otter Point Fire	26-01	Replacement	Replace driveway	80,000	B	Res	-	-	-	-	40,000	40,000	80,000
1.353	Otter Point Fire	20-01	Replacement	Replace roof	40,000	B	Res	-	-	-	40,000	-	-	40,000
1.353	Otter Point Fire	22-02	Replacement	Building Expansion. Back	40,000	B	Res	-	40,000	-	-	-	-	40,000
1.353	Otter Point Fire	22-03	Replacement	Building and Siding	40,000	B	Res	-	-	40,000	-	-	-	40,000
Otter Point Fire Total					298,300			-	68,300	55,000	55,000	60,000	60,000	298,300
1.356	Pender Island Fire	19-02	Replacement	Replace (E27 Unit 746) Rated Mini-Pumper 1500	615,000	V	ERF	-	215,000	-	-	-	-	215,000
1.356	Pender Island Fire	20-01	Replacement	IGPM (2022)-ERF2	7,000	E	ERF	-	-	4,000	-	-	-	4,000
1.356	Pender Island Fire	20-12	Renewal	Hall 2 Upgrades-CCF10	50,000	B	Res	-	5,000	-	-	-	-	5,000
1.356	Pender Island Fire	20-13	Renewal	Hall 1 Fitness Area-CCF13	75,000	B	Res	-	5,000	-	-	-	-	5,000
1.356	Pender Island Fire	20-15	Renewal	Computer iPad and phones-ERF11	5,000	E	ERF	-	-	5,000	-	-	-	5,000
1.356	Pender Island Fire	21-01	Renewal	Hall 3 Painting - Hall #3 - Paint - upgrades-CCF11	15,000	B	Res	-	5,000	-	-	-	-	5,000
1.356	Pender Island Fire	21-02	Replacement	Fire hoses-ERF12	25,000	E	ERF	-	-	-	5,000	-	5,000	10,000
1.356	Pender Island Fire	21-03	Replacement	Turnout gear-ERF1	36,000	E	ERF	-	15,000	5,000	-	8,000	8,000	36,000
1.356	Pender Island Fire	21-04	Replacement	SCBA cylinder replacement-ERF15	20,000	E	ERF	-	-	-	-	10,000	10,000	20,000
1.356	Pender Island Fire	23-01	Replacement	Replace rescue equipment-	14,000	E	ERF	-	-	14,000	-	-	-	14,000
1.356	Pender Island Fire	25-01	Replacement	Replace R38 Unit 804-ERF6	100,000	E	ERF	-	-	-	100,000	-	-	100,000
Pender Island Fire Total					962,000			-	245,000	28,000	105,000	18,000	23,000	419,000
1.357	East Sooke Fire	17-05	Replacement	Turn out Gear	51,702	E	ERF	-	12,795	13,051	13,312	13,578	13,850	66,586
1.357	East Sooke Fire	18-01	Replacement	Tender 2	300,000	V	ERF	150,000	300,000	-	-	-	-	300,000
1.357	East Sooke Fire	19-01	Replacement	Squad Car	160,000	V	ERF	-	-	160,000	-	-	-	160,000
1.357	East Sooke Fire	21-03	Replacement	Extrication gear	23,000	E	ERF	-	-	-	-	23,000	-	23,000
1.357	East Sooke Fire	21-04	Renewal	Landscaping	10,000	B	Res	10,000	10,000	-	-	-	-	10,000
1.357	East Sooke Fire	21-05	Replacement	Roof seal replacement	5,000	E	ERF	-	-	-	-	5,000	-	5,000
1.357	East Sooke Fire	22-01	Replacement	Pagers	10,500	E	ERF	-	3,500	3,500	-	-	-	7,000
1.357	East Sooke Fire	22-02	Replacement	Hoses	6,200	E	ERF	-	-	-	6,200	-	-	6,200
1.357	East Sooke Fire	23-01	New	Tablet trial	5,000	E	Res	-	5,000	-	-	-	-	5,000
1.357	East Sooke Fire	27-01	Replacement	Rope for Rope Rescue	5,000	E	ERF	-	-	-	-	-	5,000	5,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.357	East Sooke Fire	22-04	Replacement	East Sooke Community Hall capital projects	12,000	E	Res	10,500	12,000	-	-	-	-	12,000
	East Sooke Fire Total				588,402			170,500	343,295	176,551	19,512	41,578	18,850	599,786
1.358	Port Renfrew Fire	23-01	Renewal	Rescue Truck	15,000	E	ERF	-	15,000	-	-	-	-	15,000
1.358	Port Renfrew Fire	23-02	New	Training Facility	10,000	E	Res	-	10,000	-	-	-	-	10,000
1.358	Port Renfrew Fire	23-03	Renewal	Firehall Exterior	10,000	E	Res	-	10,000	-	-	-	-	10,000
	Port Renfrew Fire Total				35,000			-	35,000	-	-	-	-	35,000
1.359	North Galiano Fire	25-01	Replacement	SCBA Replacement	150,000	E	ERF	-	-	-	150,000	-	-	150,000
	North Galiano Fire Total				150,000			-	-	-	150,000	-	-	150,000
1.360	Shirley Fire Department	19-01	Replacement	Firefighting Equipment	10,000	E	ERF	10,000	10,000	-	-	-	-	10,000
	Shirley Fire Department Total				10,000			10,000	10,000	-	-	-	-	10,000
1.369	Electoral Area Fire Services	-	-	-	-	-	-	-	-	-	-	-	-	-
	Electoral Area Fire Services Total				-			-	-	-	-	-	-	-
1.370	JDF Emergency Program	-	-	-	-	-	-	-	-	-	-	-	-	-
	JDF Emergency Program Total				-			-	-	-	-	-	-	-
1.371	SSI Emergency Program	23-01	New	Seacan Purchase	12,317	E	Res	-	12,317	-	-	-	-	12,317
1.371	SSI Emergency Program	23-02	Replacement	Computer Upgrades	7,000	E	ERF	-	7,000	-	-	-	-	7,000
	SSI Emergency Program Total				19,317			-	19,317	-	-	-	-	19,317
1.372	Emergency Planning Coordination	20-01	Replacement	Computer Equipment Replacement	2,500	E	ERF	-	-	2,500	-	-	-	2,500
1.372	Emergency Planning Coordination	23-01	Replacement	Vehicle Replacement	70,000	V	ERF	-	-	-	-	-	70,000	70,000
	Emergency Planning Coordination Total				72,500			-	-	2,500	-	-	70,000	72,500
1.373	SJI Emergency Program	21-01	New	Shipping Containers	60,000	E	Res	35,000	60,000	-	-	-	-	60,000
	SJI Emergency Program Total				60,000			35,000	60,000	-	-	-	-	60,000
1.375	Hazardous Material Incident Response	21-01	Replacement	Hazmat Equipment	55,000	E	ERF	-	35,000	10,000	10,000	-	-	55,000
1.375	Hazardous Material Incident Response	22-01	Replacement	SCBA	89,000	E	ERF	53,000	53,000	-	-	-	20,000	73,000
1.375	Hazardous Material Incident Response	23-01	Replacement	Command Vehicle	300,000	V	ERF	-	-	-	-	-	300,000	300,000
	Hazardous Material Incident Response Total				444,000			53,000	88,000	10,000	10,000	-	320,000	428,000
1.377	JDF Search and Rescue	23-01	Replacement	vehicle replacement	92,000	E	ERF	-	92,000	-	-	-	-	92,000
	JDF Search and Rescue Total				92,000			-	92,000	-	-	-	-	92,000
1.405	JDF EA Community Parks & Recreation	21-01	Renewal	Wieland Trail	100,000	L	Grant	50,000	50,000	50,000	-	-	-	100,000
1.405	JDF EA Community Parks & Recreation	22-02	Renewal	Chubb Rd - Dock Installation	75,000	S	Grant	50,000	25,000	-	-	-	-	25,000
1.405	JDF EA Community Parks & Recreation	23-01	New	Port Renfrew Playground Equipment	160,000	S	Grant	-	160,000	-	-	-	-	160,000
1.405	JDF EA Community Parks & Recreation	23-02	New	Elrose Park trail construction	45,000	S	Grant	-	45,000	-	-	-	-	45,000
1.405	JDF EA Community Parks & Recreation	23-03	New	Priest Cabin Park Trail Construction	50,000	S	Grant	-	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	23-05	New	Trail Construction	50,000	S	Grant	-	50,000	-	-	-	-	50,000
1.405	JDF EA Community Parks & Recreation	23-06	New	Wigglesworth Lake Park Trail Construction Admirals Forest Park	40,000	S	Grant	-	40,000	-	-	-	-	40,000
1.405	JDF EA Community Parks & Recreation	23-07	New	Playground Improvements Coppermine Park	100,000	S	Grant	-	100,000	-	-	-	-	100,000

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Service Number	Service Description	Proj. No.	Capital Exp. Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.405	JDF EA Community Parks & Recreation	23-08	New	Trail and Park remediation Butler Park	45,000	S	Grant	-	45,000	-	-	-	-	45,000
1.405	JDF EA Community Parks & Recreation	23-09	New	Fencing for Storage Compound	10,000	S	Res	-	10,000	-	-	-	-	10,000
1.405	JDF EA Community Parks & Recreation	23-10	New	Lot 64 Trail Construction	50,000	S	Grant	-	50,000	-	-	-	-	50,000
JDF EA Community Parks & Recreation Total					725,000			100,000	625,000	50,000	-	-	-	675,000
1.40X	SEAPARC	20-06	New	Utility Service - Outdoor	10,000	S	Res	-	-	10,000	-	-	-	10,000
1.40X	SEAPARC	20-08	Renewal	Electrical Distribution	150,000	E	Res	-	30,000	-	-	-	-	30,000
1.40X	SEAPARC	20-09	Replacement	Arena DHW Storage	26,000	E	Res	-	26,000	-	-	-	-	26,000
1.40X	SEAPARC	22-02	Renewal	Pool Roof Replacement	500,000	B	Res	-	-	250,000	250,000	-	-	500,000
1.40X	SEAPARC	22-03	Renewal	Radio Upgrade	35,000	E	ERF	-	35,000	-	-	-	-	35,000
1.40X	SEAPARC	22-04	Replacement	Pool Lectronator System	60,000	E	ERF	-	15,000	15,000	15,000	15,000	15,000	75,000
1.40X	SEAPARC	22-07	Renewal	Golf Course Irrigation	30,000	E	Res	-	5,000	5,000	5,000	5,000	-	20,000
1.40X	SEAPARC	22-08	Replacement	Pool Lighting	100,000	B	Cap	67,000	67,000	-	-	-	-	67,000
1.40X	SEAPARC	23-01	Replacement	Truck	20,000	V	ERF	-	20,000	-	-	-	-	20,000
1.40X	SEAPARC	23-02	Replacement	Chiller	175,000	E	Res	-	175,000	-	-	-	-	175,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	1,000,000	S	Res	-	25,000	225,000	-	-	-	250,000
1.40X	SEAPARC	23-03	Replacement	Skate Park Renewal	-	S	Grant	-	-	750,000	-	-	-	750,000
1.40X	SEAPARC	23-04	Renewal	Building Assessment and	250,000	B	Res	-	50,000	50,000	50,000	50,000	50,000	250,000
1.40X	SEAPARC	23-05	Replacement	Computer Replacement	10,000	E	ERF	-	3,500	-	8,000	10,000	4,000	25,500
1.40X	SEAPARC	23-06	Replacement	Grounds Equipment -	40,000	E	ERF	-	-	-	40,000	-	-	40,000
1.40X	SEAPARC	23-07	Renewal	Parking Lot Remediation	53,000	S	Res	-	25,000	-	-	28,000	-	53,000
1.40X	SEAPARC	23-08	Renewal	Reception area redesign	115,000	S	Res	-	15,000	100,000	-	-	-	115,000
1.40X	SEAPARC	23-09	Replacement	Equipment Replacement	14,000	E	ERF	-	29,500	-	-	-	-	29,500
1.40X	SEAPARC	23-10	Renewal	Gutters	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.40X	SEAPARC	23-11	New	Roof Safety System	10,000	B	Res	-	10,000	-	-	-	-	10,000
1.40X	SEAPARC	23-12	Renewal	Duct cleaning	25,000	B	Res	-	25,000	-	-	-	-	25,000
1.40X	SEAPARC	23-13	Replacement	Arena Dehumidifier Wheel	30,000	E	ERF	-	30,000	-	-	-	-	30,000
1.40X	SEAPARC	23-14	New	Acoustic panels	12,000	B	Res	-	12,000	-	-	-	-	12,000
1.40X	SEAPARC	23-15	Renewal	Pool Structural Column	175,000	S	Res	-	175,000	-	-	-	-	175,000
1.40X	SEAPARC	24-01	New	Land Acquisition	500,000	L	Debt	-	-	-	500,000	-	-	500,000
1.40X	SEAPARC	24-02	Replacement	Security System	75,000	E	ERF	-	-	75,000	-	-	-	75,000
1.40X	SEAPARC	24-03	Replacement	Grounds Equipment - golf	75,000	E	ERF	-	-	30,000	-	-	-	30,000
1.40X	SEAPARC	24-04	Renewal	Roof Repairs	6,000	B	Res	-	-	3,000	-	-	3,000	6,000
1.40X	SEAPARC	24-05	Renewal	Recoat Pool Metal Roof	23,000	B	Res	-	-	23,000	-	-	-	23,000
1.40X	SEAPARC	24-06	Renewal	Replace Ventilation Fans	7,000	B	Res	-	-	3,500	-	-	3,500	7,000
1.40X	SEAPARC	24-07	Replacement	Equipment Replacement	27,500	E	ERF	-	-	27,500	-	-	-	27,500
1.40X	SEAPARC	25-01	Replacement	Golf Works building	200,000	S	Res	-	-	-	200,000	-	-	200,000
1.40X	SEAPARC	25-03	Renewal	Recoat Arena Purlins &	27,000	B	Res	-	-	-	27,000	-	-	27,000
1.40X	SEAPARC	25-04	Study	Exterior Wall Evaluation	12,000	B	Res	-	-	-	12,000	-	-	12,000
1.40X	SEAPARC	25-05	Replacement	Replace Sewage & Storm Pump System	17,500	B	Res	-	-	-	17,500	-	-	17,500
1.40X	SEAPARC	25-06	Replacement	Replace Backflow Preventer on Fire Line	13,000	B	Res	-	-	-	13,000	-	-	13,000
1.40X	SEAPARC	25-07	Study	Thermal Evaluation of Electrical System	3,500	B	Res	-	-	-	3,500	-	-	3,500
1.40X	SEAPARC	25-08	Renewal	Renewal of Arena Electrical System	36,000	B	Res	-	-	-	36,000	-	-	36,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	1,525,000	E	Res	-	-	-	25,000	250,000	-	275,000
1.40X	SEAPARC	25-09	New	Outdoor Activity Space Development	-	E	Grant	-	-	-	-	1,250,000	-	1,250,000
1.40X	SEAPARC	25-10	Replacement	Equipment Replacement	62,500	E	ERF	-	-	-	62,500	-	-	62,500
1.40X	SEAPARC	26-01	Renewal	Repaint Arena Metal	50,000	B	Res	-	-	-	-	50,000	-	50,000
1.40X	SEAPARC	26-02	Renewal	Renovate Sauna	21,000	B	Res	-	-	-	-	21,000	-	21,000
1.40X	SEAPARC	26-03	Replacement	Replace Secondary Pool	66,500	B	Res	-	-	-	-	66,500	-	66,500
1.40X	SEAPARC	26-04	Renewal	Overhaul Cooling Tower -	28,000	B	Res	-	-	-	-	28,000	-	28,000
1.40X	SEAPARC	26-05	Replacement	Replace Pool Dehumidifier	12,000	B	Res	-	-	-	-	12,000	-	12,000
1.40X	SEAPARC	26-06	Replacement	Equipment Replacement	67,500	E	ERF	-	-	-	-	67,500	-	67,500
1.40X	SEAPARC	27-01	Replacement	Replace Pool Circulation	12,000	E	ERF	-	-	-	-	-	12,000	12,000
1.40X	SEAPARC	27-02	Replacement	Replace Air Handling Unit	130,000	B	Res	-	-	-	-	-	130,000	130,000

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1.40X	SEAPARC	27-03	Renewal	Replace Arena Rubber Mat Flooring	150,000	B	Res	-	-	-	-	-	150,000	150,000
1.40X	SEAPARC	27-04	Replacement	Equipment Replacement	27,500	E	ERF	-	-	-	-	-	27,500	27,500
SEAPARC Total					6,034,500			67,000	793,000	1,567,000	1,264,500	1,853,000	395,000	5,872,500
1.44x	Panorama Recreation	17-04	Renewal	Dessicant dehumidifier for Ice Plant	350,000	B	Cap	310,000	310,000	-	-	-	-	310,000
1.44x	Panorama Recreation	17-08	Renewal	Arena concourse (lobby) Install Plant Maintenance	85,000	B	Cap	80,000	80,000	-	-	-	-	80,000
1.44x	Panorama Recreation	18-02	New	SAP Program	150,000	E	Res	-	150,000	-	-	-	-	150,000
1.44x	Panorama Recreation	18-03	Replacement	DDC Replacement (direct digital controls)	112,000	B	Res	-	112,000	-	-	-	-	112,000
1.44x	Panorama Recreation	18-09	Replacement	Replace Pool room HVAC Air handling Unit	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.44x	Panorama Recreation	18-14	New	Install roof safety guide wires - arenas, tennis	188,000	B	Cap	60,000	60,000	-	-	-	-	60,000
1.44x	Panorama Recreation	18-14	New	Install roof safety guide wires - arenas, tennis	-	B	Cap	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	19-08	Replacement	Replace weight room (stretching area) HVAC	9,000	B	Res	-	9,000	-	-	-	-	9,000
1.44x	Panorama Recreation	19-15	New	Heat Recovery Plant	2,453,000	B	Debt	-	453,000	2,000,000	-	-	-	2,453,000
1.44x	Panorama Recreation	19-15	New	Heat Recovery Plant	-	B	Grant	-	-	-	-	-	-	-
1.44x	Panorama Recreation	20-10	New	Level 3 Electric Vehicle charging station	65,000	S	Res	-	65,000	-	-	-	-	65,000
1.44x	Panorama Recreation	21-01	Renewal	Roof - Arena A, B & Tennis	-	B	Grant	-	-	-	-	-	-	-
1.44x	Panorama Recreation	21-06	Replacement	Vehicle Replacement (Club)	20,000	V	ERF	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	22-01	Replacement	Replace Arena B rubber	110,000	B	Res	-	-	-	-	-	-	-
1.44x	Panorama Recreation	22-01	Replacement	Replace Arena B rubber	-	B	Grant	-	-	-	-	-	-	-
1.44x	Panorama Recreation	22-02	Replacement	Replace	-			-	-	-	-	-	-	-
1.44x	Panorama Recreation	22-02	Replacement	Daktronic/Electronic Road LED Lighting - Arenas, Pool, GG, Parking lot & general	70,000	S	Res	-	-	70,000	-	-	-	70,000
1.44x	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general	325,000	B	Res	-	310,000	-	-	-	-	310,000
1.44x	Panorama Recreation	23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general	-	B	Grant	-	15,000	-	-	-	-	15,000
1.44x	Panorama Recreation	23-04	Replacement	Replace Fitness Studio	50,000	B	Res	-	50,000	-	-	-	-	50,000
1.44x	Panorama Recreation	23-06	Replacement	Equipment Replacement	364,872	E	ERF	-	364,872	-	-	-	-	364,872
1.44x	Panorama Recreation	23-07	Replacement	Replace Chevrolet	46,000	V	ERF	-	46,000	-	-	-	-	46,000
1.44x	Panorama Recreation	23-08	Replacement	Replace Utility trailer	15,000	V	ERF	-	15,000	-	-	-	-	15,000
1.44x	Panorama Recreation	23-09	Replacement	Replace Play in the Park	11,000	V	ERF	-	11,000	-	-	-	-	11,000
1.44x	Panorama Recreation	23-13	Replacement	Overhead Doors Olympia bay - auto	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	23-14	Renewal	Arena change rooms accessibility upgrade	20,000	B	Res	-	20,000	-	-	-	-	20,000
1.44x	Panorama Recreation	23-15	Renewal	Greenglade parking lot	115,000	B	Res	-	115,000	-	-	-	-	115,000
1.44x	Panorama Recreation	23-16	Replacement	Video Surveillance system	160,000	E	ERF	-	160,000	-	-	-	-	160,000
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-	4,900,000	S	Debt	-	500,000	2,400,000	-	-	-	2,900,000
1.44x	Panorama Recreation	23-17	New	Centennial Park Multi-	-	S	Grant	-	-	2,012,908	-	-	-	2,012,908
1.44x	Panorama Recreation	24-01	Replacement	Arena A&B insulation	110,000	B	Res	-	-	110,000	-	-	-	110,000
1.44x	Panorama Recreation	24-02	Replacement	Arena Lobby HVAC	30,000	E	Res	-	-	30,000	-	-	-	30,000
1.44x	Panorama Recreation	24-04	Replacement	Refinish indoor tennis	26,000	B	Res	-	-	26,000	-	-	-	26,000
1.44x	Panorama Recreation	24-05	Replacement	Greenglade Playground	320,000	E	Cap	245,000	245,000	-	-	-	-	245,000
1.44x	Panorama Recreation	24-06	Replacement	Equipment Replacement	357,672	E	ERF	-	-	357,672	-	-	-	357,672
1.44x	Panorama Recreation	24-08	Renewal	Water supply system	22,000	E	ERF	-	-	22,000	-	-	-	22,000
1.44x	Panorama Recreation	25-01	Replacement	Equipment Replacement	346,662	E	ERF	-	-	-	346,662	-	-	346,662
1.44x	Panorama Recreation	25-03	Renewal	Rebuild ice plant	250,000	E	Res	-	-	-	25,000	-	-	25,000
1.44x	Panorama Recreation	25-04	Replacement	Replace lap pool heater	50,000	E	Res	-	-	-	50,000	-	-	50,000
1.44x	Panorama Recreation	25-05	Replacement	Replacement of underwater lighting	50,000	B	Res	-	-	-	50,000	-	-	50,000
1.44x	Panorama Recreation	25-06	Renewal	Re-tile pool	200,000	B	Res	-	-	-	200,000	-	-	200,000
1.44x	Panorama Recreation	25-07	Replacement	Replace heating system in tennis courts	60,000	E	Res	-	-	-	60,000	-	-	60,000
1.44x	Panorama Recreation	25-09	Replacement	Phone system	60,000	E	ERF	-	-	-	60,000	-	-	60,000
1.44x	Panorama Recreation	26-01	Replacement	Equipment Replacement	349,630	E	ERF	-	-	-	-	349,630	-	349,630
1.44x	Panorama Recreation	26-02	Replacement	Replace Ford F250 4x4	55,000	E	ERF	-	-	-	-	55,000	-	55,000
1.44x	Panorama Recreation	26-03	Replacement	Replace sound system in Areana A&B	32,000	E	ERF	-	-	-	-	32,000	-	32,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.44x	Panorama Recreation	26-04	Renewal	Building improvements	142,000	B	Res	-	-	-	-	147,000	-	147,000
1.44x	Panorama Recreation	26-05	Replacement	HVAC equipment	123,000	B	Res	-	-	-	-	123,000	-	123,000
1.44x	Panorama Recreation	26-06	Replacement	Replace diving board	20,000	B	Res	-	-	-	-	20,000	-	20,000
1.44x	Panorama Recreation	26-07	Replacement	Replace squash court floors	20,000	B	Res	-	-	-	-	20,000	-	20,000
1.44x	Panorama Recreation	27-01	Replacement	Equipment Replacement	349,100	V	ERF	-	-	-	-	-	349,100	349,100
1.44x	Panorama Recreation	27-02	Renewal	Panorama exterior painting	100,000	S	Res	-	-	-	-	-	100,000	100,000
1.44x	Panorama Recreation	27-03	Renewal	Panorama lower parking lot renewal	200,000	S	Res	-	-	-	-	-	200,000	200,000
1.44x	Panorama Recreation	27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	35,000	S	Res	-	-	-	-	-	35,000	35,000
1.44x	Panorama Recreation	15-01	Study	Inspection - asbestos	20,925	B	Cap	-	-	-	-	-	-	-
1.44x	Panorama Recreation	19-09	Replacement	Replace Ice Resurfacer	209,000	V	ERF	-	-	-	-	-	-	-
1.44x	Panorama Recreation	20-09	Replacement	Replace Ice Resurfacer	209,000	V	ERF	-	-	-	-	-	-	-
1.44x	Panorama Recreation	21-07	New	Multi-Purpose Sport Field	1,268,238	E	Grant	-	-	-	-	-	-	-
Panorama Recreation Total					14,704,099			695,000	3,200,872	7,028,580	791,662	746,630	684,100	12,451,844
1.455	SSI Community Parks	19-07	Renewal	Improve Beach Accesses	60,000	S	Res	-	-	10,000	-	10,000	-	20,000
1.455	SSI Community Parks	19-07	Renewal	Improve Beach Accesses	-	S	Grant	-	-	20,000	-	20,000	-	40,000
1.455	SSI Community Parks	19-09	Replacement	ERF for maintenance	115,000	E	ERF	10,000	30,000	20,000	20,000	15,000	15,000	100,000
1.455	SSI Community Parks	20-05	Renewal	Centennial Park Boardwalk Upgrades	150,000	S	Res	5,000	10,000	10,000	5,000	25,000	-	50,000
1.455	SSI Community Parks	20-05	Renewal	Centennial Park Boardwalk Upgrades	-	S	Grant	-	25,000	25,000	25,000	-	-	75,000
1.455	SSI Community Parks	20-06	New	Construction of Ganges Boardwalk	5,015,000	S	Res	5,000	10,000	-	-	-	-	10,000
1.455	SSI Community Parks	20-06	New	Construction of Ganges Boardwalk	-	S	Debt	-	-	-	-	5,000,000	-	5,000,000
1.455	SSI Community Parks	20-08	New	Centennial Park Upgrades	1,000,000	S	Grant	-	200,000	-	-	-	-	200,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	200,000	S	Res	5,000	5,000	10,000	10,000	10,000	10,000	45,000
1.455	SSI Community Parks	21-01	New	Linear Park Development	-	S	Grant	-	30,000	30,000	30,000	30,000	30,000	150,000
1.455	SSI Community Parks	21-05	Replacement	Vehicle Replacement	90,000	V	ERF	-	-	-	40,000	-	-	40,000
1.455	SSI Community Parks	21-05	Replacement	Vehicle Replacement	-	V	Grant	-	-	-	50,000	-	-	50,000
1.455	SSI Community Parks	21-06	New	New Maintenance	120,000	V	Res	-	35,000	-	40,000	-	20,000	95,000
1.455	SSI Community Parks	21-08	New	New Park Maintenance	40,000	V	Res	-	40,000	-	-	-	-	40,000
1.455	SSI Community Parks	22-03	Renewal	Playground Upgrades	60,000	S	Res	-	10,000	-	-	-	-	10,000
1.455	SSI Community Parks	22-03	Renewal	Playground Upgrades	-	S	Grant	-	50,000	-	-	-	-	50,000
SSI Community Parks Total					6,850,000			25,000	445,000	125,000	220,000	5,110,000	75,000	5,975,000
1.458	SSI Community Recreation	19-09	Replacement	Office and Computer Equipment	25,000	E	ERF	-	5,000	5,000	5,000	5,000	5,000	25,000
1.458	SSI Community Recreation	21-07	Renewal	Tennis Court Upgrades	35,000	S	Res	20,000	20,000	-	-	-	-	20,000
1.458	SSI Community Recreation	21-09	Replacement	Replace Tennis Courts	300,000	S	Res	-	-	100,000	-	-	-	100,000
1.458	SSI Community Recreation	21-09	Replacement	Replace Tennis Courts	-	S	Grant	-	-	200,000	-	-	-	200,000
1.458	SSI Community Recreation	22-01	Study	Skate Board Park Condition Assessment	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
1.458	SSI Community Recreation	22-02	Renewal	Bike Park Annual Repairs and Upgrades	10,000	S	Res	5,000	5,000	-	-	5,000	-	10,000
1.458	SSI Community Recreation	23-06	New	Recreation Program Equipment	15,000	E	Res	-	5,000	-	5,000	-	5,000	15,000
1.458	SSI Community Recreation	24-01	New	Multiposrt Court / Pickleball Courts	500,000	S	Other	-	-	500,000	-	-	-	500,000
SSI Community Recreation Total					890,000			30,000	40,000	805,000	10,000	10,000	10,000	875,000
1.459	SSI Park Land & Rec Programs	18-01	Renewal	Capital Repairs to Pool Building	290,000	B	Res	-	16,000	25,000	25,000	25,000	25,000	116,000
1.459	SSI Park Land & Rec Programs	18-01	Renewal	Capital Repairs to Pool Building	-	B	Grant	-	40,000	25,000	25,000	25,000	25,000	140,000
1.459	SSI Park Land & Rec Programs	19-13	New	Purchase Additional Parkland	500,000	L	Res	-	-	500,000	-	-	-	500,000
1.459	SSI Park Land & Rec Programs	19-14	Renewal	Portlock Park Upgrades	2,600,000	B	Res	-	-	-	-	20,000	80,000	100,000

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.459	SSI Park Land & Rec Programs	19-14	Renewal	Portlock Park Upgrades	-	B	Grant	-	-	-	-	-	2,500,000	2,500,000
1.459	SSI Park Land & Rec Programs	19-15	Replacement	Pool equipment replacements	167,500	E	ERF	-	22,500	35,000	30,000	40,000	40,000	167,500
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical	526,500	E	Res	-	15,000	-	-	-	-	15,000
1.459	SSI Park Land & Rec Programs	20-02	Replacement	Pool Electrical	-	E	Grant	-	235,000	-	-	-	-	235,000
1.459	SSI Park Land & Rec Programs	20-03	Renewal	Pool Tile Grouting & Expansion Joints	25,000	B	Res	-	-	-	25,000	-	-	25,000
1.459	SSI Park Land & Rec Programs	20-10	New	Sport Field Development	440,000	S	Res	100,000	100,000	-	-	-	-	100,000
1.459	SSI Park Land & Rec Programs	20-10	New	Sport Field Development	-	S	Grant	250,000	250,000	-	-	-	-	250,000
1.459	SSI Park Land & Rec Programs	20-14	New	Park Maintenance Facility	185,000	B	Res	50,000	50,000	50,000	-	-	-	100,000
1.459	SSI Park Land & Rec Programs	21-02	New	Pool expansion	8,120,000	B	Res	-	-	50,000	45,000	-	-	95,000
1.459	SSI Park Land & Rec Programs	21-02	New	Pool expansion	-	B	Debt	-	-	-	-	8,000,000	-	8,000,000
1.459	SSI Park Land & Rec Programs	21-04	New	EV Charger	10,000	E	Grant	-	10,000	-	-	-	-	10,000
1.459	SSI Park Land & Rec Programs	22-02	Study	Firehall Repurpose	200,000	L	Res	-	15,000	85,000	50,000	50,000	-	200,000
1.459	SSI Park Land & Rec Programs	22-04	Renewal	Upgrade Pool Parking Lot	25,000	S	Res	-	-	25,000	-	-	-	25,000
1.459	SSI Park Land & Rec Programs	22-06	New	New EV Maintenance Truck	40,000	V	Res	-	40,000	-	-	-	-	40,000
1.459	SSI Park Land & Rec Programs	23-03	Study	Portlock Park Master Plan	30,000	L	Res	-	30,000	-	-	-	-	30,000
1.459	SSI Park Land & Rec Programs	23-05	Replacement	Pool Mechanical - Heat Pumps	80,000	E	ERF	-	40,000	-	-	-	-	40,000
1.459	SSI Park Land & Rec Programs	23-05	Replacement	Pool Mechanical - Heat Pumps	-	E	Grant	-	100,000	-	10,000	-	-	110,000
1.459	SSI Park Land & Rec Programs	25-01	Replacement	Life Rings	10,000	E	Res	-	-	-	10,000	-	-	10,000
1.459	SSI Park Land & Rec Programs	25-02	Replacement	Rainbow Road Dog Park	20,000	B	Res	-	-	-	20,000	-	-	20,000
1.459	SSI Park Land & Rec Programs	23-06	Renewal	SIMS Upgrades	40,000	B	Grant	-	40,000	-	-	-	-	40,000
SSI Park Land & Rec Programs Total					13,309,000			400,000	1,003,500	795,000	240,000	8,160,000	2,670,000	12,868,500
1.465	Saturna Island Community Parks	21-01	Renewal	Park upgrades	16,000	S	Res	2,000	8,000	4,000	4,000	-	-	16,000
1.465	Saturna Island Community Parks	21-02	Renewal	Park upgrades	40,000	S	Res	35,000	38,000	1,000	1,000	-	-	40,000
1.465	Saturna Island Community Parks	21-03	Renewal	Park upgrades	9,000	S	Res	-	4,000	1,000	1,000	-	-	6,000
Saturna Island Community Parks Total					65,000			37,000	50,000	6,000	6,000	-	-	62,000
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	50,000	B	Grant	-	30,000	-	-	-	-	30,000
1.475	Mayne Island Community Parks	22-02	New	Fitness Circuit	-	B	Res	-	20,000	-	-	-	-	20,000
1.475	Mayne Island Community Parks	23-01	Renewal	Dinner Bay water; pumphouse upgrade	10,000	S	Res	-	10,000	-	-	-	-	10,000
1.475	Mayne Island Community Parks	23-02	Renewal	Dinner Bay washrooms	3,000	B	Res	-	3,000	-	-	-	-	3,000
1.475	Mayne Island Community Parks	23-03	Renewal	Adachi Pavilion Pergola	7,000	S	Res	-	7,000	-	-	-	-	7,000
1.475	Mayne Island Community Parks	23-05	Replacement	Japanese Memorial Garden Torii Gate	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.475	Mayne Island Community Parks	24-01	Renewal	Miners Bay parking wall	2,000	S	Res	-	2,000	-	-	-	-	2,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.475	Mayne Island Community Parks	25-01	Renewal	Dinner Bay pump house	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	25-02	Renewal	Dinner Bay well pumps	5,000	S	Res	-	-	5,000	-	-	-	5,000
1.475	Mayne Island Community Parks	24-02	Renewal	Miners Bay parking wall	2,000	B	Res	-	-	2,000	-	-	-	2,000
1.475	Mayne Island Community Parks	25-01	Renewal	Dinner Bay well pumps	5,000	S	Res	-	-	-	5,000	-	-	5,000
1.475	Mayne Island Community Parks	25-03	Replacement	Kippen Road staircase	15,000	S	Res	-	-	-	15,000	-	-	15,000
1.475	Mayne Island Community Parks	26-01	Replacement	Adachi Pavilion kitchen	4,000	E	Res	-	-	-	-	4,000	-	4,000
Mayne Island Community Parks Total					113,000			-	77,000	12,000	20,000	4,000	-	113,000
1.485	Pender Island Community Parks	22-01	Renewal	Shingle Bay Improvements	129,480	S	Res	-	5,000	55,000	30,000	30,000	-	120,000
1.485	Pender Island Community Parks	22-03	Replacement	Thieves Bay Improvements	84,830	S	Res	-	57,310	-	15,000	-	-	72,310
1.485	Pender Island Community Parks	22-04	New	Dog Park	100,000	S	Res	27,500	35,000	-	40,000	25,000	-	100,000
1.485	Pender Island Community Parks	22-05	New	Trail Development	100,000	S	Res	15,000	60,000	-	-	25,000	25,000	110,000
1.485	Pender Island Community Parks	23-01	Renewal	Magic Lake Park upgrades	22,500	S	Res	4,700	22,500	-	-	-	-	22,500
1.485	Pender Island Community Parks	24-01	Renewal	School Facility Upgrades	35,000	S	Res	23,700	-	10,000	-	-	25,000	35,000
1.485	Pender Island Community Parks	24-02	Renewal	Disc Park Improvements	12,500	S	Res	-	-	10,000	-	-	-	10,000
Pender Island Community Parks Total					484,310			70,900	179,810	75,000	85,000	80,000	50,000	469,810
1.495	Galiano Community Parks	18-02	New	Galiano Island Park Upgrades	3,900	S	Res	-	-	-	1,000	2,900	-	3,900
1.495	Galiano Community Parks	19-02	Study	Sturdies Bay Trail Extension	2,000	S	Res	2,000	2,000	-	-	-	-	2,000
1.495	Galiano Community Parks	19-03	Renewal	Galiano Island Park Upgrades	17,000	S	Res	-	4,000	2,000	2,000	2,000	2,000	12,000
1.495	Galiano Community Parks	20-01	Study	Galiano Island Park Upgrades	8,000	S	Res	-	-	8,000	-	-	-	8,000
1.495	Galiano Community Parks	21-01	New	Galiano Island Park Upgrades	1,000	S	Res	-	-	-	1,000	-	-	1,000
1.495	Galiano Community Parks	21-03	Renewal	Galiano Island Park Upgrades	31,000	S	Res	-	9,000	-	-	-	-	9,000
1.495	Galiano Community Parks	21-05	Study	Galiano Island Park Upgrades	5,000	S	Res	-	5,000	-	-	-	-	5,000
1.495	Galiano Community Parks	22-01	Study	Galiano Island Park Upgrades	1,000	S	Res	-	-	1,000	-	-	-	1,000
1.495	Galiano Community Parks	22-03	Renewal	Galiano Island Park Upgrades	20,000	S	Res	-	15,000	-	-	-	-	15,000
1.495	Galiano Community Parks	25-01	Renewal	Install Gulf Toilet at Gulfside	30,000	S	Res	-	-	-	-	-	30,000	30,000
1.495	Galiano Community Parks	23-01	Replacement	GIPRC Equipment and Tools Purchase	7,000	E	ERF	-	5,000	1,000	1,000	-	-	7,000
Galiano Community Parks Total					125,900			2,000	40,000	12,000	5,000	4,900	32,000	93,900
1.521	Environmental Resource Management	16-06	Renewal	Replacing of Small Equipments	1,430,000	E	ERF	200,000	440,000	240,000	240,000	270,000	270,000	1,460,000
1.521	Environmental Resource Management	17-01	Renewal	Gas & Leachate Collection Pipe Extension	2,550,000	S	Res	-	500,000	500,000	500,000	500,000	550,000	2,550,000
1.521	Environmental Resource Management	17-02	Renewal	Aggregate Production for Internal Use	13,135,000	S	Res	2,100,000	6,763,149	750,000	500,000	500,000	500,000	9,013,149

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.521	Environmental Resource Management	17-04	Renewal	Progressive Closure of External Faces	1,350,000	S	Res	-	-	200,000	650,000	250,000	250,000	1,350,000
1.521	Environmental Resource Management	17-07	Renewal	Computer Equipment	71,000	E	ERF	-	13,000	13,000	15,000	15,000	15,000	71,000
1.521	Environmental Resource Management	17-09	Renewal	Vehicle Replacements	500,000	E	ERF	-	100,000	100,000	100,000	100,000	100,000	500,000
1.521	Environmental Resource Management	17-11	Renewal	Food Waste Transfer Station Relocation Planning	250,000	S	ERF	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	17-12	Renewal	Hartland Environmental Performance Model	225,000	S	Cap	-	-	-	225,000	-	-	225,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	7,213,000	S	Debt	-	-	5,213,000	2,000,000	-	-	7,213,000
1.521	Environmental Resource Management	17-14	New	Landfill Gas Utilization	23,718,000	S	Res	7,600,000	9,600,000	9,468,000	-	-	-	19,068,000
1.521	Environmental Resource Management	18-01	New	Interim Covers - West and North Slopes	1,350,000	S	Res	-	-	400,000	550,000	200,000	200,000	1,350,000
1.521	Environmental Resource Management	18-02	Renewal	Paving of Service Roads	550,000	S	Cap	250,000	250,000	350,000	-	200,000	-	800,000
1.521	Environmental Resource Management	18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain Controlled Waste & Asbestos Area Development	250,000	S	Cap	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	18-05	Renewal	Sedimentation Pond Relining	50,000	S	Res	50,000	50,000	-	50,000	-	-	100,000
1.521	Environmental Resource Management	22-01	Renewal	Sedimentation Pond Relining	1,000,000	S	Res	-	1,000,000	-	-	-	-	1,000,000
1.521	Environmental Resource Management	22-02	New	Cell 4 Liner Installation	7,200,000	S	Debt	-	7,200,000	-	-	-	-	7,200,000
1.521	Environmental Resource Management	22-03	Decommission	Leachate Line Decommissioning	100,000	S	Cap	100,000	100,000	-	-	-	-	100,000
1.521	Environmental Resource Management	22-04	Decommission	Cogen Unit Decommissioning	300,000	S	ERF	-	300,000	-	-	-	-	300,000
1.521	Environmental Resource Management	22-06	Renewal	Hartland FIRE Safety Improvements	200,000	S	Res	-	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	22-07	Study	Recycling Area Upgrades	225,000	S	Res	25,000	25,000	200,000	-	-	-	225,000
1.521	Environmental Resource Management	22-10	New	Storm Water Sedimentation pond Emergency Repairs	250,000	E	Res	-	250,000	-	-	-	-	250,000
1.521	Environmental Resource Management	23-01	Replacement	Gas Flare, Candlestick & LFG Blowers	2,610,000	S	Res	-	2,610,000	-	-	-	-	2,610,000
1.521	Environmental Resource Management	23-02	New	Contractor Workshop Relocation	1,250,000	S	Res	-	1,250,000	-	-	-	-	1,250,000
1.521	Environmental Resource Management	23-03	New	Cell 4, 5 & 6 gas well layout Plan	150,000	S	Res	-	150,000	-	-	-	-	150,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.521	Environmental Resource Management	23-04	New	North End Commercial Access Improvements	450,000	S	Res	-	450,000	-	-	-	-	450,000
1.521	Environmental Resource Management	23-05	New	Replacement of S. Commercial Scale approach	250,000	S	ERF	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	23-06	New	Removal of BC Hydro ROW on North End	200,000	S	Res	-	200,000	-	-	-	-	200,000
1.521	Environmental Resource Management	23-07	Replacement	Furniture replacement	46,000	E	ERF	-	46,000	-	-	-	-	46,000
1.521	Environmental Resource Management	24-01	New	Cell 5&6 GRW	2,000,000	S	Debt	-	750,000	1,250,000	-	-	-	2,000,000
1.521	Environmental Resource Management	24-02	Study	Hartland North Master Plan	150,000	S	Res	-	-	-	150,000	-	-	150,000
1.521	Environmental Resource Management	24-03	New	Hartland Amenity Project	4,000,000	S	Res	-	2,000,000	2,000,000	-	-	-	4,000,000
1.521	Environmental Resource Management	24-04	New	Biosolids Beneficial Reuse /RDF Building	350,000	B	Res	-	-	350,000	-	-	-	350,000
1.521	Environmental Resource Management	24-05	New	Cell 5 Liner Construction	7,900,000	S	Debt	-	-	7,900,000	-	-	-	7,900,000
1.521	Environmental Resource Management	24-06	New	Cell 1, 2 & 3 Transition Liner	4,000,000	S	Debt	-	-	4,000,000	-	-	-	4,000,000
1.521	Environmental Resource Management	24-07	New	Relocation of N. Toe Road Sedimentation Pond	500,000	S	Debt	-	-	500,000	-	-	-	500,000
1.521	Environmental Resource Management	24-08	New	North End Fence Replacement	250,000	S	ERF	-	-	250,000	-	-	-	250,000
1.521	Environmental Resource Management	25-01	New	NE & NW Aggregate Stockpile cover	1,400,000	S	Debt	-	750,000	-	650,000	-	-	1,400,000
1.521	Environmental Resource Management	25-02	New	North End Wheel Wash	200,000	S	Res	-	-	-	200,000	-	-	200,000
1.521	Environmental Resource Management	26-01	New	Cell 4 Bottom Lift Gas Wells / Leachate Drain	650,000	S	Debt	-	-	350,000	-	300,000	-	650,000
Environmental Resource Management Total					88,273,000			10,325,000	35,247,149	34,534,000	5,830,000	2,335,000	1,885,000	79,831,149
1.523	Port Renfrew Refuse Disposal	23-01	New	Covered recyclables storage	12,000	S	Res	-	12,000	-	-	-	-	12,000
Port Renfrew Refuse Disposal Total					12,000			-	12,000	-	-	-	-	12,000
1.575	Environmental Administration Services	20-01	Replacement	Office Furniture	19,000	E	ERF	-	14,500	3,000	3,000	3,000	-	23,500
1.575	Environmental Administration Services	20-02	Replacement	Office Equipment	25,090	E	ERF	-	4,000	3,000	3,000	3,000	-	13,000
Environmental Administration Services Total					44,090			-	18,500	6,000	6,000	6,000	-	36,500
1.576	Environmental Engineering Services	21-01	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000
1.576	Environmental Engineering Services	21-02	Replacement	Replacement ES Vehicle	50,000	V	ERF	-	50,000	-	-	-	-	50,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.576	Environmental Engineering Services	21-03	New	ES Vehicle	55,000	V	Cap	55,000	55,000	-	-	-	-	55,000
1.576	Environmental Engineering Services	23-01	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	40,000	-	-	-	-	40,000
1.576	Environmental Engineering Services	23-02	Replacement	Engineering Equipment	75,000	E	ERF	-	15,000	15,000	15,000	15,000	15,000	75,000
1.576	Environmental Engineering Services	23-03	Replacement	Computer Equipment	125,000	E	ERF	-	25,000	25,000	25,000	25,000	25,000	125,000
1.576	Environmental Engineering Services	24-01	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	-	40,000	-	-	-	40,000
1.576	Environmental Engineering Services	24-02	Replacement	Replacement ES Vehicle	40,000	V	ERF	-	-	40,000	-	-	-	40,000
1.576	Environmental Engineering Services	25-01	Replacement	Replacement ES Vehicle	45,000	V	ERF	-	-	-	45,000	-	-	45,000
1.576	Environmental Engineering Services	26-01	Replacement	Replacement ES Vehicle	45,000	V	ERF	-	-	-	-	45,000	-	45,000
Environmental Engineering Services Total					565,000			55,000	235,000	120,000	85,000	85,000	40,000	565,000
1.577	IW - Environmental Operations	18-02	Replacement	Replace Computer Equipment	100,000	E	ERF	-	20,000	20,000	20,000	20,000	20,000	100,000
1.577	IW - Environmental Operations	18-03	Replacement	Replace ERF Equipment	200,000	E	ERF	-	40,000	40,000	40,000	40,000	40,000	200,000
1.577	IW - Environmental Operations	19-01	Replacement	Replace IWOps Vehicle FQS014	195,000	V	ERF	140,000	210,000	-	-	-	-	210,000
1.577	IW - Environmental Operations	19-02	Replacement	Replace IWOps Vehicle F00932	180,000	V	ERF	-	-	180,000	-	-	-	180,000
1.577	IW - Environmental Operations	19-03	Replacement	Replace IWOps Vehicle F00994	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	19-05	Replacement	Replace IWOps Vehicle FQP081	100,000	V	ERF	-	-	-	100,000	-	-	100,000
1.577	IW - Environmental Operations	19-07	Replacement	Furniture and Office Equipment Replacement	75,000	E	ERF	15,000	15,000	15,000	15,000	15,000	15,000	75,000
1.577	IW - Environmental Operations	20-02	Replacement	Replace IWOps Vehicle F11030	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-04	Replacement	Replace IWOps Vehicle F12009	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-05	Replacement	Replace IWOps Vehicle F12024	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-06	Replacement	Replace IWOps Vehicle F12002	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	20-11	Replacement	Replace IWOps Vehicle F01080	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	21-02	Replacement	Replace IWOps Vehicle F11033	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	21-03	Replacement	Replace IWOps Vehicle F12029	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-01	Replacement	SPWWTP - Skid Steer F18036	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-02	Replacement	Burgoyne - Skid Steer F19005	90,000	V	ERF	90,000	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-15	Replacement	Replace IWOps Vehicle F19009	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	35,000	V	ERF	35,000	35,000	-	-	-	-	35,000
1.577	IW - Environmental Operations	22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota	50,000	V	ERF	50,000	50,000	-	-	-	-	50,000
1.577	IW - Environmental Operations	22-06	Replacement	Replace F14024 F550 Diesel Service Truck -	220,000	V	ERF	220,000	220,000	-	-	-	-	220,000
1.577	IW - Environmental Operations	22-08	Replacement	Replace Mechanical and Electrical Equipment	67,500	E	ERF	32,500	55,000	-	-	-	-	55,000
1.577	IW - Environmental Operations	23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46	40,000	V	ERF	-	40,000	-	-	-	-	40,000
1.577	IW - Environmental Operations	23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator	80,000	V	ERF	-	-	80,000	-	-	-	80,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.577	IW - Environmental Operations	23-03	Replacement	Replace IWOps Trailer F00793 1998 TrILERMAN	24,000	V	ERF	-	-	-	24,000	-	-	24,000
1.577	IW - Environmental Operations	23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech	12,000	V	ERF	-	-	-	12,000	-	-	12,000
1.577	IW - Environmental Operations	23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader	7,500	V	ERF	-	7,500	-	-	-	-	7,500
1.577	IW - Environmental Operations	23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat	6,500	V	ERF	-	-	6,500	-	-	-	6,500
1.577	IW - Environmental Operations	23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace	12,500	V	ERF	-	-	12,500	-	-	-	12,500
1.577	IW - Environmental Operations	23-09	Replacement	Replace IWOps Vehicle F13009	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-10	Replacement	Replace IWOps Vehicle F13010	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-11	Replacement	Replace IWOps Vehicle F11027 2010 Mercedes Sprinter 25C144 Van	80,000	V	ERF	-	80,000	-	-	-	-	80,000
1.577	IW - Environmental Operations	23-12	Replacement	Replace IWOps Vehicle FWP076 2010 Ford F250 Super Duty	90,000	V	ERF	-	90,000	-	-	-	-	90,000
1.577	IW - Environmental Operations	23-13	Replacement	Replace IWOps Vehicle Shop Equipment	250,000	E	ERF	-	50,000	50,000	50,000	50,000	50,000	250,000
1.577	IW - Environmental Operations	23-14	New	Electric Vehicle Charger - Ganges WWTP	10,000	E	Grant	-	10,000	-	-	-	-	10,000
1.577	IW - Environmental Operations	23-15	New	Electric Vehicle Charger - McLoughlin WWTP	10,000	E	Grant	-	10,000	-	-	-	-	10,000
1.577	IW - Environmental Operations	24-01	Replacement	Replace IWOps Vehicle F13012	90,000	V	ERF	-	-	90,000	-	-	-	90,000
1.577	IW - Environmental Operations	25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit	100,000	V	ERF	-	-	-	100,000	-	-	100,000
1.577	IW - Environmental Operations	25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	80,000	V	ERF	-	-	-	80,000	-	-	80,000
1.577	IW - Environmental Operations	25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-01	Replacement	Replace IWOps Vehicle F17027 2018 Chevrolet Silverado 2500	90,000	V	ERF	-	-	-	90,000	-	-	90,000
1.577	IW - Environmental Operations	26-02	Replacement	Replace IWOps Vehicle F17029 2018 Chevrolet Silverado 3500	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-03	Replacement	Replace IWOps Vehicle F18003 2018 Ford F150	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-04	Replacement	Replace IWOps Vehicle F18012 2018 Chevrolet Colorado	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-05	Replacement	Replace IWOps Vehicle F18010 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-06	Replacement	Replace IWOps Vehicle F18011 2018 Ford Transit 250 Cargo Van	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	26-07	Replacement	Replace IWOps Vehicle F18014 2018 GMC Sierra 1500	90,000	V	ERF	-	-	-	-	90,000	-	90,000
1.577	IW - Environmental Operations	27-01	Replacement	Replace IWOps Vehicle F19006 Crane Truck	250,000	V	ERF	-	-	-	-	-	250,000	250,000
1.577	IW - Environmental Operations	27-02	Replacement	Replace IWOps Vehicle F19007 Crane Truck	250,000	V	ERF	-	-	-	-	-	250,000	250,000
1.577	IW - Environmental Operations	27-03	Replacement	Replace IWOps Vehicle F19008 2019 F350	90,000	V	ERF	-	-	-	-	-	90,000	90,000
1.577	IW - Environmental Operations	27-04	Replacement	Replace IWOps Vehicle F19019 Pressure Washer Trailer	25,000	V	ERF	-	-	-	-	-	25,000	25,000
IW - Environmental Operations Total					4,890,000			1,122,500	2,102,500	494,000	801,000	755,000	740,000	4,892,500

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
1.578	Environmental Protection	18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Cart	428,000	E	ERF	133,000	204,000	87,000	40,000	30,000	67,000	428,000
1.578	Environmental Protection	18-02	Replacement	Annual Computer equipment replacement	164,000	E	ERF	-	31,000	25,000	36,000	42,000	30,000	164,000
1.578	Environmental Protection	18-03	Replacement	Annual vehicle replacement	785,000	V	ERF	285,000	535,000	55,000	140,000	55,000	-	785,000
1.578	Environmental Protection	18-04	Replacement	Furniture replacement	297,500	E	ERF	70,000	287,500	10,000	-	-	-	297,500
1.578	Environmental Protection	19-01	Replacement	IT Database Programs	380,000	E	Cap	360,000	380,000	-	-	-	-	380,000
1.578	Environmental Protection	20-01	New	Furniture Hydration Truck	45,000	E	ERF	25,000	30,000	5,000	5,000	5,000	-	45,000
1.578	Environmental Protection	23-01	New	Replacement	120,000	V	ERF	-	120,000	-	-	-	-	120,000
Environmental Protection Total					2,219,500			873,000	1,587,500	182,000	221,000	132,000	97,000	2,219,500
1.911	911 Call Answer	23-01	New	New Equipment	1,000,000	E	ERF	-	-	1,000,000	-	-	-	1,000,000
911 Call Answer Total					1,000,000			-	-	1,000,000	-	-	-	1,000,000
1.913	913 Fire Dispatch	23-01	New	New Equipment	-	0	0	-	-	-	-	-	-	-
913 Fire Dispatch Total					-			-	-	-	-	-	-	-
2.610	Saanich Peninsula Water Supply	18-04	New	Post Disaster Emergency Water Supply	1,200,000	S	Res	150,000	300,000	150,000	150,000	150,000	150,000	900,000
2.610	Saanich Peninsula Water Supply	19-01	Renewal	Corrosion Protection Program	110,000	S	Res	51,000	61,000	10,000	10,000	-	-	81,000
2.610	Saanich Peninsula Water Supply	20-02	New	Hamsterly Pump Station Backup Power Generator	1,100,000	S	Res	815,000	1,100,000	-	-	-	-	1,100,000
2.610	Saanich Peninsula Water Supply	21-01	New	Level of Service Agreement	75,000	S	Res	75,000	75,000	-	-	-	-	75,000
2.610	Saanich Peninsula Water Supply	21-04	Renewal	SCADA Upgrades	1,150,000	E	Res	250,000	450,000	200,000	200,000	200,000	-	1,050,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	14,700,000	S	Res	1,700,000	1,700,000	-	-	-	-	1,700,000
2.610	Saanich Peninsula Water Supply	21-05	Renewal	SPW System Upgrade and Expansion	-	S	Debt	-	-	2,550,000	5,550,000	4,500,000	300,000	12,900,000
2.610	Saanich Peninsula Water Supply	22-01	New	Water Strategic Plan Update	116,972	S	Res	-	116,972	-	-	-	-	116,972
2.610	Saanich Peninsula Water Supply	22-02	New	Microwave Radio Upgrades	450,000	E	Res	-	-	150,000	100,000	100,000	100,000	450,000
2.610	Saanich Peninsula Water Supply	22-03	New	Keating Cross Road Water Main	1,000,000	S	Res	900,000	900,000	-	-	-	-	900,000
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	500	S	Res	-	500	-	-	-	-	500
2.610	Saanich Peninsula Water Supply	23-04	Renewal	RTU & PLC Upgrade and Replacement	140,000	E	ERF	-	140,000	-	-	-	-	140,000
2.610	Saanich Peninsula Water Supply	23-05	Renewal	Bear Hill Tank Repairs	250,000	S	Res	-	250,000	-	-	-	-	250,000
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	6,040	S	Res	-	-	-	6,040	-	-	6,040
2.610	Saanich Peninsula Water Supply	23-02	Renewal	Pump Station, Meter Station & Valve Repair and Transmission Main & Storage Tank Repairs and	400,000	S	ERF	-	80,000	80,000	80,000	80,000	80,000	400,000
2.610	Saanich Peninsula Water Supply	23-03	Renewal	Water Strategic Plan Update	400,000	S	Res	-	80,000	80,000	80,000	80,000	80,000	400,000
2.610	Saanich Peninsula Water Supply	22-01	New	Update	33,028	S	Res	-	33,028	-	-	-	-	33,028
2.610	Saanich Peninsula Water Supply	23-01	New	DCC Program Update	49,500	S	Res	-	49,500	-	-	-	-	49,500
2.610	Saanich Peninsula Water Supply	25-01	New	Hamsterly Pump Station Capacity Upgrade	597,960	S	Res	-	-	-	597,960	-	-	597,960
Saanich Peninsula Water Supply Total					21,779,000			3,941,000	5,336,000	3,220,000	6,774,000	5,110,000	710,000	21,150,000
2.620	Highland Water (SSI)	16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	122,442	S	Cap	70,000	70,000	-	-	-	-	70,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
Highland Water (SSI) Total					122,442			70,000	70,000	-	-	-	-	70,000
2.621	Highland & Fernwood Water (SSI)	19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	40,000	S	Res	20,000	40,000	-	-	-	-	40,000
2.621	Highland & Fernwood Water (SSI)	21-01	New	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.621	Highland & Fernwood Water (SSI)	22-01	New	Back up Power	268,000	S	Grant	-	240,000	-	-	-	-	240,000
2.621	Highland & Fernwood Water (SSI)	21-03	Replacement	Highland Upper Reservoir Replacement	665,000	S	Debt	390,000	-	465,000	-	-	-	465,000
2.621	Highland & Fernwood Water (SSI)	21-03	Replacement	Highland Upper Reservoir Replacement	-	S	Grant	-	-	200,000	-	-	-	200,000
2.621	Highland & Fernwood Water (SSI)	21-04	New	Water main replacement strategy and detailed Initial phase of Water main replacement	120,000	S	Res	100,000	-	-	22,000	-	-	22,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Initial phase of Water main replacement	4,680,000	S	Debt	1,500,000	-	-	-	2,215,000	2,215,000	4,430,000
2.621	Highland & Fernwood Water (SSI)	23-01	New	Initial phase of Water main replacement	-	S	Grant	-	-	-	250,000	-	-	250,000
2.621	Highland & Fernwood Water (SSI)	22-03	New	Safety Improvements for the WTF	40,000	E	Grant	40,000	40,000	-	-	-	-	40,000
2.621	Highland & Fernwood Water (SSI)	24-01	New	Fernwood PS Hazard Assess and Demolition	20,000	S	Res	-	-	20,000	-	-	-	20,000
2.621	Highland & Fernwood Water (SSI)	25-01	New	Fence installation around storage reservoirs	50,000	S	Res	-	-	-	50,000	-	-	50,000
2.621	Highland & Fernwood Water (SSI)	23-02	New	Electrical Upgrades and Replacements	30,000	S	Grant	-	15,000	15,000	-	-	-	30,000
2.621	Highland & Fernwood Water (SSI)	23-03	New	Pressure Regulating Valve Station Upgrades	60,000	S	Grant	-	30,000	30,000	-	-	-	60,000
2.621	Highland & Fernwood Water (SSI)	23-04	Replacement	Replace DAF waste Pump	150,000	S	Cap	59,000	59,000	-	-	-	-	59,000
2.621	Highland & Fernwood Water (SSI)	23-04	Replacement	Replace DAF waste Pump	-	S	Grant	-	70,000	-	-	-	-	70,000
2.621	Highland & Fernwood Water (SSI)	23-05	New	Water Treatment Plant Upgrades and Fernwood Reservoir	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.621	Highland & Fernwood Water (SSI)	23-06	New	upgrades and Fernwood Reservoir	25,000	S	Grant	-	25,000	-	-	-	-	25,000
2.621	Highland & Fernwood Water (SSI)	23-07	Renewal	WTP Communications and Control Upgrades	112,000	S	Grant	-	-	62,000	50,000	-	-	112,000
2.621	Highland & Fernwood Water (SSI)	19-01	Replacement	Replace intake	147,000	S	Cap	106,235	106,235	-	-	-	-	106,235
Highland & Fernwood Water (SSI) Total					6,432,000			2,225,235	650,235	792,000	372,000	2,215,000	2,215,000	6,244,235
2.622	Cedars of Tuam Water (SSI)	18-01	Decommission	Abandon unused wells	5,000	S	Res	5,000	-	-	5,000	-	-	5,000
2.622	Cedars of Tuam Water (SSI)	21-03	New	Design and construct new well and dist. system	1,744,000	S	Grant	-	178,000	966,000	-	-	-	1,144,000
2.622	Cedars of Tuam Water (SSI)	21-03	New	Design and construct new well and dist. system	-	S	Debt	-	92,000	508,000	-	-	-	600,000
2.622	Cedars of Tuam Water (SSI)	22-02	New	Power generation equipment	10,000	E	Grant	10,000	-	10,000	-	-	-	10,000
2.622	Cedars of Tuam Water (SSI)	23-01	New	Electrical Service Replacement	40,000	S	Grant	-	-	20,000	20,000	-	-	40,000
2.622	Cedars of Tuam Water (SSI)	25-01	Replacement	Analysis and Design of AC pipe replacement	20,000	S	Res	-	-	-	-	20,000	-	20,000
2.622	Cedars of Tuam Water (SSI)	26-01	Replacement	New pipeline construction	830,000	S	Debt	-	-	-	-	415,000	415,000	830,000
Cedars of Tuam Water (SSI) Total					2,649,000			15,000	270,000	1,504,000	25,000	435,000	415,000	2,649,000
2.624	Beddis Water (SSI)	20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	20,000	S	Res	20,000	-	20,000	-	-	-	20,000
2.624	Beddis Water (SSI)	21-03	Study	Public Engagement for Future Projects	10,000	S	Res	10,000	10,000	-	-	-	-	10,000
2.624	Beddis Water (SSI)	21-01	New	Power generation	176,000	E	Grant	160,000	-	160,000	-	-	-	160,000

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.624	Beddis Water (SSI)	21-01	New	Power generation Preliminary design of booster pump and second reservoir at Sky Valley	-	E	Res	-	-	16,000	-	-	-	16,000
2.624	Beddis Water (SSI)	21-04	New	lower reservoir and	99,000	S	Res	33,000	33,000	33,000	33,000	-	-	99,000
2.624	Beddis Water (SSI)	23-01	Decommission	AC Pipe Removal	17,000	S	Grant	-	17,000	-	-	-	-	17,000
2.624	Beddis Water (SSI)	23-02	New	Design and install support for lifting apparatus WTP	50,000	S	Grant	-	50,000	-	-	-	-	50,000
2.624	Beddis Water (SSI)	23-02	New	Design and install support for lifting apparatus WTP	5,000	S	Res	-	5,000	-	-	-	-	5,000
2.624	Beddis Water (SSI)	23-03	New	Electrical Upgrades	35,000	E	Grant	-	35,000	-	-	-	-	35,000
2.624	Beddis Water (SSI)	23-03	New	Electrical Upgrades	4,000	E	Res	-	4,000	-	-	-	-	4,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control	50,000	E	Grant	-	-	50,000	-	-	-	50,000
2.624	Beddis Water (SSI)	24-01	New	Changes to DAF control	5,000	E	Res	-	-	5,000	-	-	-	5,000
2.624	Beddis Water (SSI)	24-02	Study	AC Water main Assessment and Replacement Strategy	120,000	S	Res	-	-	-	80,000	40,000	-	120,000
2.624	Beddis Water (SSI)	25-01	Decommission	Decommission of Sky Valley Upper Reservoir	50,000	S	Res	50,000	-	-	-	50,000	-	50,000
2.624	Beddis Water (SSI)	25-02	New	Construction of booster pump and second reservoir at Sky Valley lower	180,000	S	Debt	180,000	-	-	180,000	-	-	180,000
2.624	Beddis Water (SSI)	25-02	New	Construction of booster pump and second reservoir at Sky Valley lower	150,000	S	Grant	150,000	-	-	150,000	-	-	150,000
2.624	Beddis Water (SSI)	25-03	Replacement	AC Water mains	6,422,000	S	Debt	-	-	-	2,000,000	2,000,000	2,422,000	6,422,000
2.624	Beddis Water (SSI)	26-01	New	Install Inline Strainers	10,000	E	Grant	-	10,000	-	-	-	-	10,000
2.624	Beddis Water (SSI)	26-01	New	Install Inline Strainers	1,000	E	Res	-	1,000	-	-	-	-	1,000
2.624	Beddis Water (SSI)	20-04	New	Beddis Intake and screen	172,725	E	Cap	126,600	126,600	-	-	-	-	126,600
Beddis Water (SSI) Total					7,576,725			729,600	291,600	284,000	2,443,000	2,090,000	2,422,000	7,530,600
2.626	Fulford Water (SSI)	21-02	Study	Public Engagement for Future Projects	15,000	S	Res	-	-	-	15,000	-	-	15,000
2.626	Fulford Water (SSI)	21-03	Study	Referendum or Alternative Approval Process - Funding for Future Projects	10,000	S	Res	-	-	-	10,000	-	-	10,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	4,500	E	Grant	4,000	4,000	-	-	-	-	4,000
2.626	Fulford Water (SSI)	22-02	New	Installation of turbidity meter on influent line	-	E	Res	-	500	-	-	-	-	500
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	6,600	E	Grant	-	6,000	-	-	-	-	6,000
2.626	Fulford Water (SSI)	23-01	New	Replacement of impellers of pumps at Sunnyside Pump station	-	E	Res	-	600	-	-	-	-	600
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford	60,000	E	Grant	-	-	60,000	-	-	-	60,000
2.626	Fulford Water (SSI)	24-01	New	Electrical service improvement at Fulford	6,000	E	Res	-	-	6,000	-	-	-	6,000
2.626	Fulford Water (SSI)	22-03	New	Water main assessment and replacement strategy and initial phase detailed	290,000	S	Cap	70,000	70,000	-	-	-	-	70,000
2.626	Fulford Water (SSI)	22-03	New	Water main assessment and replacement strategy and initial phase detailed	-	S	Grant	-	200,000	-	-	-	-	200,000
2.626	Fulford Water (SSI)	25-01	New	Initial phase of water main replacement	2,900,000	S	Debt	-	-	-	-	1,450,000	1,450,000	2,900,000
2.626	Fulford Water (SSI)	23-02	New	Back Up Power Generation Equipment	42,000	E	Grant	-	-	42,000	-	-	-	42,000
2.626	Fulford Water (SSI)	23-03	New	Back Up Power Generation Equipment	150,000	E	Grant	-	-	-	150,000	-	-	150,000
2.626	Fulford Water (SSI)	23-03	New	Back Up Power Generation Equipment	20,000	E	Res	-	-	5,000	15,000	-	-	20,000
2.626	Fulford Water (SSI)	23-07	New	Install Support for Lifting apparatus over DAF	55,000	E	Grant	-	50,000	-	-	-	-	50,000

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.626	Fulford Water (SSI)	23-07	New	Install Support for Lifting apparatus over DAF	-	E	Res	-	5,000	-	-	-	-	5,000
	Fulford Water (SSI) Total				3,559,100			74,000	336,100	113,000	190,000	1,450,000	1,450,000	3,539,100
2.628	Cedar Lane Water (SSI)	18-01	Renewal	Abandon unused wells	10,000	S	Res	10,000	-	10,000	-	-	-	10,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipmer	112,000	S	Grant	15,000	-	42,000	60,000	-	-	102,000
2.628	Cedar Lane Water (SSI)	21-01	New	Power generation equipmer	-	S	Res	-	-	10,000	-	-	-	10,000
2.628	Cedar Lane Water (SSI)	23-01	New	Investigation for new groundwater sources	30,000	S	Res	30,000	-	-	-	30,000	-	30,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	55,000	S	Grant	50,000	-	50,000	-	-	-	50,000
2.628	Cedar Lane Water (SSI)	21-03	New	Detailed Hydrogeological Assessment	-	S	Res	5,000	-	5,000	-	-	-	5,000
2.628	Cedar Lane Water (SSI)	21-06	New	WTP Manganese removal construction	225,000	S	Debt	-	90,000	-	-	-	-	90,000
2.628	Cedar Lane Water (SSI)	21-06	New	WTP Manganese removal construction	-	S	Grant	-	75,000	-	-	-	-	75,000
2.628	Cedar Lane Water (SSI)	24-01	New	Install New Exhaust System	22,000	E	Grant	-	20,000	-	-	-	-	20,000
2.628	Cedar Lane Water (SSI)	24-01	New	WTP	-	E	Res	-	2,000	-	-	-	-	2,000
2.628	Cedar Lane Water (SSI)	25-01	Replacement	AC Pipe Replacement Plan. Analysis and Design	68,000	S	Debt	-	-	-	68,000	-	-	68,000
2.628	Cedar Lane Water (SSI)	26-01	Replacement	AC Pipe Replacement Plan. Construction	580,000	S	Debt	-	-	-	-	290,000	290,000	580,000
2.628	Cedar Lane Water (SSI)	26-02	Replacement	Mansell PS Building Upgrade	35,000	B	Res	-	-	-	-	35,000	-	35,000
	Cedar Lane Water (SSI) Total				1,137,000			110,000	187,000	117,000	128,000	355,000	290,000	1,077,000
2.630	Magic Lake Estates Water (Pender)	21-02	Replacement	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	225,000	E	Cap	185,000	185,000	-	-	-	-	185,000
2.630	Magic Lake Estates Water (Pender)	21-04	Renewal	Buck Lake Dam Repairs - Phase 1	200,000	S	Res	-	25,000	45,000	22,000	-	-	92,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	20,000	E	Grant	2,500	15,000	-	-	-	-	15,000
2.630	Magic Lake Estates Water (Pender)	22-02	New	EV Charging Station	-	E	Res	2,500	5,000	-	-	-	-	5,000
2.630	Magic Lake Estates Water (Pender)	23-01	Renewal	Decommission Magic Lake old Syphon	35,000	S	Res	-	-	35,000	-	-	-	35,000
2.630	Magic Lake Estates Water (Pender)	23-02	New	ISOPAC Permanent Handling & Storage	60,000	S	Res	-	-	60,000	-	-	-	60,000
2.630	Magic Lake Estates Water (Pender)	26-01	Renewal	Buck Lake Dam Repairs - Phase 2	360,000	S	Res	-	-	-	-	145,000	75,000	220,000
2.630	Magic Lake Estates Water (Pender)	23-03	Renewal	SCADA and Radio Communication Upgrades	90,000	E	Res	-	90,000	-	-	-	-	90,000
	Magic Lake Estates Water (Pender) Total				990,000			190,000	320,000	140,000	22,000	145,000	75,000	702,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-01	Replacement	Air Valve Replacement - Ph 2	20,000	E	Debt	-	20,000	-	-	-	-	20,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-02	Replacement	PRV Bypass Assembly Replacement	8,000	E	Res	8,000	8,000	-	-	-	-	8,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-03	Replacement	Standpipe and Valve Replacement	8,000	E	Debt	-	8,000	-	-	-	-	8,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-04	New	Alternative Approval Process	20,000	S	Res	-	15,000	-	-	-	-	15,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	19-05	New	Autoflush Installation	20,000	E	Debt	-	20,000	-	-	-	-	20,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	20-02	New	Raw Water Turbidity Meter	10,000	E	Debt	-	10,000	-	-	-	-	10,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	21-01	Replacement	Source Water Viability Study	15,000	S	Debt	-	-	15,000	-	-	-	15,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-01	New	Install Larger Supply Line to Tank	175,000	S	Debt	-	-	175,000	-	-	-	175,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	22-02	Renewal	Dam Improvement and Regulatory Requirements	390,000	S	Grant	335,000	335,000	-	-	-	-	335,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	23-01	New	WTP Upgrades	500,000	S	Debt	-	-	150,000	350,000	-	-	500,000
Lyall Harbour Boot Cove Water (Saturna) Total					1,166,000			343,000	416,000	340,000	350,000	-	-	1,106,000
2.642	Skana Water (Mayne)	17-03	New	Alternative Approval	15,000	S	Res	-	15,000	-	-	-	-	15,000
2.642	Skana Water (Mayne)	17-04	Renewal	Well #8 Upgrade	30,000	S	Cap	25,000	25,000	-	-	-	-	25,000
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	749,120	E	Debt	-	75,000	127,262	-	-	-	202,262
2.642	Skana Water (Mayne)	18-01	Replacement	Storage Tank Replacement	-	E	Grant	-	-	546,858	-	-	-	546,858
2.642	Skana Water (Mayne)	20-02	Decommission	Well Decommissioning	50,000	S	Cap	40,000	40,000	-	-	-	-	40,000
2.642	Skana Water (Mayne)	23-01	Renewal	Well Protection Upgrades	35,000	S	Debt	-	-	35,000	-	-	-	35,000
2.642	Skana Water (Mayne)	24-01	New	Source Water Surveillance	20,000	E	Debt	-	-	20,000	-	-	-	20,000
Skana Water (Mayne) Total					899,120			65,000	155,000	729,120	-	-	-	884,120
2.650	Port Renfrew Water	20-01	Replacement	Hydrant Replacement	95,000	E	Res	-	10,000	10,000	10,000	10,000	10,000	50,000
2.650	Port Renfrew Water	22-01	Replacement	Alternative Approval	15,000	S	Res	-	-	-	15,000	-	-	15,000
2.650	Port Renfrew Water	23-01	Replacement	Supply System	1,623,918	S	Grant	-	-	-	1,082,612	-	-	1,082,612
2.650	Port Renfrew Water	23-01	Replacement	Supply System	-	S	Debt	-	-	-	541,306	-	-	541,306
2.650	Port Renfrew Water	23-02	Replacement	AC Pipe Replacement	400,000	S	Debt	-	-	-	200,000	-	200,000	400,000
2.650	Port Renfrew Water	23-03	Replacement	Miscellaneous Repairs & Replacements	250,000	E	Debt	-	-	-	250,000	-	-	250,000
2.650	Port Renfrew Water	23-04	Replacement	Supply System	100,000	S	Grant	-	-	100,000	-	-	-	100,000
2.650	Port Renfrew Water	23-05	Replacement	Replacement Design	50,000	S	Res	-	30,000	-	-	-	-	30,000
	Port Renfrew Water			Replace Watermain on Wickannish Road	50,000	S	Res	-	30,000	-	-	-	-	30,000
Port Renfrew Water Total					2,533,918			-	40,000	110,000	2,098,918	10,000	210,000	2,468,918
2.665	Sticks Allison Water (Galiano)	22-01	New	Service Line Replacement (Provisional)	5,000	S	Res	5,000	5,000	-	-	-	-	5,000
Sticks Allison Water (Galiano) Total					5,000			5,000	5,000	-	-	-	-	5,000
2.667	Surfside Park Estates (Mayne)	21-01	Replacement	System Review	25,000	E	Res	25,000	25,000	-	-	-	-	25,000
2.667	Surfside Park Estates (Mayne)	23-01	Replacement	Alternative Approval Process	15,000	S	Res	-	-	15,000	-	-	-	15,000
2.667	Surfside Park Estates (Mayne)	24-01	Replacement	Wood Dale Drive Water Main Replacement	300,000	S	Debt	-	-	-	300,000	-	-	300,000
2.667	Surfside Park Estates (Mayne)	24-02	New	Source Water Surveillance	20,000	E	Res	-	-	20,000	-	-	-	20,000
2.667	Surfside Park Estates (Mayne)	25-01	Replacement	New Tank & PS	1,700,000	S	Debt	-	-	-	200,000	1,500,000	-	1,700,000
Surfside Park Estates (Mayne) Total					2,060,000			25,000	25,000	35,000	500,000	1,500,000	-	2,060,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	120,000	B	WU	-	20,000	-	50,000	-	-	70,000
2.670	Regional Water Supply	17-01	Renewal	Historic Goldstream Powerhouse Building	376,000	B	Grant	-	-	-	300,000	-	-	300,000
2.670	Regional Water Supply	18-10	Study	Species-at-Risk Wildlife Habitat	185,000	L	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	19-30	Study	Leech WSA Lakes/Tributaries	75,000	L	WU	38,000	38,000	-	-	-	-	38,000
2.670	Regional Water Supply	20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland	180,000	L	WU	180,000	180,000	-	-	-	-	180,000
2.670	Regional Water Supply	20-06	Study	Addressing mining in Leech ¹	60,000	L	WU	-	10,000	10,000	10,000	10,000	-	40,000
2.670	Regional Water Supply	20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management	625,000	L	WU	120,000	120,000	50,000	-	-	-	170,000
2.670	Regional Water Supply	20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management	-	L	Other	-	365,000	-	-	-	-	365,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.670	Regional Water Supply	20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	230,000	L	WU	110,000	110,000	60,000	-	-	-	170,000
2.670	Regional Water Supply	21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	75,000	L	WU	15,000	15,000	-	-	-	-	15,000
2.670	Regional Water Supply	21-20	Study	West Leech Road	320,000	L	WU	50,000	150,000	100,000	-	-	-	250,000
2.670	Regional Water Supply	23-02	Renewal	GVWSA LIDAR Mapping	250,000	L	WU	-	200,000	50,000	-	-	-	250,000
2.670	Regional Water Supply	22-04	Renewal	GVWSA Orthophotography	95,000	L	WU	15,000	30,000	-	35,000	-	40,000	105,000
2.670	Regional Water Supply	22-09	Study	GVWSA Powerlines	50,000	L	WU	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-10	New	Wildfire Risk Mitigation	60,000	L	WU	30,000	30,000	30,000	-	-	-	60,000
2.670	Regional Water Supply	23-05	Study	GVWSA/RWS Educational Videos	50,000	L	WU	25,000	25,000	-	-	-	-	25,000
2.670	Regional Water Supply	24-03	Study	Spill Management Plan and Implementation	50,000	L	WU	-	-	50,000	-	-	-	50,000
2.670	Regional Water Supply	09-01	Renewal	Biosecurity Risk Assessment & Procedures	5,756,000	L	WU	125,000	325,000	200,000	200,000	-	-	725,000
2.670	Regional Water Supply	16-01	Renewal	Leach River Watershed Restoration	1,800,000	B	WU	1,280,000	1,280,000	-	-	-	-	1,280,000
2.670	Regional Water Supply	16-06	Renewal	Replace Gatehouse at Goldstream Entrance	3,200,000	B	WU	450,000	950,000	1,700,000	-	-	-	2,650,000
2.670	Regional Water Supply	16-06	Renewal	Goldstream IWS Field Office1	5,000,000	B	Other	2,500,000	3,000,000	1,000,000	1,000,000	-	-	5,000,000
2.670	Regional Water Supply	17-02	New	Leach River HydroMet System	540,000	E	WU	40,000	80,000	-	-	-	-	80,000
2.670	Regional Water Supply	18-05	New	GVWSA Forest Fuel Manage	850,000	L	WU	10,000	110,000	100,000	100,000	100,000	100,000	510,000
2.670	Regional Water Supply	19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	330,000	S	WU	-	30,000	300,000	-	-	-	330,000
2.670	Regional Water Supply	19-19	New	Hydromet Upgrades Sooke and Goldstream	230,000	E	WU	-	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	610,000	S	WU	390,000	440,000	160,000	-	-	-	600,000
2.670	Regional Water Supply	20-29	Renewal	GVWSA Gravel Crushing Road	650,000	S	WU	-	-	100,000	-	200,000	-	300,000
2.670	Regional Water Supply	21-26	New	Deactivation/Rehabilitation	520,000	L	WU	60,000	100,000	100,000	100,000	100,000	-	400,000
2.670	Regional Water Supply	21-27	New	Autogate Installations on Primary Access Routes	850,000	S	WU	-	-	350,000	-	-	-	350,000
2.670	Regional Water Supply	22-02	New	Muckpile Bridge Supply and Install (Deception)	340,000	S	WU	-	15,000	-	325,000	-	-	340,000
2.670	Regional Water Supply	23-04	Renewal	17S/Sooke Main Bridge Replacement	315,000	S	WU	-	-	15,000	-	300,000	-	315,000
2.670	Regional Water Supply	22-11	New	Additional Boom Anchors for Sooke Lake Reservoir	60,000	E	WU	30,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	23-10	New	debris boom Work platform for Sooke Lake Reservoir	30,000	E	WU	-	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	23-11	New	Purchase and deployment of Second Wildfire Camera for Leech WSA, and analytic software	100,000	E	WU	-	50,000	50,000	-	-	-	100,000
2.670	Regional Water Supply	23-23	Replacement	Brushcutting head for Excavator	30,000	V	WU	-	30,000	-	-	-	-	30,000
2.670	Regional Water Supply	16-10	New	Post Disaster Emergency Water Supply	2,250,000	S	WU	423,000	623,000	200,000	200,000	200,000	200,000	1,423,000
2.670	Regional Water Supply	17-13	New	Asset Management Plan	400,000	S	WU	200,000	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	19-15	New	Hydraulic Capacity Assessment and Transient	250,000	S	WU	100,000	100,000	-	-	-	-	100,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.670	Regional Water Supply	20-08	Study	Regional Water DCC Program	200,000	S	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	20-10	Study	Condition & Vulnerability Assessment	200,000	S	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	21-05	Study	Level of Service Agreement	150,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	23-12	Study	Project Delivery Strategy	200,000	S	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	23-13	Study	Filtration Plant Planning & Design	16,300,000	S	WU	-	300,000	500,000	500,000	5,000,000	10,000,000	16,300,000
2.670	Regional Water Supply	23-14	Study	Council Creek Crossing Hydrology Review	100,000	S	WU	-	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	23-24	New	East-West Connector (Filtration Plant to District Deep Northern Intake and	400,000	S	WU	-	-	-	-	200,000	200,000	400,000
2.670	Regional Water Supply	23-25	New	Sooke Lake Pump Station Transmission Main - Sooke	12,200,000	S	WU	-	600,000	600,000	3,000,000	4,000,000	4,000,000	12,200,000
2.670	Regional Water Supply	23-26	New	Lake Pump Station to Head Gravity Main - Sooke Lake	3,400,000	S	WU	-	200,000	200,000	1,000,000	1,000,000	1,000,000	3,400,000
2.670	Regional Water Supply	23-27	New	to Head Tank Goldstream Reservoir	1,400,000	S	WU	-	100,000	300,000	500,000	500,000	-	1,400,000
2.670	Regional Water Supply	23-28	New	Connector	4,600,000	S	WU	-	100,000	500,000	2,000,000	2,000,000	-	4,600,000
2.670	Regional Water Supply	18-07	New	Replacement of UV System	8,730,000	E	WU	2,850,000	8,300,000	-	-	-	-	8,300,000
2.670	Regional Water Supply	18-08	Replacement	Bulk Supply Meter Replacement Program	2,050,000	E	WU	600,000	600,000	-	200,000	200,000	150,000	1,150,000
2.670	Regional Water Supply	18-15	Renewal	Corrosion Protection Program	1,150,000	S	WU	-	150,000	150,000	150,000	150,000	-	600,000
2.670	Regional Water Supply	18-18	Replacement	Main No.3 Segment Replacement	15,600,000	S	WU	800,000	800,000	4,900,000	4,900,000	4,900,000	-	15,500,000
2.670	Regional Water Supply	19-05	Renewal	Repairs - Kapoor Shutdown	600,000	S	WU	375,000	375,000	-	100,000	-	-	475,000
2.670	Regional Water Supply	19-23	New	Critical Spare Equipment Storage & Pipe Yard	1,100,000	S	WU	200,000	200,000	1,000,000	-	-	-	1,200,000
2.670	Regional Water Supply	20-16	Replacement	Cecelia Meter Replacement	1,000,000	S	WU	50,000	450,000	-	-	-	-	450,000
2.670	Regional Water Supply	20-17	Replacement	Decommission & Conceptual Design of the	1,300,000	S	WU	300,000	300,000	1,000,000	-	-	-	1,300,000
2.670	Regional Water Supply	21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log	775,000	E	WU	260,000	510,000	250,000	-	-	-	760,000
2.670	Regional Water Supply	21-09	New	Goldstream Water Chlorinat	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-10	Replacement	SCADA Masterplan and System Upgrades	2,150,000	E	WU	500,000	800,000	300,000	300,000	300,000	300,000	2,000,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	33,900,000	S	WU	1,500,000	3,300,000	4,500,000	11,400,000	13,500,000	1,200,000	33,900,000
2.670	Regional Water Supply	21-11	Replacement	RWS Supply Main No. 4 Upgrade	14,800,000	S	Grant	-	-	1,200,000	2,000,000	3,600,000	6,000,000	12,800,000
2.670	Regional Water Supply	22-14	New	Sooke River Intake Feasibility	50,000	S	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	22-15	New	Microwave Radio Upgrades	1,100,000	S	WU	200,000	400,000	200,000	200,000	200,000	-	1,000,000
2.670	Regional Water Supply	22-16	Renewal	Goldstream WTP Drainage Improvements	200,000	S	WU	100,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	22-17	New	Goldstream WTP Safety Improvements	200,000	E	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	23-15	New	Mt Tolmie Reservoir Security	60,000	S	WU	-	10,000	50,000	-	-	-	60,000
2.670	Regional Water Supply	23-16	Renewal	Humpback Channel Assessment and Upgrades	200,000	S	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	2,800,000	S	WU	-	2,800,000	-	-	-	-	2,800,000
2.670	Regional Water Supply	23-17	Replacement	Main No. 4 - Mt Newton to Highway 17	6,000,000	S	Grant	-	-	6,000,000	-	-	-	6,000,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.670	Regional Water Supply	25-03	Renewal	Transmission Main Upgrade Program	30,000,000	S	WU	-	-	-	10,000,000	10,000,000	10,000,000	30,000,000
2.670	Regional Water Supply	23-29	Renewal	Mt. Tolmie Control Valve Replacement	300,000	E	WU	-	300,000	-	-	-	-	300,000
2.670	Regional Water Supply	16-16	Renewal	Goldstream Dam Safety Butchart Dam No. 5	825,000	S	WU	200,000	275,000	75,000	-	-	-	350,000
2.670	Regional Water Supply	16-17	Renewal	Remediation Planning & Implications from Sooke Lake Dam Safety Review	3,550,000	S	WU	2,000,000	50,000	1,950,000	-	-	-	2,000,000
2.670	Regional Water Supply	17-25	Renewal		1,210,000	S	WU	400,000	400,000	-	-	-	-	400,000
2.670	Regional Water Supply	18-19	New	Sooke Lake Dam - Instrumer	1,800,000	S	WU	850,000	950,000	600,000	-	-	-	1,550,000
2.670	Regional Water Supply	18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	600,000	S	WU	500,000	250,000	250,000	-	-	-	500,000
2.670	Regional Water Supply	19-07	New	Integrate Dam Performance and Cabin Pond Dams	1,300,000	E	WU	400,000	600,000	200,000	200,000	200,000	-	1,200,000
2.670	Regional Water Supply	19-09	New	Decommissioning Goldstream Dams	100,000	S	WU	-	-	100,000	-	-	-	100,000
2.670	Regional Water Supply	19-12	New	Instrumentation Dam Safety	600,000	S	WU	75,000	175,000	400,000	-	-	-	575,000
2.670	Regional Water Supply	19-13	New	Instrumentation Goldstream System High	300,000	E	WU	150,000	250,000	50,000	-	-	-	300,000
2.670	Regional Water Supply	20-19	Replacement	Level Outlet Valve Deception Dam - Dam	300,000	S	WU	150,000	250,000	-	-	-	-	250,000
2.670	Regional Water Supply	21-03	New	Safety Review 2021 &	1,800,000	S	WU	175,000	375,000	200,000	100,000	500,000	500,000	1,675,000
2.670	Regional Water Supply	21-04	New	Saddle Dam - Dam Safety Re	800,000	S	WU	100,000	200,000	150,000	200,000	75,000	75,000	700,000
2.670	Regional Water Supply	21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	150,000	S	WU	150,000	150,000	-	-	-	-	150,000
2.670	Regional Water Supply	22-08	New	Deception Dam	450,000	S	WU	150,000	150,000	300,000	-	-	-	450,000
2.670	Regional Water Supply	23-07	Renewal	Surveillance Improvements Sooke Lake Dam Spillway and Gates Retrofit	450,000	S	WU	-	150,000	300,000	-	-	-	450,000
2.670	Regional Water Supply	23-08	Study	Regional Watershed Dams – Sooke Lake Dam - Dam	300,000	S	WU	-	150,000	150,000	-	-	-	300,000
2.670	Regional Water Supply	23-09	Study	Safety Review 2023 Sooke Lake Dam Spillway	200,000	S	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	23-18	Renewal	Channel Improvements Charters Dam -	700,000	S	WU	-	200,000	500,000	-	-	-	700,000
2.670	Regional Water Supply	23-19	Renewal	Implications from Dam Goldstream Dam - Dam	200,000	S	WU	-	100,000	100,000	-	-	-	200,000
2.670	Regional Water Supply	25-01	Study	Safety Review 2025 & Addressing Implications	200,000	S	WU	-	-	-	200,000	-	-	200,000
2.670	Regional Water Supply	25-02	Study	Probable Maximum Flood and Inflow Design Flood	150,000	S	WU	-	-	-	150,000	-	-	150,000
2.670	Regional Water Supply	20-04	New	Sooke Lake HyDy Model Development	520,000	E	WU	-	120,000	120,000	-	-	-	240,000
2.670	Regional Water Supply	22-06	Study	Sooke Lake Food Web Study	100,000	S	WU	50,000	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	23-06	Study	GVDWS Nitrification Study	50,000	S	WU	-	50,000	-	-	-	-	50,000
2.670	Regional Water Supply	24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream)	60,000	E	WU	60,000	60,000	-	-	-	-	60,000
2.670	Regional Water Supply	24-04	Study	Sooke Lake Drawdown Study	100,000	S	WU	-	-	100,000	-	-	-	100,000
2.670	Regional Water Supply	25-04	Replacement	4 x multi-parameter field analyzers (SL1000)	20,000	E	WU	-	-	-	20,000	-	-	20,000
2.670	Regional Water Supply	26-01	New	2 x Floating Water Quality Sensor Platforms	200,000	E	WU	-	-	-	-	200,000	-	200,000
2.670	Regional Water Supply	27-01	Study	Drinking Water Safety Plan Update	80,000	S	WU	-	-	-	-	-	80,000	80,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.670	Regional Water Supply	17-27	Replacement	Watershed Bridge and Culvert Replacement	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	600,000	E	WU	-	150,000	150,000	100,000	100,000	100,000	600,000
2.670	Regional Water Supply	17-29	Replacement	Water Supply Area Equipment Replacement	575,000	E	WU	-	115,000	115,000	115,000	115,000	115,000	575,000
2.670	Regional Water Supply	17-30	Replacement	Transmission Main Repairs	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-31	Replacement	Transmission System Components Replacement	400,000	S	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	17-33	Replacement	Disinfection Equipment Parts Replacement	1,000,000	E	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	17-34	Renewal	Supply System Computer Model Update	100,000	S	WU	-	20,000	20,000	20,000	20,000	20,000	100,000
2.670	Regional Water Supply	19-16	Replacement	Dam Improvements	1,500,000	S	WU	-	300,000	300,000	300,000	300,000	300,000	1,500,000
2.670	Regional Water Supply	19-22	Replacement	SCADA Repairs & Equipment Replacement	750,000	E	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.670	Regional Water Supply	21-15	Replacement	Corrosion Protection	250,000	S	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.670	Regional Water Supply	21-16	Replacement	Valve Chamber Upgrades	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.670	Regional Water Supply	21-17	Replacement	Water Quality Equipment Replacement	250,000	E	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.670	Regional Water Supply	21-18	Renewal	LIMS support	125,000	E	WU	-	25,000	25,000	25,000	25,000	25,000	125,000
2.670	Regional Water Supply	23-20	Study	Land Exchange/Acquisition	400,000	L	WU	-	80,000	80,000	80,000	80,000	80,000	400,000
2.670	Regional Water Supply	17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	2,873,000	V	ERF	885,250	995,000	843,000	630,000	775,000	855,000	4,098,000
2.670	Regional Water Supply	20-22	New	Vehicle for the Dam Safety Program	100,000	V	WU	80,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	20-23	New	Vehicle for the CSE Support Program	100,000	V	WU	62,000	100,000	-	-	-	-	100,000
2.670	Regional Water Supply	21-30	New	Vehicle for Warehouse Operations	90,000	V	WU	62,000	90,000	-	-	-	-	90,000
2.670	Regional Water Supply	22-18	New	Electric Vehicle Charging Stations	80,000	E	WU	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	22-18	New	Electric Vehicle Charging Stations	-	E	Grant	40,000	40,000	-	-	-	-	40,000
2.670	Regional Water Supply	23-21	New	EV Charging Stations	855,000	E	WU	-	680,000	-	-	175,000	-	855,000
2.670	Regional Water Supply	23-22	New	Electrical Infrastructure	200,000	E	WU	-	200,000	-	-	-	-	200,000
2.670	Regional Water Supply	23-30	New	Fleet Shop Hoist	35,000	E	WU	-	35,000	-	-	-	-	35,000
2.670	Regional Water Supply	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	Cap	-	40,000	40,000	40,000	40,000	40,000	200,000
2.670	Regional Water Supply	17-01	Renewal	Voice Radio Upgrade	780,000	E	Cap	500,000	650,000	100,000	-	-	-	750,000
2.670	Regional Water Supply	20-01	New	Portable Pump Station	375,000	E	Cap	265,000	265,000	-	-	-	-	265,000
2.670	Regional Water Supply	17-03	Replacement	Office Equipment, Upgrades and	112,500	E	Cap	-	22,500	22,500	22,500	22,500	22,500	112,500
2.670	Regional Water Supply	17-04	Replacement	Computer Upgrades	425,000	E	Cap	-	85,000	85,000	85,000	85,000	85,000	425,000
2.670	Regional Water Supply	17-05	New	Development of the Maintenance	50,000	E	Cap	25,000	35,000	10,000	10,000	10,000	15,000	80,000
2.670	Regional Water Supply	17-06	Replacement	Small Equipment & Tool Rep	200,000	E	Cap	-	40,000	40,000	40,000	40,000	40,000	200,000
2.670	Regional Water Supply	17-07	Replacement	Small Equipment & Tool Rep	37,500	E	Cap	-	7,500	7,500	7,500	7,500	7,500	37,500
2.670	Regional Water Supply	23-31	New	Purchase of land	1,500,000	L	WU	-	1,500,000	-	-	-	-	1,500,000
Regional Water Supply Total					224,365,000			21,785,250	42,401,000	34,788,000	42,045,000	50,360,000	36,680,000	206,274,000
2.680	JDF Water Distribution	16-03	Renewal	Asset Management Plan	150,000	S	WU	-	50,000	100,000	-	-	-	150,000
2.680	JDF Water Distribution	21-14	Renewal	Fire Storage Analysis	120,000	S	WU	120,000	120,000	-	-	-	-	120,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.680	JDF Water Distribution	16-05	Renewal	Comprehensive Pump Station Upgrades (10 year	5,000,000	S	WU	1,300,000	2,300,000	1,000,000	1,000,000	450,000	-	4,750,000
2.680	JDF Water Distribution	18-02	Renewal	JDF Reservoir Upgrades	1,250,000	S	WU	400,000	400,000	-	-	-	-	400,000
2.680	JDF Water Distribution	18-03	Renewal	JDF Site Decommissioning Program	1,050,000	S	WU	425,000	425,000	350,000	100,000	-	-	875,000
2.680	JDF Water Distribution	18-05	Replacement	Rocky Point Upgrades	9,724,000	S	WU	1,300,000	1,300,000	-	-	-	-	1,300,000
2.680	JDF Water Distribution	18-05	Replacement	Rocky Point Upgrades Disaster Response Plan for	-	S	Other	-	410,000	-	-	-	-	410,000
2.680	JDF Water Distribution	18-06	New	Water Supply and Corrosion Protection Program	450,000	S	WU	-	50,000	50,000	50,000	50,000	50,000	250,000
2.680	JDF Water Distribution	19-06	Renewal		50,000	S	WU	-	5,000	5,000	-	-	-	10,000
2.680	JDF Water Distribution	19-09	New	Distribution System Seismic AC Pipe Replacement	1,750,000	S	WU	250,000	250,000	500,000	500,000	500,000	-	1,750,000
2.680	JDF Water Distribution	20-03	Replacement	Program William Head & VGH Meter	25,200,000	S	WU	900,000	3,900,000	3,300,000	3,300,000	3,300,000	3,300,000	17,100,000
2.680	JDF Water Distribution	20-04	Replacement	Replacement Goldstream AC	700,000	S	WU	200,000	200,000	-	-	-	-	200,000
2.680	JDF Water Distribution	20-07	Replacement	Replacement Sooke Rd - 2,200m of	5,800,000	S	WU	5,200,000	5,200,000	-	-	-	-	5,200,000
2.680	JDF Water Distribution	21-02	Replacement	600m Pipe - VMP to Jacklin	3,000,000	S	WU	200,000	200,000	2,800,000	-	-	-	3,000,000
2.680	JDF Water Distribution	21-13	Replacement	SCADA Master Plan Update & Upgrades	1,800,000	S	WU	600,000	900,000	300,000	300,000	300,000	-	1,800,000
2.680	JDF Water Distribution	22-01	New	East Sooke Interconnect Water Main	500,000	S	WU	500,000	500,000	-	-	-	-	500,000
2.680	JDF Water Distribution	22-02	New	Microwave Radio Upgrades Seagirt Watermain	550,000	S	WU	100,000	200,000	100,000	100,000	100,000	-	500,000
2.680	JDF Water Distribution	23-03	New	Extension Vehicle & equipment replacement (funding from replacement fund)	2,350,000	S	Other	-	-	-	-	-	-	-
2.680	JDF Water Distribution	16-06	Replacement	Vehicle to support the meter replacement	2,094,000	V	ERF	990,000	1,080,000	855,000	905,000	774,000	710,000	4,324,000
2.680	JDF Water Distribution	23-02	New	Site Decommissioning - General	200,000	V	WU	-	200,000	-	-	-	-	200,000
2.680	JDF Water Distribution	17-07	New	Emergency Main	50,000	S	WU	-	10,000	10,000	10,000	10,000	10,000	50,000
2.680	JDF Water Distribution	17-09	Replacement	Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	17-12	Replacement	Large Meters/Meter Vaults (1,250,000	S	WU	-	250,000	250,000	250,000	250,000	250,000	1,250,000
2.680	JDF Water Distribution	17-13	New	Site Security Upgrades Distribution System	200,000	S	WU	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-15	Renewal	Improvements Hydraulic Model Yearly Update	2,250,000	S	WU	-	450,000	450,000	450,000	450,000	450,000	2,250,000
2.680	JDF Water Distribution	17-16	New		300,000	S	WU	-	60,000	60,000	60,000	60,000	60,000	300,000
2.680	JDF Water Distribution	21-03	Replacement	Hydrant & Flush Replacement Residential Service &	1,125,000	S	WU	-	225,000	225,000	225,000	225,000	225,000	1,125,000
2.680	JDF Water Distribution	21-04	Replacement	Meter Replacement Pump Station Equipment	6,500,000	S	WU	-	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
2.680	JDF Water Distribution	21-05	Replacement	Replacements SCADA Equipment	750,000	S	WU	-	150,000	150,000	150,000	150,000	150,000	750,000
2.680	JDF Water Distribution	21-06	Replacement	Replacement Reservoir Equipment	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	21-07	Renewal	Replacement	500,000	S	WU	-	100,000	100,000	100,000	100,000	100,000	500,000
2.680	JDF Water Distribution	21-09	Replacement	Valve Replacement Update DCC Bylaw	1,000,000	S	WU	-	200,000	200,000	200,000	200,000	200,000	1,000,000
2.680	JDF Water Distribution	16-07	New	(Comprehensive Update in Sooke Henlyn Supply &	295,000	S	Res	150,000	170,000	20,000	20,000	20,000	20,000	250,000
2.680	JDF Water Distribution	21-01	New	Distribution Mains	1,000,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
2.680	JDF Water Distribution	23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	9,110,000	S	Res	5,000,000	5,000,000	-	-	-	-	5,000,000
2.680	JDF Water Distribution	16-01	Renewal	Upgrades to Buildings at 479 Island Highway	160,000	B	Cap	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-01	Renewal	Voice Radio Upgrade	780,000	E	Cap	500,000	650,000	100,000	-	-	-	750,000
2.680	JDF Water Distribution	20-01	New	Portable Pump Station Office Equipment, Upgrades and	212,500	E	Cap	265,000	265,000	-	-	-	-	265,000
2.680	JDF Water Distribution	17-03	Replacement	Computer Upgrades	112,500	E	Cap	-	22,500	22,500	22,500	22,500	22,500	112,500
2.680	JDF Water Distribution	17-04	Replacement	Development of the Mainte	425,000	E	Cap	-	85,000	85,000	85,000	85,000	85,000	425,000
2.680	JDF Water Distribution	17-05	New	Small Equipment & Tool Rep	50,000	E	Cap	25,000	35,000	10,000	10,000	10,000	15,000	80,000
2.680	JDF Water Distribution	17-06	Replacement	Small Equipment & Tool Rep	200,000	E	Cap	-	40,000	40,000	40,000	40,000	40,000	200,000
2.680	JDF Water Distribution	17-07	Replacement	Small Equipment & Tool Rep	37,500	E	Cap	-	7,500	7,500	7,500	7,500	7,500	37,500
JDF Water Distribution Total					89,045,500			19,425,000	27,990,000	12,670,000	9,465,000	8,684,000	7,275,000	66,084,000
2.681	Florence Lake Water System	16-02	Renewal	Upgrades to Buildings at 479 Island Highway			0	0	-	-	-	-	-	-
Florence Lake Water System Total					-			-	-	-	-	-	-	-
2.682	Seagirt Water System	23-03	New	Seagirt Watermain	2,350,000	S	Debt	-	2,100,000	-	-	-	-	2,100,000
2.682	Seagirt Water System	23-03	New	Seagirt Watermain	-	S	Grant	-	100,000	-	-	-	-	100,000
2.682	Seagirt Water System	23-03	New	Seagirt Watermain	-	S	WU	-	150,000	-	-	-	-	150,000
Seagirt Water System Total					2,350,000			-	2,350,000	-	-	-	-	2,350,000
2.691	Wilderness Mountain Water Service	22-02	New	Water Treatment Plant Conceptual Design	50,000	S	Cap	5,000	5,000	-	-	-	-	5,000
Wilderness Mountain Water Service Total					50,000			5,000	5,000	-	-	-	-	5,000
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	14,705,734	L	Cap	250,000	250,000	-	-	-	-	250,000
3.701	Millstream Site Remediation	17-01	Renewal	Millstream Meadows Remediation	-	L	Grant	160,000	160,000	-	-	-	-	160,000
Millstream Site Remediation Total					14,705,734			410,000	410,000	-	-	-	-	410,000
3.705	SSI Septage / Composting	20-01	Replacement	Lagoon Closure	82,500	S	Grant	75,000	-	75,000	-	-	-	75,000
3.705	SSI Septage / Composting	20-01	Replacement	Lagoon Closure	-	S	Res	7,500	-	7,500	-	-	-	7,500
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	50,000	S	Grant	40,000	-	-	-	40,000	-	40,000
3.705	SSI Septage / Composting	21-01	Study	Strategic Asset management plan	-	S	Res	10,000	-	-	-	10,000	-	10,000
3.705	SSI Septage / Composting	22-01	New	Composting Facility	261,658	S	Grant	168,462	-	168,462	-	-	-	168,462
3.705	SSI Septage / Composting	22-01	New	Composting Facility	-	S	Other	33,196	-	33,196	-	-	-	33,196
3.705	SSI Septage / Composting	22-01	New	Composting Facility	-	S	Grant	60,000	-	60,000	-	-	-	60,000
3.705	SSI Septage / Composting	23-01	New	Grit Chamber	20,000	S	Res	-	20,000	-	-	-	-	20,000
3.705	SSI Septage / Composting	23-02	New	Abattoir Purchase of Assets	15,000	S	Res	15,000	15,000	-	-	-	-	15,000
SSI Septage / Composting Total					429,158			409,158	35,000	344,158	-	50,000	-	429,158

CRD 2023-2027 Capital Project Listing by Service

Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
3.718	Saanich Peninsula Wastewater	20-02	Renewal	Replace Aerators in Oxidation Ditches	200,000	E	Res	60,000	60,000	-	-	-	-	60,000
3.718	Saanich Peninsula Wastewater	21-05	Renewal	SPWWTP HVAC Fan Odour Control Upgrade	200,000	S	Res	40,000	140,000	-	-	-	-	140,000
3.718	Saanich Peninsula Wastewater	23-03	Renewal	Construction Replace SCADA Servers and Ethernet Upgrades	1,500,000	S	Res	-	1,000,000	500,000	-	-	-	1,500,000
3.718	Saanich Peninsula Wastewater	23-04	Replacement	Sludge Tanks and Process Sump Cleaning and Repairs	250,000	S	ERF	130,000	130,000	-	-	-	-	130,000
3.718	Saanich Peninsula Wastewater	24-01	Renewal	SPWWTP Road Upgrades	500,000	S	Debt	-	-	-	500,000	-	-	500,000
3.718	Saanich Peninsula Wastewater	27-01	Renewal	Bazan Bay Outfall Standby Power Assessment	300,000	S	Res	-	-	-	-	-	300,000	300,000
3.718	Saanich Peninsula Wastewater	28-01	Study	and Replacement	250,000	S	Res	-	-	-	-	-	-	-
3.718	Saanich Peninsula Wastewater	24-02	Replacement	SCADA Equipment	950,000	E	Debt	-	-	200,000	750,000	-	-	950,000
3.718	Saanich Peninsula Wastewater	24-03	Replacement	SPWWTP PLC Replacement	1,000,000	E	Debt	-	-	250,000	250,000	250,000	250,000	1,000,000
3.718	Saanich Peninsula Wastewater	24-04	Replacement	Sidney Pump Station Wet Well Upgrades	500,000	E	Debt	-	-	500,000	-	-	-	500,000
3.718	Saanich Peninsula Wastewater	21-02	Renewal	Odour Control Upgrades	250,000	S	Debt	-	-	250,000	-	-	-	250,000
3.718	Saanich Peninsula Wastewater	19-06	Renewal	Voice Radio Replacement	575,000	S	Res	380,000	380,000	-	-	-	-	380,000
3.718	Saanich Peninsula Wastewater	21-04	Replacement	Equipment Replacement - Annual Provisional	85,000	E	ERF	-	50,000	-	-	-	-	50,000
3.718	Saanich Peninsula Wastewater	18-10	Replacement	Microwave Radio Upgrades	750,000	S	ERF	-	200,000	150,000	150,000	150,000	150,000	800,000
3.718	Saanich Peninsula Wastewater	22-02	New	Electrical & Control	350,000	E	Res	-	-	150,000	100,000	100,000	-	350,000
3.718	Saanich Peninsula Wastewater	23-02	Renewal	Trunk Sewer Relining	120,000	E	ERF	-	100,000	20,000	-	-	-	120,000
3.718	Saanich Peninsula Wastewater	20-03	Renewal	Manhole Repairs and Replacement	1,100,000	S	Res	1,000,000	1,000,000	-	-	-	-	1,000,000
3.718	Saanich Peninsula Wastewater	20-04	Renewal	Trunk Sewer Relining - Ph2	500,000	S	Debt	-	-	250,000	250,000	-	-	500,000
3.718	Saanich Peninsula Wastewater	27-02	Renewal	DCC Program - 5-year	1,000,000	S	Debt	-	-	-	-	-	1,000,000	1,000,000
3.718	Saanich Peninsula Wastewater	23-01	Renewal		75,000	S	Res	-	-	75,000	-	-	-	75,000
Saanich Peninsula Wastewater Total					10,455,000			1,610,000	3,060,000	2,345,000	2,000,000	500,000	1,700,000	9,605,000

3.798C	Debt - Core Area Wastewater Treatment Program	16-01a	New	CAWTP	462,000,000	S	Grant	-	-	-	-	-	-	-
3.798C	Debt - Core Area Wastewater Treatment Program	16-01b	New	CAWTP	101,100,000	S	Debt	-	-	-	-	-	-	-
3.798C	Debt - Core Area Wastewater Treatment Program	16-01c	New	CAWTP	211900000	S	Cap	14,210,000	710,000	13,500,000	-	-	-	14,210,000
3.798C	Debt - Core Area Wastewater Treatment Program	20-02a	New	New Fleet Purchases	1,400,000	V	Cap	263,000	263,000	-	-	-	-	263,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-01	Renewal	Lang Cove Electrical and Building Upgrades	350,000	S	Res	340,000	340,000	-	-	-	-	340,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-02	Renewal	Marigold Electrical and Building Upgrades	2,250,000	S	Debt	2,000,000	2,000,000	-	-	-	-	2,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-03	Renewal	Currie Major Electrical and Siesmic Upgrades	2,300,000	S	Debt	200,000	200,000	1,900,000	-	-	-	2,100,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-04	Renewal	Craigflower Odour Control Upgrade	400,000	S	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-05	Replacement	Harling PS - Complete Replacement	2,300,000	S	Debt	300,000	300,000	2,000,000	-	-	-	2,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-01	Renewal	Odour Control HVAC Testing and Balancing	200,000	S	Debt	190,000	190,000	-	-	-	-	190,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-05	Replacement	Lang Cove Discharge Isolation Valves	400,000	S	ERF	300,000	300,000	-	-	-	-	300,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	24-01	Renewal	Trent PLC Upgrade	250,000	S	ERF	-	-	250,000	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-02	Renewal	Hood Mechanical and Electrical Renewal	420,000	S	Debt	-	-	420,000	-	-	-	420,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	230,000	S	Debt	-	-	230,000	-	-	-	230,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-04	Renewal	Humber Electrical and Mechanical Renewal	290,000	S	Debt	-	-	290,000	-	-	-	290,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-05	Renewal	Rutland Electrical and Mechanical Renewal	290,000	S	Debt	-	-	290,000	-	-	-	290,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	670,000	S	Debt	-	-	200,000	-	-	-	200,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	-	S	ERF	-	-	470,000	-	-	-	470,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-06	Renewal	Shoreline Trunk Sewer Upgrade	2,400,000	S	Debt	350,000	350,000	2,000,000	-	-	-	2,350,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-07	New	Western Trunk Sewer Twinning	15,000,000	S	Debt	350,000	350,000	-	-	-	-	350,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-08	Replacement	Boundary Odour Control Replacement	400,000	S	Res	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-09	Renewal	Bowker Sewer Rehabilitation Ph1	8,600,000	S	Debt	8,300,000	8,300,000	-	-	-	-	8,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-10	Renewal	Sewer Cleaning and Inspection	750,000	S	Debt	80,000	80,000	150,000	150,000	150,000	150,000	680,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-11	Renewal	Manhole Repairs and Replacement	1,500,000	S	Debt	495,000	745,000	250,000	250,000	250,000	-	1,495,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-01	Renewal	Cecelia Ravine Pipe Protection	300,000	S	Debt	-	-	300,000	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-10	Renewal	East Coast Interceptor and Bowker Sewer Rehabilitation Ph2	8,000,000	S	Debt	-	-	8,000,000	-	-	-	8,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	500,000	S	Res	490,000	490,000	-	-	-	-	490,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-13	New	Craigflower Forcemain Twinning	9,600,000	S	Debt	275,000	275,000	300,000	4,500,000	4,500,000	-	9,575,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-14	Renewal	Marigold Siphon Assessment	8,300,000	S	Debt	400,000	400,000	-	7,900,000	-	-	8,300,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-02	Renewal	Gorge and Harriet Siphon Assessment	250,000	S	Res	225,000	225,000	-	-	-	-	225,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-02	Renewal	Penrhyn Siphon Assessment	400,000	S	Debt	-	-	-	400,000	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-07	Renewal	Parsons Siphon Assessment	400,000	S	Debt	-	-	-	400,000	-	-	400,000

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Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	25-01	Renewal	Admirals Siphon Assessment	400,000	S	Debt	-	-	-	400,000	-	-	400,000
3.798C	Debt - Core Area Wastewater Treatment Program	27-01	Study	Forcemain Pipe Assessment Study	250,000	S	Debt	-	-	-	-	-	250,000	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-15	Replacement	Parsons Meter Replacement	250,000	S	Debt	210,000	210,000	-	-	-	-	210,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-16	New	Gorge & Chapman Meter	130,000	S	Debt	100,000	100,000	-	-	-	-	100,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-17	New	Esquimalt Nation Meter	200,000	S	Debt	190,000	190,000	-	-	-	-	190,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-18	New	Shoreline Trunk Meter	240,000	S	Debt	240,000	240,000	-	-	-	-	240,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-19	New	Selkirk Meter	190,000	S	Debt	190,000	190,000	-	-	-	-	190,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-20	Replacement	Haultain, Hereward, Langford Replacement	40,000	S	Debt	30,000	30,000	-	-	-	-	30,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-21	Replacement	Penrhyn Meter	90,000	S	Debt	90,000	90,000	-	-	-	-	90,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-22	Study	Asset Management Plan Update	250,000	S	Debt	250,000	250,000	-	-	-	-	250,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-23	Study	DCC Program Development Record Drawing and Wastewater Agreement Updates	400,000	S	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-24	Renewal	SCADA and Radio Assessment	700,000	S	Debt	40,000	240,000	-	200,000	-	200,000	640,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-25	Renewal	Acquisition of Outstanding Right-of-Ways	3,900,000	S	Debt	800,000	1,550,000	750,000	750,000	750,000	750,000	4,550,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-03	Renewal	Annual Provisional Emergency Repairs	1,200,000	S	Debt	150,000	150,000	-	500,000	500,000	-	1,150,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-26	Replacement	New Infrastructure Optimization	5,000,000	S	Res	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
3.798C	Debt - Core Area Wastewater Treatment Program	21-27	New	Process & Mechanical Upgrades	500,000	S	Debt	300,000	300,000	-	-	-	-	300,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-08	New	Safety & Security Upgrades	4,250,000	S	Debt	-	850,000	850,000	850,000	850,000	850,000	4,250,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-09	New	Microwave Radio Upgrades	1,800,000	S	Debt	-	600,000	600,000	600,000	-	-	1,800,000
3.798C	Debt - Core Area Wastewater Treatment Program	22-04	New	Enterprise Data Historian Management System	600,000	S	ERF	100,000	200,000	100,000	100,000	100,000	100,000	600,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-06	Replacement	Annual Provisional Equipment Replacement	1,500,000	S	ERF	-	300,000	300,000	300,000	300,000	300,000	1,500,000
3.798C	Debt - Core Area Wastewater Treatment Program	23-07	New	Enterprise Data Historian Management System	300,000	E	Debt	-	300,000	-	-	-	-	300,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
3.798C	Debt - Core Area Wastewater Treatment Program	24-08	Renewal	Clover Point Outfall Retrofit	500,000	S	Debt	-	-	500,000	-	-	-	500,000
3.798C	Debt - Core Area Wastewater Treatment Program	25-02	Renewal	Macaulay Point Outfall Retrofit	750,000	S	Debt	-	-	-	750,000	-	-	750,000
3.798C	Debt - Core Area Wastewater Treatment Program	24-09	New	Centrate Return Line Automated Monitoring	175,000	S	Debt	-	-	175,000	-	-	-	175,000
Debt - Core Area Wastewater Treatment Program Total					866,765,000			32,358,000	23,208,000	34,825,000	19,050,000	8,400,000	3,600,000	89,083,000
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	50,000	S	Grant	40,000	-	-	40,000	-	-	40,000
3.810	Ganges Sewer Utility (SSI)	21-01	New	Strategic Asset Management Plan	-	S	Res	10,000	-	-	10,000	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	21-02	New	Reclaimed Water Study	57,500	S	Cap	57,500	57,500	-	-	-	-	57,500
3.810	Ganges Sewer Utility (SSI)	21-03	New	VFD installation for EQ Tank	55,000	S	Cap	50,000	50,000	-	-	-	-	50,000
3.810	Ganges Sewer Utility (SSI)	21-03	New	VFD installation for EQ Tank	-	S	Res	-	5,000	-	-	-	-	5,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical	1,060,000	S	Res	60,000	60,000	-	-	-	-	60,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical	-	S	Res	200,000	-	-	200,000	-	-	200,000
3.810	Ganges Sewer Utility (SSI)	21-04	New	Ganges WWTP Lab Room, Crew Room, blower room design, and chemical	-	S	Debt	800,000	-	-	800,000	-	-	800,000
3.810	Ganges Sewer Utility (SSI)	22-01	Replacement	Electorate Assent for Borrowing	20,000	S	Res	20,000	-	20,000	-	-	-	20,000
3.810	Ganges Sewer Utility (SSI)	22-02	Replacement	Public Engagement	10,000	S	Res	10,000	-	10,000	-	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction	630,000	S	Grant	100,000	-	-	100,000	-	-	100,000
3.810	Ganges Sewer Utility (SSI)	22-03	New	Aeration system improvement construction	-	S	Debt	-	-	-	530,000	-	-	530,000
3.810	Ganges Sewer Utility (SSI)	23-01	Replacement	Replace Generator Trailer	77,000	V	Grant	-	77,000	-	-	-	-	77,000
3.810	Ganges Sewer Utility (SSI)	23-02	New	MBR Cassette lifting brackets	65,000	S	Grant	-	55,000	-	-	-	-	55,000
3.810	Ganges Sewer Utility (SSI)	23-02	New	MBR Cassette lifting brackets	-	S	Res	-	10,000	-	-	-	-	10,000
3.810	Ganges Sewer Utility (SSI)	23-03	New	Key components and spares replacement	55,000	S	Grant	-	50,000	-	-	-	-	50,000
3.810	Ganges Sewer Utility (SSI)	23-03	New	Key components and spares replacement	-	S	Res	-	5,000	-	-	-	-	5,000
3.810	Ganges Sewer Utility (SSI)	24-01	New	Electrical upgrades	28,000	S	Grant	-	-	25,000	-	-	-	25,000
3.810	Ganges Sewer Utility (SSI)	24-01	New	Electrical upgrades	-	S	Res	-	-	3,000	-	-	-	3,000
Ganges Sewer Utility (SSI) Total					2,107,500			1,347,500	369,500	58,000	1,680,000	-	-	2,107,500
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	2,010,000	S	Grant	-	1,809,000	-	-	-	-	1,809,000
3.820	Maliview Sewer Utility (SSI)	21-03	Replacement	Wastewater Treatment Plant Upgrade	-	S	Debt	-	201,000	-	-	-	-	201,000
3.820	Maliview Sewer Utility (SSI)	22-02	Renewal	Collection system repairs and/or renewal	200,000	S	Grant	-	180,000	-	-	-	-	180,000
3.820	Maliview Sewer Utility (SSI)	22-02	Renewal	Collection system repairs and/or renewal	-	S	Debt	-	20,000	-	-	-	-	20,000

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Appendix N

Service Number	Service Description	Proj. No.	Capital Exp.Type	Capital Project Title	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2022	2023	2024	2025	2026	2027	5 - Year Total
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	41,000	S	Res	-	-	9,000	-	-	-	9,000
3.820	Maliview Sewer Utility (SSI)	23-01	New	SAMP Development	-	S	Grant	-	-	32,000	-	-	-	32,000
3.820	Maliview Sewer Utility (SSI)	23-02	Study	I&I program (MOE Requirement)	120,000	S	Debt	-	120,000	-	-	-	-	120,000
Maliview Sewer Utility (SSI) Total					2,371,000			-	2,330,000	41,000	-	-	-	2,371,000
3.830	Magic Lake Sewer Utility (Pender)	21-01	Renewal	Wastewater Improvements - Sewer Replacement	3,943,916	S	Cap	1,496,573	100,000	1,396,573	-	-	-	1,496,573
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	7,709,350	S	Cap	1,856,056	1,630,000	226,056	-	-	-	1,856,056
3.830	Magic Lake Sewer Utility (Pender)	21-02	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	-	S	Grant	5,353,000	4,500,000	853,000	-	-	-	5,353,000
3.830	Magic Lake Sewer Utility (Pender)	24-01	Replacement	Towable Genset Replacement	60,000	E	Res	-	-	60,000	-	-	-	60,000
Magic Lake Sewer Utility (Pender) Total					11,713,266			8,705,629	6,230,000	2,535,629	-	-	-	8,765,629
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	100,000	S	Grant	60,000	90,000	-	-	-	-	90,000
3.850	Port Renfrew Sewer	22-01	Replacement	Genset Upgrade	-	S	Res	-	10,000	-	-	-	-	10,000
3.850	Port Renfrew Sewer	22-02	Renewal	Alternative Approval Phase 1 - System Renewal -	15,000	S	Res	15,000	-	15,000	-	-	-	15,000
3.850	Port Renfrew Sewer	23-01	Replacement	Outfall and Sewer Phase 2 - System Renewal -	1,500,000	S	Debt	-	-	-	150,000	1,350,000	-	1,500,000
3.850	Port Renfrew Sewer	25-01	Renewal	New WWTP and Pump	400,000	S	Debt	-	-	-	-	-	400,000	400,000
Port Renfrew Sewer Total					2,015,000			75,000	100,000	15,000	150,000	1,350,000	400,000	2,015,000
Grand Total					1,553,270,218			113,932,310	218,160,690	168,946,612	130,165,042	120,327,561	76,813,000	714,412,905



**REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF MONDAY, MARCH 13, 2023**

SUBJECT 2023 Electoral Area Budget Review

ISSUE SUMMARY

To present the 2023 Electoral Area (EA) budgets where they will be forwarded for final approval to the Capital Regional District Board (the Board).

BACKGROUND

The Electoral Areas Committee (EAC) combines the three unincorporated areas within the Capital Regional District: Juan de Fuca (JDF) EA, Salt Spring Island (SSI) EA and Southern Gulf Islands (SGI) EA.

The Capital Regional District (CRD) provides a range of regional, sub-regional and local services to its residents. Regional services are provided to the entire region, sub-regional services are provided to a sub-group of participating municipalities and First Nations EAs while local services are provided to individual municipalities, EAs, or to groups of residents within an defined area. The CRD provides services to more than 23,000 EA residents¹.

Services delivered within the EA's are enabled by the *Local Government Act* and service establishment bylaws, they are guided by the corporate and service plans.

Budget Approval Process

Section 374 of the *Local Government Act* requires the CRD develop and approve a five-year Financial Plan by March 31 each year, inclusive of all EA services. Under budget direction provided by the Board, review and recommendation for approval of all EA service budgets, including local service commission budgets, is delegated to the EAC. These budgets will be included in the final 2023 CRD Financial Plan to be presented to the Board on March 15, 2023.

On September 21, 2022, the Board approved 2023 Service Plans, the 2023 Staff Establishment Chart and the Provisional 2023-2027 Financial Plan, inclusive of EA service budgets through EAC recommendation.

Since provisional approval, changes to the plan have been incorporated to account for year-end results, direction from local commissions and committees or EA directors, and updated information from BC Assessments. In addition to approvals from each EA director, all commissions and committees with the exception of Wilderness Mountain in JDF have recommended their respective budgets.

¹ 2021 Census

ALTERNATIVES

Alternative 1

That staff be directed to develop the 2023 to 2027 Capital Regional District Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

Alternative 2

That staff be directed to develop the 2023 to 2027 Capital Regional District Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as amended.

IMPLICATIONS

Financial Implications

Tax Requisition

The final requisition change over the prior year is listed in Table 1 below. Requisition summaries by service area for each EA with changes from 2022 are included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI).

Table 1: 2023 Final vs 2022 Final Requisition

	2023 Final (2023 Assessment)		2022 Final (2022 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.7M	\$676	2.6M	\$663	0.1M	\$12.96	3.6%	2.0%
SSI	7.6M	\$1,166	7.2M	\$1,101	0.4M	\$64.77	5.6%	5.9%
SGI	3.7M	\$545	3.6M	\$525	0.1M	\$19.71	3.7%	3.8%

Changes from provisional approval are the result of year-end adjustments, assessment values, local commission or committee direction and EA director input.

Table 2 compares the changes from Provisional to Final requisition for each EA. Details of these changes are included in Appendix A-2 (JDF), B-2 (SSI) and C-2 (SGI).

Table 2: 2023 Final vs Provisional Requisition

	2023 Final (2023 Assessment)		2023 Provisional (2022 Assessment)		\$ Change		% Change	
	\$	Cost / Avg HH	\$	Cost / Avg HH	\$	Cost / Avg HH	%	Cost / Avg HH
JDF	2.7M	\$676	2.7M	\$682	0.02M	(\$5.74)	0.7%	(0.8%)
SSI	7.6M	\$1,166	7.5M	\$1,140	0.15M	\$25.96	2.0%	2.3%
SGI	3.7M	\$545	3.6M	\$536	0.06M	\$9.07	1.7%	1.7%

Tables 1 and 2 include changes in regional, sub-regional, joint EA, individual EA wide services and Capital Regional Hospital District (CRHD) requisition but excludes local-specified-defined area services. Property specific impacts will vary depending on the participation in defined service areas and assessment values.

Impact of Assessment Values

Included in the total requisition are regional, sub regional and joint EA service budgets, where the majority are cost apportioned on converted assessments.

Based on data from BC Assessment, the region experienced an average increase in assessment of 12.2% in 2023. JDF, SSI and SGI experienced different increases than the average for the region, rising 11.2%, 12.2% and 12.5% respectively.

When assessments increase greater than the average, the percent share of costs for the jurisdiction will also increase, and vice versa. Appendix D contains key assessment data points for each EA and a graph showing the assessment and folio change by participant for the region.

Increases in assessments also impact the theoretical calculation of an 'Average Residential Assessed Value' included in Appendix A-1 (JDF), B-1 (SSI) and C-1 (SGI). The impact is greater if the rate of change in Average Residential Assessed Value outpaces the rate of change in Converted Assessed Values in an area, and vice versa.

Table 3 summarizes the change in cost per average household by separating the change driven by cost apportionment versus changes driven by budget changes. Details are included in Appendix A-3 (JDF), B-3 (SSI) and C-3 (SGI).

Table 3: Change in Cost/Avg HH* by Cost Driver (2023 Final vs 2022)

	Change in Cost Apportionment		Change in Budget		Total Change 2023 Final vs 2022 Final*	
	Cost / Avg HH	%	Cost / Avg HH	%	Cost / Avg HH	%
JDF	(\$12.24)	(1.8%)	\$25.20	3.8%	\$12.96	2.0%
SSI	(\$0.27)	0.0%	\$65.04	5.9%	\$64.77	5.9%
SGI	\$4.40	0.9%	\$15.31	2.9%	\$19.71	3.8%

*Cost/Avg HH includes CRD and CRHD services but excludes local/specified/defined services. Values included are based on CRD and CRHD requisition but excludes local/specified/defined services. The cost per average residential assessment (Cost/Avg HH) is a theoretical calculation that provides a directional indicator on impacts to a rate payer. The Cost/Avg HH does not reflect factors that vary by home, such as service participation and actual value. This calculation is most directly impacted by changes in apportionment, folios and assessed values. It can be used as an approximation of cost per household if a home is valued at or near the 'Average Residential Assessed Value' in Appendix A-1, B-1 and C-1.

Capital Budget

The 2023 Capital Plan has been adjusted since provisional approval. All changes have been recommended through local commissions or committees, the EA director or identified by staff through review with the EA director.

The Final 2023 Capital Plan Summary overview by service for each EA is included as Appendix A-4 (JDF), B-4 (SSI) and C-4 (SGI).

A summary of all changes since provisional approval by project for each EA is shown in Appendix A-5 (JDF), B-5 (SSI) and C-5 (SGI).

Financial Plan Bylaw

The 2023 Financial Plan summary for each EA (Appendices A–C) highlight changes over the prior year and provisionally. Changes are driven by year-end results, assessment changes, service delivery impacts, inflation and new initiatives directed through local commissions and committees or EA directors.

The 2023 Final Budget Packages by service are included in Appendix A-6 (JDF), B-6 (SSI) and C-6 (SGI). The EA Financial Plan summaries will be incorporated for final approval in the consolidated CRD Financial Plan at the special Board meeting on March 15, 2023.

As in prior years, final adjustments are made ahead of billing with the release of BC Assessment final data for the region. This is typically distributed at the end of March. No material changes or impacts are expected.

CONCLUSION

EA budgets have been delegated to the EAC Committee by the Board for review and recommendation and they have been prepared based on approved service plans. All budgets will be forwarded to the Board for final approval on March 15, 2023.

RECOMMENDATION

That staff be directed to develop the 2023 to 2027 Capital Regional District Financial Plan Bylaw for Board approval, inclusive of the Electoral Area Service Budgets as presented.

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

ATTACHMENTS

- Appendix A: Juan de Fuca Electoral Area
- Appendix B: Salt Spring Island Electoral Area
- Appendix C: Southern Gulf Islands Electoral Area
- Appendix D: 2023 Assessment Data

Electoral Areas Committee - March 13, 2023
2023 Final Electoral Area Budget Review

Appendix A-1: Requisition Summary - Juan de Fuca

Electoral Area Juan de Fuca	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	Final 2023		2022		\$	%	\$	%
1.010 Legislative & General Government	201,487	50.79	185,794	47.57	15,693	8.4%	3.22	6.8%
1.101 G.I.S.	2,250	0.57	2,120	0.54	130	6.1%	0.02	4.5%
1.112 Regional Grant in Aid	262	0.07	-	-	262	100.0%	0.07	100.0%
1.224 Community Health - Homeless Sec.	10,916	2.75	10,736	2.75	180	1.7%	0.00	0.1%
1.280 Regional Parks	278,892	70.30	272,633	69.80	6,259	2.3%	0.50	0.7%
1.280A Regional Parks - Land Acquisition	-	-	1,411	0.36	(1,411)	-100.0%	(0.36)	-100.0%
1.309 Climate Action and Adaptation	26,089	6.58	21,794	5.58	4,295	19.7%	1.00	17.9%
1.310 Land Banking & Housing	26,278	6.62	25,485	6.52	794	3.1%	0.10	1.5%
1.312 Regional Goose Management	3,610	0.91	-	-	3,610	100.0%	0.91	100.0%
1.324 Regional Planning Service	21,466	5.41	21,059	5.39	407	1.9%	0.02	0.4%
1.335 Geo-Spatial Referencing System	2,836	0.71	2,794	0.72	43	1.5%	(0.00)	0.0%
1.374 Regional Emergency Program Support	2,100	0.53	2,047	0.52	54	2.6%	0.01	1.0%
1.375 Hazardous Material Incident Response	5,087	1.28	5,014	1.28	74	1.5%	(0.00)	-0.1%
1.911 Call Answer	2,345	0.59	2,360	0.60	(15)	-0.7%	(0.01)	-2.2%
1.921 Regional CREST Contribution	22,034	5.55	22,418	5.74	(384)	-1.7%	(0.19)	-3.2%
Total Regional	\$605,653	\$152.66	\$575,663	\$147.38	29,990	5.2%	\$5.28	3.6%
1.126 Victoria Family Court Committee	246	0.06	237	0.06	9	3.8%	0.00	2.2%
1.128 Greater Victoria Police Victim Services	824	1.70	822	1.70	2	0.3%	(0.00)	-0.2%
1.230 Traffic Safety Commission	1,333	0.34	1,342	0.34	(9)	-0.7%	(0.01)	-2.2%
1.313 Animal Care Services	65,220	16.44	64,208	16.44	1,012	1.6%	0.00	0.0%
1.330 Regional Growth Strategy	5,666	1.43	5,551	1.42	115	2.1%	0.01	0.5%
1.913 Fire Dispatch	44,005	11.09	35,092	8.98	8,913	25.4%	2.11	23.5%
3.701 Millstream Remediation	2,265	0.57	4,616	1.18	(2,351)	-50.9%	(0.61)	-51.7%
Total Sub-Regional	\$119,560	\$31.63	\$111,869	\$30.13	\$7,691	6.9%	\$1.49	5.0%
1.103 Elections	14,283	3.60	14,422	3.69	(140)	-1.0%	(0.09)	-2.5%
1.104 U.B.C.M.	2,705	0.68	2,647	0.68	58	2.2%	0.00	0.6%
1.318 Building Inspection	110,076	27.75	102,477	26.24	7,599	7.4%	1.51	5.8%
1.320 Noise Control	9,164	2.31	8,968	2.30	196	2.2%	0.01	0.6%
1.322 Nuisances & Unsanitary Premises	12,245	3.09	11,983	3.07	262	2.2%	0.02	0.6%
1.372 Electoral Area Emergency Program	34,768	8.76	33,381	8.55	1,386	4.2%	0.22	2.5%
Total Joint Electoral Area	\$183,241	\$46.19	\$173,879	\$44.52	\$9,361	5.4%	\$1.67	3.8%
1.109 Electoral Area Admin Exp-JDF	63,123	15.91	60,129	15.39	2,994	5.0%	0.52	3.4%
1.317 JDF Building Numbering	13,282	3.35	12,902	3.30	380	2.9%	0.04	1.4%
1.319 Soil Deposit Removal	5,859	1.48	5,682	1.45	177	3.1%	0.02	1.5%
1.325 Electoral Area Services - Planning	718,640	181.14	697,706	178.63	20,934	3.0%	2.51	1.4%
1.340 JDF Livestock Injury Compensation	105	0.03	3,150	0.81	(3,045)	-96.7%	(0.78)	100.0%
1.370 Juan de Fuca Emergency Program	89,719	22.61	88,578	22.68	1,141	1.3%	(0.06)	-0.3%
1.377 JDF Search and Rescue	69,952	17.63	69,952	17.91	-	0.0%	(0.28)	-1.5%
1.405 JDF EA - Community Parks	201,123	50.69	193,274	49.48	7,849	4.1%	1.21	2.4%
1.924 Emergency Comm - Crest - J.D.F.	143,971	36.29	125,143	32.04	18,828	15.0%	4.25	13.3%
Total JDF Electoral Area	\$1,305,774	\$329.13	\$1,256,516	\$321.70	\$49,258	3.9%	\$7.43	2.3%
Total Capital Regional District	\$2,214,227	\$559.61	\$2,117,927	\$543.73	96,300	4.5%	\$15.87	2.9%
Cost/average residential property	\$559.61		\$543.73		\$15.87			
CRHD Capital Regional Hospital District	462,640	116.61	466,847	119.52	(4,207)	-0.9%	(2.91)	-2.4%
Total CRD and CRHD	\$2,676,867	\$676.22	\$2,584,775	\$663.26	\$92,093	3.6%	\$12.96	2.0%

Average residential assessment - 2023/2022

\$930,456

\$849,943

Major Impacts (Changes in \$/Avg HH >+/-\$.100)

	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	15,693	0.6%	3.22	0.5%
Climate Action and Adaptation	4,295	0.2%	1.00	0.2%
SUB-REGIONAL				
Fire Dispatch	8,913	0.3%	2.11	0.3%
JOINT EA				
Building Inspection	7,599	0.3%	1.51	0.2%
JDF EA				
Electoral Area Services - Planning	20,934	0.8%	2.51	0.4%
JDF EA - Community Parks	7,849	0.3%	1.21	0.2%
Emergency Comm - Crest - J.D.F.	18,828	0.7%	4.25	0.6%
Capital Regional Hospital District				
	(4,207)	-0.2%	(2.91)	-0.4%
Other	12,188	0.5%	\$0.07	0.0%
Total	92,093	3.6%	\$12.96	2.0%

Local/Specified/Defined Services	Final 2023	Res Asst/ Parcel	2022		Change in Requisition		Change in cost per avg household/Parcel	
			2022	Res Asst/ Parcel	\$	%	\$	%
1.119 Vancouver Island Regional Library	341,091	98.09	322,102	94.25	18,989	5.9%	3.85	4.1%
1.121 Sooke Regional Museum	77,069	22.16	76,361	22.34	708	0.9%	(0.18)	-0.8%
1.133 Langford E.A. - Greater Victoria Public Library	32,435	66.89	31,491	65.23	944	3.0%	1.66	2.5%
1.232 Port Renfrew Street Lighting	3,589	40.91	3,485	39.72	104	3.0%	1.19	3.0%
1.350 Willis Point Fire Protection	147,810	618.91	141,330	594.17	6,480	4.6%	24.74	4.2%
1.353 Otter Point Fire Protection	565,858	512.56	539,558	494.18	26,299	4.9%	18.38	3.7%
1.354 Malahat Fire Protection	66,352	713.64	65,597	705.51	755	1.2%	8.13	1.2%
1.355 Durrance Road Fire Protection	3,016	349.20	3,020	349.66	(4)	-0.1%	(0.46)	-0.1%
1.357 East Sooke Fire Protection	492,803	554.29	479,055	540.61	13,748	2.9%	13.68	2.5%
1.358 Port Renfrew Fire Protection	100,716	250.25	96,622	250.33	4,094	4.2%	(0.08)	0.0%
1.360 Shirley Fire Protection	201,901	589.78	167,487	506.84	34,414	20.5%	82.94	16.4%
1.40X SEAPARC	772,113	249.00	751,115	245.31	20,998	2.8%	3.70	1.5%
1.408 JDF EA - Community Recreation	72,632	20.89	69,508	20.34	3,124	4.5%	0.55	2.7%
1.523 Port Renfrew Refuse Disposal	34,856	86.43	33,852	87.51	1,004	3.0%	(1.09)	-1.2%
2.650 Port Renfrew Water	66,243	329.14	64,508	320.52	1,735	2.7%	8.62	2.7%
2.682 Seagirt Water System Debt	97,650	1,135.47	-	-	97,650	100.0%	1,135.47	100.0%
2.691 Wilderness Mountain	61,900	763.96	61,900	763.96	-	0.0%	-	0.0%
3.700 Septage Disposal - JDF Service Area	-	-	464	0.13	(464)	-100.0%	(0.13)	-100.0%
3.755 Regional Source Control - Port Renfrew Sewer	818	9.02	705	7.82	113	16.1%	1.20	15.4%
3.850 Port Renfrew Sewer	64,750	739.95	62,294	711.88	2,456	3.9%	28.07	3.9%
Total JdF Local/Specified/Defined Requisition	\$3,203,602		\$2,970,453		\$233,149			

Average residential assessment - 2023/2022

\$930,456

\$849,943

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Appendix A2: JDF - Change in Requisition from Provisional to Final - Budget Review 2023

**Change in Requisition (2023 Final vs Provisional) - Juan de Fuca
 (Requisition Changes > \$1,000) by Services**

Electoral Area Juan de Fuca	2023 Requisition \$		2023 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional COW	Final	Provisional COW	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	201,487	190,364	50.79	48.74	11,123	5.8%	2.05	4.2%	Increase due to Board directed initiative-First Nations Relations, 2023 cost of living adjustment
1.224 Community Health - Homeless Sec.	10,916	8,305	2.75	2.13	2,611	31.4%	0.63	29.4%	Board directed initiative - extend ACEH grant funding to 2023
1.280 Regional Parks	278,892	280,834	70.30	71.90	(1,941)	-0.7%	(1.60)	-2.2%	Decrease related to change in assessment values
1.312 Regional Goose Management	3,610	0	0.91	0	3,610	NA	0.91	NA	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
1.318 Building Inspection	110,076	105,551	27.75	27.02	4,525	4.3%	0.72	2.7%	Increase due to 2023 cost of living adjustment
1.340 JDF Livestock Injury Compensation	105	3,158	0.03	0.81	(3,053)	-96.7%	(0.78)	-96.7%	Decrease due to 2022 Surplus Carryover to offset Requisition
1.405 JDF EA - Community Parks	201,123	199,051	50.69	50.96	2,072	1.0%	(0.27)	-0.5%	Increase due to 2023 cost of living adjustment
1.913 Fire Dispatch	44,005	36,118	11.09	9.25	7,887	21.8%	1.84	20.0%	Increase related to change in assessment values
1.921 Regional CREST Contribution	22,034	23,091	5.55	5.91	(1,057)	-4.6%	(0.36)	-6.1%	Decrease related to change in assessment values
CRHD Capital Regional Hospital District	462,640	466,986	116.61	119.56	(4,346)	-0.9%	(2.95)	-2.5%	Decrease related to change in assessment values
Other <\$1,000	1,341,979	1,344,290	339.75	345.69	(2,311)	-0.2%	(5.94)	-1.7%	
Total JDF Electoral Area	2,676,867	2,657,747	676.22	681.96	19,120	0.7%	(5.74)	-0.8%	
1.119 Vancouver Island Regional Library	341,091	331,760	98.09	97.07	9,331	2.8%	1.02	1.1%	Increase due to contribution payment requested by Society
1.121 Sooke Regional Museum	77,069	78,651	22.16	23.01	(1,581)	-2.0%	(0.85)	-3.7%	Decrease related to change in assessment values
1.350 Willis Point Fire Protection	147,810	145,282	618.91	610.78	2,528	1.7%	8.12	1.3%	Increase due to removing any Surplus Carryover to 2023 budget
1.353 Otter Point Fire Protection	565,858	554,473	512.56	507.84	11,384	2.1%	4.72	0.9%	Increase due to commission recommended operating costs increase
1.354 Malahat Fire Protection	66,352	67,560	713.64	726.62	(1,208)	-1.8%	(12.98)	-1.8%	Decrease due to 2022 Surplus Carryover to offset Requisition
1.358 Port Renfrew Fire Protection	100,716	99,111	250.25	256.78	1,605	1.6%	(6.53)	-2.5%	Decrease related to change in assessment values
1.408 JDF EA - Community Recreation	72,632	71,600	20.89	20.95	1,032	1.4%	(0.06)	-0.3%	Increase due to 2023 cost of living adjustment
2.682 Seagirt Water System Debt	97,650	-	1,135.47	0.00	97,650	NA	1,135.47	NA	New Service Establishment-Infrastructure Upgrade-Improvement District Conversion by Petition
2.691 Wilderness Mountain	61,900	66,701	763.96	823.21	(4,801)	-7.2%	(59.25)	-7.2%	Decrease due to commission recommended removing transfers to reserves
Other <\$1,000	1,672,524	1,672,615			(91)	0.0%			
Total Local/Specified/Defined Services	3,203,602	3,087,752			115,850	3.8%			

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Appendix A-3: Change in Requisition (2023 Final vs Provisional) by Cost Driver - Juan de Fuca
 (Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2022	\$ Requisition	% Increase over 2022	\$/HH	
Provisional - COW (CRD&CRHD)			2.8%	2,657,747	2.8%	681.96	
Change in Cost Apportionment	1.010	Legislative & General Government	-0.1%	(1,871)	-0.2%	(1.28)	
	1.280	Regional Parks	-0.1%	(2,555)	-0.3%	(1.76)	
	1.913	Fire Dispatch	0.3%	7,160	0.3%	1.66	
	CRHD	Capital Regional Hospital District	-0.2%	(4,238)	-0.4%	(2.92)	
		All JDF EA-wide services	-	-	-0.78%	(5.18)	Change in \$/Avg HH solely due to change in residential assessment
	Others	<+/-1,000	-0.2%	(4,763)	-0.4%	(2.77)	
		Subtotal	-0.2%	(6,266)	-1.8%	(12.24)	
Budget Changes	1.010	Legislative & General Government	0.5%	12,995	0.5%	3.33	Board Directed Initiatives-First Nation Relations, 2023 cost of living adjustment
	1.224	Community Health - Homeless Sec.	0.1%	2,711	0.1%	0.69	Board directed initiative - extend ACEH grant funding to 2023
	1.312	Regional Goose Management	0.1%	3,686	0.1%	0.94	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
	1.318	Building Inspection	0.2%	5,420	0.2%	1.39	2023 cost of living adjustment
	1.340	JDF Livestock Injury Compensation	-0.1%	(3,053)	-0.1%	(0.78)	2022 Surplus Carryover to offset Requisition
	1.405	JDF EA - Community Parks	0.1%	2,072	0.1%	0.53	2023 cost of living adjustment
	Others	<+/-1,000	0.1%	1,556	0.1%	0.40	Changes related to 2022 surplus/deficit, GILT and minor budget changes
		Subtotal	1.0%	25,386	1.0%	6.50	
Final - CRD&CRHD			3.6%	2,676,867	2.0%	676.22	
Change - Final over Provisional (COW)			0.7%	19,120	-0.8%	(5.74)	

*Requisition excludes Local/Specified/Defined area services.

**Appendix A-4: Capital Plan Summary Overview by Service - Juan de Fuca
 2023 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	
1.318	Building Inspection	20,408	21,470				41,878			41,878				41,878
1.325	Community Planning	37,700			200,000		237,700			37,700	200,000			237,700
1.350	Willis Point Fire	8,970	580,000				588,970			586,000		2,970		588,970
1.353	Otter Point Fire	28,300		40,000			68,300			28,300		40,000		68,300
1.357	East Sooke Fire	33,295	300,000	10,000			343,295			316,295		27,000		343,295
1.358	Port Renfrew Fire	35,000					35,000			15,000		20,000		35,000
1.360	Shirley Fire Department	10,000					10,000			10,000				10,000
1.405	JDF EA Community Parks & Recreation				575,000	50,000	625,000				615,000	10,000		625,000
1.523	Port Renfrew Refuse Disposal				12,000		12,000					12,000		12,000
2.650	Port Renfrew Water	10,000			30,000		40,000					40,000		40,000
2.691	Wilderness Mountain Water Service				5,000		5,000	5,000						5,000
3.850	Port Renfrew Sewer				100,000		100,000				90,000	10,000		100,000
Total		183,673	901,470	50,000	922,000	50,000	2,107,143	5,000	-	1,035,173	905,000	161,970	-	2,107,143

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Appendix A-5: Change in Capital Plan (2023 Final vs Provisional) - Juan de Fuca

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.350	Otter Point Fire	Handicap access	8,000	-	(8,000)	Moved from 2023 to 2027
		Hall Paint	5,000	-	(5,000)	No longer required
		Hose	6,000	-	(6,000)	Moved from 2023 to 2027
		Emergency exit	5,000	-	(5,000)	Moved from 2023 to 2027
		Paving entrance for hall	15,030	2,970	(12,060)	Project started in 2022; extra funding added to complete in 2023
		Auto Extrication Equipment	60,000	-	(60,000)	No longer required
		Engine 2 replacement	650,000	580,000	(70,000)	Revised budgeted spending in 2023
		Referendum or AAP - Borrowing for Engine 2 replacement	10,000	-	(10,000)	MFA Borrowing no longer required
1.357	East Sooke Fire	Tender 2	150,000	300,000	150,000	Revised budgeted spending in 2023
		Tablet - trial	-	5,000	5,000	Trucks be equipped with tablets for up to date incident information
		East Sooke Community Hall capital projects	10,500	12,000	1,500	Revised budgeted spending in 2023
1.358	Port Renfrew Fire	Repelling package	10,000	-	(10,000)	Project occurred; no carryforward to 2023
		Protective clothing	10,000	-	(10,000)	Project occurred; no carryforward to 2023
		Telecommunications Pagers and Satellite Phones	13,000	-	(13,000)	Project occurred; no carryforward to 2023
		Rescue Truck Improvements	-	15,000	15,000	Enhanced Fire Suppression Capability
		Training Facility	-	10,000	10,000	New Sea Can
		Firehall Exterior Maintenance	-	10,000	10,000	Upgrading wood cladding/ staining
1.377	JDF Search and Rescue	Vehicle replacement	-	92,000	92,000	Vehicle replacement
1.405	JDF EA Community Parks	Starlink WiFi -Port Renfrew Community Centre	15,000	-	(15,000)	No longer required
		Trail Construction Admirals Forest Park	20,000	40,000	20,000	\$20,000 advanced from 2024 to 2023
		Trail and Park remediation Butler Park	20,000	45,000	25,000	Revised budgeted spending in 2023
		Fencing for Storage Compound	5,000	10,000	5,000	Revised budgeted spending in 2023
		Lot 64 Trail Construction	-	50,000	50,000	Trail construction linking the tennis court with the Marina trail
2.650	Port Renfrew Water	Supply System Replacement Design	100,000	-	(100,000)	Moved from 2023 to 2024
		Replace Watermain on Wickanninish Road	-	30,000	30,000	Required replacement for watermain in deteriorated condition
2.691	Wilderness Mountain Water	Alternative Approval Process	15,000	-	(15,000)	No longer required
		Water Treatment Plant Conceptual Design	-	5,000	5,000	Capital on hand, carryforward from 2022 to 2023
3.850	Port Renfrew Sewer	Genset Upgrade	50,000	100,000	50,000	Revised budgeted spending in 2023
		Alternative Approval Process	15,000	-	(15,000)	Moved from 2023 to 2024
Total Changes - Juan de Fuca			1,192,530	1,306,970	114,440	

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Appendix B-1: Requisition Summary - Salt Spring Island

Electoral Area Salt Spring Island	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	Final 2023	2022	Final 2023	2022	\$	%	\$	%
1.010 Legislative & General Government	396,663	60.07	362,408	54.69	34,256	9.5%	5.39	9.8%
1.101 G.I.S.	4,429	0.67	4,135	0.62	294	7.1%	0.05	7.5%
1.112 Regional Grant in Aid	516	0.08	-	-	516	100.0%	0.08	0.0%
1.224 Community Health - Homeless Sec.	21,490	3.25	20,941	3.16	549	2.6%	0.09	3.0%
1.280 Regional Parks	549,050	83.15	531,796	80.25	17,253	3.2%	2.90	3.6%
1.280A Regional Parks - Land Acquisition	-	-	2,753	0.42	(2,753)	-100.0%	(0.42)	-100.0%
1.309 Climate Action and Adaptation	52,740	7.99	44,223	6.67	8,517	19.3%	1.31	19.7%
1.310 Land Banking & Housing	51,733	7.83	49,710	7.50	2,023	4.1%	0.33	4.4%
1.312 Regional Goose Management	7,298	1.11	-	-	7,298	100.0%	1.11	0.0%
1.324 Regional Planning Service	42,260	6.40	41,078	6.20	1,182	2.9%	0.20	3.2%
1.335 Geo-Spatial Referencing System	5,584	0.85	5,449	0.82	135	2.5%	0.02	2.8%
1.374 Regional Emergency Program Support	4,246	0.64	4,153	0.63	93	2.2%	0.02	2.6%
1.375 Hazardous Material Incident Response	10,284	1.56	10,174	1.54	111	1.1%	0.02	1.5%
1.911 Call Answer	4,907	0.74	5,033	0.76	(126)	-2.5%	(0.02)	-2.2%
1.921 Regional CREST Contribution	46,119	6.98	47,812	7.22	(1,693)	-3.5%	(0.23)	-3.2%
Total Regional	\$1,197,320	\$181.33	\$1,129,666	\$170.47	\$67,654	6.0%	\$10.86	6.4%
1.230 Traffic Safety Commission	2,624	0.40	2,618	0.40	7	0.3%	0.00	0.6%
1.311 Regional Housing Trust Fund	37,012	5.61	35,984	5.43	1,028	2.9%	0.18	3.2%
1.313 Animal Care Services	128,396	19.45	125,243	18.90	3,154	2.5%	0.55	2.9%
1.913 Fire Dispatch	56,142	8.50	74,842	11.29	(18,700)	-25.0%	(2.79)	-24.7%
Total Sub-Regional	\$224,174	\$33.95	\$238,686	\$36.02	(\$14,512)	-6.1%	(\$2.07)	-5.7%
1.103 Elections	28,118	4.26	28,132	4.25	(14)	-0.1%	0.01	0.3%
1.104 U.B.C.M.	5,325	0.81	5,164	0.78	161	3.1%	0.03	3.5%
1.318 Building Inspection	216,705	32.82	199,891	30.16	16,814	8.4%	2.66	8.8%
1.320 Noise Control	18,042	2.73	17,493	2.64	549	3.1%	0.09	3.5%
1.322 Nuisances & Unsightly Premises	24,106	3.65	23,375	3.53	732	3.1%	0.12	3.5%
1.372 Electoral Area Emergency Program	68,447	10.37	65,114	9.83	3,333	5.1%	0.54	5.5%
Total Joint Electoral Area	\$360,742	\$54.63	\$339,168	\$51.18	\$21,574	6.4%	\$3.45	6.7%
1.111 Electoral Area Admin Exp-SSI	622,011	94.20	517,490	78.09	104,521	20.2%	16.11	20.6%
1.116 Grants in Aid - Salt Spring Island	21,558	3.26	50,056	7.55	(28,498)	-56.9%	(4.29)	-56.8%
1.124 SSI Economic Development Commission	95,958	14.53	98,237	14.82	(2,279)	-2.3%	(0.29)	-2.0%
1.141 Salt Spring Island Public Library	675,683	102.33	663,620	100.14	12,063	1.8%	2.19	2.2%
1.236 Salt Spring Island Fernwood Dock	15,888	3.49	25,679	5.64	(9,791)	-38.1%	(2.15)	-38.1%
1.238A Community Transit (S.S.I.)	261,262	39.57	194,711	29.38	66,551	34.2%	10.18	34.7%
1.238B Community Transportation (S.S.I.)	147,826	22.39	171,045	25.81	(23,219)	-13.6%	(3.42)	-13.3%
1.299 Salt Spring Island Arts	123,090	18.64	121,677	18.36	1,413	1.2%	0.28	1.5%
1.316 SSI House Numbering	9,871	1.49	9,586	1.45	285	3.0%	0.05	3.3%
1.342 SSI Livestock Injury Compensation	105	0.02	3,150	0.48	(3,045)	100.0%	(0.46)	-96.7%
1.371 S.S.I. Emergency Program	126,745	19.20	127,913	19.30	(1,168)	-0.9%	(0.11)	-0.6%
1.378 SSI Search and Rescue	25,704	3.89	24,955	3.77	749	3.0%	0.13	3.4%
1.455 Salt Spring Island Community Parks	584,647	88.54	458,072	69.12	126,575	27.6%	19.42	28.1%
1.458 Salt Spring Island Community Rec	77,640	11.76	54,582	8.24	23,058	42.2%	3.52	42.8%
1.459 Salt Spring Island Park, Land & Rec Prog	1,614,486	244.51	1,548,095	233.61	66,391	4.3%	10.90	4.7%
1.535 Stormwater Quality Management - S.S.I.	23,778	3.60	27,940	4.22	(4,162)	-14.9%	(0.62)	-14.6%
1.925 Emergency Comm - Crest - S.S.I.	144,675	21.91	142,827	21.55	1,848	1.3%	0.36	1.7%
3.705 S.S.I. Liquid Waste Disposal	376,975	64.70	375,768	64.50	1,207	0.3%	0.21	0.3%
Total SSI Electoral Area	\$4,947,902	\$758.04	\$4,615,403	\$706.03	\$332,499	7.2%	\$52.00	7.4%
Total Capital Regional District	\$6,730,138	\$1,027.95	\$6,322,923	\$963.70	\$407,214	6.4%	\$64.25	6.7%
CRHD Capital Regional Hospital District	910,790	137.94	910,629	\$137.42	161	0.0%	0.52	0.4%
Total CRD and CRHD	\$7,640,928	\$1,165.89	\$7,233,552	\$1,101.12	\$407,375	5.6%	\$64.77	5.9%

Average residential assessment - 2023/2022 \$1,100,599 \$977,176

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

	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	34,256	0.5%	5.39	0.5%
Regional Parks	17,253	0.2%	2.90	0.3%
Climate Action and Adaptation	8,517	0.1%	1.31	0.1%
Regional Goose Management	7,298	0.1%	1.11	0.1%
SUB-REGIONAL				
Fire Dispatch	(18,700)	-0.3%	(2.79)	-0.3%
JOINT EA				
Building Inspection	16,814	0.2%	2.66	0.2%
SSI EA				
Electoral Area Admin Exp-SSI	104,521	1.4%	16.11	1.5%
Grants in Aid - Salt Spring Island	(28,498)	-0.4%	(4.29)	-0.4%
Salt Spring Island Public Library	12,063	0.2%	2.19	0.2%
Salt Spring Island Fernwood Dock	(9,791)	-0.1%	(2.15)	-0.2%
Community Transit (S.S.I.)	66,551	0.9%	10.18	0.9%
Community Transportation (S.S.I.)	(23,219)	-0.3%	(3.42)	-0.3%
Salt Spring Island Community Parks	126,575	1.7%	19.42	1.8%
Salt Spring Island Community Rec	23,058	0.3%	3.52	0.3%
Salt Spring Island Park, Land & Rec Prog	66,391	0.9%	10.90	1.0%
Capital Regional Hospital District	161	0.0%	0.52	0.0%
Other	4,126	0.1%	\$1.22	0.1%
Total	407,375	5.6%	\$64.77	5.9%

Salt Spring Island Local/Specified/Defined Services		Cost per Avg.		Cost per Avg.		Change in Requisition		Change in cost per avg household/Parcel	
		Final 2023	Res Asst/ Parcel	2022	Res Asst/ Parcel	\$	%	\$	%
1.234	Salt Spring Island Street Lighting	27,842	4.33	26,668	4.13	1,174	4.4%	0.20	4.8%
2.620	SSI Highland Water System	31,795	132.97	30,832	128.95	963	3.1%	4.03	3.1%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	0.0%	-	0.0%
2.624	Beddis Water	80,318	604.77	74,960	564.43	5,358	7.1%	40.34	7.1%
2.626	Fulford Water	50,212	409.06	47,500	386.97	2,712	5.7%	22.09	5.7%
2.628	Cedar Lane Water	16,200	307.96	15,000	285.14	1,200	8.0%	22.81	8.0%
2.660	Fernwood Water	14,658	182.82	14,413	179.76	245	1.7%	3.06	1.7%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,359	4.88	6,588	16.06	(229)	-3.5%	(11.18)	-69.6%
3.810	Ganges Sewer	59,891	148.17	58,147	143.86	1,744	3.0%	4.31	3.0%
3.820	Maliview Estates Sewer System	4,900	52.03	4,760	50.54	140	2.9%	1.50	3.0%
Total Local/Specified/Defined Services		367,175		353,868		13,307			

Average residential assessment - 2023/2022

\$1,100,599

\$977,176

Appendix B2: SSI - Change in Requisition from Provisional to Final - Budget Review 2023

**Change in Requisition (2023 Final vs Provisional) - Salt Spring Island
 (Requisition Changes > \$1,000) by Services**

Electoral Area Salt Spring Island	2023 Requisition \$		2023 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	396,663	371,322	60.07	56.03	25,341	6.8%	4.04	7.2%	Board directed initiative - First Nations Relations, 2023 cost of living adjustment
1.111 Electoral Area Admin Exp-SSI	622,011	536,447	94.20	80.95	85,564	16.0%	13.25	16.4%	Local Community Commission (LCC) Costs as result of 2022 successful referendum
1.116 Grants in Aid - Salt Spring Island	21,558	36,558	3.26	5.52	(15,000)	-41.0%	(2.25)	-40.8%	One-time reduction of grants in aid (GIA) budget to mitigate Requisition
1.124 SSI Economic Development Commission	95,958	121,721	14.53	18.37	(25,763)	-21.2%	(3.84)	-20.9%	Decrease due to removal of Economic Development Coordinator (EDC) costs
1.141 Salt Spring Island Public Library	675,683	685,683	102.33	103.47	(10,000)	-1.5%	(1.14)	-1.1%	One-time reduction of reserve transfers to mitigate Requisition
1.224 Community Health - Homeless Sec.	21,490	16,199	3.25	2.44	5,291	32.7%	0.81	33.1%	Board directed initiative - extend ACEH grant funding to 2023
1.236 Salt Spring Island Fernwood Dock	15,888	25,888	3.49	5.69	(10,000)	-38.6%	(2.20)	-38.6%	One-time reduction of reserve transfers to mitigate Requisition
1.238A Community Transit (S.S.I.)	261,262	223,600	39.57	33.74	37,662	16.8%	5.83	17.3%	BC Transit budget net increase to be recovered by Requisition
1.238B Community Transportation (S.S.I.)	147,826	162,826	22.39	24.57	(15,000)	-9.2%	(2.18)	-8.9%	One-time reduction of reserve transfers to mitigate Requisition
1.280 Regional Parks	549,050	547,792	83.15	82.66	1,257	0.2%	0.49	0.6%	Small increase due to PILT/GILT adjustments
1.309 Climate Action and Adaptation	52,740	54,046	7.99	8.16	(1,306)	-2.4%	(0.17)	-2.1%	Decrease related to change in assessment values
1.312 Regional Goose Management	7,298	0	1.11	0	7,298	NA	1.11	NA	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
1.318 Building Inspection	216,705	205,887	32.82	31.07	10,817	5.3%	1.75	5.6%	Increase due to 2023 costs of living adjustments
1.342 SSI Livestock Injury Compensation	105	3,158	0.02	0.48	(3,053)	-96.7%	(0.46)	-96.7%	Decrease due to 2022 Surplus Carryover to offset Requisition
1.372 Electoral Area Emergency Program	68,447	67,068	10.37	10.12	1,379	2.1%	0.25	2.4%	Increase due to 2023 cost of living adjustment, partially recovered by Requisition
1.455 Salt Spring Island Community Parks	584,647	548,862	88.54	82.82	35,785	6.5%	5.72	6.9%	Increase due to 2022 Deficit Carryover to be recovered by Requisition
1.458 Salt Spring Island Community Rec	77,640	60,330	11.76	9.10	17,310	28.7%	2.65	29.2%	Increase due to 2022 Deficit Carryover to be recovered by Requisition
1.459 Salt Spring Island Park, Land & Rec Prog	1,614,486	1,574,097	244.51	237.54	40,389	2.6%	6.97	2.9%	Increase due to 2022 Deficit Carryover to be recovered by Requisition
1.913 Fire Dispatch	56,142	77,030	8.50	11.62	(20,888)	-27.1%	(3.12)	-26.9%	Decrease related to change in assessment values
1.921 Regional CREST Contribution	46,119	49,247	6.98	7.43	(3,128)	-6.4%	(0.45)	-6.0%	Decrease related to change in assessment values
1.925 Emergency Comm - Crest - S.S.I.	144,675	146,533	21.91	22.11	(1,858)	-1.3%	(0.20)	-0.9%	Decrease due to payment adjustment to CREST
3.705 S.S.I. Liquid Waste Disposal	376,975	386,975	64.70	66.42	(10,000)	-2.6%	(1.72)	-2.6%	One-time reduction of reserve transfers to mitigate Requisition
Other <\$1,000	1,587,561	1,587,801	240.43	239.60	(240)	0.0%	0.83	0.3%	
Total SSI Electoral Area	7,640,928	7,489,070	1,165.89	1,139.92	151,857	2.0%	25.96	2.3%	
2.624 Beddis Water	80,318	90,318	604.77	680.07	(10,000)	-11.1%	(75.30)	-11.1%	Reserve contribution decrease recommended by Commission
2.626 Fulford Water	50,212	48,925	409.06	398.58	1,287	2.6%	10.48	2.6%	Increase due to debt refinancing interest rate reset - MFA
All services <\$1,000	236,645	235,417			1,228	0.5%			
Total Local/Specified/Defined Services	367,175	374,660			(7,485)	-2.0%			

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Appendix B-3: Change in Requisition (2023 Final vs Provisional) by Cost Driver - Salt Spring Island

(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2022	\$ Requisition	% Increase over 2022	\$/HH	
Provisional - COW (CRD&CRHD)			3.5%	7,489,070	3.5%	1,139.92	
Change in Cost Apportionment	1.309	Climate Action and Adaptation	0.0%	(1,306)	0.0%	(0.17)	
	1.913	Fire Dispatch	-0.3%	(22,439)	-0.3%	(3.36)	
	1.921	Regional CREST Contribution	0.0%	(2,611)	0.0%	(0.37)	
		All SSI EA-wide services	-	-	0.23%	2.48	Change in \$/Avg HH solely due to change in residential assessment
		Others <+/-1,000	0.0%	(1,569)	0.1%	1.14	
		Subtotal	-0.4%	(27,925)	0.0%	(0.27)	
Budget Changes	1.010	Legislative & General Government	0.4%	25,347	0.3%	3.82	Board directed initiative - First Nations Relations, 2023 cost of living adjustment
	1.111	Electoral Area Admin Exp-SSI	1.2%	85,564	1.2%	12.91	Local Community Commission (LCC) Costs as result of 2022 successful referendum
	1.116	Grants in Aid - Salt Spring Island	-0.2%	(15,000)	-0.2%	(2.26)	One-time reduction of grants in aid (GIA) budget to mitigate Requisition
	1.124	SSI Economic Development Commission	-0.4%	(25,763)	-0.4%	(3.89)	Economic Development Coordinator (EDC) costs removed
	1.141	Salt Spring Island Public Library	-0.1%	(10,000)	-0.1%	(1.51)	One-time reduction of reserve transfers to mitigate Requisition
	1.224	Community Health - Homeless Sec.	0.1%	5,288	0.1%	0.80	Board directed initiative - extend ACEH grant funding to 2023
	1.236	Salt Spring Island Fernwood Dock	-0.1%	(10,000)	-0.2%	(2.20)	One-time reduction of reserve transfers to mitigate Requisition
	1.238A	Community Transit (S.S.I.)	0.5%	37,662	0.5%	5.68	BC Transit budget net increase to be recovered by Requisition
	1.238B	Community Transportation (S.S.I.)	-0.2%	(15,000)	-0.2%	(2.26)	One-time reduction of reserve transfers to mitigate Requisition
	1.280	Regional Parks	0.0%	1,196	0.0%	0.18	Due to PILT/GILT adjustments
	1.312	Regional Goose Management	0.1%	7,479	0.1%	1.13	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
	1.318	Building Inspection	0.1%	10,572	0.1%	1.60	2023 costs of living adjustment
	1.342	SSI Livestock Injury Compensation	0.0%	(3,053)	0.0%	(0.46)	2022 Surplus Carryover to offset Requisition
	1.372	Electoral Area Emergency Program	0.0%	1,301	0.0%	0.20	2023 cost of living adjustment, partially recovered by Requisition
	1.455	Salt Spring Island Community Parks	0.5%	35,785	0.5%	5.40	2022 Deficit Carryover to be recovered by Requisition
	1.458	Salt Spring Island Community Rec	0.2%	17,310	0.2%	2.61	2022 Deficit Carryover to be recovered by Requisition
	1.459	Salt Spring Island Park, Land & Rec Prog	0.6%	40,389	0.6%	6.09	2022 Deficit Carryover to be recovered by Requisition
	1.913	Fire Dispatch	0.0%	1,551	0.0%	0.23	Due to PILT/GILT adjustments
	1.925	Emergency Comm - Crest - S.S.I.	0.0%	(1,858)	0.0%	(0.28)	Payment adjustment to CREST
	3.705	S.S.I. Liquid Waste Disposal	-0.1%	(10,000)	-0.2%	(1.72)	One-time reduction of reserve transfers to mitigate Requisition
		Others <+/-1,000	0.0%	1,011	0.0%	0.15	Changes related to 2022 surplus/deficit, GILT and minor budget changes
		Subtotal	2.5%	179,782	2.4%	26.23	
Final - CRD&CRHD			5.6%	7,640,928	5.9%	1,165.89	
Change - Final over Provisional (COW)			2.0%	151,857	2.3%	25.96	

*Requisition excludes Local/Specified/Defined area services.

**Appendix B-4: Capital Plan Summary Overview by Service - Salt Spring Island
 2023 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.111	SSI Admin. Expenditures	17,900		8,000			25,900			25,900					25,900
1.141	SSI Public Library			10,000			10,000					10,000			10,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				53,000		53,000							53,000	53,000
1.238A	Community Transit (SSI)				50,000		50,000							50,000	50,000
1.238B	Community Transportation (SSI)	45,000			330,000		375,000				200,000		175,000		375,000
1.318	Building Inspection	39,732	41,800				81,532			81,532					81,532
1.371	SSI Emergency Program	19,317					19,317			7,000			12,317		19,317
1.455	SSI Community Parks	30,000	75,000		340,000		445,000			30,000	305,000		110,000		445,000
1.458	SSI Community Recreation	10,000			30,000		40,000			5,000			35,000		40,000
1.459	SSI Park Land & Rec Programs	422,500	40,000	146,000	350,000	45,000	1,003,500			62,500	675,000		266,000		1,003,500
2.620	Highland Water (SSI)				70,000		70,000	70,000							70,000
2.621	Highland & Fernwood Water (SSI)	40,000			610,235		650,235	165,235			420,000		65,000		650,235
2.622	Cedars of Tuam Water (SSI)				270,000		270,000		92,000		178,000				270,000
2.624	Beddis Water (SSI)	176,600			115,000		291,600	126,600			112,000		53,000		291,600
2.626	Fulford Water (SSI)	66,100			270,000		336,100	70,000			260,000		6,100		336,100
2.628	Cedar Lane Water (SSI)	22,000			165,000		187,000		90,000		95,000		2,000		187,000
3.705	SSI Septage / Composting				35,000		35,000						35,000		35,000
3.810	Ganges Sewer Utility (SSI)		77,000		292,500		369,500	107,500			182,000		80,000		369,500
3.820	Maliview Sewer Utility (SSI)				2,330,000		2,330,000		341,000		1,989,000				2,330,000
Total		889,149	233,800	164,000	5,310,735	45,000	6,642,684	539,335	523,000	211,932	4,416,000	952,417	-		6,642,684

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Appendix B-5: Change in Capital Plan (2023 Final vs Provisional) - Salt Spring Island

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.111	SSI Admin Expenditure	Leasehold Improvements	-	8,000	8,000	Leasehold Improvements
		Boardroom furniture replacement	-	9,000	9,000	Boardroom furniture replacement
1.238B	Community Transportation	Installation of Speed Boards	40,000	-	(40,000)	No longer required
1.455	SSI Community Parks	ERF for maintenance equipment	35,000	30,000	(5,000)	Revised budgeted spending in 2023
		Centennial Park Upgrades	-	200,000	200,000	Advanced from 2024 to 2023
		Linear Park Development	40,000	35,000	(5,000)	Revised budgeted spending in 2023
		New Maintenance Machinery	40,000	35,000	(5,000)	Revised budgeted spending in 2023
1.459	SSI Park Land & Rec Programs	Capital Repairs to Pool Building	90,000	56,000	(34,000)	Revised budgeted spending in 2023
		Sport Field Development	490,000	350,000	(140,000)	Revised budgeted spending in 2023
		Park Maintenance Facility	100,000	50,000	(50,000)	Revised budgeted spending in 2023
		Pool expansion	50,000	-	(50,000)	Moved from 2023 to 2024
		EV Charger	15,000	10,000	(5,000)	Revised budgeted spending in 2023
		Firehall Repurpose	50,000	15,000	(35,000)	Moved from 2023 to 2024
		Pool Mechanical - Heat Pumps	80,000	140,000	60,000	Revised budgeted spending in 2023
		SIMS Upgrades	-	40,000	40,000	Capital improvements to the Salt Spring Island Multi Space (SIMS)
2.621	Highland & Fernwood Water	Replace intake	-	106,235	106,235	Capital on hand, carryforward from 2022 to 2023
2.624	Beddis Water	Referendum or AAP - Funding for Future Projects	20,000	-	(20,000)	Moved from 2023 to 2024
		Beddis Intake and screen	-	126,600	126,600	Capital on hand, carryforward from 2022 to 2023
		Install Inline Strainers	-	11,000	11,000	Advanced from 2026 to 2023
3.810	Ganges Sewer	Reclaimed Water Study	-	57,500	57,500	Advanced from 2025 to 2023
Total Changes - Salt Spring Island			1,050,000	1,279,335	229,335	

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Appendix C-1: Requisition Summary - Southern Gulf Islands

Electoral Area Southern Gulf Islands	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
	Final 2023	2022	2022	2023	\$	%	\$	%
1.010 Legislative & General Government	301,288	43.87	274,492	39.95	26,796	9.8%	3.92	9.8%
1.101 G.I.S	3,364	0.49	3,132	0.46	232	7.4%	0.03	7.5%
1.112 Regional Grant in Aid	392	0.06	-	-	392	100.0%	0.06	100.0%
1.224 Community Health - Homeless Sec.	16,323	2.38	15,861	2.31	462	2.9%	0.07	3.0%
1.280 Regional Parks	417,034	60.72	402,789	58.62	14,245	3.5%	2.10	3.6%
1.280A Regional Parks - Land Acquisition	-	-	2,085	0.30	(2,085)	-100.0%	(0.30)	-100.0%
1.309 Climate Action and Adaptation	33,005	4.81	26,899	3.92	6,105	22.7%	0.89	22.7%
1.310 Land Banking & Housing	39,294	5.72	37,651	5.48	1,643	4.4%	0.24	4.4%
1.312 Regional Goose Management	4,567	0.67	-	-	4,567	100.0%	0.67	100.0%
1.324 Regional Planning Service	32,099	4.67	31,113	4.53	986	3.2%	0.15	3.2%
1.335 Geo-Spatial Referencing System	4,241	0.62	4,127	0.60	114	2.8%	0.02	2.8%
1.374 Regional Emergency Program Support	2,657	0.39	2,526	0.37	131	5.2%	0.02	5.2%
1.375 Hazardous Material Incident Response	6,436	0.94	6,188	0.90	248	4.0%	0.04	4.0%
1.911 Call Answer	2,235	0.33	2,157	0.31	78	3.5%	0.01	3.7%
1.921 Regional CREST Contribution	21,009	3.06	20,490	2.98	518	2.5%	0.08	2.6%
Total Regional	\$883,944	\$128.71	\$829,512	\$120.73	\$54,433	6.6%	\$7.98	6.6%
1.230 Traffic Safety Commission	1,993	0.29	1,983	0.29	11	0.5%	0.00	0.6%
1.297 Arts Grants	25,995	3.78	24,881	3.62	1,115	4.5%	0.16	4.5%
1.311 Regional Housing Trust Fund	23,091	3.36	21,803	3.17	1,288	5.9%	0.19	6.0%
1.313 Animal Care Services	97,524	14.20	94,860	13.81	2,664	2.8%	0.39	2.9%
1.913 Fire Dispatch	56,307	8.20	32,074	4.67	24,232	75.6%	3.53	75.6%
Total Sub-Regional	\$204,911	\$29.84	\$175,601	\$25.56	\$29,310	16.7%	\$4.28	16.7%
1.103 Elections	21,357	3.11	21,307	3.10	50	0.2%	0.01	0.3%
1.104 U.B.C.M.	4,044	0.59	3,911	0.57	133	3.4%	0.02	3.5%
1.318 Building Inspection	164,599	23.97	151,400	22.04	13,199	8.7%	1.93	8.8%
1.320 Noise Control	13,704	2.00	13,250	1.93	454	3.4%	0.07	3.5%
1.322 Nuisances & Unightly Premises	18,310	2.67	17,704	2.58	606	3.4%	0.09	3.5%
1.372 Electoral Area Emergency Program	51,989	7.57	49,318	7.18	2,671	5.4%	0.39	5.5%
Total Joint Electoral Area	\$274,004	\$39.90	\$256,890	\$37.39	\$17,114	6.7%	\$2.51	6.7%
1.110 Electoral Area Admin Exp-SGI	400,086	58.25	388,379	56.53	11,707	3.0%	1.73	3.1%
1.117 Grants in Aid - Southern Gulf Islands	105,004	15.29	104,585	15.22	419	0.4%	0.07	0.4%
1.125 SGI Economic Development Commission	121,426	17.68	119,047	17.33	2,379	2.0%	0.35	2.0%
1.138 Southern Gulf Islands - Public Library	235,946	34.35	229,073	33.34	6,873	3.0%	1.01	3.0%
1.235 SGI Small Craft Harbour Facilities	309,533	51.03	301,288	49.67	8,245	2.7%	1.36	2.7%
1.314 SGI House Numbering	9,612	1.40	9,335	1.36	277	3.0%	0.04	3.0%
1.341 SGI Livestock Injury Compensation	71	0.01	3,150	0.46	(3,079)	-97.7%	(0.45)	-97.7%
1.373 Southern Gulf Islands. Emergency Program	247,378	36.02	247,378	36.00	-	0.0%	0.01	0.0%
1.533 Stormwater Quality Management - Southern Gulf Is.	39,808	5.80	38,699	5.63	1,109	2.9%	0.16	2.9%
1.923 Emergency Comm - Crest - S.G.I.	179,709	26.17	177,612	25.85	2,097	1.2%	0.32	1.2%
Total SGI Electoral Area	\$1,648,573	\$246.00	\$1,618,546	\$241.39	\$30,027	1.9%	\$4.61	1.9%
Total Capital Regional District	\$3,011,432	\$444.43	\$2,880,548	\$425.06	\$130,884	4.5%	\$19.37	4.6%
CRHD Capital Regional Hospital District	691,796	100.73	689,722	100.38	2,075	0.3%	0.34	0.3%
Total CRD and CRHD	\$3,703,228	\$545.16	\$3,570,270	\$525.45	\$132,958	3.7%	\$19.71	3.8%

Average residential assessment - 2023/2022

\$803,714

\$713,841

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

	Change in Requisition		Change in Avg HH	
	\$	%	\$	%
REGIONAL				
Legislative & General Government	26,796	0.8%	3.92	0.7%
Regional Parks	14,245	0.4%	2.10	0.4%
SUB-REGIONAL				
Fire Dispatch	24,232	0.7%	3.53	0.7%
JOINT EA				
Building Inspection	13,199	0.4%	1.93	0.4%
SGI EA				
Electoral Area Admin Exp-SGI	11,707	0.3%	1.73	0.3%
Southern Gulf Islands - Public Library	6,873	0.2%	1.01	0.2%
SGI Small Craft Harbour Facilities	8,245	0.2%	1.36	0.3%
Capital Regional Hospital District	2,075	0.1%	0.34	0.1%
Other	25,586	0.7%	\$3.79	0.7%
Total	132,958	3.7%	\$19.71	3.8%

Southern Gulf Islands Local/Specified/Defined Services		Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Change in Requisition		Change in cost per avg household/Parcel	
		Final 2023		2022		\$	%	\$	%
1.137	Galiano Island Community Use Building	64,770	42.55	62,929	41.54	1,841	2.9%	1.01	2.4%
1.170	Gossip Island Electric Power Supply	63,455	1,198.16	56,585	1,068.44	6,870	12.1%	129.72	12.1%
1.227	Saturna Island Medical Clinic	23,171	35.93	31,389	48.43	(8,218)	-26.2%	(12.49)	-25.8%
1.228	Galiano Health Service	139,686	91.76	135,596	89.50	4,090	3.0%	2.26	2.5%
1.229	Pender Islands Health Care Centre	232,862	93.32	225,987	90.58	6,875	3.0%	2.74	3.0%
1.352	South Galiano Fire Protection	602,390	655.08	491,705	538.10	110,684	22.5%	116.97	21.7%
1.356	Pender Fire Protection	1,171,795	472.07	1,091,973	439.97	79,822	7.3%	32.10	7.3%
1.359	N. Galiano Fire Protection	231,769	576.27	206,437	513.28	25,333	12.3%	62.99	12.3%
1.363	Saturna Is. Fire Protection	256,273	395.63	177,796	273.01	78,477	44.1%	122.62	44.9%
1.465	Saturna Is Community Parks	25,680	39.64	23,323	35.81	2,357	10.1%	3.83	10.7%
1.468	Saturna Is Community Recreation	13,676	21.11	9,891	15.19	3,785	38.3%	5.92	39.0%
1.475	Mayne Is Community Parks	93,012	54.54	90,403	53.10	2,609	2.9%	1.44	2.7%
1.478	Mayne Is Community Rec	35,740	20.96	34,890	20.49	850	2.4%	0.46	2.3%
1.485	N & S Pender Community Parks	167,354	66.88	163,654	65.41	3,700	2.3%	1.47	2.2%
1.488	N & S Pender Community Rec	67,240	26.87	65,283	26.09	1,957	3.0%	0.78	3.0%
1.495	Galiano Parks	107,562	81.69	94,724	72.34	12,838	13.6%	9.35	12.9%
1.498	Galiano Community Recreation	38,317	29.10	37,427	28.58	890	2.4%	0.52	1.8%
2.630	Magic Lakes Estate Water System	580,000	498.12	579,148	497.39	852	0.1%	0.73	0.1%
2.640	Lyal Harbour/Boot Cove Water	133,030	784.28	131,060	772.67	1,970	1.5%	11.61	1.5%
2.642	Skana Water	25,680	353.05	24,000	329.95	1,680	7.0%	23.10	7.0%
2.665	Sticks Allison Water	5,100	141.26	5,000	138.49	100	2.0%	2.77	2.0%
2.667	Surfside Park Estates Water	23,790	227.11	23,100	220.52	690	3.0%	6.59	3.0%
3.755	Regional Source Control - Magic Lake Estates	4,498	6.33	3,866	5.44	632	16.4%	0.89	16.3%
3.830	Magic Lake Estates Sewer System	586,010	851.49	586,010	851.49	-	0.0%	-	0.0%
3.830D	Magic Lake Estates Sewer Debt	234,106	136.55	211,616	123.43	22,490	10.6%	13.12	10.6%
Total Local/Specified/Defined Services		4,926,967		4,563,792		363,175			

Average residential assessment - 2023/2022

\$803,714

\$713,841

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Appendix C2: SGI - Change in Requisition from Provisional to Final - Budget Review 2023

**Change in Requisition (2023 Final vs Provisional) - Southern Gulf Islands
 (Requisition Changes > \$1,000) by Services**

Electoral Area Southern Gulf Islands	2023 Requisition \$		2023 Per Avg HH \$		Requisition Change		Per Avg HH Change		Requisition Change Comments
	Final	Provisional cow	Final	Provisional cow	Final vs Provisional \$	%	Final vs Provisional \$	%	
1.010 Legislative & General Government	301,288	281,244	43.87	40.93	20,044	7.1%	2.94	7.2%	Board directed initiative-First Nations Relations, 2023 cost of living adjustment
1.125 SGI Economic Development Commission	121,426	122,618	17.68	17.85	(1,192)	-1.0%	(0.17)	-0.9%	Decrease due to higher 2022 Surplus Carryover to offset Requisition
1.224 Community Health - Homeless Sec.	16,323	12,269	2.38	1.79	4,053	33.0%	0.59	33.1%	Board directed initiative - extend ACEH grant funding to 2023
1.280 Regional Parks	417,034	414,904	60.72	60.39	2,130	0.5%	0.33	0.6%	Increase related to change in assessment values
1.312 Regional Goose Management	4,567	-	0.67	-	4,567	0.0%	0.67	0.0%	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
1.318 Building Inspection	164,599	155,942	23.97	22.70	8,658	5.6%	1.27	5.6%	Increase due to 2023 cost of living adjustment
1.341 SGI Livestock Injury Compensation	71	3,158	0.01	0.46	(3,087)	-97.8%	(0.45)	-97.8%	Decrease due to 2022 Surplus Carryover to offset Requisition
1.372 Electoral Area Emergency Program	51,989	50,798	7.57	7.39	1,191	2.3%	0.18	2.4%	Increase due to 2023 cost of living adjustment
1.913 Fire Dispatch	56,307	33,012	8.20	4.80	23,295	70.6%	3.39	70.6%	Increase related to change in assessment values
1.923 Emergency Comm - Crest - S.G.I.	179,709	182,088	26.17	26.50	(2,379)	-1.3%	(0.34)	-1.3%	Decrease due to payment adjustment to CREST and Surplus Carryover to 2023
CRHD Capital Regional Hospital District	691,796	689,927	100.73	100.41	1,870	0.3%	0.31	0.3%	Increase related to change in assessment values
Other <\$1,000	1,698,119	1,696,358	253.21	252.87	1,761	0.1%	0.34	0.1%	
Total SGI Electoral Area	3,703,228	3,642,317	545.16	536.09	60,911	1.7%	9.07	1.7%	
1.170 Gossip Island Electric Power Supply	63,455	56,684	1,198.16	1,070.31	6,771	11.9%	127.85	11.9%	Increase due to debt refinancing interest rate reset - MFA
1.227 Saturna Island Medical Clinic	23,171	32,331	35.93	49.88	(9,160)	-28.3%	(13.95)	-28.0%	Decrease in contribution payment requested by Society
1.229 Pender Islands Health Care Centre	232,862	217,840	93.32	87.32	15,022	N/A	6.01	N/A	Increase in contribution payment requested by Society
1.352 South Galiano Fire Protection	602,390	578,378	655.08	632.96	24,011	4.2%	22.12	3.5%	New debt servicing costs for FireHall project and other operating costs requested by Society
1.356 Pender Fire Protection	1,171,795	1,121,867	472.07	452.01	49,928	4.5%	20.06	4.4%	Increase in operating costs and reserve fund transfers requested by Society
1.359 N. Galiano Fire Protection	231,769	211,489	576.27	525.84	20,281	9.6%	50.43	9.6%	Increase in Commission recommended operating costs
1.363 Saturna Is. Fire Protection	256,273	183,130	395.63	281.20	73,143	39.9%	114.43	40.7%	Contribution payment requested by Society for Medical Patient Transportation-Service Authority Expansion
1.465 Saturna Is Community Parks	25,680	23,825	39.64	36.58	1,855	7.8%	3.06	8.4%	Increase in Commission recommended operating costs
1.468 Saturna Is Community Recreation	13,676	9,996	21.11	15.35	3,680	36.8%	5.76	37.6%	Commission recommended increase in recreation program costs
1.495 Galiano Parks	107,562	97,561	81.69	74.51	10,001	10.3%	7.18	9.6%	Commission recommended increase in parks maintenance costs
2.642 Skana Water	25,680	24,480	353.05	336.55	1,200	4.9%	16.50	4.9%	Increase in operating costs and reserve fund transfers requested by Commission
3.830D Magic Lake Estates Sewer Debt	234,106	230,255	136.55	134.30	3,851	1.7%	2.25	1.7%	Increase due to 2022YE deficit carryover into 2023
Other <\$1,000	1,938,547	1,938,011			536	-98.9%			
Total Local/Specified/Defined Services	4,926,967	4,725,847			201,120	4.3%			

Electoral Areas Committee - March 13, 2023
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Appendix C-3: Change in Requisition (2023 Final vs Provisional) by Cost Driver - Southern Gulf Islands

(Requisition Change >±1,000)

Cost Driver	Service	Service Name	Requisition \$		Requisition per Avg HH \$		Comments
			% Increase over 2022	\$ Requisition	% Increase over 2022	\$/HH	
Provisional - COW (CRD&CRHD)			2.0%	3,642,317	2.0%	536.09	
Change in Cost Apportionment	1.280	Regional Parks	0.0%	1,224	0.0%	0.20	Change in \$/Avg HH solely due to change in residential assessment
	1.913	Fire Dispatch	0.6%	22,630	0.6%	3.30	
	CRHD	Capital Regional Hospital District	0.1%	2,030	0.1%	0.34	
		All SGI EA-wide services	-	-	0.02%	0.08	
		Others <+/-1,000	0.1%	2,947	0.2%	0.48	
	<i>Subtotal</i>		0.8%	28,831	0.9%	4.40	
Budget Changes	1.010	Legislative & General Government	0.5%	19,198	0.5%	2.79	Board directed initiative - First Nations Relations, 2023 cost of living adjustment
	1.125	SGI Economic Development Commission	0.0%	(1,192)	0.0%	(0.17)	Higher 2022 Surplus Carryover to offset Requisition
	1.224	Community Health - Homeless Sec.	0.1%	4,005	0.1%	0.58	Board directed initiative - extend ACEH grant funding to 2023
	1.312	Regional Goose Management	0.1%	4,549	0.1%	0.66	New Service Establishment - Bylaw adopted by CRD Board on Feb 08, 2023
	1.318	Building Inspection	0.2%	8,008	0.2%	1.17	2023 costs of living adjustments
	1.341	SGI Livestock Injury Compensation	-0.1%	(3,087)	-0.1%	(0.45)	2022 Surplus Carryover to offset Requisition
	1.923	Emergency Comm - Crest - S.G.I.	-0.1%	(2,379)	-0.1%	(0.35)	Payment adjustment to CREST and Surplus Carryover to 2023
		Others <+/-1,000	0.1%	2,978	0.1%	0.43	Changes related to 2022 surplus/deficit, GILT and minor budget changes
	<i>Subtotal</i>		0.9%	32,080	0.9%	4.67	
Final - CRD&CRHD			3.7%	3,703,228	3.8%	545.16	
Change - Final over Provisional (COW)			1.7%	60,911	1.7%	9.07	

*Requisition excludes Local/Specified/Defined area services.

**Appendix C-4: Capital Plan Summary Overview by Service - Southern Gulf Islands
 2023 Final**

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other		
1.110	SGL Admin. Expenditures	4,000					4,000			4,000					4,000
1.137	Galiano Island Community Use Building			10,000			10,000					10,000			10,000
1.235	SGL Small Craft Harbour Facilities				761,000		761,000	506,000			30,000	225,000			761,000
1.318	Building Inspection	30,160	31,730				61,890			61,890					61,890
1.352	South Galiano Fire	15,000	185,000	40,000			240,000	40,000		200,000					240,000
1.356	Pender Island Fire	15,000	215,000	15,000			245,000			230,000		15,000			245,000
1.373	SGL Emergency Program	60,000					60,000					60,000			60,000
1.465	Saturna Island Community Parks				50,000		50,000					50,000			50,000
1.475	Mayne Island Community Parks			53,000	24,000		77,000				30,000	47,000			77,000
1.485	Pender Island Community Parks				179,810		297,990					179,810			297,990
1.495	Galiano Community Parks	5,000			35,000		40,000			5,000		35,000			40,000
2.630	Magic Lake Estates Water (Pender)	295,000			25,000		320,000	185,000			15,000	120,000			320,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	66,000			350,000		416,000			58,000	335,000	23,000			416,000
2.642	Skana Water (Mayne)	75,000			80,000		155,000	65,000	75,000			15,000			155,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000			5,000
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000			25,000
3.830	Magic Lake Sewer Utility (Pender)				6,230,000		6,230,000	1,730,000			4,500,000				6,230,000
Total		590,160	431,730	118,000	7,739,810	-	8,997,880	2,526,000	133,000	500,890	4,910,000	809,810	-	-	8,879,700

Electoral Areas Committee - March 13, 2023
 2023 Final Electoral Area Budget Review

Appendix C-5: Change in Capital Plan (2023 Final vs Provisional) - Southern Gulf Islands

Service	Service Name	Project Description	Amount \$			Comments
			Provisional	Final	Change	
1.235	SGI Small Craft Harbour Facilities	Piers Island Additional Float	-	157,000	157,000	Capital on hand, carryforward from 2022 to 2023
		Retreat Cove	160,000	-	(160,000)	Moved from 2023 to 2024
		Port Washington	-	189,000	189,000	Capital on hand, carryforward from 2022 to 2023
		Annual provisional: Dock Improvements	50,000	100,000	50,000	Revised budgeted spending in 2023
		Hope Bay	-	80,000	80,000	Capital on hand, carryforward from 2022 to 2023
		Miners Bay Wharhead Deck Resurfacing	-	30,000	30,000	To replace failing decking at Miners Bay flagged as a safety hazard
1.352	South Galiano Fire	South Galiano Fire Hall Construction	-	40,000	40,000	Carryforward from 2022 to 2023 + Revised budget spending in 2023
		Replace firehose	2,800	5,000	2,200	Revised budgeted spending in 2023
		Replace Engine 1, F00858	-	185,000	185,000	Advanced from 2024 to 2023 as purchase retainer
1.475	Mayne Island Community Parks	Miners Bay washrooms	4,000	-	(4,000)	Project occurred; no carryforward to 2023
		Fitness Circuit	10,000	50,000	40,000	Revised budgeted spending in 2023
		Miners Bay Christmas Lights	5,000	-	(5,000)	Project occurred; no carryforward to 2023
		Recycling Centre	2,000	-	(2,000)	Project occurred; no carryforward to 2023
		Adachi Pavilion Pergola	-	7,000	7,000	Rebuild pergola at Adachi Pavilion due to rot
		Japanese Memorial Garden Torii Gate	-	5,000	5,000	Replace foundation and reinstall Torii Gate at JMG
		Vulture Ridge Summit	-	2,000	2,000	Safety and landscaping improvement at Vulture Ridge Summit
		Miners Bay parking wall	2,000	-	(2,000)	Moved from 2023 to 2024
1.485	Pender Island Community Parks	Dog Park	42,500	35,000	(7,500)	Revised budgeted spending in 2023
		Magic Lake Park upgrades	30,700	22,500	(8,200)	Revised budgeted spending in 2023
		Shingle Bay Improvements	87,690	5,000	(82,690)	Moved from 2023 to 2024-2026
		Thieves Bay Improvements	56,000	57,310	1,310	Revised budgeted spending in 2023
		Various Trail Development	28,450	60,000	31,550	Budget revised to include various trails improvement/development
		Disc Park T box improvements	10,000	-	(10,000)	Moved from 2023 to 2024
		Roller Rink/ Pickle Ball Court Refurbishment	18,950	-	(18,950)	Moved from 2023 to 2024
		Soccer Field resurfacing	23,700	-	(23,700)	Moved from 2023 to 2024
1.495	Galiano Community Parks	Zayer Shore Access	2,000	-	(2,000)	No longer required
		Asset Management	2,000	4,000	2,000	Revised budgeted spending in 2023
		Zuker-Georgeson Shore Access Restoration	-	9,000	9,000	Project initiated in 2021; extra funding required to complete
		Shaw Landing Access Improvement for Mobility Impaired	4,500	-	(4,500)	No longer required
		Study to construct Viewpoint at Graham	1,000	-	(1,000)	Moved from 2023 to 2024
		Upgrade to Matthews Beach Access	5,000	15,000	10,000	Revised budgeted spending in 2023
		GIPRC Equipment and Tools Purchase	-	5,000	5,000	New budget line added to replace equipment
2.630	Magic Lake Water	Design/Construction Buck & Magic Lake adjustable Intakes	-	185,000	185,000	Capital on hand, carryforward from 2022 to 2023
		EV Charging Station	7,500	20,000	12,500	Revised budgeted spending in 2023
		SCADA and Radio Communication Upgrades	-	90,000	90,000	Replace SCADA Communication infrastructure with modern radio system
2.640	Lyall Harbour Water	Dam Improvement and Regulatory Requirements	-	335,000	335,000	Capital on hand, carryforward from 2022 to 2023
2.642	Skana Water	Well #8 Upgrade	-	25,000	25,000	Capital on hand, carryforward from 2022 to 2023
3.830	Magic Lake Sewer	EV Charging Station	7,500	-	(7,500)	No longer required
Total Changes - Southern Gulf Islands			563,290	1,717,810	1,154,520	

Electoral Areas Committee - March 13, 2023

2023 Final Electoral Area Budget Review

Appendix D: Assessment Data - Electoral Area

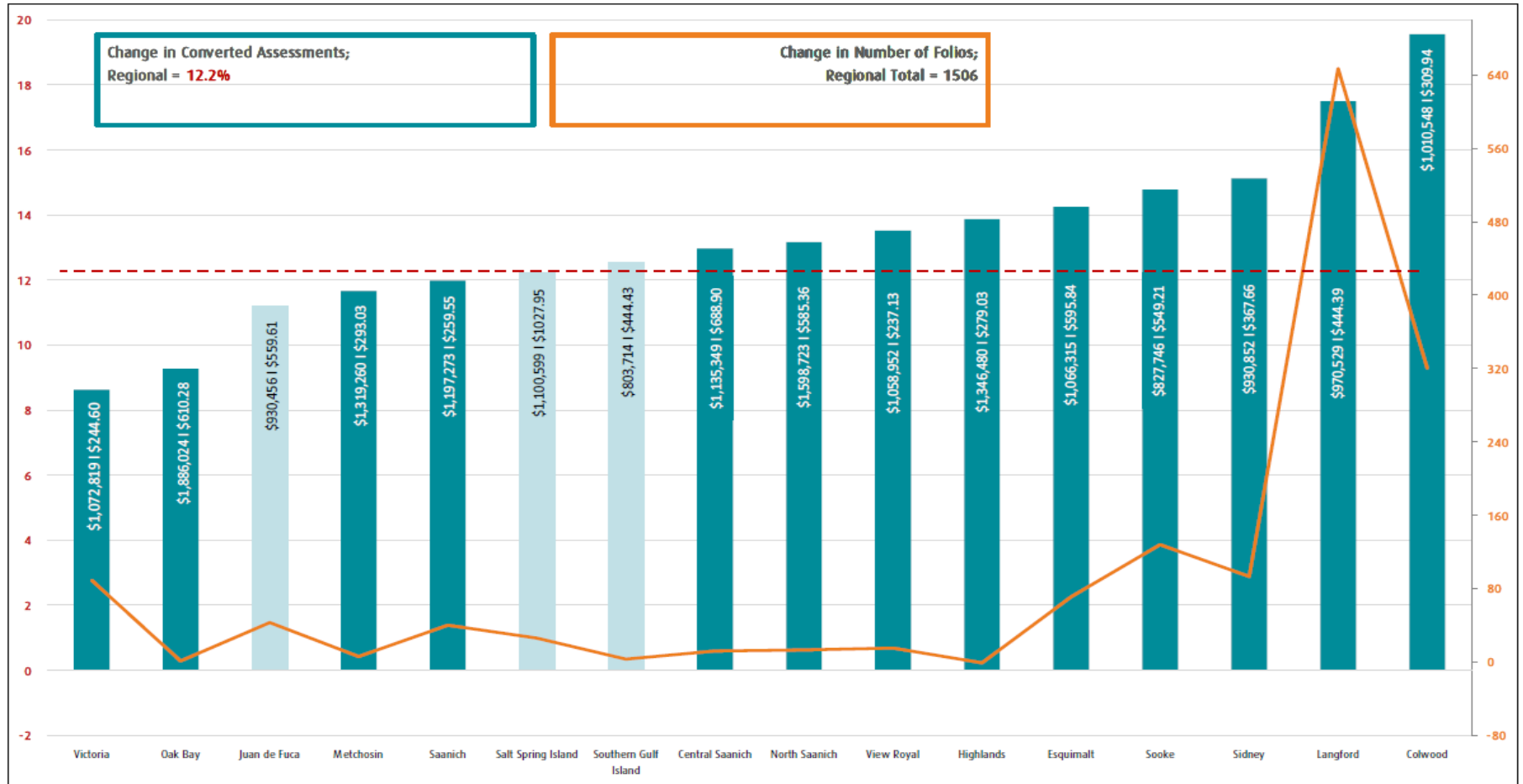
Juan de Fuca	2023	2022	Change	% Change
Total Converted Assessment	369,143,239	331,978,346	37,164,893	11.2% *
Residential Folios	3,246	3,203	43	1.3%
Average Residential Assessment	930,456	849,943	80,513	9.5%

Salt Spring Island	2023	2022	Change	% Change
Total Converted Assessment	726,724,736	647,554,560	79,170,176	12.2% *
Residential Folios	6,134	6,108	26	0.4%
Average Residential Assessment	1,100,599	977,176	123,423	12.6%

Southern Gulf Island	2023	2022	Change	% Change
Total Converted Assessment	551,988,342	490,465,703	61,522,639	12.5% *
Residential Folios	6,572	6,569	3	0.0%
Average Residential Assessment	803,714	713,841	89,873	12.6%

*Regional average increase is **12.2%** in 2023 over 2022

Converted Assessments: Converted assessments are the result of a standard calculation prescribed under the Community Charter B.C. Reg 371/2003, which totals the net taxable value of land and improvements multiplied by their respective property class ratio.



Impact of Assessed Values on Cost Share

March 15, 2023

Requisition by Participant

Municipalities & EAs	Impact of Assessment \$M	All Other CRD \$M	CRD Final \$M	CRD & CRHD & Muni Debt \$M
Central Saanich	0.001	0.168	0.169	0.177
Colwood*	0.085	0.089	0.174	0.137
Esquimalt	0.017	0.416	0.433	0.286
Langford	0.165	0.454	0.620	0.740
Highlands	(0.003)	0.006	0.003	0.005
Metchosin	0.006	0.024	0.029	0.028
North Saanich	0.013	0.101	0.114	0.277
Oak Bay**	(0.045)	0.045	0.000	(0.043)
Saanich	(0.036)	0.591	0.555	1.066
Sidney	0.038	0.071	0.109	0.131
Sooke	0.017	0.136	0.153	0.182
Victoria	(0.282)	0.549	0.267	(0.205)
View Royal	0.022	0.057	0.079	0.086
Juan de Fuca	(0.002)	0.098	0.096	0.092
Juan de Fuca - Specified Areas	(0.002)	0.235	0.233	0.233
Salt Spring Island	(0.028)	0.435	0.407	0.407
Salt Spring Island - Specified Areas	(0.000)	0.014	0.013	0.013
Southern Gulf Islands	0.027	0.104	0.131	0.133
Southern Gulf Islands - Specified Areas	0.001	0.363	0.363	0.363
First Nations & Other	0.007	0.043	0.050	0.051
Total	0.0	4.0	4.0	4.2

* Requisition for Wastewater Capital; Invoice for WasteWater Operating

** Requisition for Wastewater Operating; Invoice for WasteWater Capital

2 Year Budget Variance Summary

2021 - 2023

Three Year Consolidated Financial Schedules - 2023, 2022, and 2021

Operating Expenditures

(in \$ millions)

	(a)	(b)	(c)	(a-c)
Expenditure Type	2023 Final	2022 Final	2021 Final	% 2 Year Change
Operations	245.1	225.3	209.1	17.2%
Debt Servicing	42.5	42.6	39.9	6.5%
Capital Funding	26.5	23.3	21.5	23.3%
Transfers to Reserves	23.3	24.0	26.4	-11.7%
Total	\$337.4	\$315.2	\$296.9	13.6%

Operating Revenues

(in \$ millions)

Revenue Source	2023 Final	2022 Final	2021 Final	% 2 Year Change
Sale of services	154.6	146.0	138.5	11.6%
Requisitions*	99.3	95.2	88.6	12.1%
Allocation to other services	53.9	47.5	44.6	20.9%
Rentals and other revenue	9.1	6.9	7.4	23.0%
Surplus	6.3	8.0	9.0	-30.0%
Grants and PILT	5.4	6.0	6.4	-15.6%
Transfer from reserve for capital	8.8	5.6	2.4	266.7%
Total	\$337.4	\$315.2	\$296.9	13.6%

*Includes Municipal Debt

Requisitions

(in \$ millions)

Description	2023 Final	2022 Final	2021 Final	% 2 Year Change
Total Electoral Areas Only	16.4	15.3	14.3	14.7%
Regional / Sub Regional	65.7	62.8	59.3	10.8%
Total Before Municipal Debt	82.1	78.1	73.6	11.5%
Municipal Debt	17.3	17.1	15.0	15.3%
Total	\$99.4	\$95.2	\$88.6	12.2%

Reserves - Capital

(in \$ millions)

	(a)	(b)	(c)	(a-c)
Reserve Activity - Forecast	2023 Final	2022 Final	2021 Final	% 2 Year Change
Opening Reserve Balance Actual	130.8	120.7	98.5	32.8%
Transfer to/from Operating	20.3	39.7	41.7	-51.3%
Interest Income	2.6	2.6	2.0	30.0%
Transfer to Fund Capital Projects	-68.0	-32.2	-21.5	216.3%
Ending Balance	\$85.7	\$130.8	\$120.7	-29.0%

Capital Expenditures

(in \$ millions)

Description	2023 Final	2022 Final	2021 Final	% 2 Year Change
Engineered Structures	135.2	133.5	204.9	-34.0%
Buildings	35.1	22.7	46.0	-23.7%
Equipment	29.7	20.6	16.8	76.8%
Land	9.0	9.2	14.6	-38.4%
Vehicles	9.2	5.2	3.9	135.9%
Total	\$218.2	\$191.2	\$286.2	-23.8%

Capital Funding

(in \$ millions)

Description	2022 Final	2022 Final	2021 Final	% 2 Year Change
Current Operating and WIP	52.4	49.5	52.2	0.4%
Grants	20.3	23.7	104.9	-80.6%
Debt Issuance	50.3	35.5	49.2	2.2%
Donations & Third Party Funding	18.2	11.3	29.2	-37.7%
Reserve Funding	77.0	71.2	50.7	51.9%
Total	\$218.2	\$191.2	\$286.2	-23.8%

Committee Of The Whole Budget Review Package

Committee of the Whole Budget Package was presented on September 21, 2022 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Bridging document details major changes from 2022 to 2023
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

The full package can be found [here](#).

Electoral Area

Committee Package

Electoral Area Committee Budget Package was presented September 19, 2022 and is the preliminary budget. The final budget is presented to the Board each year and accounts for yearly surpluses and deficits by service area and also new initiatives. The preliminary budget contains the full detail for each service which includes the following:

1. Service Descriptions Overview
2. Bridging document details major changes from 2022 to 2023
3. Operating Committee Summary
4. Capital Plan Summary
5. Reserve Schedules

The full package can be found [here](#)

Final Budget Packages

Subsequent to the preliminary budget, the Final Budget Packages were presented on March 15, 2023 and approved on March 29, 2023. Prior to advancing the Financial Plan Bylaw in March, plans are amended based on year-end results, payments in lieu of taxes, revised assessment information and other committee directed changes. The final budget packages contains the full detail for each service which includes the following:

1. Service Description/ Overview
2. Operating Committee Summary
3. Capital Plan Summary
4. Reserve Schedules

The CRD Regional and Sub-Regional Final Budget Package can be found [here](#).

The Juan de Fuca Electoral Services Final Budget Package can be found [here](#).

The Salt Spring Island Electoral Services Final Budget Package can be found [here](#).

The Southern Gulf Islands Electoral Services Final Budget Package can be found [here](#).

Long-Term Debt

The CRD periodically borrows money to fund capital projects for various services. Regional districts in British Columbia are not subject to legislated financial leverage limits under the Local Government Act. For municipalities, the Municipal Finance Authority of BC (MFA) restricts borrowing limits to 25% of a municipality's controllable and sustainable revenues for the previous year. CRD debt levels are determined by service area guided by financial prudence and best practices. The cost of debt is factored into the debt servicing room in each CRD service area and proactively monitored through review of financial indicators.

Future borrowing requirements are driven by planned capital spending. These requirements are assessed during the annual budget development process in each CRD service area. The existing debt and future debt are combined in each CRD service area budget. This is summarized in Schedule A of the 2023-2027 Five Year Financial Plan Bylaw (p. 284-293).

On an annual basis, the CRD self-assesses an indicative Dominion Bond Rating Service ("DBRS") credit rating. This process is conducted using audited financial statement information and the DBRS criteria for local governments. The most recent self-assessment resulted in an indicative credit rating of AA. This rating suggests the CRD possesses an excellent credit quality, demonstrating superior financial sustainability, flexibility and low vulnerability to future negative financial shocks. For additional context, as of September 2020, the major Canadian Schedule 1 banks maintain a DBRS credit rating ranging from AA to AA (high).

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT

General Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Regional Parks												
2017	4142	4198	142	2032	560,000	3.150%	434,035	-	30,109	3,779	33,888	400,147
2018	4142	4222	145	2033	4,000,000	3.150%	3,335,252	-	215,066	19,942	235,009	3,100,243
2021	4142	4399	153	2031	1,040,000	2.410%	1,040,000	-	93,899	-	93,899	946,101
2022	4142	4476	157	2032	500,000	3.360%	-	500,000	-	-	-	500,000
Total Regional Parks					6,100,000		4,809,287	500,000	339,075	23,721	362,796	4,946,490
South Galiano Fire												
1975	140	186	12	1995	56,283	* 9.850%	-	-	-	-	-	-
1975	140A	186	12	1995	3,934	* 9.850%	-	-	-	-	-	-
1983	1062	1125	33	1988	25,000	* 10.500%	-	-	-	-	-	-
2022	4239	4476	157	2047	2,100,000	3.360%	-	2,100,000	-	-	-	2,100,000
2022	4239	4503	158	2047	135,000	4.090%	-	135,000	-	-	-	135,000
Total South Galiano Fire					2,235,000		-	2,235,000	-	-	-	2,235,000
Port Renfrew Fire												
2009	3456	3634	106	2024	40,000	2.250%	9,983	-	1,998	1,201	3,198	6,784
Total Port Renfrew Fire					40,000		9,983	-	1,998	1,201	3,198	6,784
Seaparc Golf Course												
2017	4052	4175	141	2032	660,000	2.800%	511,540	-	35,486	4,454	39,940	471,600
Total Seaparc Golf Course					660,000		511,540	-	35,486	4,454	39,940	471,600
Peninsula Recreation - Swimming Pool												
2008	3388	3514	103	2023	5,200,000	2.650%	882,114	-	259,694	172,715	432,409	449,705
2008	3388	3547	104	2023	1,600,000	2.900%	271,419	-	79,906	53,143	133,049	138,370
2009	3388	3594	105	2024	2,198,000	2.250%	548,609	-	109,771	65,976	175,746	372,863
Total Peninsula Recreation - Swimming Pool					8,998,000		1,702,143	-	449,370	291,834	741,204	960,938
Peninsula Recreation - Community Recreation												
2017	4116	4175	141	2032	1,080,000	2.800%	837,065	-	58,068	7,288	65,356	771,709
Total Peninsula Recreation - Community Rec.					1,080,000		837,065	-	58,068	7,288	65,356	771,709
Solid Waste - Refuse Disposal												
2011	3518	3769	116	2026	2,200,000	1.470%	880,884	-	118,099	46,169	164,268	716,615
Total Solid Waste - Refuse Disposal					2,200,000		880,884	-	118,099	46,169	164,268	716,615
Saltspring Island - Library												
2006	3308	3364	99	2021	350,000	1.750%	-	-	-	-	-	-
2011	3613	3800	117	2026	2,000,000	1.470%	800,803	-	107,363	41,972	149,335	651,469
2013	3613	3910	126	2028	100,000	3.850%	53,982	-	4,994	1,841	6,835	47,147

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Total Saltspring Island - Library					2,100,000		854,786	-	112,357	43,813	156,170	698,616
Gossip Island - Electrification												
2012	3579	3850	121	2027	715,000	2.900%	337,110	-	35,708	15,116	50,823	286,287
Total Gossip Island - Electrification					715,000		337,110	-	35,708	15,116	50,823	286,287
Galiano Island Public Building												
2013	3793	3910	126	2028	310,000	3.850%	167,347	-	15,482	5,706	21,188	146,159
Total Gossip Island - Electrification					310,000		167,347	-	15,482	5,706	21,188	146,159
Galiano Island Fire												
2013	3793	3910	126	2028	290,000	3.850%	156,549	-	14,483	5,338	19,821	136,728
Total Galiano Island Fire					290,000		156,549	-	14,483	5,338	19,821	136,728
North Galiano Fire												
2014	3844	3936	127	2029	280,000	3.300%	169,553	-	13,984	4,418	18,401	151,152
Total North Galiano Fire					280,000		169,553	-	13,984	4,418	18,401	151,152
East Sooke Fire												
2014	3863	3966	130	2029	1,800,000	3.000%	1,089,991	-	89,894	28,400	118,294	971,697
2016	3863	4114	139	2031	150,000	2.100%	107,182	-	8,065	1,285	9,350	97,832
Total East Sooke Fire					1,950,000		1,197,173	-	97,959	29,685	127,644	1,069,529
Land Banking and Housing												
2015	3715	4009	131	2030	9,413,000	2.200%	4,157,316	-	802,377	183,949	986,326	3,170,990
Total Land Banking and Housing					9,413,000		4,157,316	-	802,377	183,949	986,326	3,170,990
911 Call Answer												
2019	4119	4198	147	2034	7,000,000	2.660%	6,235,977	-	376,366	22,921	399,287	5,836,690
2019	4119	4318	149	2034	5,900,000	2.240%	5,256,039	-	317,223	19,319	336,542	4,919,497
Total 911 Call Answer					12,900,000		11,492,015	-	693,589	42,240	735,828	10,756,187
Southern Gulf Island Small Craft Harbour												
2022	4408	4476	157	2042	710,000	3.360%	-	710,000	-	-	-	710,000
2022	4408	4503	158	2042	470,000	4.090%	-	470,000	-	-	-	470,000
Total Southern Gulf Island Small Craft Harbour					1,180,000		-	1,180,000	-	-	-	1,180,000
Total General - Debenture Debt					50,451,000		27,282,750	3,915,000	2,788,034	704,931	3,492,965	27,704,786

Non-Debenture Debt

South Galiano Island Fire Hall					1,500,000		2,300,000	-	2,300,000	-	2,300,000	-
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LONG-TERM DEBT

General Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
							Previous Outstanding	Additions 2022				
Southern Gulf Island Small Craft Harbour Equipment Financing Loan - SEAPARC					710,000		710,000	-	710,000	-	710,000	-
Equipment Financing Loan - SEAPARC					227,000		134,285	-	44,358	-	44,358	89,927
Equipment Financing Loan - Pender Firetruck					545,000		491,684	-	101,674	-	101,674	390,010
Total General - Non-Debenture Debt					2,982,000		3,635,969	-	3,156,033	-	3,156,033	479,937
Total Debt - General					\$ 53,433,000		31,271,305	3,915,000	5,944,066	704,931	6,648,997	28,184,722

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund (Unaudited)

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
						Previous Outstanding						
MUNICIPALITIES												
Victoria												
2003	3026	79	2033	10,000,000	2.250%	5,765,674	-	150,514	211,716	362,231		5,403,444
2003	3026	80	2033	10,000,000	2.850%	5,765,674	-	150,514	211,716	362,231		5,403,444
2004	3026	81	2034	10,000,000	2.850%	6,110,656	-	150,514	194,467	344,982		5,765,674
2007	3467	102	2022	4,509,000	2.250%	389,945	-	225,184	164,762	389,946		-
2008	3515	103	2023	1,800,000	2.650%	305,347	-	89,894	59,786	149,680		155,667
2009	3515	105	2024	1,800,000	2.250%	449,269	-	89,894	54,029	143,923		305,346
2009	3595	105	2024	3,440,015	2.250%	858,610	-	171,798	103,256	275,054		583,556
2010	3515	110	2025	5,200,000	1.280%	1,693,818	-	279,144	122,716	401,860		1,291,958
2011	3770	115	2031	10,200,000	3.890%	6,061,501	-	507,449	-	507,449		5,554,052
2014	3770	130	2034	23,200,000	3.000%	17,046,464	-	779,097	246,141	1,025,238		16,021,226
2016	3770	139	2036	5,500,000	2.100%	4,413,293	-	204,686	32,601	237,288		4,176,006
2017	3770	142	2037	9,600,000	3.150%	8,105,312	-	357,271	44,841	402,111		7,703,201
Total Victoria				95,249,015		56,965,565	-	3,155,961	1,446,033	4,601,994		52,363,573
Central Saanich												
2010	3674	110	2025	1,000,000	1.280%	325,735	-	53,682	23,599	77,281		248,454
2011	3772	116	2026	1,333,333	1.470%	533,869	-	71,575	27,981	99,557		434,312
2015	4032	133	2040	8,523,540	2.750%	7,090,146	-	218,834	50,169	269,002		6,821,143
Total Central Saanich				10,856,873		7,949,749	-	344,091	101,749	445,840		7,503,909
Esquimalt												
2002	2999	78	2022	4,000,000	2.250%	305,689	-	120,970	184,716	305,686		-
2003	3092	80	2023	2,800,000	2.850%	417,772	-	84,679	119,111	203,791		213,982
2004	3198	85	2024	1,256,000	2.250%	274,460	-	37,985	49,077	87,062		187,398
2005	3293	95	2025	2,012,000	0.910%	529,114	-	81,986	44,487	126,473		402,641
2006	3369	99	2026	1,129,000	1.530%	369,828	-	37,914	30,367	68,281		301,548
2007	3464	102	2027	2,353,000	2.250%	907,610	-	79,018	57,816	136,833		770,777
2014	3969	130	2024	1,200,000	3.000%	410,573	-	99,949	31,577	131,526		279,047
2021	4439	156	2051	35,000,000	2.580%	35,000,000	-	829,477	-	829,477		34,170,523
Total Esquimalt				49,750,000		38,215,047	-	1,371,978	517,150	1,889,128		36,325,916

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund (Unaudited)

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
						Previous Outstanding						
MUNICIPALITIES												
Saanich												
2003	3051	79	2028	1,500,000	2.250%	615,834	-	-	31,429	44,208	75,637	540,197
2007	3466	102	2022	2,306,300	2.250%	199,453	-	-	115,179	84,274	199,453	-
2010	3726	111	2025	1,797,000	3.350%	569,020	-	-	135,303	-	135,303	433,717
2010	3726	112	2025	1,150,000	1.280%	374,597	-	-	61,734	27,139	88,873	285,724
2011	3771	114	2026	8,400,000	3.650%	3,314,101	-	-	616,168	-	616,168	2,697,933
2012	3853	121	2027	750,000	2.900%	353,612	-	-	337,757	15,855	353,613	-
2014	3968	130	2024	2,400,000	3.000%	821,145	-	-	199,898	63,154.22	263,052	558,092
2014	3968	130	2029	4,725,000	3.000%	2,861,226	-	-	235,972	74,551	310,523	2,550,703
2016	4061	137	2031	8,064,600	2.600%	5,823,366	-	-	417,948	78,443	496,392	5,326,974
2017	4163	141	2032	2,800,000	2.800%	2,170,171	-	-	150,546	18,895	169,441	2,000,730
2017	4199	142	2032	3,695,800	3.150%	2,864,469	-	-	198,711	24,940	223,650	2,640,818
2018	4163	144	2028	836,630	3.410%	543,809	-	-	83,663	-	83,663	460,146
2019	4283	147	2034	4,605,000	2.660%	4,102,382	-	-	247,595	15,079	262,674	3,839,708
2019	4319	149	2024	655,000	1.970%	404,554	-	-	123,372	7,513	130,886	273,669
2019	4319	149	2034	5,910,000	2.240%	5,264,946	-	-	317,761	19,352	337,112	4,927,834
2020	4361	152	2025	695,000	0.910%	560,781	-	-	134,219	2,349	136,568	424,212
2020	4361	152	2035	2,585,000	0.910%	2,432,802	-	-	152,198	2,663	154,862	2,277,940
2021	4400	153	2036	7,200,000	2.410%	7,200,000	-	-	408,877	-	408,877	6,791,123
2021	4438	156	2036	3,200,000	1.980%	3,200,000	-	-	181,723	-	181,723	3,018,277
2022	4504	158	2037	5,355,000	4.090%	-	5,355,000	-	-	-	-	5,355,000
Total Saanich				68,630,330		43,676,266	5,355,000	4,150,054	478,416	4,628,470	44,402,798	
Oak Bay												
2003	3095	80	2023	4,715,000	2.850%	703,496	-	-	142,594	200,575	343,169	360,327
Total Oak Bay				4,715,000		703,496	-	142,594	200,575	343,169	360,327	
North Saanich												
2007	3465	102	2032	7,722,907	2.250%	4,330,813	-	-	185,443	135,684	321,127	4,009,686
2014	3938	127	2029	1,680,000	3.300%	1,017,327	-	-	83,900	26,507	110,407	906,920
Total North Saanich				9,402,907		5,348,140	-	269,343	162,191	431,534	4,916,606	

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund (Unaudited)

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
						Previous Outstanding						
MUNICIPALITIES												
Sidney												
2007	3414	101	2022	80,000	2.250%	6,919	-	3,995	2,923	6,919	-	-
2010	3676	110	2035	1,448,000	1.280%	977,147	-	38,798	16,480	55,278	-	921,869
2011	3801	117	2036	1,073,000	1.470%	763,665	-	28,750	10,827	39,577	-	724,088
2012	1958	118	2037	479,000	3.400%	357,278	-	11,502	4,869	16,371	-	340,907
2017	4200	142	2047	3,000,000	3.150%	2,736,189	-	63,058	7,914	70,972	-	2,665,217
2019	4284	147	2049	2,500,000	2.660%	2,393,327	-	52,548	3,200	55,748	-	2,337,579
2020	4346	150	2050	3,000,000	1.990%	2,926,050	-	73,950	1,479	75,429	-	2,850,621
Total Sidney				11,580,000		10,160,575	-	272,601	47,692	320,294		9,840,281
View Royal												
2011	3802	117	2026	2,445,000	1.470%	978,982	-	131,251	51,311	182,562	-	796,420
2014	3937	127	2034	5,490,000	3.300%	4,033,840	-	184,364	58,246	242,610	-	3,791,230
Total View Royal				7,935,000		5,012,822	-	315,615	109,557	425,172		4,587,649
Highlands												
2004	3153	81	2024	571,021	2.850%	124,780	-	17,269	22,312	39,581	-	85,199
2016	4115	139	2026	500,000	2.100%	268,442	-	43,615	6,947	50,562	-	217,880
Total Highlands				1,071,021		393,222	-	60,884	29,259	90,143		303,079
Colwood												
2009	3596	105	2022	1,696,000	2.080%	163,311	-	102,004	61,308	163,311	-	-
2009	3596	105	2023	720,000	2.200%	128,559	-	39,362	23,658	63,019	-	65,540
2009	3596	105	2024	3,396,000	2.250%	847,624	-	169,600	101,935	271,535	-	576,089
2012	3852	121	2038	3,710,323	2.900%	2,824,204	-	83,732	35,445	119,177	-	2,705,027
2016	4060	137	2046	4,501,000	2.600%	4,033,446	-	87,190	16,364	103,555	-	3,929,891
Total Colwood				14,023,323		7,997,146	-	481,888	238,710	720,598		7,276,546

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT
General Capital Fund (Unaudited)

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
MUNICIPALITIES											
Sooke											
2006	3360	99	2026	8,800,000	1.530%	2,882,641	-	295,519	236,694	532,214	2,350,428
2007	3413	101.00	2027	617,101	2.250%	238,032	-	20,723	15,163	35,886	202,146
Total Sooke				9,417,101		3,120,673	-	316,243	251,857	568,100	2,552,573
VIRL											
2022	3915	157	2052	6,000,000	3.360%	-	6,000,000	-	-	-	6,000,000
Total VIRL				6,000,000		-	6,000,000	-	-	-	6,000,000
Total Municipal Debenture				288,630,570		179,542,701	11,355,000	10,881,251	3,583,189	14,464,441	176,433,256
Total General Debenture				50,451,000 -		27,282,750	3,915,000	2,788,034	704,931	3,492,965	27,704,786
Total Debenture				339,081,570		206,825,451	15,270,000	13,669,285	4,288,120	17,957,406	204,138,042
Non-Debenture Debt											
Vancouver Island Regional Library - Sooke				6,000,000		6,000,000	-	6,000,000	-	6,000,000	-
Total Municipal Non-Debenture Debt				6,000,000		6,000,000	-	6,000,000	-	6,000,000	-
Total General Non-Debenture				2,982,000 -		3,635,969	-	3,156,033	-	3,156,033	479,937
Total Non-Debenture Debt				8,982,000 -		9,635,969	-	9,156,033	-	9,156,033	479,937
Grand Total				\$ 348,063,570		\$ 178,140,962	\$ 15,270,000	\$ 22,825,317	\$ 4,288,120	\$ 27,113,438	\$ 204,617,978

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021	Additions 2022	Principal 2022	Actuarial 2022	Debt	December 31, 2022
							Previous Outstanding				Retirement 2022	Outstanding
Function: 3.701												
Millstream Site Remediation												
2010	3513	3725	112	2025	288,234	1.280%	93,887	-	15,473	6,802	22,275	71,612
2012	3513	3817	118	2027	200,000	3.390%	94,298	-	90,069	4,228	94,297	-
2013	3513	3882	124	2028	600,000	3.150%	323,897	-	29,965	11,044	41,009	282,888
2013	3513	3910	126	2028	611,766	3.850%	330,251	-	30,552	11,261	41,813	288,438
Total Millstream Site Remediation					1,700,000		842,332	-	166,058	33,335	199,393	642,938
Function: 3.705												
Septage/Composting - Saltspring Island												
2009	3564	3594	105	2024	280,000	2.250%	69,885	-	13,984	8,405	22,388	47,497
2009	3564	3634	106	2024	400,000	2.250%	99,840	-	19,976	12,006	31,983	67,857
2010	3564	3677	110	2025	650,000	1.280%	211,726	-	34,893	15,340	50,233	161,493
2013	3564	3910	126	2028	770,000	3.850%	415,669	-	38,455	14,173	52,628	363,041
Total Septage/Composting - SSI					2,100,000		797,120	-	107,308	49,924	157,231	639,889
Function: 3.769												
Debt - NWT - Macaulay Point/Genset												
2007	3339	3412	101	2022	196,790	2.250%	17,018	-	9,828	7,191	17,019	-
Total NWT - Macaulay Point/Genset					196,790		17,018	-	9,828	7,191	17,019	-

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
							Previous Outstanding						
Function: 3.770A													
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)													
2007	3205	3412	101	2022	7,000,000	2.250%	605,371	-	349,588	255,785	605,373	-	-
2007	3205	3457	102	2022	3,000,000	2.250%	259,446	-	149,823	109,622	259,446	-	-
2008	3205	3514	103	2023	1,000,000	2.650%	169,638	-	49,941	33,215	83,156	-	86,482
2008	3205	3547	104	2023	700,000	2.900%	118,745	-	34,959	23,250	58,209	-	60,537
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		1,153,200	-	584,311	421,872	1,006,183	-	147,019
Debt - Craigflower PS Upgrade													
2005	3244	3291	95	2020	500,000	1.800%	-	-	-	-	-	-	-
2006	3244	3364	99	2021	400,000	1.750%	-	-	-	-	-	-	-
2008	3244	3514	103	2023	80,000	2.650%	13,571	-	3,995	2,657	6,652	-	6,918
Total Craigflower PS Upgrade					80,000		13,571	-	3,995	2,657	6,652	-	6,918
Debt- LWMP Core Treatment Facilities													
2008	3461	3547	104	2023	10,000,000	2.900%	1,696,376	-	499,411	332,145	831,556	-	864,820
Total LWMP Core Treatment Facilities					10,000,000		1,696,376	-	499,411	332,145	831,556	-	864,820

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
							Previous Outstanding						
Function: 3.798B													
Debt - Core Sewage Integrated Treatment Facilities													
2010	3615	3677	110	2025	12,000,000	1.280%	3,908,812	-	644,178	283,192	927,370	2,981,442	
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		3,908,812	-	644,178	283,192	927,370	2,981,442	
Function: 3.798C													
Debt - Core Area WasteWater Treatment Program													
2013	3887	3910	126	2038	6,100,000	3.850%	4,750,365	-	146,473	53,985	200,458	4,549,906	
2018	3887	4253	146	2043	15,000,000	3.200%	13,728,348	-	411,418	38,150	449,568	13,278,780	
2019	4204	4282	147	2044	60,000,000	2.660%	56,659,285	-	1,645,672	100,221	1,745,894	54,913,392	
2021	4204	4347	155	2031	20,000,000	3.030%	19,000,000	-	2,000,000	-	2,000,000	17,000,000	
Total Core Area WasteWater Trtmnt Pgrm.					101,100,000		94,137,998	-	4,203,563	192,356	4,395,920	89,742,078	
Function: 3.799													
Debt - Oak Bay - Humber/Rutland													
2007	3332	3412	101	2022	450,000	2.250%	38,915	-	22,474	16,443	38,917	-	
Total Oak Bay - Humber/Rutland					450,000		38,915	-	22,474	16,443	38,917	-	
Function: 3.810													
Debt - Ganges Sewer (S.S.I.)													
2016	4007	4114	139	2036	350,000	2.100%	280,844	-	13,026	2,075	15,100	265,744	
2017	4007	4198	142	2042	1,500,000	3.150%	1,327,878	-	41,142	5,164	46,305	1,281,572	
2018	4007	4253	146	2038	1,800,000	3.200%	1,592,946	-	66,988	6,212	73,200	1,519,746	
2019	4007	4318	149	2044	250,000	2.240%	236,080	-	6,857	418	7,275	228,806	
Total Debt - Ganges Sewer (S.S.I.)					3,900,000		3,437,749	-	128,013	13,867	141,880	3,295,869	
Function: 3.830													
Debt - Magic Lake Estates (P.I.)													
2016	4048	4114	139	2026	745,000	2.100%	399,976	-	64,987	10,351	75,337	324,639	
2017	4048	4198	142	2027	250,000	3.150%	158,765	-	21,808	2,737	24,545	134,220	
2018	4048	4253	146	2028	535,000	3.200%	390,753	-	46,668	4,327	50,996	339,757	
2021	4320	4399	153	2051	2,500,000	2.410%	2,500,000	-	59,248	-	59,248	2,440,752	
2021	4320	4437	156	2051	1,260,000	1.980%	1,260,000	-	29,861	-	29,861	1,230,139	
2022	4320	4476	157	2052	1,000,000	3.360%	-	1,000,000	-	-	-	1,000,000	
Total Debt - Magic Lake Estates (P.I.)					6,290,000		4,709,494	1,000,000	222,572	17,415	239,987	5,469,506	

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021		Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
							Previous Outstanding						
Total Sewer - Debenture Debt					149,516,790		110,752,586		1,000,000	6,591,711	1,370,398	7,962,109	103,790,479
MFA Non Debenture Debt													
2018	3887	3888			32,000,000	Variable	-				-		-
2019	4204	4252			64,000,000	Variable	-						-
2021	4204	4252			110,000,000	Variable	13,000,000	5,000,000	18,000,000			18,000,000	-
2021	4424	4374			500,000	Variable	500,000	-	-			-	500,000
2021	4425	4375			1,000,000	Variable	1,000,000	-	-			-	1,000,000
Total Sewer - MFA Non Debenture Debt					207,500,000		14,500,000	5,000,000	18,000,000	-	-	18,000,000	1,500,000
P3 Agreement Non Debenture Debt													
2021				2040	63,391,394	6.293%	62,044,400	-	1,784,518			1,784,518	60,259,882
Total Sewer - P3 Agreement Non Debenture De					63,391,394		62,044,400	-	1,784,518	-	-	1,784,518	60,259,882
Total Sewer - Non Debenture Debt					270,891,394	-	76,544,400	5,000,000	19,784,518	-	-	19,784,518	61,759,882
Total Debt - Sewer					\$ 420,408,184	-	187,296,986	6,000,000	26,376,229	1,370,398	-	27,746,626	165,550,361

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Highland Water												
2009	3580	3634	106	2024	250,000	2.250%	62,400	-	12,485	7,504	19,989	42,411
2012	3580	3817	118	2027	150,680	3.400%	71,044	-	7,525	3,185	10,711	60,333
Total Highland water					400,680		133,444	-	20,010	10,690	30,700	102,744
Highland & Fernwood Water (SSI)												
2011	3754	3800	117	2026	500,000	1.470%	200,199	-	26,841	10,493	37,334	162,865
Total Highland water					500,000		200,199	-	26,841	10,493	37,334	162,865
Beddis Water												
2013	3825	3882	124	2028	300,000	3.150%	69,761	-	24,987	9,210	34,197	35,565
2013	3825	3910	126	2023	70,000	3.850%	16,279	-	5,830	2,149	7,979	8,300
Total Beddis Water					370,000		86,041	-	30,818	11,358	42,176	43,865
Fulford Water												
2012	3758	3817	118	2027	145,000	3.400%	68,366	-	7,241	3,065	10,307	58,059
2012	3758	3850	121	2027	25,000	2.900%	11,786	-	1,249	529	1,777	10,009
Total Fulford Water					170,000		80,152	-	8,490	3,594	12,084	68,068
Cedar Lane Water												
2009	3425	3634	106	2024	108,000	2.250%	26,955	-	5,394	3,242	8,635	18,319
Total Cedar Lane Water					108,000		26,955	-	5,394	3,242	8,635	18,319

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Magic Lakes Water												
2010	3633	3677	110	2025	723,000	1.280%	235,507	-	38,812	17,062	55,874	179,633
2011	3633	3769	116	2026	250,000	1.470%	100,101	-	13,420	5,246	18,667	81,434
2012	3633	3850	121	2027	559,500	2.900%	263,795	-	27,942	11,828	39,770	224,024
2013	3633	3882	124	2028	1,002,500	3.150%	541,181	-	50,066	18,453	68,519	472,663
2013	3633	3882	126	2028	25,000	3.850%	13,494	-	1,249	460	1,709	11,786
Total Magic Lakes Water					2,560,000		1,154,078	-	131,489	53,050	184,539	969,539
Lyll Harbour/Boot Cove Water												
2009	3587	3634	106	2024	250,000	2.250%	62,399	-	12,485	7,504	19,989	42,410
2010	3587	3677	110	2025	180,000	1.280%	58,634	-	9,663	4,248	13,911	44,724
Total Lyll Harbour/Boot Cove Water					430,000		121,033	-	22,148	11,752	33,900	87,133
Skana Water-Mayne Island												
2007	3090	3457	102	2022	29,200	2.250%	2,526	-	1,458	1,067	2,525	-
Total Skana Water-Mayne Island					29,200		2,526	-	1,458	1,067	2,525	-
Fernwood Water												
2009	3581	3634	106	2024	100,000	2.250%	24,961	-	4,994	3,002	7,996	16,965
2010	3581	3677	110	2025	50,000	1.280%	16,287	-	2,684	1,180	3,864	12,423
2012	3581	3817	118	2027	45,000	3.400%	21,218	-	2,247	951	3,199	18,019
Total Fernwood Water					195,000		62,465	-	9,926	5,133	15,058	47,407

CAPITAL REGIONAL DISTRICT

LONG-TERM DEBT
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Wilderness Mountain												
2012	3504	3817	118	2027	281,000	3.400%	132,488	-	14,033	5,941	19,974	112,514
Total Port Renfrew Snuggery Cove Water Sys					281,000		132,488	-	14,033	5,941	19,974	112,514
Regional Water Supply												
2007	3419	3514	103	2023	7,000,000	2.650%	1,187,461	-	349,588	232,502	582,089	605,371
2007	3419	3547	104	2023	8,000,000	2.900%	1,357,100	-	399,529	265,716	665,245	691,855
2007	3451	3514	103	2022	60,000,000	2.600%	10,178,243	-	2,996,469	1,992,870	4,989,339	5,188,903
2009	3419	3594	105	2024	9,000,000	2.250%	2,246,351	-	449,470	270,146	719,616	1,526,736
2009	3419	3634	106	2024	1,000,000	2.250%	249,595	-	49,941	30,016	79,957	169,638
2010	3661	3725	112	2025	6,500,000	1.280%	2,117,273	-	348,930	153,395	502,325	1,614,948
2011	3661	3769	116	2026	1,500,000	1.470%	600,603	-	80,522	31,479	112,001	488,601
2012	3661	3817	118	2027	4,500,000	3.400%	2,121,677	-	224,735	95,133	319,868	1,801,809
2013	3661	3882	124	2028	1,700,000	3.150%	917,713	-	84,900	31,291	116,191	801,522
2015	3902	4009	131	2030	3,000,000	2.200%	1,981,613	-	155,475	35,644	191,119	1,790,494
2016	3902	4059	137	2031	1,500,000	2.600%	1,083,133	-	77,738	14,590	92,328	990,805
2018	3902	4222	145	2033	5,000,000	3.150%	4,169,064	-	268,833	24,928	293,761	3,875,303
Total Regional Water Supply					108,700,000		28,209,826	-	5,486,129	3,177,710	8,663,840	19,545,986

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT
Water Capital Fund

Issue Date	LA Bylaw	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2021 Previous Outstanding	Additions 2022	Principal 2022	Actuarial 2022	Debt Retirement 2022	December 31, 2022 Outstanding
Juan De Fuca Water Distribution												
2012	3782	3817	118	2027	2,500,000	3.400%	1,178,708	-	124,853	52,852	177,704	1,001,004
2013	3782	3882	124	2028	4,500,000	3.150%	2,429,242	-	224,735	82,830	307,565	2,121,676
2014	3782	3936	127	2029	5,000,000	3.300%	3,027,751	-	249,706	78,890	328,595	2,699,156
2016	3981	4059	137	2031	2,000,000	2.600%	1,444,180	-	103,650	19,454	123,104	1,321,076
2018	3981	4222	145	2033	3,000,000	3.150%	2,501,439	-	161,300	14,957	176,257	2,325,183
2020	3981	4344	150	2035	5,100,000	1.990%	4,805,090	-	294,910	5,898	300,808	4,504,282
Total Juan De Fuca Water Distribution					22,100,000		15,386,411	-	1,159,153	254,881	1,414,034	13,972,377
Juan De Fuca Water Distribution - DCC												
2007	3164	3412	101	2022	500,000	2.250%	43,241	-	24,971	18,270	43,241	-
Total Juan De Fuca Water Distribution-DCC					500,000		43,241	-	24,971	18,270	43,241	-
Total Water - Debenture Debt					136,343,880		45,638,859	-	6,940,866	3,567,180	10,508,046	35,130,817
Non Debenture Debt												
2022	4394	4463			300,000		-	300,000	-	-	-	300,000
Total Water - Non Debenture Debt					300,000		-	300,000	-	-	-	300,000
Total Debt - Water					136,643,880		45,638,859	300,000	6,940,866	3,567,180	10,508,046	35,430,817



The following definitions have been provided to support the Service Planning process.

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The following definitions have been provided to support the Service Planning process.

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Accrual: A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Amortization: The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

Audit: An examination of an organization's financial statements and the utilization of resources by independent bodies.

Balanced Budget: A budget adopted by the legislative body and authorized by ordinance where proposed expenditures are equal to or less than proposed revenues.

Budget: A planning tool to develop a financial plan, that enhances local government accountability and service delivery, and sets out the legal expenditure authority. Legislation establishes requirements and deadlines for adoption of financial plans, and a local government may amend its plan during the year for unexpected expenditures. The financial plan must set out the proposed expenditures for the service; the proposed funding sources for the service; and the proposed transfers between funds in respect of the service.

Business case: A business case justifies a proposed project/initiative on the basis of expected benefits. It clearly lays out the reasoning for proceeding with a project/initiative by documenting: the need for it or the problem it solves, its alignment with corporate strategies and goals, exploring options and costs, and analyzing impacts a range of factors, including existing resources and risks.

An Initiative Business Cases (IBCs) facilitates a review of strategic fit by providing detailed information about alignment with strategies and plans, and information about financial and resource impacts.

Capital Expenditure: The amount of consideration given up to acquire, construct, develop or better a capital asset, and includes all costs directly attributable to the acquisition, construction, development or betterment of the capital asset.



Capital Plan: Capital investment pays for new or enhanced infrastructure. These types of assets are known as tangible capital assets. All of CRD's capital projects are captured in the Capital Plan.

In order to be included in the Capital Plan, a project must meet the following requirement:

- It is a purchase of a major equipment, or major maintenance or rehabilitation costing greater than \$2,500
 - It is a Feasibility Study where the study leads directly to the acquisition of a capital asset and are essentially part of the design
 - It is a new construction, expansion, renovation, or replacement project for an existing asset.
- The project must have a total cost of at least \$10,000 over the life of the project. Project costs can include the cost of acquisition, soft and hard costs. Essentially all the costs associated to complete the project.

Capital Regional District (CRD): The regional government for 13 municipalities and 3 electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 425,500 people.

Capital Regional Hospital District (CRHD): Partners with Island Health and community stakeholder agencies to develop and improve healthcare facilities in the region and provide capital funding for infrastructure such as acute care, residential care and hospital equipment.

Established by the provincial government (Hospital District Act) to provide the local share of capital funding for healthcare infrastructure in the capital region.

Capital Region Housing Corporation (CRHC): The Capital Region Housing Corporation (CRHC) is a wholly-owned subsidiary of the Capital Regional District (CRD). Our mandate is to develop and manage affordable housing to meet the needs of people living within the capital region.

Committee of The Whole (COW): The Capital Regional District (CRD) Board may resolve into Committee of the Whole at any time to examine and provide advice to the Board on various matters of regional interest. The purpose of the Committee of the Whole is to consider items of regional interest and/or that apply to more than one Board standing committee.

Core Area Wastewater Treatment Plant: Tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations.



Core Budget: The core budget is defined as the operating cost to provide a service at a level that is consistent and recurring year after year. Costs that are supplementary to the core budget will be costs associated with either (1) a one-time expenditure or (2) an ongoing expenditure that will result from an increase in the core level of services.

Depreciation: A non-cash business expense calculated over the useful life of an asset. An asset's depreciation value is determined by use or wear and tear and is used to help determine when certain assets should be replaced.

Dominion Bond Rating Service (DBRS): A globally recognized credit rating agency that provides third-party evaluations of corporate and government issues.

Electoral Area (EA): Communities outside municipal boundaries, often referred to as rural or unincorporated areas. As a regional district, the CRD is responsible for administration and delivery of local services in the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

Executive Leadership Team (ELT): Consists of the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and the General Managers, who are also officers of the organization. These officers direct the departments and divisions of the CRD. The ELT ensures that corporate policies are clear and appropriate and that there are effective management actions to meet statutory obligations, mitigate risks, and report on progress outcomes and concerns.

Full-time Employee (FTE): One person working 1,820 hours in one year based on a 7-hour work day or 2,080 hours based on an 8-hour work day.

Fund: A pool of money set aside for a specific purpose.

Fund Balance: The total amount within a specific fund.

Juan de Fuca (JDF): The JDF Electoral Area encompasses the southwest coast of Vancouver Island from the community of Otter Point to Port Renfrew, and includes the geographically separate communities of East Sooke, Malahat and Willis Point. The Capital Regional District (CRD) serves as local government for electoral areas and most administrative functions are handled from offices in Otter Point, Langford and Victoria.



Initiative: Initiatives are actions or projects identified in the 2019-2022 Corporate Business Plan as necessary in order to deliver the 15 Community Needs and Board Priorities. They refer to improvements and changes made to services. This is different from projects identified in the Capital Plan.

Labour: The cost of labour is the sum of all wages paid to employees, as well as the cost of employee benefits and payroll taxes paid by the CRD.

Municipal Finance Authority of BC (MFA): The MFA provides long-term, short-term, and equipment financing, investment management, and other financial services to communities and public institutions in BC.

The MFA is independent from the Province of British Columbia and operates under the governance of a Board of Members appointed from the various Regional Districts within the province.

One-Time Cost: A cost that will not result in an ongoing increase to the Core Budget. Examples include: a capital expenditure funded from the operating budget, a non-recurring project such as a study, a one-time term position for a consultant or employee.

Ongoing Cost: A cost that will result in an ongoing increase to the Core Budget. Examples include: a new permanent FTE position, an ongoing increase in the budget as a result of an increase in the level of service, the cost of servicing new debt which results in an increase in the budget.

Parcel Tax: A parcel tax is a form of real estate tax that, unlike most real estate taxes or a land value tax, is not directly based on property value. Parcel taxes are local government taxes levied on the unit, frontage or area of a property.

Property Tax: Property owners are required to pay annual taxes based on assessed property values.

Regulation: Acts are laws made by Parliament or the Legislature. In the context of Service Planning and IBCs, we refer to regulations as the rules created by government to address the details and practical applications of an act. This can include licensing requirements, performance specifications, exemptions, etc.

Requisition: Regional districts cannot directly tax properties. Instead, each Municipality and Electoral Area within the District is requisitioned for their portion of each service in which they participate. These funds are then levied by the Municipalities and the Province (for Electoral Areas) to individual taxpayers and turned over to the District by August 1 of each year.

Risk: The effect of uncertainty on specific objectives

Risk Assessment: The process of determining and evaluating risks. May be quantitative or qualitative assessments of risk and involve applying rating levels to prioritize mitigation. The risk rating is calculated by multiplying the Likelihood of an event occurring with the likely Consequence (i.e. impact) of a risk materializing.

Salt Spring Island (SSI): An unincorporated rural Electoral District under the jurisdiction of the Capital Regional District (CRD). The CRD serves as the local government for electoral areas.

Service: The CRD currently delivers approximately 200 services. A service is authorized through Letters of Patent or a bylaw. It has a defined set of participants (municipalities/electoral areas), a defined purpose and boundary, method of cost recovery and, in some case, a maximum amount to be requisitioned. A service can be regional, sub-regional or local (in areas where the CRD is the local government).

Service Mandate: A service may only be delivered where a clear mandate (i.e. authority) has been provided to the CRD to do so. A service is authorized through a bylaw or Letters of Patent . In some cases, it may be authorized through the Local Government Act or Community Charter.

Southern Gulf Islands (SGI): The Southern Gulf Islands of Galiano, Mayne, North and South Pender Islands, Saturna, Piers and associated islands make up an unincorporated rural Electoral Area under the jurisdiction of the Capital Regional District (CRD). The CRD serves as local government for electoral areas.

Tangible Capital Asset: Tangible Capital Assets are identifiable assets that meet the following criteria:

- a) Are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair development or construction of other tangible capital assets;
- b) Have useful economic lives greater than one year;
- c) Are to be used on a continuing basis;
- d) Are not for sale in the ordinary course of operations.