

BUDGET PREPARATION PACKAGE

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About the Capital Regional District

Capital Regional District

About the Capital Regional District

The Capital Regional District (CRD) is the regional government for the 13 municipalities and three electoral areas located on the southern tip of Vancouver Island. The urban centre of the CRD is the City of Victoria, and the regional district also includes many of the Gulf Islands, a number of rural municipalities and a vast tract of wilderness along the south-west coast of Vancouver Island.

The traditional territories of 22 First Nations span portions of the region, and 11 of those Nations hold reserve lands throughout the capital region.

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 its inception, the CRD has played a key role in providing services that none of the region's member municipalities can provide on their own.

The CRD encompasses 2,400 square kilometres and serves over 392,000 residents by 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 three 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 Regional Hospital Board

Administrative Structure

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

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

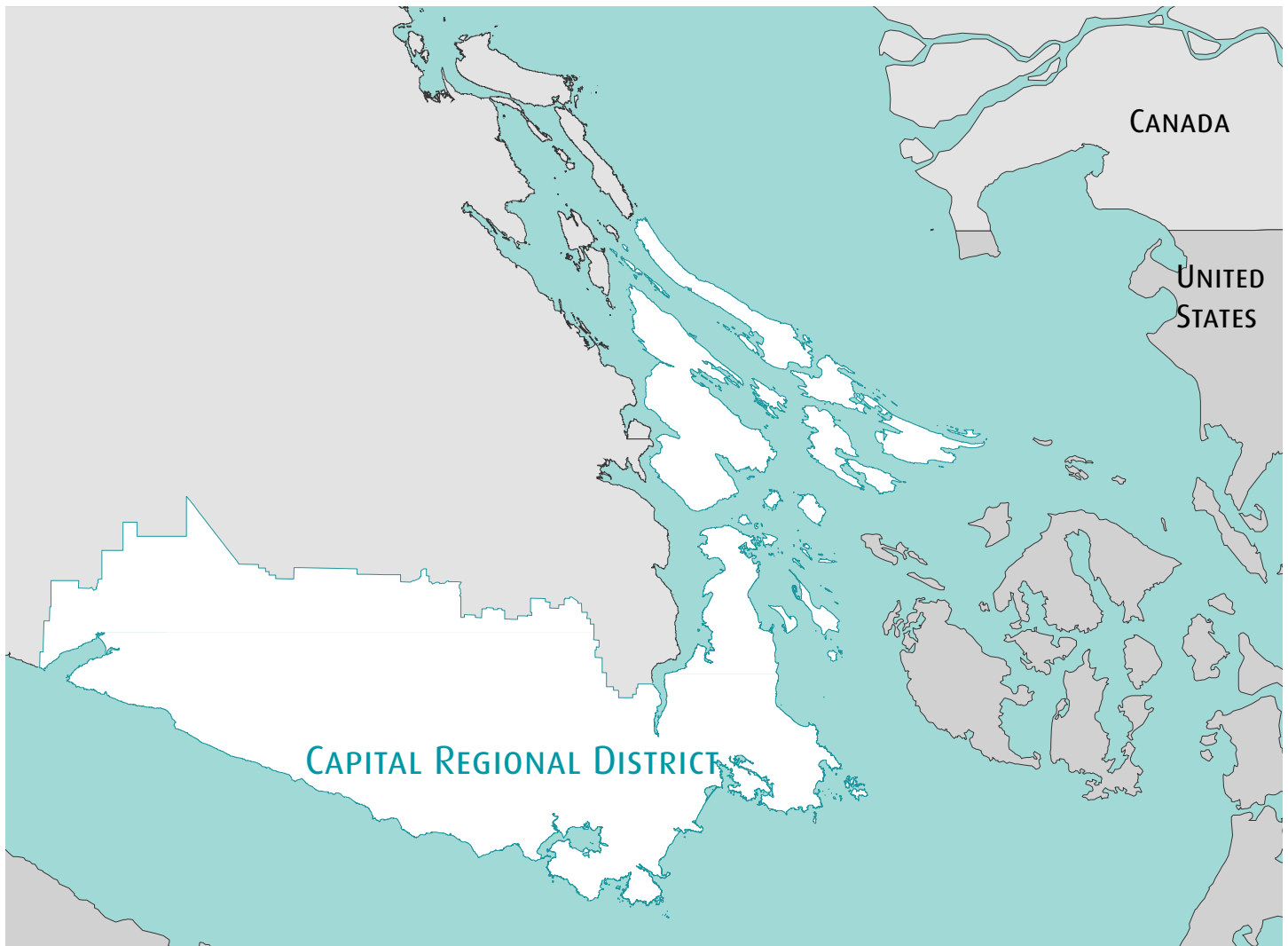
The CAO also oversees the Senior Managers in the Executive Services support areas, including Corporate Communications and Human Resources. Altogether, the CRD administers more than 200 service-related reporting entities.

Capital Regional District

Corporate Organization Chart and Capital Region Map



Capital Region Map



Financial Management, Control and Reporting

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

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

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

Controls and Reporting

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

Annually the CRD develops an operating and capital financial plan for the next five years. The CRD Financial Plan consists of more than 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.

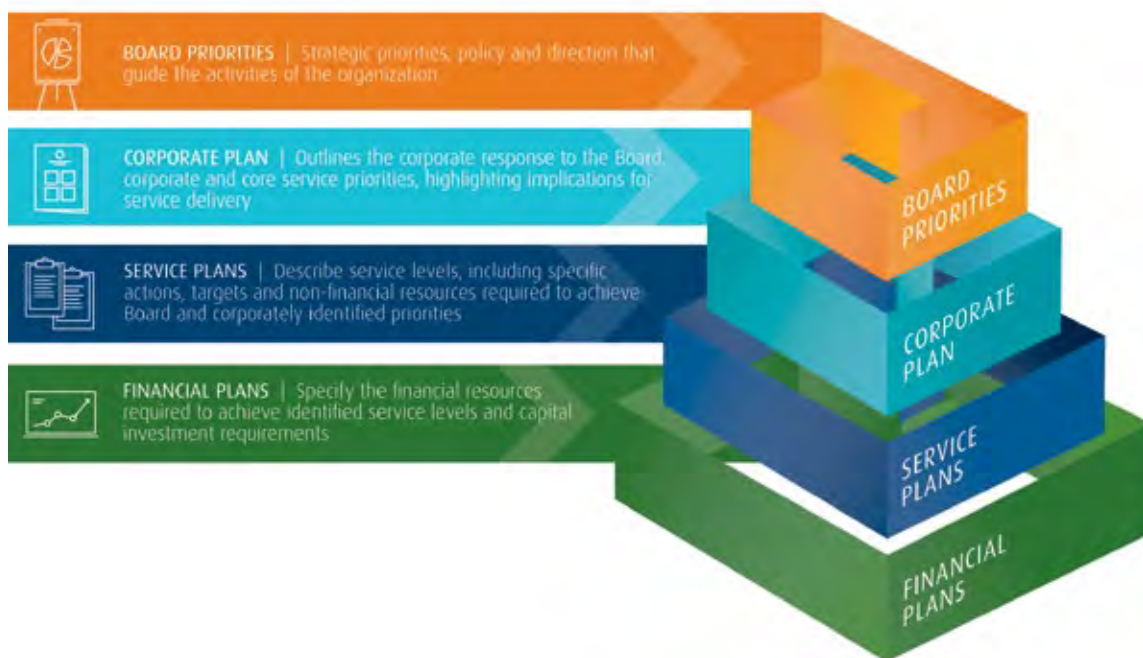
In 2017, an amended delegation bylaw was approved giving greater signing authority to all officers of the CRD. The Chief Administrative Officer up to \$5M, and all General Managers up to \$0.5M within the limit of the approved financial plan. To improve current controls and align to best practices, regular and systematic reporting of major capital projects was implemented in 2017.

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

Board and Corporate Planning

The CRD follows a four year planning cycle to ensure alignment with the election terms. The CRD's 5 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.

Annually the CRD must develop a financial plan that includes the operating and capital expenditure plans for the next five years. The CRD Financial Plan consists of more than 200 service budgets funding delivery of regional, sub-regional and local services. 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.

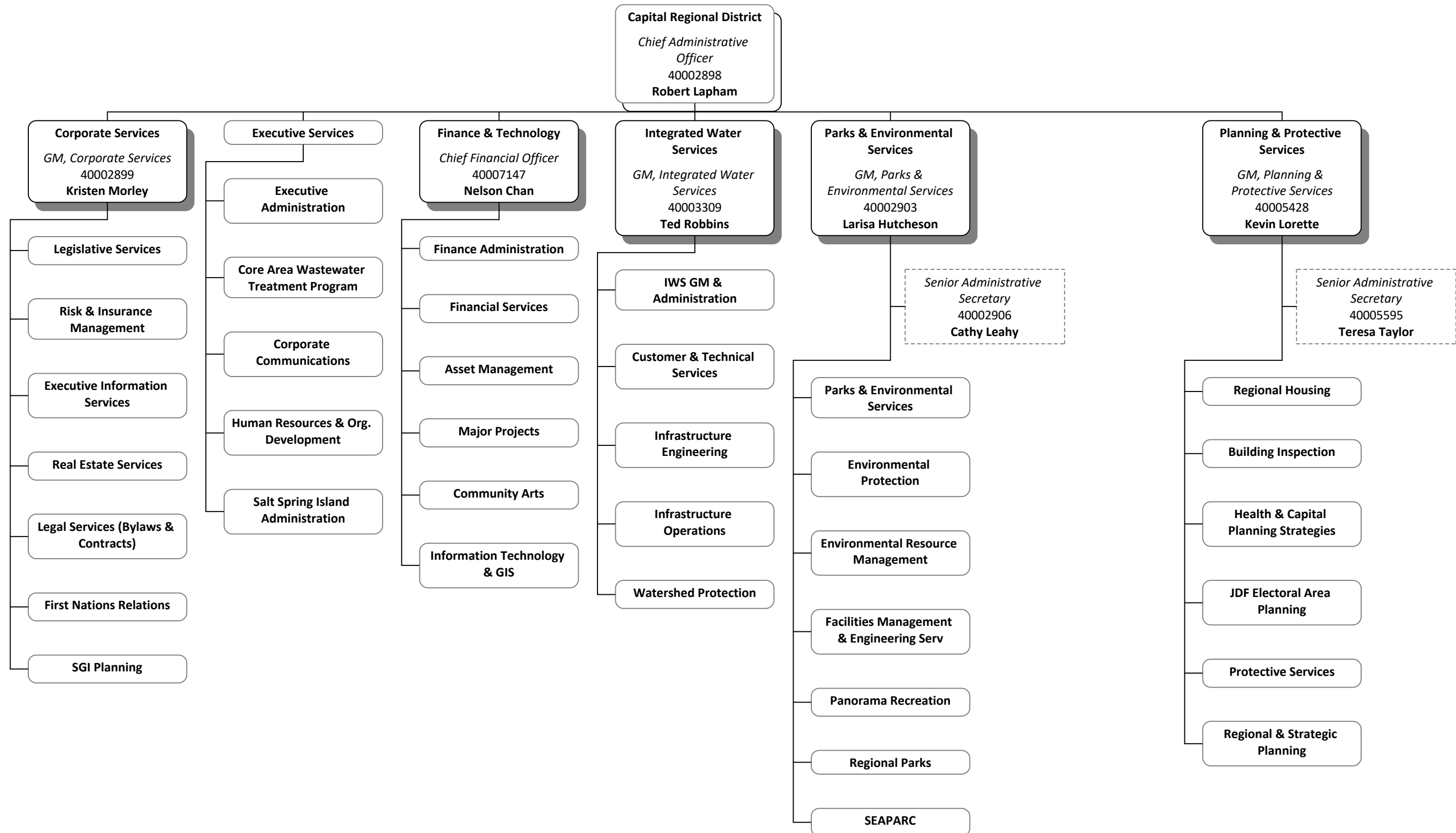


The CRD's Organizational Development Plan, introduced earlier this year, supports the strengthening of the foundational core of the organization with enhancements to policies, systems and practices and through employee development, communication and engagement. As such, the plan was a key driver in the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

Implementation of Board Priorities is also a significant driver for forming the provisional financial plan. As managed through the priorities dashboard, Board endorsed initiatives such as climate action, risk and asset management are having an impact on resource allocation and are driving review and revision of corporate practice to align with these principles.

Organization Chart

Capital Regional District



Budget Planning Process & 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.

CRD 2018 Consolidated Budget Overview

2018 OPERATING BUDGET



Capital Regional District
\$248.4M



Capital Regional Hospital District
\$31.9M



Capital Region Housing Corporation
\$15.6M

Total
\$296M

2018 CAPITAL BUDGET



Capital Regional District
\$213.7M



Capital Regional Hospital District
\$51.7M



Capital Region Housing Corporation
\$7.5M

Total
\$273M

Priorities Dashboard


We envision reduced greenhouse gas emissions, triple bottom line solutions to managing liquid and solid waste, and land use patterns that support sustainable development and protect rural integrity.


Sustainable

Priorities Dashboard > Progress Report No. 9 – Q1, 2018

BOARD PRIORITY
CORPORATE PRIORITY

CONDITION LEGEND

-  No issues / Proceeding as planned
-  Potential or emerging issue/problem
-  Problem/issue has arisen
-  Timing has changed



Priority	Status and Condition			Resolution by Board/Committee	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>LAND USE PLANNING Complete the Regional Growth Strategy (Regional Sustainability Strategy).</p>		 BEHIND		<ul style="list-style-type: none"> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Planning, Transportation & Protective Services Committee, Jan. 27, 2016</i> ▶ <i>CRD Board, Mar. 9, 2016</i> ▶ <i>Committee of the Whole, Jun. 29, 2016</i> ▶ <i>CRD Board, Jul. 13, 2016</i> ▶ <i>Planning, Transportation & Protective Services Committee, Sep. 21, 2016</i> ▶ <i>CRD Board, Nov. 23, 2016</i> ▶ <i>Mediation, December 6-7, 2017</i> 	<p>Grant deadline for development of Regional Growth Strategy (RGS) extended to end of 2018; Board gave first and second readings to RGS bylaw; hosted public meetings on RGS bylaw and presented report to PTPSC; Board referred RGS bylaw for municipal acceptance; receiving referral responses from municipalities and other agencies; RGS not unanimously accepted by municipalities by February deadline; presented report to CRD Board recommending RGS mediator and process; disputing parties' comments will be included in report.</p> <p>Mediation generated a proposed solution to all RGS disputed provisions.</p> <p>Updated RGS referred to municipal councils for acceptance on January 16, 2018. 60 days to respond.</p>	<ul style="list-style-type: none"> ▶ Proceed through final adoption process for RGS 	<ul style="list-style-type: none"> ▶ Q1, 2018


We envision healthy and active residents, an increased supply of attainable and affordable housing, programs that benefit the region's economy, and infrastructure that meets the needs of the region.

Livable

 **Priorities Dashboard** ➤ Progress Report No. 9 – Q1, 2018

BOARD PRIORITY
CORPORATE PRIORITY

CONDITION LEGEND	 No issues / Proceeding as planned	 Potential or emerging issue/problem	 Problem/issue has arisen	 Timing has changed
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Priority	Status and Condition			Resolution by Board/Committee	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>REGIONAL INFRASTRUCTURE</p> <p>Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements.</p>				<ul style="list-style-type: none"> ▶ <i>CRD Board, Jul. 8, 2015</i> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Regional Parks Committee, Jan. 20, 2016</i> ▶ <i>Environmental Services Committee, Jan. 27, 2016</i> ▶ <i>Planning, Transportation & Protective Services Committee, Jan. 27, 2016</i> ▶ <i>Finance Committee, Feb. 3, 2016</i> ▶ <i>CRD Board, May 11, 2016</i> ▶ <i>CRD Board, Jun. 8, 2016</i> ▶ <i>CRD Board, Aug. 10, 2016</i> 	<p>Conducted detailed design and engineering for Mayne Island demonstration trail (associated with the Experience the Gulf Islands initiative); allocated new funding for development, planning and construction of Salt Spring Island/Southern Gulf Islands regional trail; conducted financial review of Environmental Resource Management division resulting in \$1.44M reduction overall in 2016 budget; developed schematic design for The Summit at Quadra Village and engaged stakeholders, completed design and groundbreaking and awarded tender; Board approved 2015-2017 Land Acquisition Strategy; presented list of proposed land acquisitions for 2016 to Regional Parks Committee; EASC, ESC, FC, PTPSC, RPC affirmed Terms of Reference and committee priorities and work program; increased security measures and regularized landfill attendant positions to meet operational needs; completed commercial scales replacement project at Hartland landfill; commissioned the East Sooke Fire Hall; Board approved contract to supply and install new underdrain system and liner infrastructure at Hartland landfill; Board amended Hartland tipping fee bylaw to increase fees for kitchen scraps and out-of-region asbestos; Board awarded maintenance contract for Hartland landfill gas power generation system; completed preliminary waste stream analysis to guide future education and policy efforts; completed construction of Cell 3 at Hartland landfill; awarded Hartland landfill operations tender; Michigan Square Redevelopment Plan unexpectedly funded through BC Housing; presented report on alternative capital finance to CRHD and CRHC.</p> <p>Received \$30,000 seed funding from CMHC for Michigan pre-design phase.</p>	<ul style="list-style-type: none"> ▶ Complete pre-design phase for Michigan ▶ Develop asset evaluation process 	<ul style="list-style-type: none"> ▶ Q2, 2018 ▶ Q2, 2018

We envision diverse and accessible recreational opportunities, coordinated multi-modal transportation systems, and a culture that supports and encourages artistic and agricultural enterprises.


Vibrant


Priorities Dashboard > Progress Report No. 9 – Q1, 2018

BOARD PRIORITY
CORPORATE PRIORITY

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Priority	Status and Condition			Resolution by Board/Committee	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>ACTIVE & MULTI-MODAL TRANSPORTATION Further investigate Southern Gulf Islands and Salt Spring Island water-based passenger services.</p>				<ul style="list-style-type: none"> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Electoral Area Services Committee, Mar. 15, 2017</i> 	<p>Created Southern Gulf Islands Economic Development Service Plan; dock service and infrastructure may need to be considered as part of water-based passenger service; EASC affirmed Terms of Reference and committee priorities and work program; accessed grant for Integrated Service Review provided for community bus and inter-island projects; no response to request for proposals on community bus and inter-island projects; presented feasibility study on water-based passenger service to EASC; presented report on SGI community bus service requirements to EASC; exploring grant funding options for work plan.</p> <p>Issued RFP for development of passenger ferry work plan.</p>	<ul style="list-style-type: none"> ▶ Assess feasibility of proceeding within current budget allocation 	<ul style="list-style-type: none"> ▶ <i>Q1, 2018</i>
<p>ACTIVE & MULTI-MODAL TRANSPORTATION Pursue CRD transportation service role (includes public transit and regional trails).</p>				<ul style="list-style-type: none"> ▶ <i>CRD Board, Aug. 12, 2015</i> ▶ <i>Transportation Select Committee, Mar. 2, 2016</i> ▶ <i>CRD Board, Mar. 9, 2016</i> ▶ <i>Transportation Select Committee, Jun. 25, 2016</i> ▶ <i>Transportation Select Committee, Oct. 5, 2016</i> ▶ <i>CRD Board, Jan. 11, 2017</i> ▶ <i>CRD Board, Jan 14, 2018</i> 	<p>Board passed resolution to pursue creation of a CRD transportation service; TSC affirmed Terms of Reference and committee priorities and work program; submitted staff report on process to establish a CRD transportation service; CRD Board directed staff to prepare transportation service bylaw and accompanying requisition policy; presented draft bylaw to TSC; TSC directed staff to prepare report on transportation service approval process; presented staff report on transportation service approval process to TSC; presented report on municipal response; received Provincial Integration Service Delivery study; Presentation of draft transportation service bylaw delayed from Q3 to Q4, 2017.</p> <p>Draft bylaw given three readings by Board on Nov. 8, 2017.</p> <p>Informal referral of draft bylaw for municipalities on Jan 12, 2018 to gauge interest in new service.</p>	<ul style="list-style-type: none"> ▶ Determine voter assent option ▶ Approval from Inspector of Municipalities 	<ul style="list-style-type: none"> ▶ <i>Q1, 2018</i> ▶ <i>Q1, 2018</i>
<p>AGRICULTURAL LAND & FOOD SECURITY Develop a regional agricultural land banking solution. Develop policies to support agri-tourism. Establish additional incentives and new policies to promote and encourage farming in the region. Work with partners to find a solution to lack of abattoir, and other related farming infrastructure, in the region or on the Island.</p>				<ul style="list-style-type: none"> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Planning, Transportation & Protective Services Committee, Jan. 27, 2016</i> ▶ <i>CRD Board, July 13, 2016</i> ▶ <i>Planning, Transportation & Protective Services Committee, Nov. 23, 2016</i> ▶ <i>CRD Board, Dec. 14, 2016</i> ▶ <i>CRD Board, Apr. 12, 2017</i> ▶ <i>CRD Board, Feb 14, 2018</i> 	<p>Completed water-demand model, agriculture land use inventory and preliminary community engagement on Southern Gulf Islands (SGI) Food & Agriculture Strategy; completed draft Food & Agriculture Strategy and presented to community-based project steering committee for review; EASC, PTPSC affirmed Terms of Reference and committee priorities and work program; conducted focus groups on Southern Gulf Islands Food & Agriculture Strategy; presented draft Food & Agriculture Strategy to PTPSC; October Forum of Councils on Food & Agriculture Strategy cancelled due to low attendance; PTPSC recommended Food & Agriculture Strategy for approval; CRD Board approved Food & Ag Strategy and established a Regional Food & Agriculture Task Force; CRD Board approved draft SGI Food & Agriculture Strategy; Reported to CRD Board on prioritization of Food & Ag Strategy recommendations scheduled for September meeting.</p> <p>Presented report on prioritization of Food & Ag Strategy recommendations to Board at September meeting.</p> <p>Terms of Reference for feasibility study approved by Board Feb 14, 2018.</p>	<ul style="list-style-type: none"> ▶ Operationalized. 	<ul style="list-style-type: none"> ▶ <i>Q4, 2018</i>

CONDITION LEGEND	 No issues / Proceeding as planned	 Potential or emerging issue/problem	 Problem/issue has arisen	 Timing has changed
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Priority	Status and Condition			Resolution by Board/Committee	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
REGIONAL PARKS Prepare and update park management plans.		 BEHIND		<ul style="list-style-type: none"> ▶ <i>Regional Parks Committee, Jan. 20, 2016</i> ▶ <i>CRD Board, Nov. 9, 2016</i> ▶ <i>Regional Parks Committee, Nov. 16, 2016</i> ▶ <i>CRD Board, Dec. 14, 2016</i> ▶ <i>Regional Parks Committee, Jan. 18, 2017</i> ▶ <i>Gulf Island Regional Trails Management Plan, Board, Mar 14, 2018</i> 	Completed draft Island View Beach Management Plan and public consultation; completed draft Regional Trails Management Plan and public consultation; RPC affirmed Terms of Reference and committee priorities and work program; Board approved 2016 Regional Trails Management Plan; RPC recommended Island View Beach Regional Park Management Plan for approval; presented Island View Beach plan to CRD Board in December, and plan referred back to committee Submission of revised Island View Beach Management Plan delayed from Q2 to Q3, 2018, as additional stakeholder consultations continue.	<ul style="list-style-type: none"> ▶ Submit revised Island View Beach Management Plan to Board 	<ul style="list-style-type: none"> ▶ Q3, 2018

We envision more open government, regional partnerships that increase our ability to meet the needs of the region's residents, and responsive and coordinated delivery of our core services.

Priorities Dashboard ▶ Progress Report No. 9 – Q1, 2018

BOARD PRIORITY
CORPORATE PRIORITY

Serve

CONDITION LEGEND	No issues / Proceeding as planned	Potential or emerging issue/problem	Problem/issue has arisen	Timing has changed
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Priority	Status and Condition			Resolution by Board/Committee	Comments	Next Steps	
	Not Started	In Progress	Completed			Action	Timing
<p>CORPORATE DEVELOPMENT</p> <p>Ensure CRD service delivery is effectively supported through the development of best practices.</p>				<p>▶ <i>Finance Committee, Feb. 3, 2016</i></p>	<p>Developed Enterprise Risk Management Framework and risk register; developed grants dashboard; evaluating and monitoring demographic and labour force trends; developed and implemented email management guidelines; FC affirmed Terms of Reference and committee priorities and work program; realigned Succession & Workforce Planning Strategy; recruited new Chief Financial Officer; aligned functions within Technology & Initiatives department</p> <p>Completed initial assessment of physical space requirements for non-electronic records and did not engage consultant; hired new Manager, Information Services who will continue assessment; feasibility assessment of electronic document records management system delayed from Q3, 2017 to Q2, 2018.</p>	<p>▶ Assess physical space requirements of non-electronic records</p> <p>▶ Assess feasibility of electronic document records management system</p>	<p>▶ Q1, 2018</p> <p>▶ Q2, 2018</p>
<p>GOVERNANCE</p> <p>Recognize and support the self-governance and equality of the three electoral areas.</p>				<p>▶ <i>Governance Committee, Mar. 2, 2016</i></p> <p>▶ <i>CRD Board, Dec. 14, 2016</i></p>	<p>Received \$50,000 Union of BC Municipalities (UBCM) Strategic Priorities grant for development of Salt Spring Island/ Southern Gulf Islands integrated service plan project; GC affirmed Terms of Reference and committee priorities and work program; in negotiations with potential contractor for SSI/SGL service plan project; hired contractor for SSI/SGL service plan project and implementing project; UBCM passed CRD resolution requesting provincial and federal governments to recognize rural nature of Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas; completed SSI Incorporation Study; presented CRD grants update and grants dashboard to Board; reviewed electoral area committees and commissions; developing plan to consolidate some SSI and SGI commissions.</p> <p>Legislative Liason engaged to support SGI Commissions; continuing consultation with SSI water and sewer commissions on potential consolidation.</p>	<p>▶ Operationalized.</p>	<p>▶ Q1, 2018</p>
<p>PROTECTIVE SERVICES</p> <p>Collaborate with partners to prepare for, respond to and recover from emergencies.</p>				<p>▶ <i>CRD Board, Dec. 9, 2015</i></p> <p>▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i></p> <p>▶ <i>Planning, Transportation & Protective Services Committee, Jan. 27, 2016</i></p> <p>▶ <i>Electoral Area Services Committee, May 18, 2016</i></p> <p>▶ <i>CRD Board, Jun. 8, 2016</i></p> <p>▶ <i>CRD Board, Sep. 14, 2016</i></p> <p>▶ <i>CRD Board, Nov. 9, 2016</i></p>	<p>Developing fire services playbook; prepared animal care plan for emergencies and disasters, integrated it into operational standards and conducted emergency tabletop exercise with key partners to validate plan components; initiated audit of emergency radio sites as part of communications infrastructure resilience and presented report on emergency radio sites audit to PTPSC; completed review of emergency radio sites and determined configuration; purchased mass notification system and completed privacy impact assessment on mass notification system; Board approved establishment of Regional Emergency Management partnership (REMP); EASC, PTPSC affirmed Terms of Reference and committee priorities and work program; entered into Memorandum of Understanding for REMP at provincial level but Emergency Management BC (EMBC) was delayed in moving forward which pushed out expected timelines; EMBC has since posted and interviewed for their senior manager position for the project and has identified the provincial reps for the REMP Steering Committee; presented report on 911 amalgamation to Board; tested implementation plan for mass notification system in Q3 and continuing to roll out; Board approved Tsunami Warning System protocol. Received outline of requirements from the Office of the Fire Commissioner for fire services playbook; development of fire training plans for report underway</p>	<p>▶ Present report on fire services playbook</p>	<p>▶ Q2, 2018</p>

Previously Completed & Operationalized



Sustainable: of 16 priorities, 6 are completed and 7 are operationalized

Priority	Resolution by Board/Committee	Comments	Status
BIODIVERSITY & ECOSYSTEM HEALTH Advocate to provincial and federal governments to maintain and fulfil their roles to protect biodiversity.	▶ <i>Board, Jan. 13, 2016</i> ▶ <i>GC, Mar. 2, 2016</i>	Added to standing committee mandate	▶ Completed
BIODIVERSITY & ECOSYSTEM HEALTH Determine future CRD role in regional wildlife management (fallow deer, bullfrogs, geese, etc.).	▶ <i>Board, Aug. 12, 2015</i> ▶ <i>EASC, Jan. 20, 2016</i> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>RWSC, Feb. 17, 2016</i>	Management continues within operational mandate	▶ Operationalized
BIODIVERSITY & ECOSYSTEM HEALTH Showcase best practices for managing invasive species on CRD lands.	▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>RWSC, Feb. 17, 2016</i>	Invasive species removal continues within operational mandate	▶ Operationalized
BIODIVERSITY & ECOSYSTEM HEALTH Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.	▶ <i>Board, Jul. 8, 2015</i> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>RPC, Jun. 15, 2016</i>	Land acquisition continues within operational mandate according to Land Acquisition Strategy	▶ Operationalized
BIODIVERSITY & ECOSYSTEM HEALTH Work with partners to open the Sea to Sea Park.	▶ <i>RPC, Jan. 20, 2016</i>	Sea to Sea Park opening in phases	▶ Completed
CLIMATE CHANGE Accelerate corporate mitigation and adaptation activities.	▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>Board, Nov. 9, 2016</i>	Corporate mitigation and adaptation activities continue within operational mandate	▶ Operationalized
CLIMATE CHANGE Advocate to senior levels of government for programs and regulations to reduce emissions and/or prepare for climate change.	▶ <i>Board, Dec. 9, 2015</i> ▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>Board, Jun. 8, 2016</i>	Added to standing committee mandate	▶ Completed
CLIMATE CHANGE Provide a climate lens for Board decision-making.	▶ <i>FC, Feb. 3, 2016</i> ▶ <i>Board, Jul. 13, 2016</i> ▶ <i>Board, Nov. 9, 2016</i>	Climate lens included within operational mandate	▶ Operationalized
CLIMATE CHANGE Pursue strategic partnerships to help achieve community mitigation and adaptation targets.	▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>ESC, Oct. 26, 2016</i> ▶ <i>Board, Nov. 9, 2016</i> ▶ <i>Board, Apr. 12, 2017</i>	CRD Board approved Regional Climate Action Strategy	▶ Completed
ENVIRONMENTAL PROTECTION Undertake monitoring, education and remediation programs to support decision-making and management of natural resources.	▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>ESC, Jan. 27, 2016</i>	Monitoring, education and remediation programs continue within operational mandate	▶ Operationalized
INTEGRATED WASTE MANAGEMENT Ensure responsible management of wastewater for the entire capital region. Investigate combined liquid and solid waste management plans. Investigate region-wide solutions to liquid and solid waste.	▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Environmental Services Committee, Jan. 27, 2016</i> ▶ <i>CRD Board, April 13, 2016</i> ▶ <i>CRD Board, May 11, 2016</i> ▶ <i>CRD Board, Jun. 8, 2016</i> ▶ <i>CRD Board, Aug. 10, 2016</i> ▶ <i>CRD Board, Feb. 8, 2017</i>	Implemented approved IRM work plan.	▶ Operationalized
INTEGRATED WASTE MANAGEMENT Acquire additional expertise on technologies and solutions (including centralized/decentralized approaches and gasification) to liquid and solid waste treatment.	▶ <i>Board, May 25, 2016</i> ▶ <i>Board Special Meeting, Sep. 14, 2016</i>	Acquired consultant to provide expertise	▶ Completed

Board/Committee Legend

- ▶ AC = Arts Committee
- ▶ Board = Capital Regional District Board
- ▶ CRHC = Capital Region Housing Corporation Board
- ▶ EASC = Electoral Area Services Committee
- ▶ ESC = Environmental Services Committee
- ▶ FC = Finance Committee
- ▶ GC = Governance Committee
- ▶ HHC = Hospitals & Housing Committee
- ▶ PTPSC = Planning, Transportation & Protective Services Committee
- ▶ RPC = Regional Parks Committee
- ▶ RWSC = Regional Water Supply Commission
- ▶ TSC = Transportation Select Committee

Previously Completed & Operationalized



Sustainable: of 16 priorities, 6 are completed and 7 are operationalized

Priority	Resolution by Board/Committee	Comments	Status
INTEGRATED WASTE MANAGEMENT Establish a systematic process of evaluation for all liquid waste and solid waste decisions.	<ul style="list-style-type: none"> ▶ <i>Board, Jan. 13, 2016</i> ▶ <i>Board, Mar. 9, 2016</i> ▶ <i>Board, Apr. 13, 2016</i> ▶ <i>Board, Jun. 8, 2016</i> ▶ <i>Board, Jan. 11, 2017</i> 	Established Integrated Resource Management Advisory Committee Terms of Reference	▶ Completed

Livable: of 14 priorities, 6 are completed and 5 are operationalized

Priority	Resolution by Board/Committee	Comments	Status
DRINKING WATER Invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water.	<ul style="list-style-type: none"> ▶ <i>Board, Nov. 18, 2015</i> ▶ <i>RWSC, Feb. 17, 2016</i> ▶ <i>Board, Apr. 13, 2016</i> 	Implemented capital plan for regional water supply infrastructure projects	▶ Completed
DRINKING WATER Protect and maintain an adequate supply of safe, reliable drinking water.	<ul style="list-style-type: none"> ▶ <i>EASC, Jan. 20, 2016</i> ▶ <i>RWSC, Feb. 17, 2016</i> ▶ <i>Board, Jun. 8, 2016</i> 	Management of drinking water system continues within operational mandate	▶ Operationalized
ECONOMIC DEVELOPMENT Advocate to senior levels of government to support major multi-modal transportation projects which encourage economic development.	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>EASC, Jan. 20, 2016</i> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>TSC, Mar. 2, 2016</i> 	Added to standing committee mandate	▶ Completed
ECONOMIC DEVELOPMENT Explore a funding mechanism to support existing agencies like the Greater Victoria Economic Development Agency.	<ul style="list-style-type: none"> ▶ <i>FC, Feb. 3, 2016</i> 	Monitoring progress of the South Island Prosperity Project continues within operational mandate	▶ Operationalized
ECONOMIC DEVELOPMENT Work with municipalities, electoral areas and partners to develop a comprehensive arts and culture strategy.	<ul style="list-style-type: none"> ▶ <i>Board, Jan. 13, 2016</i> ▶ <i>AC, Jan. 13, 2016</i> ▶ <i>FC, Feb. 3, 2016</i> 	Development of CRD Arts Strategic Plan continues within operational mandate	▶ Operationalized
HEALTH & WELL-BEING (CHANGING DEMOGRAPHICS) Complete the Community Health & Well-Being Plan and determine appropriate roles for the CRD in its implementation.	<ul style="list-style-type: none"> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>PTPSC, Jun. 22, 2016</i> 	Implementation of Community Health & Well-Being Action Plan continues within operational mandate	▶ Operationalized
HOUSING Support regional housing goals by sharing emerging practices and encouraging creative solutions within the Capital Region Housing Corporation, municipalities, electoral areas and other partners.	<ul style="list-style-type: none"> ▶ <i>Planning, Transportation & Protective Services Committee, Jan. 27, 2016</i> ▶ <i>CRD Board, Nov. 9, 2016</i> ▶ <i>Hospitals & Housing Committee, Mar. 29, 2017</i> 	Hosted Regional Housing Affordability Strategy stakeholder event.	▶ Completed
HOUSING Complete the Capital Region Housing Corporation Long-Term Financial & Asset Management Plan.	<ul style="list-style-type: none"> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>CRHC, May 24, 2016</i> 	Completed Capital Region Housing Corporation Long-Term Financial & Asset Management Plan and Housing Sustainability Strategy	▶ Completed

Board/Committee Legend

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- ▶ PTPSC = Planning, Transportation & Protective Services Committee
- ▶ RPC = Regional Parks Committee
- ▶ RWSC = Regional Water Supply Commission
- ▶ TSC = Transportation Select Committee

Previously Completed & Operationalized



Livable: of 14 priorities, 6 are completed and 5 are operationalized - continued

Priority	Resolution by Board/Committee	Comments	Status
<p>HOUSING Develop a standardized regional definition of “affordable” and “attainable.”</p> <p>Examine an increase in the size of the Regional Housing Trust Fund and encourage participation by all municipalities, electoral areas and First Nations.</p> <p>Leverage equity in all CRD assets (CRD, CRHC, CRHD) to develop creative solutions to providing new housing.</p>	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>Board, Apr. 20, 2016</i> 	Implementation of Housing First Policy and Program Framework continues within operational mandate	▶ <i>Operationalized</i>
<p>HOUSING Establish the CRD as the overarching planning and coordinating body.</p>	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>Board, Apr. 20, 2016</i> ▶ <i>Board, Sep. 14, 2016</i> 	Board approved Regional Housing First Implementation Plan	▶ <i>Completed</i>
<p>REGIONAL INFRASTRUCTURE Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered.</p>	<ul style="list-style-type: none"> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>FC, Feb. 3, 2016</i> 	Hired asset manager	▶ <i>Completed</i>

Vibrant: of 14 priorities, 3 are completed and 4 are operationalized

Priority	Resolution by Board/Committee	Comments	Status
<p>RECREATION, ARTS & CULTURE Support increased access to community arts and recreation through programming and strategic investments.</p>	<ul style="list-style-type: none"> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> ▶ <i>Electoral Area Services Committee, June 21, 2017</i> ▶ <i>CRD Board, July 12, 2017</i> 	Submitted Experience the Gulf Islands concept plan to EASC	▶ <i>Operationalized</i>
<p>REGIONAL PARKS Increase access to recreational trails within park boundaries and consider opening new park reserve lands.</p>	<ul style="list-style-type: none"> ▶ <i>Regional Parks Committee, Jan. 20, 2016</i> 	Completed construction of the Great Trail (formerly known as the Trans Canada Trail)/Sooke Hills Wilderness Trail	▶ <i>Completed</i>
<p>ACTIVE & MULTI-MODAL TRANSPORTATION Advocate for regional transit priorities to the Victoria Regional Transit Commission.</p>	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>TSC, Mar. 2, 2016</i> 	Added to standing committee mandate	▶ <i>Completed</i>
<p>ACTIVE & MULTI-MODAL TRANSPORTATION Design and manage regional trails as transportation corridors for users now and in the future.</p>	<ul style="list-style-type: none"> ▶ <i>Board, Nov. 4, 2015</i> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>Board, Nov. 9, 2016</i> 	Design and management of regional trails continues within operational mandate	▶ <i>Operationalized</i>
<p>ACTIVE & MULTI-MODAL TRANSPORTATION Enable the CRD, local governments and other agencies to advance active transportation infrastructure and programming (including active and safe routes to school).</p>	<ul style="list-style-type: none"> ▶ <i>Board, Nov. 18, 2015</i> ▶ <i>EASC, Jan. 20, 2016</i> ▶ <i>PTPSC, Jan. 27, 2016</i> 	Advancement of active transportation infrastructure and programming continues within operational mandate	▶ <i>Operationalized</i>
<p>AGRICULTURAL LAND & FOOD SECURITY Enable others and advocate for supportive agricultural programs and policies by provincial and federal governments</p>	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>GC, Mar. 2, 2016</i> 	Added to standing committee mandate	▶ <i>Completed</i>
<p>AGRICULTURAL LAND & FOOD SECURITY Establish educational programming to promote local food and its benefits.</p>	<ul style="list-style-type: none"> ▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>PTPSC, Jan. 27, 2016</i> 	Educational programming on local food continues within operational mandate	▶ <i>Operationalized</i>

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- ▶ TSC = Transportation Select Committee

Previously Completed & Operationalized



Serve: of 15 priorities, 3 are completed and 7 are operationalized

Priority	Resolution by Board/Committee	Comments	Status
CORPORATE DEVELOPMENT Enhance and ensure effective financial and audit reporting practices.	<ul style="list-style-type: none"> ▶ <i>FC, Feb. 3, 2016</i> ▶ <i>Board, Mar. 30, 2016</i> ▶ <i>FC, Jun. 1, 2016</i> ▶ <i>Board, Jun. 8, 2016</i> 	Financial and audit reporting practices continue within operational mandate	▶ <i>Operationalized</i>
CORPORATE DEVELOPMENT Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery.	<ul style="list-style-type: none"> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>PTPSC, Jan. 27, 2016</i> 	Application of innovative technologies and systems continues within operational mandate	▶ <i>Operationalized</i>
CORPORATE DEVELOPMENT Support continued investments in workforce education, training and development.	<ul style="list-style-type: none"> ▶ <i>FC, Feb. 3, 2016</i> 	Implemented aligned Training Plan	▶ <i>Completed</i>
EDUCATION, OUTREACH & INFORMATION Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information.	<ul style="list-style-type: none"> ▶ <i>PTPSC, Jan. 27, 2016</i> ▶ <i>FC, Feb. 3, 2016</i> 	Provision of data and information continues within operational mandate	▶ <i>Operationalized</i>
EDUCATION, OUTREACH & INFORMATION Expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs.	<ul style="list-style-type: none"> ▶ <i>RPC, Jan. 20, 2016</i> ▶ <i>ESC, Jan. 27, 2016</i> ▶ <i>RWSC, Feb. 17, 2016</i> ▶ <i>Board Jul. 13, 2016</i> 	Education partnerships and program delivery continues within operational mandate	▶ <i>Operationalized</i>
GOVERNANCE Establish regular two-way engagement opportunities (with the public and) within the organization using innovative approaches and technologies.	<ul style="list-style-type: none"> ▶ <i>CRD Board, Nov. 18, 2015</i> ▶ <i>Governance Committee, Mar. 2, 2016</i> 	Implemented Board Correspondence Portal and increased Web and Social Media presence	▶ <i>Operationalized</i>
GOVERNANCE Complete the work of the Special Task Force on First Nations Engagement.	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>GC, Mar. 2, 2016</i> 	First Nations engagement continues within operational mandate	▶ <i>Operationalized</i>
GOVERNANCE Determine the role of the CRD in current governance conversations.	<ul style="list-style-type: none"> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>Board, Dec. 14, 2016</i> 	Participated in Province's Capital Integrated Services & Governance Initiative	▶ <i>Completed</i>
GOVERNANCE Establish a Board self-evaluation process.	<ul style="list-style-type: none"> ▶ <i>Board, Sept. 9, 2015</i> ▶ <i>GC, Mar. 2, 2016</i> ▶ <i>GC, Sep. 7, 2016</i> 	GC voted by consensus not to pursue self-evaluation process	▶ <i>Completed</i>
GOVERNANCE Review and establish a governance model which encourages exemplary decision-making and includes regular Board education and inter-jurisdictional collaboration.	<ul style="list-style-type: none"> ▶ <i>Board, Dec. 9, 2015</i> ▶ <i>GC, Mar. 2, 2016</i> 	Annual review of standing committee structure and TOR continues within operational mandate	▶ <i>Operationalized</i>
GOVERNANCE Support regional and sub-regional dialogues between the general public, municipalities, electoral areas, First Nations and the CRD.	<ul style="list-style-type: none"> ▶ <i>GC, Mar. 2, 2016</i> 	Regional and sub-regional dialogue continues within operational mandate	▶ <i>Operationalized</i>
PROTECTIVE SERVICES Oversee compliance with applicable building regulations.	<ul style="list-style-type: none"> ▶ <i>Electoral Area Services Committee, Jan. 20, 2016</i> 	Building Bylaw updates continue in operational mandate	▶ <i>Completed</i>

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Capital Regional District

2015 – 2018

Corporate Plan

About the Capital Regional District

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the nearby Gulf Islands, serving more than 375,000 citizens¹.

The CRD, governed by a Board of 24 elected officials supported by approximately 77 committees and commissions, was incorporated in 1966 to provide regional decision-making on issues that transcend municipal boundaries.

The CRD has more than 200 service, 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/Electoral Areas**, where the CRD is the local government

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models by operating, delivering and managing services such as community parks, recreation facilities, sewer pipes, drinking water and recycling.

The CRD also serves as the local government for three electoral areas — Salt Spring Island, Juan de Fuca and Southern Gulf Islands — and delivers many local services to the residents of these areas.

¹Estimated 2014

The CRD works collaboratively with First Nations and other levels of governments and has a direct relationship with individuals, businesses, organizations and institutions that access regional utilities and services, and with communities that collaborate for regional services on behalf of their residents.

The CRD owns and operates the Capital Region Housing Corporation (CRHC), a non-profit provider of more than 1,200 affordable rental units in the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care service and provides capital funding for health care infrastructure such as health facilities and hospital equipment.

The CRD has a skilled workforce of more than 900 employees and works with service contractors and a network of more than 1,600 registered volunteers, making it a significant employer in the region.



The Capital Region

Encompassing 237,000 hectares, including 70 Gulf Islands, the capital region is vibrant, large and diverse, renowned for its mild climate, beautiful coastlines and natural ecosystems.

The traditional territories of 22 First Nations span portions of the region, and 11 of those Nations hold reserve lands throughout the capital region.

Our Planning Framework

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. This process features four major components, with each one informing or linking to the others.

Board Priorities

At the beginning of each new term of office, the Board of Directors reviews and confirms the vision, mission and values of the CRD and identifies priorities that reflect the collective interests and objectives of the Board. The 2015 Board established 51 strategic priorities, within 12 priority areas, to guide the direction and major activities of the CRD and inform the corporate plan, service plans and financial plans for this planning cycle. The budget and service planning process allows for annual review, reporting and adjustments to Board priorities.

Corporate Plan

The corporate plan ensures that the CRD remains focused on achieving Board priorities while continuing to effectively deliver services. It outlines how the organization will respond to the Board's strategic priorities and establishes additional corporate priorities and strategies that support the organization's service delivery. It also facilitates information sharing between divisions and helps staff understand how their work fits into the bigger picture. The corporate plan, together with each division's service plan, drives resource allocation decisions and establishes performance measures that collectively guide the organization and ensure it achieves desired outcomes.

Service Plans

Each division's service plan outlines details such as service levels and workforce considerations and describes divisional initiatives that support Board, corporate and core service priorities. Service plans also include implications for the overall work program and budget for each program area. They provide the information needed to develop supporting financial plans and to evaluate overall organizational requirements, new initiatives and proposed service levels. Service plans are presented annually to standing committees and commissions, allowing the Board to make a detailed assessment of CRD programs.

Financial Plans

Financial plans are driven by the work program priorities identified in the service planning process. Because each service that the CRD provides has its own budget and must be accounted for and reported on separately, the CRD Financial Plan consists of more than 200 individual service budgets, which fund delivery of regional, sub-regional and local services. The Financial Plan is a statutorily required five-year rolling plan that outlines, on an annual basis, operating and capital expenditure plans. It ensures consistency and alignment with the legislative authority of services, and, upon its approval, provides the expenditure authority for all CRD operations.



BOARD PRIORITIES | Strategic priorities, policy and direction that guide the activities of the organization



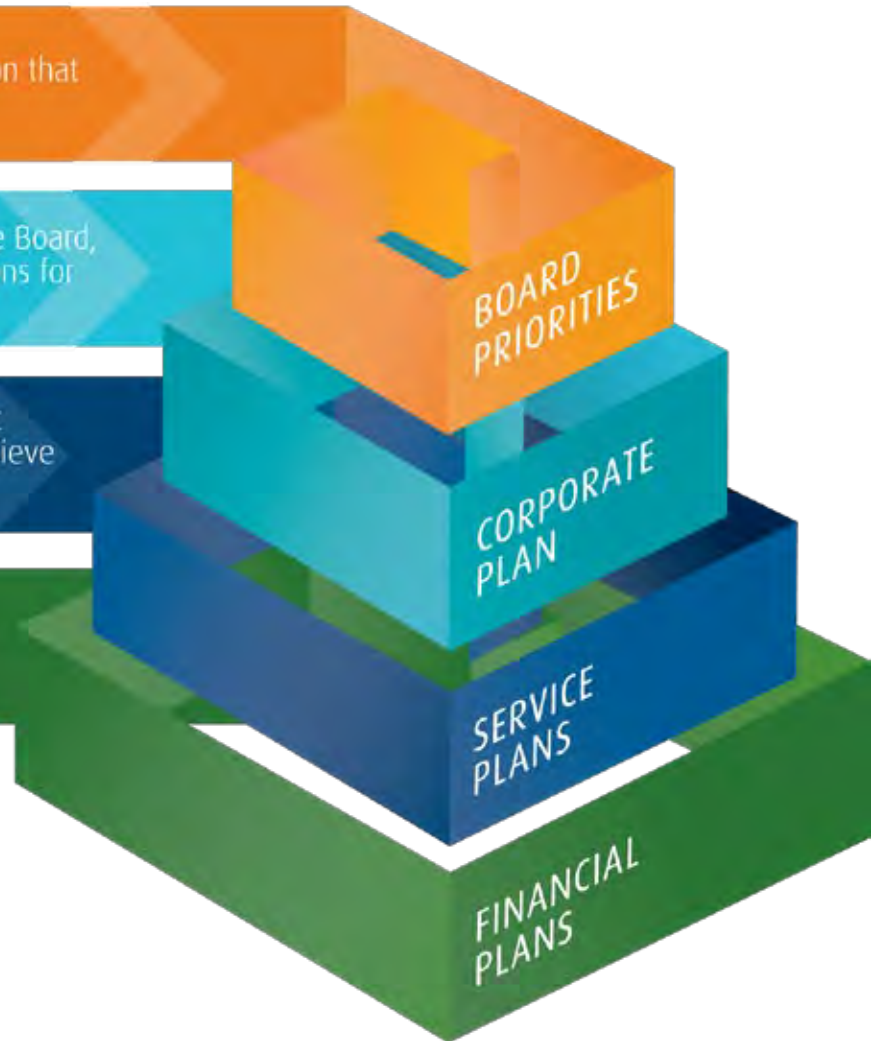
CORPORATE PLAN | Outlines the corporate response to the Board, corporate and core service priorities, highlighting implications for service delivery



SERVICE PLANS | Describe service levels, including specific actions, targets and non-financial resources required to achieve Board and corporately identified priorities



FINANCIAL PLANS | Specify the financial resources required to achieve identified service levels and capital investment requirements

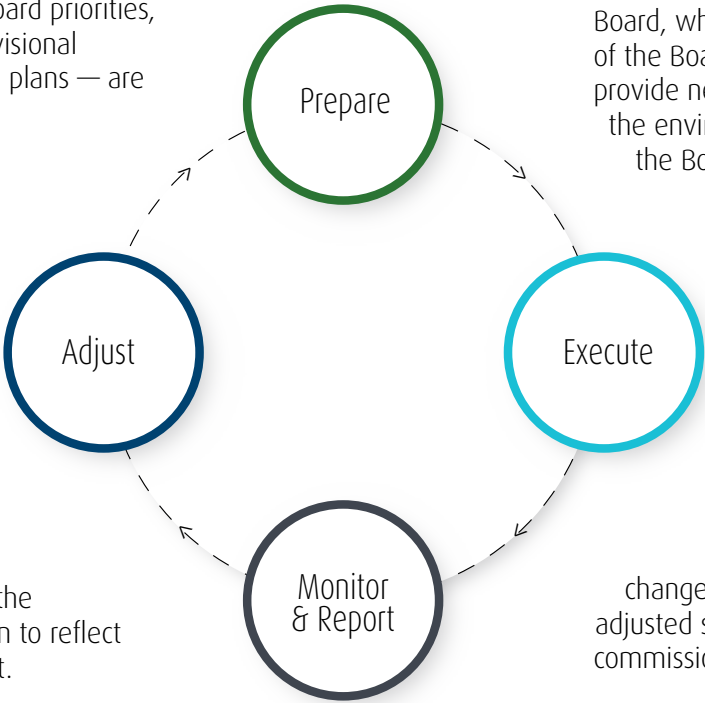


Planning Process Moving Forward

The CRD has adopted and leverages best practices in planning, which includes ongoing monitoring, review and adjustment of its plans. Following this process allows the Board and the organization to ensure the plans stay relevant and evolve to reflect any desired strategic changes the Board feels should be made as well as any adjustments required to reflect changes in the organization’s operating environment, ensuring alignment with current direction.

The planning process includes four stages that occur annually throughout the term of the Board:

- ▶ **Prepare:** The four components of the CRD planning process — the Board priorities, the corporate plan, the divisional service plans and financial plans — are prepared.
- ▶ **Execute:** The plans are implemented and executed.
- ▶ **Monitor & Report:** The plans are reviewed and reported on, providing information that can inform potential adjustments or modifications.
- ▶ **Adjust:** The plans are adjusted, if necessary, by the Board and the organization to reflect the changing environment.



Process for Review & Adjustment of the Four Planning Components

BOARD PRIORITIES | Every year, the CRD presents its annual report to the Board, which outlines accomplishments or progress towards completion of the Board’s strategic priorities. At this time, the Board may choose to provide new priorities or adjust current ones to better reflect changes in the environment and the collective interests and the current objectives of the Board.

CORPORATE PLAN | Any changes in Board strategic priorities will be responded to in the corporate plan, which is used to inform additions or adjustments to service plan initiatives. At the same time that adjustments to the strategic priorities are considered, corporate and core service priorities are reviewed and updated.

SERVICE PLANS | Service plans reflect changes to Board, corporate and core service priorities and include adjustments to service levels, workforce considerations and new or modified division initiatives. Service plans also include changes or implications for the overall work program and budget. The adjusted service plans are then presented to standing committees and commissions.

FINANCIAL PLANS | The financial plans reflect any modifications or changes to operating and capital expenditures resulting from service level or capital project adjustments identified in service plans.

Our Mission, Vision & Values

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 co-operation, mutually beneficial decision-making and advancing shared interests shape the essence of the CRD — an effective, efficient and open organization.

Values

We commit to embody these values every day in our governance and administration:

- ▶ visionary leadership
- ▶ mutual respect and collaboration among ourselves and with our partners, stakeholders and customers
- ▶ open, innovative and transparent governance
- ▶ efficient, effective and outcome-driven operations
- ▶ accountable, productive and fiscally responsible administration

Taking Action

Delivering on Board, Corporate & Core Service Priorities

This section provides an overview of the CRD's response to the strategic priorities of the Board and to corporately identified priorities and initiatives. It also includes high-level success indicators, which will ensure our performance can be measured against identified objectives, budgets and timelines.

Through the delivery of more than 200 services, we support member municipalities and demonstrate our positive impact on the quality of life for the residents throughout the region.

In developing the corporate responses to the Board's priorities, along with their supporting strategies and activities, we have aimed to continue raising the bar on our service delivery, increasing the awareness and visibility of the role of the CRD and enhancing engagement with our communities.

The CRD's goal is to improve the effectiveness, efficiency and continued delivery of services that provide value for money.

For the detailed table of activities, as well as a table of measures and indicators, please refer to the Accountability & Reporting section, which begins on page 22.

Priority Areas & Themes

Board Priority Areas

The 2015 Board of Directors identified 12 priority areas and 51 strategic priorities. For the full list, which includes timelines, please see page 42.










The Board priority areas are:

<i>Climate Change</i>	
<i>Integrated Waste Management</i>	
<i>Active & Multi-Modal Transportation</i>	
<i>Agricultural Land & Food Security</i>	
<i>Changing Demographics</i>	
<i>First Nations</i>	
<i>Governance</i>	
<i>Public Engagement & Communications</i>	
<i>Housing</i>	
<i>Land Use Planning</i>	
<i>Economic Development</i>	
<i>Biodiversity & Ecosystem Health</i>	

Corporate & Core Service Priorities

In addition to the Board priority areas, the CRD has identified corporate and core service priorities to ensure that best practices are implemented as we seek to advance innovative and continuous improvement in service delivery, governance and operations.

The corporate priority areas are:

<i>Corporate Development</i>	
<i>Drinking Water</i>	
<i>Education, Outreach & Information</i>	
<i>Environmental Protection</i>	
<i>Health & Well-Being</i>	
<i>Protective Services</i>	
<i>Recreation, Arts & Culture</i>	
<i>Regional Infrastructure</i>	
<i>Regional Parks</i>	

Themes

The identified priority areas have been grouped into five themes that derive from the CRD's mission statement, which outlines the organization's purpose. The themes describe our overall commitment to the region and its residents.

While most priority areas could fit into multiple themes, the 2015 Corporate Plan places each area into the single theme that best captures its overarching goals.

The five themes are:

- Sustainable** >
- Livable** >
- Vibrant** >
- Collaborate** >
- Serve** >

Sustainable

We envision reduced greenhouse gas emissions, triple bottom line solutions to managing liquid and solid waste, and land use patterns that support sustainable development and protect rural integrity.

To achieve our vision of a sustainable region, we will:

- ▶ realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- ▶ develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships



Climate Change

- ▶ realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- ▶ implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs



Integrated Waste Management

- ▶ present the amended Regional Growth Strategy to the Board for adoption



Land Use Planning

- ▶ assess service needs, respond to issues that threaten ecological health such as wildlife and invasive species, and profile best practices
- ▶ integrate a climate lens in our land acquisition strategies
- ▶ work with First Nations to reach an agreement on the usage of the Sea-to-Sea parklands
- ▶ establish a working group to identify ecosystem health priorities



Biodiversity & Ecosystem Health

- ▶ undertake monitoring, education and remediation programs to support decision-making and management of natural resources

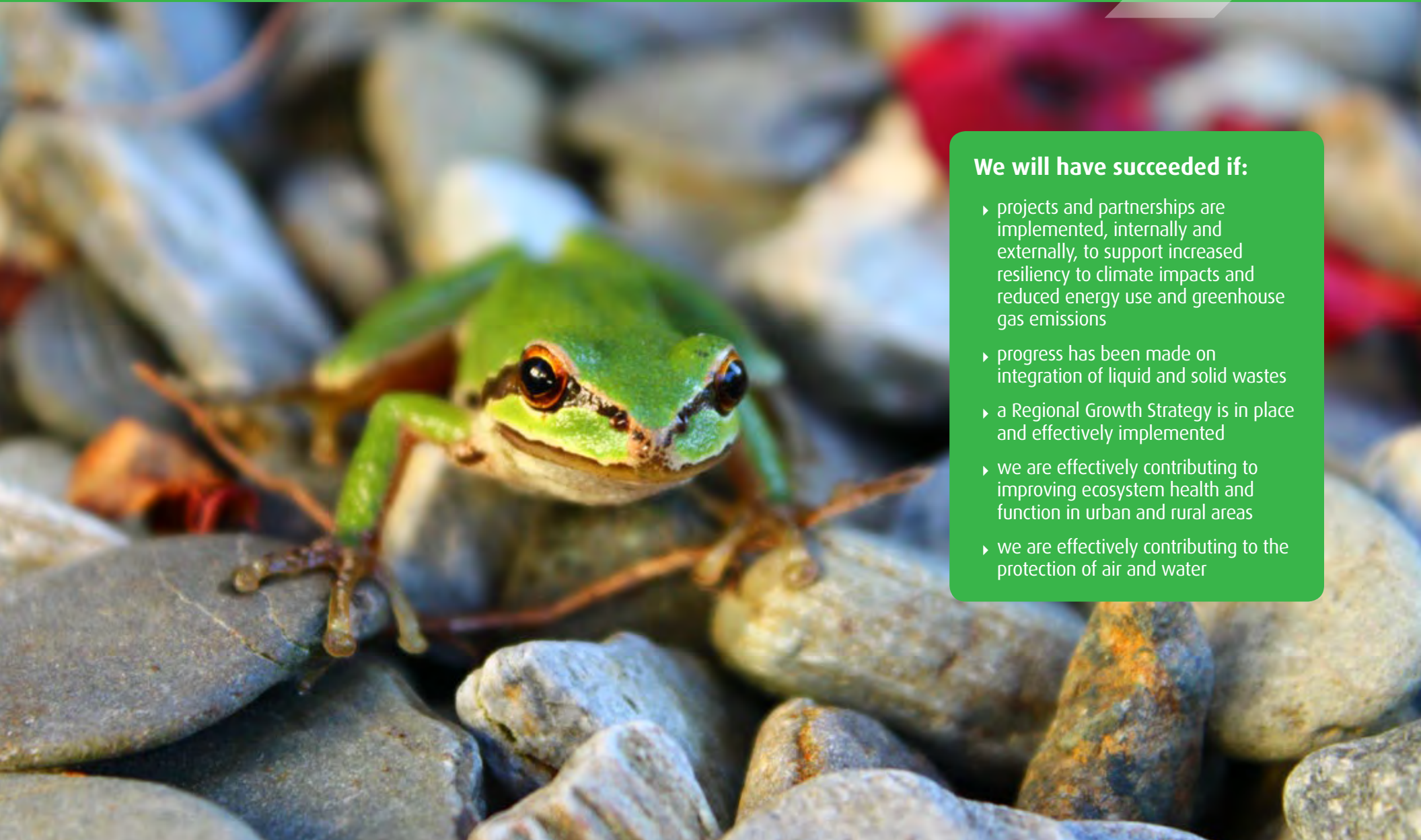


Environmental Protection

Board Priority Areas

Corporate Priority Areas





We will have succeeded if:

- ▶ projects and partnerships are implemented, internally and externally, to support increased resiliency to climate impacts and reduced energy use and greenhouse gas emissions
- ▶ progress has been made on integration of liquid and solid wastes
- ▶ a Regional Growth Strategy is in place and effectively implemented
- ▶ we are effectively contributing to improving ecosystem health and function in urban and rural areas
- ▶ we are effectively contributing to the protection of air and water

Livable

We envision healthy and active residents, an increased supply of attainable and affordable housing, programs that benefit the region's economy, and infrastructure that meets the needs of the region.

To achieve our vision of a livable region, we will:

- ▶ establish an overarching Housing body, complete the Long Term Financial & Asset Management Plan and the Regional Housing Affordability Strategy Update
- ▶ encourage participation in the Regional Housing Trust Fund and determine options for leveraging equity in CRD assets to develop new housing



- ▶ establish a working group to identify economic development priorities and participate in government and partner programs
- ▶ review existing arts and culture strategies and identify new priorities and actions
- ▶ evaluate options for establishing funding mechanisms to support regional economic development



- ▶ protect and maintain an adequate supply of safe, reliable drinking water
- ▶ invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water



- ▶ complete the Community Health & Well-Being Plan



- ▶ ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements



- ▶ develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

Board Priority Areas Corporate Priority Areas





We will have succeeded if:

- ▶ affordable housing options and supply are increased across the region
- ▶ new processes are established to help advance and implement economic development priorities
- ▶ drinking water is provided reliably and safely
- ▶ we are effectively contributing to improved community health and well-being
- ▶ regional infrastructure deficiencies are reduced and strategic investments are initiated

Vibrant

We envision diverse and accessible recreational opportunities, coordinated multi-modal transportation systems, and a culture that supports and encourages artistic and agricultural enterprises.

To achieve our vision of a vibrant region, we will:

- ▶ manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming and complete feasibility studies
- ▶ establish a working group to identify transportation priorities and participate in government programs



Active & Multi-Modal Transportation

- ▶ support increased access to community arts and recreation through programming and strategic investments



Recreation, Arts & Culture

- ▶ review opportunities for regional agricultural incentives and initiate food security educational programming
- ▶ develop new policies to encourage farming and agri-tourism and propose land-banking solutions through the completion of the Food & Agricultural Strategy
- ▶ establish a working group to identify agricultural priorities and a task force to identify infrastructure priorities



Agricultural Land & Food Security

- ▶ increase access to recreational trails within park boundaries and consider opening new park reserve lands
- ▶ prepare and update park management plans



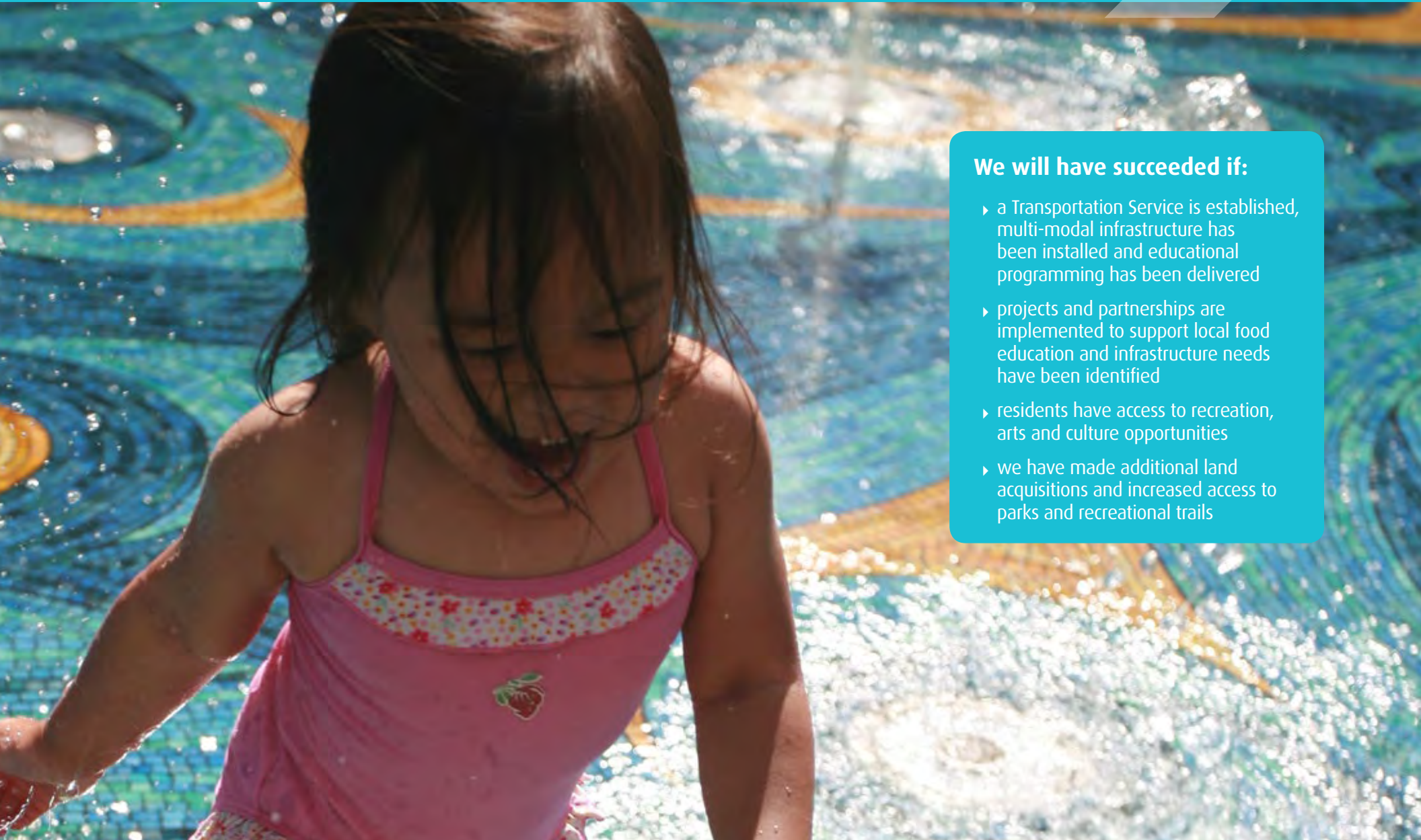
Regional Parks

Board Priority Areas



Corporate Priority Areas





We will have succeeded if:

- ▶ a Transportation Service is established, multi-modal infrastructure has been installed and educational programming has been delivered
- ▶ projects and partnerships are implemented to support local food education and infrastructure needs have been identified
- ▶ residents have access to recreation, arts and culture opportunities
- ▶ we have made additional land acquisitions and increased access to parks and recreational trails

Collaborate

We envision relationships maintained through ongoing dialogue, partnerships built on striving for the same goals, and working together with First Nations and other governments.

To achieve our vision of collaboration, we will:

- ▶ complete the Community Health & Well-Being Plan and facilitate conversation with recreation centres to develop a common definition of “seniors”
- ▶ establish a task force to explore and identify age-friendly priorities and participate in government and partner programs



Changing
Demographics

- ▶ develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- ▶ share stories of collaboration and accomplishments



Public
Engagement &
Communications

- ▶ collaborate with the First Nations task force to design and deliver Board training and education
- ▶ prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities



First Nations

Board Priority Areas

Corporate Priority Areas





We will have succeeded if:

- ▶ we support policy and provide services that reflect the changing needs of residents of all ages
- ▶ a framework is established for First Nations participation in regional matters
- ▶ residents have increased opportunities to engage with the CRD and participate in regional initiatives

To achieve our vision of service, we will:

- ▶ work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement
- ▶ deliver annual Board orientations and participate in government and partner programs
- ▶ enable regular, proactive dialogue on regional and sub-regional issues



- ▶ expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- ▶ demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information



Education,
Outreach &
Information

- ▶ evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ▶ ensure CRD service delivery is effectively supported through the development of best practices
- ▶ enhance and ensure effective financial and audit reporting practices
- ▶ support continued investments in workforce education, training and development



- ▶ collaborate with partners to prepare for, respond to and recover from emergencies
- ▶ oversee compliance with applicable building regulations



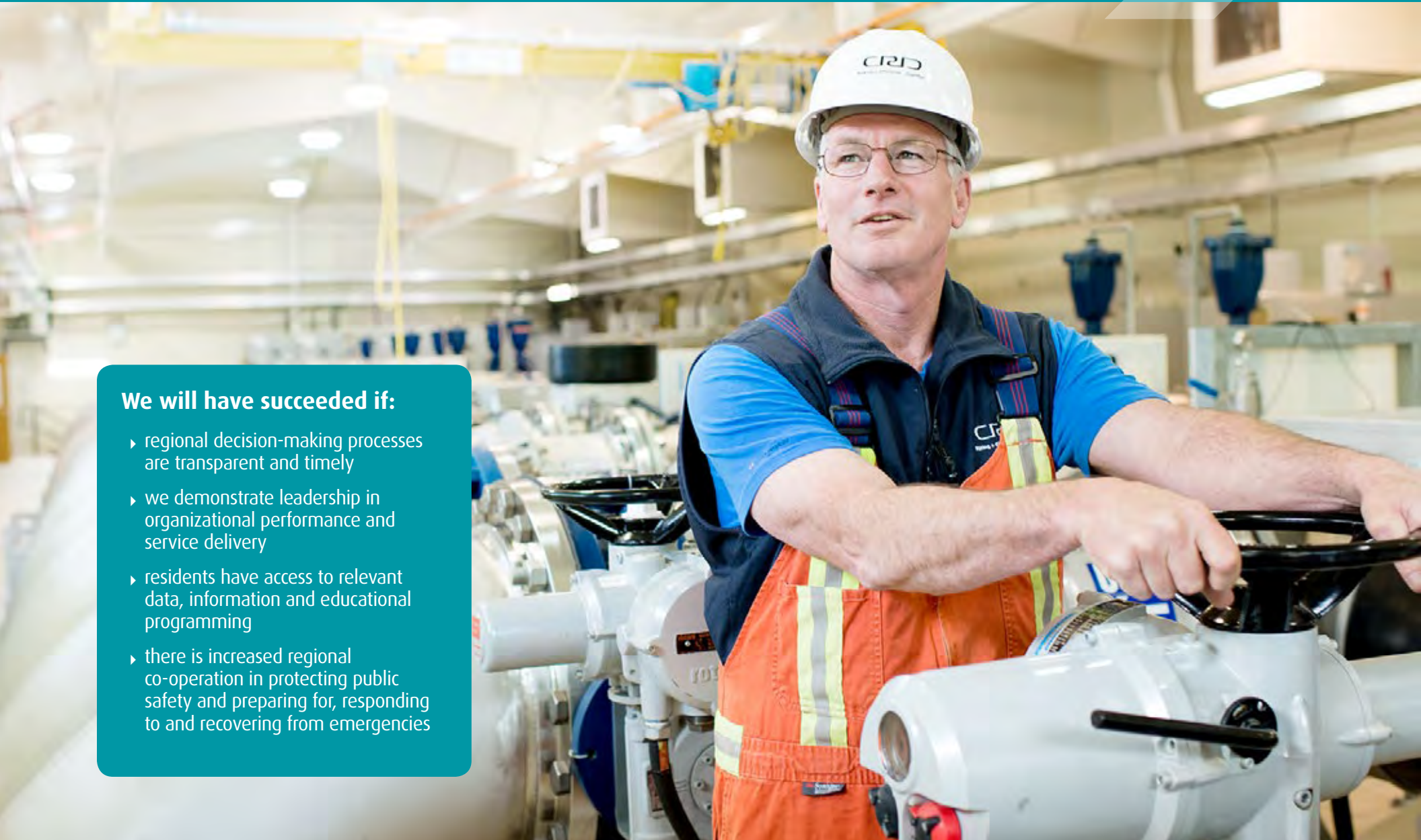
Protective
Services

Board Priority Areas



Corporate Priority Areas





We will have succeeded if:

- ▶ regional decision-making processes are transparent and timely
- ▶ we demonstrate leadership in organizational performance and service delivery
- ▶ residents have access to relevant data, information and educational programming
- ▶ there is increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies

Accountability & Reporting

How to Navigate this Section

This section provides additional information about how the CRD will respond to and measure success in achieving Board, corporate and core service priorities.

Detailed Activities Table

This two-part table provides a list of actions and strategies that detail how the CRD is responding to Board strategic priorities and corporately identified priorities and initiatives. The table includes links to division service plans to identify accountability for completion.

Delivering on Board Priorities23
Delivering on Corporate & Core Service Priorities . .32

Measures & Success Indicators

This table provides a list of indicators and measures, as identified in service plans, that will be reported on in the CRD's annual report. These metrics will be used to gauge progress on achieving our overarching objectives.

Measures & Success Indicators36

Progress to Date

This section identifies areas where we have already achieved some level of progress as of the publication of this corporate plan in the fall of 2015. Additional progress will be reported on in our annual report and future iterations of this corporate plan.

Progress to Date41

Reference

This section provides an at-a-glance overview of the strategic priorities as approved by the 2015 Board of Directors. It includes identified timing and describes the anticipated role for the CRD in relation to each Board priority area.

Board Priorities & Timelines42
Board-Identified CRD Role for Priority Areas46



Detailed Activities Table ➤ Delivering on Board Priorities

Priority Area	Board Strategic Priority	Corporate Response/Strategy	Associated Service Plan(s)	
SUSTAINABLE	Climate Change	Provide a climate lens for Board decision-making.	<ul style="list-style-type: none"> ▶ <i>Environmental Protection</i> ▶ <i>Risk, Insurance & Facility Management</i> 	
		<ul style="list-style-type: none"> ▶ Develop a climate framework which includes multiple approaches to integrating a climate lens into CRD decision-making for Board approval. ▶ Develop and implement organizational policies and incorporate climate change in new risk registers to elevate consideration of climate change as part of decision-making. ▶ Realign resources and reorganize Risk, Insurance & Facility Management Division. 		
		Advocate to senior levels of government for programs and regulations to reduce emissions and/or prepare for climate change.	<ul style="list-style-type: none"> ▶ Establish a Board working group to explore and identify climate priorities. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to climate initiatives. ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives. 	<ul style="list-style-type: none"> ▶ <i>Environmental Protection</i> ▶ <i>Legislative & Information Services</i>
		Pursue strategic partnerships to help achieve community mitigation and adaptation targets.	<ul style="list-style-type: none"> ▶ Develop a checklist for identifying, evaluating and prioritizing potential climate-related partnerships. ▶ Continue to pursue, maintain and/or establish partnerships annually. 	<ul style="list-style-type: none"> ▶ <i>Environmental Protection</i>
	Accelerate corporate mitigation and adaptation activities.	<ul style="list-style-type: none"> ▶ Develop and implement corporate mitigation and adaptation policies. ▶ Provide advice and assessment to operations. ▶ Realign resources and reorganize Risk, Insurance & Facility Management Division. ▶ Complete corporate Climate Adaptation Plan. 	<ul style="list-style-type: none"> ▶ <i>Environmental Protection</i> ▶ <i>IWS Customer & Technical Services</i> ▶ <i>IWS Watershed Protection</i> ▶ <i>Risk, Insurance & Facility Management</i> ▶ <i>Regional Parks</i> 	



Priority Area	Board Strategic Priority	Corporate Response/Strategy	Associated Service Plan(s)	
SUSTAINABLE	Integrated Waste Management	Acquire additional expertise on technologies and solutions (including centralized/ decentralized approaches and gasification) to liquid and solid waste treatment.	<ul style="list-style-type: none"> ▶ Ensure future plans include processes that create opportunities to bring innovative approaches and independent expertise to the process. 	<ul style="list-style-type: none"> ▶ <i>Environmental Planning & Engineering</i> ▶ <i>Environmental Resource Management</i>
		Investigate region-wide solutions to liquid and solid waste.	<ul style="list-style-type: none"> ▶ Design and deliver a workshop for the Committee of the Whole to facilitate discussion on potential integration opportunities. ▶ Realign resources and reorganize to form Environmental Planning & Engineering Division. 	<ul style="list-style-type: none"> ▶ <i>Environmental Planning & Engineering</i>
		Establish a systematic process of evaluation for all liquid waste and solid waste decisions.	<ul style="list-style-type: none"> ▶ Develop and implement an assessment framework for identifying, evaluating and prioritizing liquid and solid waste integration opportunities. ▶ Realign resources and reorganize to form Environmental Planning & Engineering Division. 	<ul style="list-style-type: none"> ▶ <i>Environmental Planning & Engineering</i> ▶ <i>Environmental Resource Management</i>
		Investigate combined liquid and solid waste management plans.	<ul style="list-style-type: none"> ▶ Identify the current interrelationships between solid and liquid waste processes. ▶ Develop a non-statutory integrated plan designed specifically for the region that overarches statutory liquid and solid waste management plans. ▶ Realign resources and reorganize to form Environmental Planning & Engineering Division. 	<ul style="list-style-type: none"> ▶ <i>Environmental Planning & Engineering</i> ▶ <i>Environmental Resource Management</i>
		Ensure responsible management of wastewater for the entire capital region.	<ul style="list-style-type: none"> ▶ Regularly monitor and report on the effectiveness of wastewater programs. 	<ul style="list-style-type: none"> ▶ <i>Environmental Planning & Engineering</i>
		Land Use Planning	Complete the Regional Growth Strategy (Regional Sustainability Strategy).	<ul style="list-style-type: none"> ▶ Present and adopt the amended Regional Growth Strategy.



Priority Area	Board Strategic Priority	Corporate Response/Strategy	Associated Service Plan(s)
Biodiversity & Ecosystem Health	Determine future CRD role in regional wildlife management (fallow deer, bullfrogs, geese, etc.).	▶ Evaluate and assess options for consolidation of services and the potential for the establishment of a wildlife service authority.	▶ <i>Regional Parks</i> ▶ <i>Regional & Strategic Planning</i>
	Work with partners to open the Sea to Sea Park.	▶ Pursue an agreement with First Nations to agreed-upon terms of use for the Sea-to-Sea parklands. ▶ Implement a Sea to Sea Park Management Plan.	▶ <i>Aboriginal Initiatives</i> ▶ <i>Regional Parks</i>
	Advocate to provincial and federal governments to maintain and fulfil their roles to protect biodiversity.	▶ Establish a Board working group to explore and identify biodiversity priorities. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to biodiversity initiatives. ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives.	▶ <i>Environmental Protection</i> ▶ <i>Legislative & Information Services</i>
	Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.	▶ Review and refine the Land Acquisition Strategy for Regional Water Supply and Regional Parks for an application of a climate lens.	▶ <i>IWS Watershed Protection</i> ▶ <i>Regional Parks</i>
	Showcase best practices for managing invasive species on CRD lands.	▶ Continue to implement invasive species management projects on CRD lands. ▶ Profile invasive species management work and the results with the community and other levels of government.	▶ <i>IWS Watershed Protection</i> ▶ <i>Regional Parks</i>

SUSTAINABLE



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)
Housing	Complete the Capital Region Housing Corporation Long Term Financial & Asset Management Plan.	▶ Complete and present the Capital Region Housing Corporation Long Term Financial & Asset Management Plan.	▶ <i>Regional Housing</i>
	Examine an increase in the size of the Regional Housing Trust Fund and encourage participation by all municipalities, electoral areas and First Nations.	▶ Continue to encourage participation in the Regional Housing Trust Fund and build relationships with local governments.	▶ <i>Regional Housing</i>
	Develop a standardized regional definition of “affordable” and “attainable.”	▶ As a part of the Regional Housing Affordability Strategy update, clarify definitions, including the housing continuum.	▶ <i>Regional Housing</i>
	Leverage equity in all CRD assets (CRD, CRHC, CRHD) to develop creative solutions to providing new housing.	▶ Prepare report on asset leveraging practices and rationale and obtain further direction from the Board on scope for leveraging assets.	▶ <i>Regional Housing</i>
	Support regional housing goals by sharing emerging practices and encouraging creative solutions within the Capital Region Housing Corporation, municipalities, electoral areas and other partners.	▶ Incorporate specific actions into the Regional Housing Affordability Strategy to enable sharing emerging practices and encouraging creative solutions.	▶ <i>Regional Housing</i>
	Establish the CRD as the overarching planning and coordinating body.	▶ Integrate existing Housing function and authority and pursue additional corporate alignment initiatives.	▶ <i>Regional Housing</i>
Economic Development	Advocate to senior levels of government to support major multi-modal transportation projects which encourage economic development.	▶ Establish a Board working group to explore and identify economic development priorities. ▶ Establish a CRD Transportation Service to enable partnering for projects. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on policy relevant to economic development initiatives. ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives.	▶ <i>Legislative & Information Services</i> ▶ <i>Salt Spring Island</i> ▶ <i>Southern Gulf Islands Economic Development</i> ▶ <i>Transportation</i>
	Work with municipalities, electoral areas and partners to develop a comprehensive arts and culture strategy.	▶ Build on existing Arts Strategic Plan and identify new priorities and actions.	▶ <i>Arts Development</i>
	Explore a funding mechanism to support existing agencies like the Greater Victoria Economic Development Agency.	▶ Propose terms of reference for the evaluation of economic development funding options to be brought forward to the Finance Committee for consideration.	▶ <i>Financial Services</i>

LIVABLE



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)
Active & Multi-Modal Transportation	Advocate for regional transit priorities to the Victoria Regional Transit Commission.	<ul style="list-style-type: none"> ▶ Establish a Board working group to explore and identify regional transit priorities. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to transit initiatives. ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives. 	<ul style="list-style-type: none"> ▶ <i>Legislative & Information Services</i> ▶ <i>Transportation</i>
	Pursue CRD transportation service role (includes public transit and regional trails).	<ul style="list-style-type: none"> ▶ Establish a CRD Transportation Service. ▶ Establish new combined cost centre and realign resources. 	<ul style="list-style-type: none"> ▶ <i>Transportation</i>
	Further investigate Southern Gulf Islands and Salt Spring Island water-based passenger services.	<ul style="list-style-type: none"> ▶ Investigate the feasibility of and pursue a Southern Gulf Islands water-based passenger service. ▶ Investigate new pedestrian and cycling pathway infrastructure initiatives on Salt Spring Island. 	<ul style="list-style-type: none"> ▶ <i>Salt Spring Island</i> ▶ <i>Southern Gulf Islands Economic Development</i>
	Design and manage regional trails as transportation corridors for users now and in the future.	<ul style="list-style-type: none"> ▶ Complete and implement the Regional Trails Management Plan 	<ul style="list-style-type: none"> ▶ <i>Regional Parks</i> ▶ <i>Transportation</i>
	Enable the CRD, local governments and other agencies to advance active transportation infrastructure and programming (including active and safe routes to school).	<ul style="list-style-type: none"> ▶ Include provision to fund and manage active transportation programs within the CRD Transportation Service. 	<ul style="list-style-type: none"> ▶ <i>Transportation</i>

VIBRANT



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)
Agricultural Land & Food Security	Establish educational programming to promote local food and its benefits.	<ul style="list-style-type: none"> ▶ Identify opportunities to integrate food-related educational programming within existing program delivery and/or with external partners where appropriate and feasible. 	<ul style="list-style-type: none"> ▶ <i>Regional & Strategic Planning</i>
	Enable others and advocate for supportive agricultural programs and policies by provincial and federal governments.	<ul style="list-style-type: none"> ▶ Establish a Board working group to explore and identify supportive agricultural programs and policies. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to agricultural initiatives. ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives. 	<ul style="list-style-type: none"> ▶ <i>Legislative & Information Services</i> ▶ <i>Regional & Strategic Planning</i>
	Work with partners to find a solution to lack of abattoir, and other related farming infrastructure, in the region or on the Island.	<ul style="list-style-type: none"> ▶ Complete the Food & Agriculture Strategy. ▶ Establish a Board task force to explore and identify farming infrastructure priorities. ▶ Work with the Governance Committee to determine a task force structure. 	<ul style="list-style-type: none"> ▶ <i>Legislative & Information Services</i> ▶ <i>Regional & Strategic Planning</i>
	Develop a regional agricultural land banking solution.	<ul style="list-style-type: none"> ▶ Ensure consideration of land banking in Food & Agriculture Strategy. 	<ul style="list-style-type: none"> ▶ <i>Real Estate</i> ▶ <i>Regional & Strategic Planning</i>
	Establish additional incentives and new policies to promote and encourage farming in the region.	<ul style="list-style-type: none"> ▶ Present potential policies to promote and encourage farming in the Regional Growth Strategy and/or the Food & Agriculture Strategy. ▶ Review, refine and identify opportunities for new and existing incentives at a regional level. 	<ul style="list-style-type: none"> ▶ <i>Regional & Strategic Planning</i>
	Develop policies to support agri-tourism.	<ul style="list-style-type: none"> ▶ Ensure inclusion of proposed agri-tourism policies in Food & Agriculture Strategy. 	<ul style="list-style-type: none"> ▶ <i>Regional & Strategic Planning</i>

VIBRANT



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)	
COLLABORATE	Changing Demographics	Complete the Community Health & Well-Being Plan and determine appropriate roles for the CRD in its implementation.	<ul style="list-style-type: none"> ▶ Complete the Community Health & Well-Being Plan. 	<ul style="list-style-type: none"> ▶ <i>Health & Capital Planning Strategies</i>
		CRD to work with partners to establish a universally accepted definition of “seniors” for purposes of recreational programming alignment.	<ul style="list-style-type: none"> ▶ Facilitate conversations with municipal recreation centres to propose approach for common definition of “seniors.” ▶ Work with the Governance Committee role to determine a referral function. 	<ul style="list-style-type: none"> ▶ <i>Legislative & Information Services</i> ▶ <i>Peninsula Recreation</i> ▶ <i>SEAPARC</i>
		Advocate to senior levels of government for age-friendly programs and policies.	<ul style="list-style-type: none"> ▶ Establish a Board working group to explore and identify age-friendly priorities. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to age-friendly initiatives ▶ Work with the Governance Committee to determine a working group structure for advocacy initiatives. 	<ul style="list-style-type: none"> ▶ <i>Health & Capital Planning Strategies</i> ▶ <i>Legislative & Information Services</i>
	First Nations	Organize Board training and education on First Nations’ traditions, culture, history and approaches.	<ul style="list-style-type: none"> ▶ Design and deliver training and educational programs in collaboration with the Special Task Force on First Nations Engagement. 	<ul style="list-style-type: none"> ▶ <i>Aboriginal Initiatives</i> ▶ <i>Legislative & Information Services</i>
		Explore feasibility of establishing a First Nations hunting protocol in CRD lands in recognition of the Douglas Treaty.	<ul style="list-style-type: none"> ▶ Prepare Memorandums of Understanding between First Nations and the CRD to enable traditional usage of CRD lands. 	<ul style="list-style-type: none"> ▶ <i>Aboriginal Initiatives</i> ▶ <i>IWS Watershed Protection</i> ▶ <i>Regional Parks</i>
		Investigate ways to best support First Nations’ economic development activities in co-operation with local government partners.	<ul style="list-style-type: none"> ▶ Identify potential economic development partnering agreements with First Nations. 	<ul style="list-style-type: none"> ▶ <i>Aboriginal Initiatives</i>



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)
Public Engagement & Communications	Share stories of collaboration and accomplishments across the organization and region.	▶ Include stories of collaboration and accomplishment as part of existing and new communications activities.	▶ <i>Corporate Communications</i>
	Set targets and measure effectiveness of CRD engagement activities.	▶ Include performance metrics in engagement plans and perform evaluation.	▶ <i>Corporate Communications</i>
	Deploy comprehensive communication strategies to encourage two-way dialogue with the public on major Board decisions and bylaw changes.	▶ Identify and deploy required tools to support two-way dialogue. ▶ Develop public participation strategies, including engagement expectations and implications, as part of major initiatives from the onset of each process. ▶ Review the use, application and efficacy of the Public Participation Framework.	▶ <i>Corporate Communications</i>
	Establish regular two-way engagement opportunities with the public and within the organization using innovative approaches and technologies.	▶ Implement more options for two-way engagement, including the use of innovative approaches and technologies.	▶ <i>Corporate Communications</i>

COLLABORATE



Priority Area	Board Strategic Priority	Corporate Strategy/Response	Associated Service Plan(s)
Governance	Determine the role of the CRD in current governance conversations.	<ul style="list-style-type: none"> ▶ Work with the Governance Committee to explore and identify governance priorities. ▶ Actively participate in senior levels of government and partner programs to enable Board influence on external policy relevant to governance conversations. 	▶ <i>Legislative & Information Services</i>
	Establish a Board self-evaluation process.	▶ Work with the Governance Committee to design and execute a self-evaluation process for the Board.	▶ <i>Human Resources</i>
	Complete the work of the Special Task Force on First Nations Engagement.	▶ Deliver a report to the Board identifying the priorities of the Special Task Force on First Nations Engagement, including work plan recommendations.	▶ <i>Aboriginal Initiatives</i>
	Support regional and sub-regional dialogues between the general public, municipalities, electoral areas, First Nations and the CRD.	▶ Enable regular, proactive dialogue sessions.	<ul style="list-style-type: none"> ▶ <i>Corporate Communications</i> ▶ <i>Legislative & Information Services</i>
	Recognize and support the self-governance and equality of the three electoral areas.	▶ Undertake a review of local area services committees and commissions to merge and streamline where possible to increase efficiency and clarify roles and mandate.	▶ <i>Legislative & Information Services</i>
	Review and establish a governance model which encourages exemplary decision-making and includes regular Board education and inter-jurisdictional collaboration.	<ul style="list-style-type: none"> ▶ Initiate Governance Committee review of standing and select committees structure and make recommendations to the Board Chair. ▶ Deliver annual committee orientations, bringing forward priorities that span election cycles, and provide key information and current status of major decisions and/or initiatives. 	▶ <i>Legislative & Information Services</i>
	Establish regular two-way engagement opportunities with the public and within the organization using innovative approaches and technologies.	▶ Implement two-way engagement including the use of innovative approaches and technologies.	▶ <i>Corporate Communications</i>

SERVE



➤ Delivering on Corporate & Core Service Priorities

	Priority Area	Priority	Corporate Strategy/Service Plan Initiative	Associated Service Plan(s)
SUSTAINABLE	Environmental Protection	Undertake monitoring, education and remediation programs to support decision-making and management of natural resources.	▶ Establish Elk and Beaver Lake integrated watershed initiative.	▶ <i>Environmental Protection</i> ▶ <i>Regional Parks</i>
			▶ Identify priority land acquisitions in the Coastal Western Hemlock Ecosystem Zone.	▶ <i>Regional Parks</i>
			▶ Implement Millstream Meadows Remediation Plan and additional investigations to achieve Certificate of Compliance.	▶ <i>Environmental Protection</i>



Priority Area	Priority	Corporate Strategy/Service Plan Initiative	Associated Service Plan(s)	
LIVABLE	Drinking Water	Protect and maintain an adequate supply of safe, reliable drinking water.	<ul style="list-style-type: none"> ▶ Complete update of the strategic plan for the regional water supply system serving Greater Victoria. ▶ Ensure that customers in the electoral area drinking water services receive reliable, safe drinking water. 	<ul style="list-style-type: none"> ▶ IWS Infrastructure Engineering ▶ IWS Infrastructure Operations ▶ IWS Watershed Protection
		Invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water.	<ul style="list-style-type: none"> ▶ Complete the upgrade of the regional water supply drinking water disinfection system. 	<ul style="list-style-type: none"> ▶ IWS Infrastructure Engineering ▶ IWS Infrastructure Operations
	Health & Well-Being	Complete the Community Health & Well-Being Plan.	<ul style="list-style-type: none"> ▶ Complete the Community Health & Well-Being Plan and determine the CRD's role in implementation. 	<ul style="list-style-type: none"> ▶ Health & Capital Planning Strategies
	Regional Infrastructure	Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements.	<ul style="list-style-type: none"> ▶ Initiate implementation of the Core Area Wastewater Treatment Program. 	<ul style="list-style-type: none"> ▶ Environmental Planning & Engineering
			<ul style="list-style-type: none"> ▶ Continue identifying priority regional, sub-regional and local area wastewater upgrades that ensure compliant and reliable operations. 	<ul style="list-style-type: none"> ▶ IWS Infrastructure Engineering ▶ IWS Infrastructure Operations
			<ul style="list-style-type: none"> ▶ Identify infrastructure for reinvestment, renewal and/or replacement (i.e., Michigan Square). ▶ Complete the design and construction of the Summit at Quadra Village project. 	<ul style="list-style-type: none"> ▶ Regional Housing ▶ Health & Capital Planning Strategies
<ul style="list-style-type: none"> ▶ Implement the Land Acquisition Strategy. 			<ul style="list-style-type: none"> ▶ Regional Parks 	
	Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered.	<ul style="list-style-type: none"> ▶ Complete long-term asset management plans and companion financial plans for capital assets. ▶ Develop and implement asset management planning framework and tools. 	<ul style="list-style-type: none"> ▶ Environmental Planning & Engineering ▶ Financial Services ▶ IWS Infrastructure Engineering ▶ IWS Infrastructure Operations ▶ Peninsula Recreation ▶ Regional Housing ▶ Regional Parks ▶ Risk, Insurance & Facility Management ▶ SEAPARC 	



	Priority Area	Priority	Corporate Strategy/Service Plan Initiative	Associated Service Plan(s)
VIBRANT	Recreation, Arts & Culture	Support increased access to community arts and recreation through programming and strategic investments.	▶ Complete SEAPARC fitness area expansion project.	▶ SEAPARC
			▶ Design and deliver targeted recreational programming for children, youth and First Nations.	▶ Peninsula Recreation ▶ SEAPARC
			▶ Complete Panorama's Arena B upgrades.	▶ Peninsula Recreation
			▶ Ensure Arts Service grant program is responsive to community needs and continues to use effective and accountable processes.	▶ Arts Development
			▶ Maintain a regional inventory of public art.	
	Regional Parks	Increase access to recreational trails within park boundaries and consider opening new park reserve lands.	▶ Complete new Trans Canada Recreational Trail.	▶ Regional Parks
			▶ Determine feasibility and operational implications for opening new park reserve lands.	
	Prepare and update park management plans.	▶ Complete Island View Beach Management Plan.	▶ Regional Parks	



Priority Area	Priority	Corporate Strategy/Service Plan Initiative	Associated Service Plan(s)	
SERVE	Corporate Development	Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery.	<ul style="list-style-type: none"> ▶ Continuously evaluate corporate support services' alignment to corporate and core service priorities. ▶ Continue systems advancement, including the areas of agenda delivery and management, enterprise resource planning and the utilization of applications. ▶ Develop digital resources related to land encumbrances, tenures and rights of way. 	<ul style="list-style-type: none"> ▶ <i>Corporate Communications</i> ▶ <i>Financial Services</i> ▶ <i>Human Resources</i> ▶ <i>Information Technology</i> ▶ <i>Legislative & Information Services</i> ▶ <i>Real Estate</i> ▶ <i>Risk, Insurance & Facility Management</i>
		Ensure CRD service delivery is effectively supported through the development of best practices.	<ul style="list-style-type: none"> ▶ Enhance processes and systems to include the evaluation of projects and initiatives through an enterprise risk management framework. ▶ Continue advancement in the areas of records management for the organization, contract and bylaw administration. 	<ul style="list-style-type: none"> ▶ <i>Legislative & Information Services</i> ▶ <i>Risk, Insurance & Facility Management</i>
			<ul style="list-style-type: none"> ▶ Continuously evaluate and monitor demographic and labour force trends. 	<ul style="list-style-type: none"> ▶ <i>Human Resources</i>
		Enhance and ensure effective financial and audit reporting practices.	<ul style="list-style-type: none"> ▶ Continue to enhance, simplify and ensure transparency in financial reporting. 	<ul style="list-style-type: none"> ▶ <i>Financial Services</i>
		Support continued investments in workforce education, training and development.	<ul style="list-style-type: none"> ▶ Review and align employee development and training programs such to enhance strategic and corporate expectations. 	<ul style="list-style-type: none"> ▶ <i>Human Resources</i>
	Education, Outreach & Information	Expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs.	<ul style="list-style-type: none"> ▶ Design and deliver environmental and interpretive programming. ▶ Research, develop and launch a centre dedicated to outreach, education and engagement. 	<ul style="list-style-type: none"> ▶ <i>Environmental Partnerships</i> ▶ <i>Regional Parks</i>
		Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information.	<ul style="list-style-type: none"> ▶ Develop and implement an Open Government portal. ▶ Provide monthly, quarterly and annual sub-regional profiles and fact sheets. ▶ Plan and implement activities to mark the CRD's 50th anniversary. 	<ul style="list-style-type: none"> ▶ <i>Corporate Communications</i> ▶ <i>Legislative & Information Services</i> ▶ <i>Regional & Strategic Planning</i>
		Protective Services	Collaborate with partners to prepare for, respond to and recover from emergencies.	<ul style="list-style-type: none"> ▶ Establish a local, regional and provincial partnership designed to enhance emergency management across the CRD.
	Oversee compliance with applicable building regulations		<ul style="list-style-type: none"> ▶ Amend CRD Building Bylaw to incorporate changes from 2012 BC Building Code. 	<ul style="list-style-type: none"> ▶ <i>Building Inspection</i>



Measures & Success Indicators

Priority Area	What Success Looks Like	Indicators or Measures
Climate Change	Projects and partnerships are implemented, internally and externally, to support increased resiliency to climate impacts and reduced energy use and greenhouse gas emissions.	<ul style="list-style-type: none"> ▶ Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency ▶ Completion of Corporate Climate Adaptation Plan ▶ Annual GHG emissions of corporate fleet ▶ Annual GHG emissions of corporate buildings
Integrated Waste Management	Progress has been made on integration of liquid and solid wastes.	<ul style="list-style-type: none"> ▶ Qualitative observations on demonstrated progress toward integration of liquid and solid wastes ▶ Completion and adoption of an overarching integrated waste management plan
Land Use Planning	A Regional Growth Strategy (Regional Sustainability Strategy) is in place and effectively implemented.	<ul style="list-style-type: none"> ▶ Adoption of a Regional Growth Strategy ▶ Establishment of a Regional Growth Strategy monitoring plan ▶ Qualitative observations on Regional Growth Strategy implementation
Biodiversity & Ecosystem Health	We are effectively contributing to protecting ecosystem health and function in urban and rural areas.	<ul style="list-style-type: none"> ▶ Number of stakeholders engaged through educational programming on biodiversity and ecological health issues ▶ Amount of invasive species removed from Regional Parks ▶ Completion of an updated list of Species at Risk ▶ Number of volunteer hours leveraged in restoration or stewardship activities ▶ Number of initiatives implemented from park management plans
Environmental Protection	We are effectively contributing to the protection of air and water.	<ul style="list-style-type: none"> ▶ Percentage of methane gas captured at Hartland Landfill ▶ Percentage of environmental water quality sampling plans reviewed and updated ▶ Percentage of businesses in compliance with CRD codes of practice ▶ Number of exceedances of provincial water quality objectives compared to previous years

SUSTAINABLE



	Priority Area	What Success Looks Like	Indicators or Measures
LIVABLE	Housing	Affordable housing options and supply are increased across the region.	<ul style="list-style-type: none"> ▶ Percentage increase in size and/or participation in the Regional Housing Trust Fund ▶ Number and type of affordable housing units
	Economic Development	New processes are established to help advance and implement economic development priorities.	<ul style="list-style-type: none"> ▶ Qualitative observations on the increased coordination of economic development activities in Southern Gulf Islands and Salt Spring Island
	Drinking Water	Drinking water is provided reliably and safely.	<ul style="list-style-type: none"> ▶ Annual volume of drinking water supplied in compliance with water quality guidelines and regulations ▶ Reduction in number of unplanned interruptions to water services each year ▶ Kilometres of roads maintained, upgraded or reclaimed associated with drinking watershed operations ▶ Total value of drinking water infrastructure investment annually ▶ Number of watershed forest fuel management projects completed annually
	Health & Well-Being	We are effectively contributing to improved community health and well-being.	<ul style="list-style-type: none"> ▶ Qualitative observations on implementation of Community Health & Well-Being Plan
	Regional Infrastructure	Regional infrastructure deficiencies are reduced and strategic investments are initiated.	<ul style="list-style-type: none"> ▶ Percentage of Capital Projects completed on time and on budget ▶ Number of infrastructure replacement projects ▶ Sustainable asset funding plans in place



Measures & Success Indicators continued

	Priority Area	What Success Looks Like	Indicators or Measures
VIBRANT	Active & Multi-Modal Transportation	A Transportation Service is established, multi-modal infrastructure has been installed and educational programming has been delivered.	<ul style="list-style-type: none"> ▶ Number of trips on regional trails annually ▶ Establishment of a CRD Transportation Service ▶ Percentage increase in transit services or related infrastructure ▶ Increase in kilometres of active transportation infrastructure
	Agricultural Land & Food Security	Projects and partnerships are implemented to support local food education and infrastructure needs have been identified.	<ul style="list-style-type: none"> ▶ Number of incentives and policies promoting and encouraging farming and agritourism in the region ▶ Observations and reporting on infrastructure enhancements and/or deficiencies ▶ Number of partnerships focused on local food education
	Recreation, Arts & Culture	Residents have access to recreation, arts and culture opportunities.	<ul style="list-style-type: none"> ▶ Increased participation in recreation programs ▶ Maintained or increased funding support for arts from current and new municipal partners ▶ Increased number of arts organizations supported through arts funding ▶ Number of recreation programs offered to the public
	Regional Parks	We have made additional land acquisitions and increased access to parks and recreational trails.	<ul style="list-style-type: none"> ▶ Implementation of Land Acquisition Strategy ▶ Increase in overall annual visits to regional parks



	Priority Area	What Success Looks Like	Indicators or Measures
COLLABORATE	Changing Demographics	We support policy and provide services that support and reflect the changing needs of residents of all ages.	<ul style="list-style-type: none"> ▶ Number of recreation programs and/or services designed specifically for First Nations communities, seniors, youth and children
	First Nations	A framework is established for First Nations participation in regional matters.	<ul style="list-style-type: none"> ▶ Established framework for First Nations participation in regional matters ▶ Participation rates in CRD services by First Nations
	Public Engagement & Communications	Residents have increased opportunities to engage with the CRD and participate in regional initiatives.	<ul style="list-style-type: none"> ▶ Global and divisional social media engagement statistics ▶ Web page view and bounce rates for key initiatives ▶ Participation rates of residents in two-way dialogue and engagement opportunities



Measures & Success Indicators continued

	Priority Area	We will have succeeded if:	Indicators or Measures
SERVE	Governance	Regional decision-making processes are transparent and timely.	<ul style="list-style-type: none"> ▶ Response time to Freedom of Information requests ▶ Annual review of Board committee structure completed ▶ Percentage of Board and committee meetings available by web streaming
	Corporate Development	We demonstrate leadership in organizational performance and service delivery.	<ul style="list-style-type: none"> ▶ Number of awards or nominations received annually ▶ Percentage of employees maintaining professional designations ▶ Percentage of residents stating satisfaction with CRD services ▶ Percentage of systems availability for information technology
	Education, Outreach & Information	Residents have access to relevant data, information and educational programming.	<ul style="list-style-type: none"> ▶ Number of community outreach events the CRD participates in and/or supports annually ▶ Number of CRD educational workshops delivered or partnered on annually ▶ Number of requests fulfilled per year for building inspection, transportation, demographic and/or development data ▶ Participation rates in CRD public tours annually
	Protective Services	There is increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies.	<ul style="list-style-type: none"> ▶ Number of Emergency Operations Centre staff training exercises annually ▶ Volume of 911 calls handled annually ▶ Number of volunteers registered in electoral area emergency programs



Progress to Date

The CRD is already taking action in support of identified priority areas. This page highlights key activities, strategies and initiatives that were in progress as of September 2015.

Work with the Governance Committee to determine a working group and task force structure for advocacy initiatives.

- ▶ [Climate Change](#)
- ▶ [Biodiversity & Ecosystem Health](#)
- ▶ [Active & Multi-Modal Transportation](#)
- ▶ [Agricultural Land & Food Security](#)
- ▶ [Changing Demographics](#)

Establish a CRD Transportation Service.

- ▶ [Active & Multi-Modal Transportation](#)
- ▶ [Economic Development](#)

Complete the Health & Well-Being Plan.

- ▶ [Changing Demographics](#)
- ▶ [Health & Well-Being](#)

Realign resources and reorganize Risk, Insurance & Facility Management Division.

- ▶ [Climate Change](#)

Realign resources and reorganize to form Environmental Planning & Engineering Division.

- ▶ [Integrated Waste Management](#)

Design and deliver a workshop for the Committee of the Whole to facilitate discussion on potential integration opportunities.

- ▶ [Integrated Waste Management](#)

Complete the Food & Agriculture Strategy, including land-banking considerations and proposed agri-tourism policies.

- ▶ [Agricultural Land & Food Security](#)

Work with the Governance Committee to determine a referral function.

- ▶ [Changing Demographics](#)

Deliver annual committee orientations.

- ▶ [Governance](#)

Integrate existing Housing function and authority and pursue additional corporate alignment initiatives.

- ▶ [Housing](#)

Evaluate and assess options for consolidation of services and the potential for the establishment of a wildlife service authority.

- ▶ [Biodiversity & Ecosystem Health](#)

Develop digital resources related to land encumbrances, tenures and rights of way.

- ▶ [Corporate Development](#)

Research, develop and implement an Enterprise Risk Management Program.

- ▶ [Corporate Development](#)

Continue to enhance and simplify financial reporting, including the development and implementation of a grants dashboard.

- ▶ [Corporate Development](#)

Plan and implement for the celebration of the Capital Regional District's 50th anniversary in 2016.

- ▶ [Education, Outreach & Information](#)

Reference > Board Priorities & Timeline

Priority Area	NOW: Current budget & Service Plans	NEXT: To be incorporated into 2016/2017 Service Plans & budgets	LATER: Future considerations 2018+	
1. Climate Change	1a. Provide a climate lens for Board decision-making.			
	1b. Advocate to senior levels of government for programs and regulations to reduce emissions and/or prepare for climate change.			
	1c. Pursue strategic partnerships to help achieve community mitigation and adaptation targets.			
		1d. Accelerate corporate mitigation and adaptation activities.		
2. Integrated Waste Management	2a. Acquire additional expertise on technologies and solutions (including centralized/decentralized approaches and gasification) to liquid and solid waste treatment.			
	2b. Investigate region-wide solutions to liquid and solid waste.			
	2c. Establish a systematic process of evaluation for all liquid waste and solid waste decisions.			
	2d. Investigate combined liquid and solid waste management plans.			
	2e. Ensure responsible management of wastewater for the entire capital region.			
3. Active & Multi-Modal Transportation	3a. Advocate for regional transit priorities to the Victoria Regional Transit Commission.			
	3b. Pursue CRD transportation service role (includes public transit and regional trails).			
	3c. Further investigate Southern Gulf Islands and Salt Spring Island water-based passenger services.			
	3d. Design and manage regional trails as transportation corridors for users now and in the future.			
		3e. Enable the CRD, local governments and other agencies to advance active transportation infrastructure and programming (including active and safe routes to school).		
4. Agricultural Land & Food Security	4a. Establish educational programming to promote local food and its benefits.			
	4b. Enable others and advocate for supportive agricultural programs and policies by provincial and federal governments.			
		4c. Work with partners to find a solution to lack of abattoir, and other related farming infrastructure, in the region or on the Island.		
		4d. Develop a regional agricultural land banking solution.		
		4e. Establish additional incentives and new policies to promote and encourage farming in the region.		
			4f. Develop policies to support agri-tourism.	

Priority Area	NOW: Current budget & Service Plans	NEXT: To be incorporated into 2016/2017 Service Plans & budgets	LATER: Future considerations 2018+	
5. Changing Demographics	5a. Complete the Community Health & Well-Being Plan and determine appropriate roles for the CRD in its implementation.			
	5b. CRD to work with partners to establish a universally accepted definition of “seniors” for purposes of recreational programming alignment.			
		5c. Advocate to senior levels of government for age-friendly programs and policies.		
6. First Nations	6a. Organize Board training and education on First Nations’ traditions, culture, history and approaches.			
	6b. Explore feasibility of establishing a First Nations hunting protocol in CRD lands in recognition of the Douglas Treaty.			
	6c. Investigate ways to best support First Nations’ economic development activities in co-operation with local government partners.			
7. Governance	7a. Determine the role of the CRD in current governance conversations across the region.			
	7b. Establish a Board self-evaluation process.			
	7c. Complete the work of the Special Task Force on First Nations engagement.			
	7d. Support regional and sub-regional dialogues between the general public, municipalities, electoral areas, First Nations and the CRD.			
	7e. Recognize and support the self-governance and equality of the three electoral areas.			
		7f. Review and establish a governance model which encourages exemplary decision-making and includes regular Board education and inter-jurisdictional collaboration.		
		7g. Establish regular two-way engagement opportunities with the public and within the organization using innovative approaches and technologies.		
8. Public Engagement & Communications	8a. Share stories of collaboration and accomplishments across the organization and region.			
	8b. Set targets and measure effectiveness of CRD engagement activities.			
	8c. Deploy comprehensive communication strategies to encourage two-way dialogue with the public on major Board decisions and bylaw changes.			
		8d. Establish regular two-way engagement opportunities with the public and within the organization using innovative approaches and technologies.		

Priority Area	NOW: Current budget & Service Plans	NEXT: To be incorporated into 2016/2017 Service Plans & budgets	LATER: Future considerations 2018+
9. Housing	9a. Complete the Capital Region Housing Corporation Long Term Financial & Asset Management Plan.		
	9b. Examine an increase in the size of the Regional Housing Trust Fund and encourage participation by all municipalities, electoral areas and First Nations.		
	9c. Develop a standardized regional definition of "affordable" and "attainable."		
		9d. Leverage equity in all CRD assets (CRD, CRHC, CRHD) to develop creative solutions to providing new housing.	
		9e. Support regional housing goals by sharing emerging practices and encouraging creative solutions within the Capital Region Housing Corporation, municipalities, electoral areas and other partners.	
			9f. Establish the CRD as the overarching planning and coordinating body.
10. Land Use Planning	10a. Complete the Regional Growth Strategy (Regional Sustainability Strategy).		
11. Economic Development	11a. Advocate to senior levels of government to support major multi-modal transportation projects which encourage economic development.		
	11b. Work with municipalities, electoral areas and partners to develop a comprehensive arts and culture strategy.		
			11c. Explore a funding mechanism to support existing agencies like the Greater Victoria Economic Development Agency.
12. Biodiversity & Ecosystem Health	12a. Determine future CRD role in regional wildlife management (fallow deer, bullfrogs, geese, etc.).		
	12b. Work with partners to open the Sea to Sea Park.		
	12c. Advocate to provincial and federal governments to maintain and fulfil their roles to protect biodiversity.		
		12d. Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.	
		12e. Showcase best practices for managing invasive species on CRD lands.	

Board-Identified CRD Role for Priority Areas



1. Climate Change

The CRD will help to reduce greenhouse gas emissions and adapt to climate change by supporting municipalities and through corporate decisions, citizen awareness and agency partnerships.



2. Integrated Waste Management

The CRD will develop systems which provide an innovative and optimized approach to managing liquid and solid wastes as resources.



3. Active & Multi-Modal Transportation

The CRD will collaborate with partners to advance regional transportation priorities.



4. Agricultural Land & Food Security

The CRD will work with partners to support the protection of agricultural land and promote increased food security for the region.



5. Changing Demographics

The CRD will support a region for all ages through programs and services that promote healthy, active lifestyles.



6. First Nations

The CRD will engage with First Nations in activities and services in areas of common interest.



7. Governance

The CRD will pursue policy, practices and process changes to best meet its broad mandate (including its role as the local government for electoral areas), strategic challenges and service needs of the region.



8. Public Engagement & Communications

The CRD will regularly inform and engage the public, stakeholders and other governments to gain ideas and feedback and build support.



9. Housing

The CRD will act as a resource for developing and implementing strategies which demonstrate leadership, build partnerships and provide support to increase the supply of affordable housing.



10. Land Use Planning

The CRD will adopt and implement a Regional Growth Strategy (Regional Sustainability Strategy) and electoral area land use plans.



11. Economic Development

The CRD will promote and highlight economic impacts of regional investments and services.



12. Biodiversity & Ecosystem Health

The CRD will pursue opportunities to protect urban and rural natural areas while providing management and stewardship of sensitive ecosystems within its portfolio of parks and other land holdings.

Corporate Policies

CRD Long Term Financial Policies

The CRD supports full annual funding of operations, maintenance, growth and asset depletion while balancing tax rate increases and optimizing fee for service revenues. The following strategies are used to support this objective:

1. Limit addition of new services levels or new programs to those Board-directed, necessary, and/or critical.
2. Limit transfers to/from operating reserves, transferring only to fund one-time projects or with the intent of stabilizing revenue requirements.
3. Levels of transfers to/from capital reserves are to be supported through development of life cycle funding requirements.
4. Use of borrowing should be within MFA borrowing limits of 25% of a municipality's controllable and sustainable revenues for the previous year.
5. Surplus should be applied to reduce tax rates only in rare circumstances where the offset is sustainable and stable, one-time variances resulting in surplus should be used to offset one-time operating projects or be transferred to reserve to stabilize future revenues.

SERVICE PLANS

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*Refer to right corner footer page number. Center footer page numbers refer to entire document.

Service Plan for Arts Development

2016-2019
(2018)



Capital Regional District

Date submitted: November 30, 2016



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1 Overview

1.1 Division & Service Summary

a) The Arts Development Service manages a range of funding programs that support the operational and programming activities of organizations in the not-for-profit arts sector that meet established eligibility criteria and goals for public investment in the sector. It also manages a searchable database of public art on behalf of its member municipalities and oversees the Golden Jubilee Youth Arts Fund vested with the Victoria Foundation that benefits youth arts. The Arts Development Service is a resource for the arts in the capital region, serving the general public and arts funders in other jurisdictions and levels of government.

b) **Service overview and descriptions.**

Service Purpose , Role or Overview	Participants (for example: all municipalities, electoral areas, First Nations)	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
Grant and organizational capacity-building programs for the not-for-profit arts sector	Victoria, Saanich, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sidney	requisition	Arts Commission

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Municipal investment in the arts recognizes the contribution that arts organizations make to the quality of life, the provincial and national visibility such organizations provide to the region, their role in providing a wide range of event and activities for citizens and visitors, and for the economic benefits that accrue to the region as a result. Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to support such investment.

Shortfalls in fulfillment of the Arts Service mission were identified through a 2016 community engagement process resulting in adoption of new initiatives designed to fulfill the Arts Service mission and Board approval of an additional 1.0 FTE to resource those initiatives..

1.4 Link to Board Strategic Priorities

Arts Development Service programs provide strategic investment through granting to maximize the social and economic contribution arts organizations make to the quality of life in the Capital Regional District (CRD Strategic Priority 11b), the provincial and national visibility these organizations provide to the region, and their role in providing employment and a wide range of arts activities for citizens and visitors.

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Operating grant program (1 intake per year)	Provide support to Arts Advisory Council and sub-committees to enable fulfillment of their adjudicative mandate per Bylaw 2973:	No change	No change	No change	No change
	• screen organizations for eligibility (45-50)	31	31 (est.) No change	32 (est.)	No change
	• provide assessment and reporting on eligible organizations (32)	No change		No change	No change
	• monitor funded organizations for fulfillment of grant obligations				
Project grant program, 2 intakes per year	Advise and support prospective applicants on project development, grant eligibility, application processes, and issues related to capacity development.	No change	No change	No change	No change
	• screen organizations for eligibility (40-50)	No change	No change	No change	No change
	• provide assessment and reporting on eligible organizations (32)	37	40	40-45 (est.) No change	35-40 (est.)
	monitor funded groups for fulfillment of grant objectives	No change	No change	No change	No change
	maintain data on funding outcomes events produced: 181; attendance: 42,716; employment: 392; volunteer engagement: 1210 (all numbers 2010).	No change	No change	No change	No change
	Provide support to Arts Committee by maintaining				

	accountable processes for disbursement of program allocations.				
IDEA grant program, 2 intakes per year (program review in 2017)	<p>Advise and support prospective applicants on project development, grant eligibility, application processes, and issues related to capacity development.</p> <ul style="list-style-type: none"> • screen organizations for eligibility (20-25) • provide assessment and reporting on eligible organizations (22) <p>monitor funded organizations for fulfillment of grant obligations</p> <p>Provide support to Arts Committee by maintaining accountable processes for disbursement of program allocations.</p>	<p>No change</p> <p>22</p> <p>17</p> <p>No change</p> <p>No change</p>	<p>Program assessment year</p> <p>Program target levels tbc</p> <p>Revision of program resulting from Building Our #ArtsFuture Together. Adopted for development and piloting (see 2018)</p>	<p>NEW: Diversity Fund 2-year pilot program to encourage participation by Indigenous, multi-cultural and disabled communities. Maximum investment of \$25,000</p> <p>NEW: Incubator Fund 2-year pilot program to develop skills and organizational capacity, provide access to expertise, administrative mentoring, and to support arts initiatives that are not fundable under other programs.</p>	<p>Second year of pilot programs</p>
Education, Outreach and Engagement (New 1.0 FTE and initiatives resulting from adoption of Building Our #ArtsFuture Together)			<p>NEW: September</p> <p>Development of early implementation of Arts Dev. Communications and outreach strategy</p>	<p>Implement:</p> <ul style="list-style-type: none"> • scheduled reporting on program impacts • implement a comprehensive social media presence • annual report on State of the Arts • host 1st Arts Summit 	

Maintain indicators	Baseline data as of 2013 <ul style="list-style-type: none"> • events produced: 2285 • event attendance: 603,847 • admin and tech employment: FT 152; PT 599 • artists employed: 2653 	2015 • events: 2715 <ul style="list-style-type: none"> • attendance: 672,191 • admin and tech employment: FT 152; PT 530 • artists employed: 3036 	Data pending	Current and new indicators integrated into communications strategy	
	Sector-generated economic activity: \$177.3 million GDP (2012)			Commission updated economic impact report	
	Provide support to individuals and organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. Respond to inquiries on funding (CRD and other sources). Liaise with arts funders at other levels of government. Collect data for internal use and by outside agencies.	No change	No change	No change	No change
Committee support	Provide support to Arts Committee by maintaining accountable processes for allocation of program budgets.	No change	No change	No change	No change
Information resource and data collection	Provide support to individuals and organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. Respond to inquiries on funding (CRD and other sources). Liaise with arts funders at other levels of government.	No change	No change	No change	No change

	<p>Collect data for internal use and by outside agencies.</p> <p>Manage web-database of regional public art for the region.</p>				
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2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Total	1.8	1.8	1.8 (2.8 as of September)	2.8	2.8

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Board Strategic Priority Reference (if applicable)	Budget Implications (core budget; single supplemental or; continuous supplemental request)
2016			
Regional Arts and Culture Strategic Plan Completion: Dec. 2016	Development of a Regional Arts Strategy that includes communication and community engagement activities to accomplish the following goals: <ul style="list-style-type: none"> • increase community and stakeholder knowledge and support of the arts; • encourage municipalities to fully participate in funding the CRD Arts Service; • identify and reduce barriers to participation in the arts; • enable sustainable growth of the arts and arts organizations in the region; • ensure Arts Service grant programs are responsive to community needs and use effective and accountable processes. 	11b	Single supplemental (see continuous supplemental as a result of planning process to follow in subsequent year)
Arts Service Strategic Goals Completion: 2019	The Arts Committee have adopted 5 strategic goals for the current mandate, as described above.		core budget

Title & Estimated Completion Date	Description	Board Strategic Priority Reference (if applicable)	Budget Implications (core budget; single supplemental or; continuous supplemental request)
2017			
New program initiatives driven by outcomes of Regional Arts and Culture Strategic Plan Completion: 2019	Program(s) and/or initiatives resulting from gap analysis from the Regional Arts Plan TBD (see descriptions in Section 2.1) Planning 4 th quarter	11b	
	Hire Community Outreach Coordinator to begin education and engagement activities related to fulfilment of Arts Service mission to promote and celebrate the arts. 1.0 FTE approved by CRD Board June 14, 2017	11b.	Core budget in 2017. Continuous supplementary in 2018.
2018			
New program initiatives continued Completion: 2019	Program(s) and/or initiatives resulting from gap analysis from the Regional Arts Plan	11b	Core budget
	Community Outreach Coordinator to develop and implement Outreach and Communications Strategy	Outcome of priority 11b.	Continuous supplemental
	Incubator Fund (see description Section 2.1) Diversity Fund (see description Section 2.1)	Outcome of priority 11b. Outcome of priority 11b.	Core budget & reserve
2019			
Economic Activity Study of Arts and Culture in the Capital Region Completion: 2019	Update (previous studies commissioned in 2010 and 2012) to gauge impact of arts and culture in the Capital Region.	11b	Reserve

4 Goals & Performance Indicators

Please identify service goals and performance indicators for the next four years. Consider goals related to: customer service, business processes, financial performance, community outreach & engagement, or operational processes. Goals may be quantitative or qualitative. Performance indicators should evaluate the success in achieving the goals.

	Service Goals	Performance Indicators
2016	Development of a regional arts strategic plan	Community engagement, data gathering and plan complete and adopted by Dec. 2016.
2017	Gaps in current programs identified by consultant led community engagement process	Recommendations for revised or additional programs developed.
	Funding programs evaluated and changes implemented New programs initiated.	Increased confidence by Arts Advisory Council, Arts Committee and grant recipients in accountability of granting decisions and appropriate distribution of funds. Incubator and Diversity Funding programs researched and developed Establish baseline metrics for social media presence
2018	Enhanced community and political knowledge of the social and economic impacts of the arts through strategic communications and initial release of Annual State of the Arts Report	Increased funding support from new and current municipal partners Increase social media presence by 10% over baseline Production of inaugural annual Arts Impact Report -Establish baseline audience numbers (requests/downloads/unique views)
2019	Economic activity of the arts re-assessed. Enhanced community and political knowledge of the social and economic impacts of the arts through strategic communications and release of Annual State of the Arts Report.	GDP impact of the arts sector in comparison to past studies (2010 & 2012) Increase social media audience by 5% over previous year Requests/downloads/unique views of Arts Impact Report increased by 10%

Contact

Name: James Lam

Title: Manager, Arts Development Service - Contact information: 250-360-3205

Service Plan for Core Area Liquid Waste

Service

2016-2019
(2018)



Capital Regional District

Date submitted: **November 8, 2017**



Making a difference...together

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1 Overview

1.1 Scope

The Capital Regional District (CRD) provides wastewater management to residential, commercial, industrial and institutional customers, equivalent to a population of approximately 330,000 persons distributed throughout the core area communities. These communities include the cities of Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal, and the Songhees and Esquimalt First Nations. In 2006, the CRD commenced the planning for the expansion and upgrading of the wastewater management system with the principal goal of moving from the existing preliminary level of treatment to tertiary treatment.

The municipalities of Esquimalt, Oak Bay and Victoria are fully served by sewers. The majority of properties in View Royal have sewers but a few still remain outside of the service area. A large, predominantly rural area of Saanich is outside of the sewerage service area. Increasing areas of Colwood and Langford are served by sewers, with plans for further expansion. In the long term, both these municipalities are expected to be fully served by sewers.

Properties not served by sewers utilize onsite septic systems or small treatments plants to provide wastewater treatment. These onsite systems primarily rely on tile fields or other distribution methods for ground disposal of treated effluent.

The Core Area Liquid Waste Service, as a whole, is delivered and supported by a number of CRD services and programs delivered by various CRD departments and divisions. The main service and program areas are described in Section 2.

1.2 Primary Contacts

Core Area Wastewater Planning, Regulatory, Scientific and Technical Programs

Name: Larisa Hutcheson

Title: General Manager, Parks & Environmental Services

Contact Information: 250.360.3085, lhutcheson@crd.bc.ca

Core Area Wastewater Conveyance System Operations and Engineering

Name: Ted Robbins

Title: General Manager, Integrated Water Services

Contact Information: 250.360.3061, trobbsins@crd.bc.ca

2 Services & Programs

2.1 Regional Trunk System Overview*

*2014 Actual Flows

2.2 Conveyance System Operations & Engineering

The services provided under this function include the operation, maintenance, engineering and capital project delivery for the Core Area Wastewater System, including wastewater collection, conveyance, screening and disposal through the ocean outfalls. The conveyance system is primarily composed of the four trunks:

Northwest Trunk - This sewer system includes the Macaulay Point pump station and outfall, as well as the Marigold, Craigflower and Lang Cove pump stations, and interconnecting trunk sewer main infrastructure.

Operating costs are recovered by requisition to all participating members based on member percentage of total sewage input. Costs for the Northwest Trunk are shared by Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal, and the Songhees and Esquimalt First Nations under a separate agreements.

Northeast Trunk – Clover - This sewer system includes the Clover Point pump station and outfall, as well as the Harling Point pump station and interconnecting trunk sewer main infrastructure.

Operating costs are recovered by requisition to all participating municipalities based on each participant's percentage of total sewage input. Costs for the Northeast Trunk Clover are shared by Oak Bay, Saanich and Victoria.

Northeast Trunk – Bowker - This sewer system includes the Trent pump station and interconnecting trunk sewer main infrastructure.

Operating costs are recovered by requisition to all participating municipalities based on each participant's percentage of total sewage input. Costs for the Northeast Trunk Bowker are shared by Oak Bay, Saanich and Victoria.

East Coast Interceptor - This sewer system includes seven pump stations, the largest being the Currie Road pump station in Oak Bay and the Penrhyn pump station in Saanich East, as well as the interconnecting trunk sewer main infrastructure. The East Coast Interceptor conveys sewer flows to the Northeast Trunk Clover for eventual discharge at Clover Point.

Operating costs are recovered by requisition to all participating municipalities based on each participant's percentage of total sewage input. Costs for the East Coast Interceptor are shared by Oak Bay, Saanich and Victoria.

The Core Area Liquid Waste Management Plan provides the context and content for delivering wastewater services in the core area. There are several chapters in the plan which relate to specific services delivered by the CRD.

Core Area Liquid Waste Management Plan (CALWMP) - The CRD completed a Liquid Waste Management Plan in July 2000 to serve the municipalities of Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal, and the Songhees and Esquimalt Nations. The plan provides a strategy for managing liquid wastes for the next 25 years, and was approved by the Minister of Environment in March 2003. Since that time, the Plan has had 12 amendments, though the twelfth amendment has not yet been approved by the BC Ministry of Environment. Every 3-5, the CALWMP is consolidated to include amendments to that date; consolidation was last done in 2011. Over the next 1-2 years, staff plan to consolidate the CALWMP, up to and including Amendment No. 12, review and audit the objectives and commitments, and revise the CALWMP with provincial, municipal and stakeholder input. Staff are also working to ensure that all conditions imposed by the BC Ministry of Environment, when CALWMP amendments were conditionally approved, have been met. This program component will also support the development of the regional Integrated Resource Management plan, through cost-sharing with the Environmental Resource Management division.

2.3 Planning, Regulatory, Scientific & Technical Support Programs

The services provided under this function include the planning for and administration of the Core Area Liquid Waste Management Plan and Treatment Program, and the programs that fulfill the commitments made under the CALWMP, including the following programs: Inflow & Infiltration Management, Wastewater & Marine Environment, Regional Source Control, Integrated Watershed Management, Harbours Environmental Action, Onsite Septic System, Trucked Liquid Waste Management and Corrosion & Odour Control. These services and programs are delivered by technical and scientific staff in the Facilities Management & Engineering Services Division and the Environmental Protection Division.

Inflow & Infiltration Management Program (I&I) - Inflow and infiltration refers to rain and groundwater that enters the sanitary sewer. A certain amount of inflow and infiltration is unavoidable and is accounted for in routine sewer design. However, when it exceeds design allowances, sewer capacity is consumed and may result in overflows, risks to health, damage to the environment and increased conveyance costs. The purpose of the program is to reduce the amount of rain and groundwater entering the sanitary sewer system when it is cost-effective to do so. Reduction of inflow and infiltration lowers the risk of sanitary sewer overflows and can decrease the costs of conveying and treating wastewater. This program works closely with municipalities to identify and prioritize problem areas in the conveyance system.

Wastewater & Marine Environment Program (WMEP)—This program provides regulatory compliance monitoring and scientific assessment services to identify the potential effects of the outfalls on human health and the marine environment. The program includes assessment of wastewater flows, surface water and water column quality, the seafloor and organisms living near the outfalls.

The results are shared internally to guide the efforts of the Regional Source Control Program and to inform Infrastructure Operations staff on outfall functionality. Program staff work closely with regulatory agencies to ensure compliance and provide scientific assessment and annual reporting for the general public. The monitoring and analysis follows a rigorous quality assurance and quality control regime, in the field and in the laboratory, that ensures the quality of the collected data.

Regional Source Control Program - This program reduces the amount of contaminants that industry, businesses, institutions and households discharge into the district's sanitary sewer systems. This pollution prevention program has been active region-wide since the adoption of the CRD's Sewer Use Bylaw in August 1994. Source control is recognized as a cost-effective way of reducing the impacts of wastewater on the environment.

Integrated Watershed Management Program (IWMP) - This program monitors and investigates stormwater quality at all discharges in the core area. Information and data are provided to municipal staff to inform their municipal infrastructure plans. The program also promotes best practices for stormwater management.

Harbours Environmental Action Program (HEAP) – This program coordinates environmental protection and improvement efforts in Victoria and Esquimalt harbours, Portage Inlet, the Gorge Waterway and Esquimalt Lagoon. HEAP works with community groups, municipal partners and other agencies to achieve the following goals: decrease contaminant inputs, protect and enhance habitat quality, set environmental quality objectives, achieve environmentally protective land uses and monitor environmental quality.

Onsite Septic System Program (Onsite) - Septic systems, are an effective treatment option when designed, installed and maintained properly. This program provides administration and oversight of maintenance requirements for onsite septic systems in Colwood, Langford, Saanich and View Royal. Educational programs are also provided for system owners.

Trucked Liquid Waste Management Program (TLW) - Many industrial, commercial and institutional operations produce liquid waste that is not suitable for discharge to the sanitary sewer or storm water system. These wastes are generated at operations such as: restaurants (grease interceptors), car washes (vehicle wash interceptors), automotive repair shops (oil water separators), parking lots (catch basins / stormwater rehabilitation units), dry cleaners (PERC from dry cleaning machines), photo processors (fixer), and laboratories (various chemicals). These byproducts are considered high-strength liquid or obstructive wastes and it is illegal to discharge these wastes to the sanitary sewer system or the storm drain system. Proper disposal of these wastes requires a licensed hauler to pick up the waste and transport it to a proper disposal facility.

Corrosion & Odour Control Program – This program identifies locations where sewer corrosion is a concern and where odours may cause a public nuisance. Staff also respond to odour nuisance complaints submitted by the public.

3 Core Area Wastewater Treatment Program

3.1 Project Overview

The municipalities of Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria and View Royal collectively are participants of the Core Area Liquid Waste Management Plan which is managed and operated by the CRD.

The CALWMP is the main planning document for the core area's wastewater treatment program. The current plan (CALWMP Amendment No. 11) was developed by the Core Area Wastewater Treatment Project Board and approved by the BC Minister of Environment on September 30, 2016. The District of Oak Bay has also developed a plan to eliminate the 2 combined sewer overflow points in the core area conveyance system (CALWMP Amendment No. 12), but this plan has not yet been approved by the BC Ministry of Environment.

The currently approved plan (CALWMP Amendment No. 11) consists of a centralized wastewater treatment plant at McLoughlin Point, a residual treatment facility at Hartland Landfill and a conveyance system of pump stations and pipes throughout the core area to convey wastewater to the respective treatment facilities. This plan is being implemented by the Core Area Wastewater Treatment Project Team.

In addition, the CRD is investigating Integrated Resource Management opportunities. This investigation will determine how liquid waste residuals and solid waste can be best managed to generate beneficial reuse opportunities.

4 Governance & Financial Information

The CRD has the authority to collect, convey, treat and dispose of sewage as detailed under the service establishment bylaw (CRD Bylaw 2312).

Core Area Liquid Waste Management Committee – The CRD Core Area Liquid Waste Management Committee is a standing committee established by the CRD Board to oversee and make recommendations to the Board regarding the administration and regulatory reporting for the CALWMP, core area trunk sewers and sewage disposal systems, and opportunities for resource recovery. The Core Area Wastewater Treatment Project Board was established by the CRD Board in May of 2016 and has been delegated authority to administer all aspects of the management of the Core Area Wastewater Treatment Project, including implementation of the project by the project team.

4.1 Financial Overview

Trunk Sewers and Sewage disposal was the second service established for the CRD. The service was established by Letters Patent in 1967. The service was established with flexibility to incorporate service expansion and fairness in costing for both capital and operating costs. During the 1990s, as provincial legislation changed, the Core Area and West Shore municipalities and portions of the Juan de Fuca Electoral Area (Songhees and Esquimalt Nation lands) were established as a Liquid Waste Management Planning Area for those participants (municipality or nation).

Cost Sharing/Apportionment

Operating Costs

Annual Operating Costs – Annual cost sharing for the operation of the four trunk systems (Northwest Trunk, Northeast Trunk (Bowker), Northeast Trunk (Clover), East Coast Interceptor) is based on annual flows from the prior year for each system. There are various flow meters throughout the systems that allow the CRD to determine annual flow volumes received from each participant. The operating costs for each system are then divided amongst the participants based on those flows and then requisitioned/invoiced on an annual basis.

Operating Maintenance Reserves – The trunk systems carry maintenance reserve funds for operating expenses anticipated on a cyclical basis and for minor equipment replacement. Contributions to this reserve fund are made annually through the trunk operating budgets based on the flow volumes from each participant. The funds are drawn down as required for works in each trunk system.

Apportioning annual operating costs to each participant based on annual flow on a 'trunk-by-trunk' basis has been the historical method and is not proposed to change with the implementation of the new treatment project works and facilities, except with the addition of the new works and facilities. It is proposed to begin establishing the operating budget for the new treatment project works and facilities in 2019.

Capital Costs

Annual Capital Projects – Annual capital projects, or 'minor' capital, across the four trunk systems has historically been funded through a combination of debt, grants, capital reserve funds and annual requisition. The project costs have been apportioned on the basis of design capacity benefit that each participant derives from each component of the system. Where the benefit is not an increase in capacity, the design capacity benefit is based on the existing maximum allocated

capacity for each participant and for each facility.

Capital Reserves – Since capital funds are apportioned by participant, the capital reserves are segregated by participant and drawn down by participant based on the design capacity benefit of specific projects.

In light of various new capital investment through the Core Area Wastewater Treatment Project, including the plant, piping infrastructure, outfalls, pumping stations, etc., we will reassess the impact and benefits of normalizing all capital costs through a design capacity benefit model, including minor capital, reserve funds, etc.

Core Area Wastewater Treatment Project – In 2013, the CRD commenced an annual requisition ramp-up to reach an annual funding level that would cover the new treatment program annual operating and capital costs. The annual funding has been providing working capital, funding new debt servicing costs for the project, and funding some project related capital costs directly which will reduce the longer term and ongoing debt servicing costs for the project.

Service Plan for Building Inspection

2016-2019
(2018)



Capital Regional District

Date submitted: July 18, 2017
Date updated: July 18, 2017



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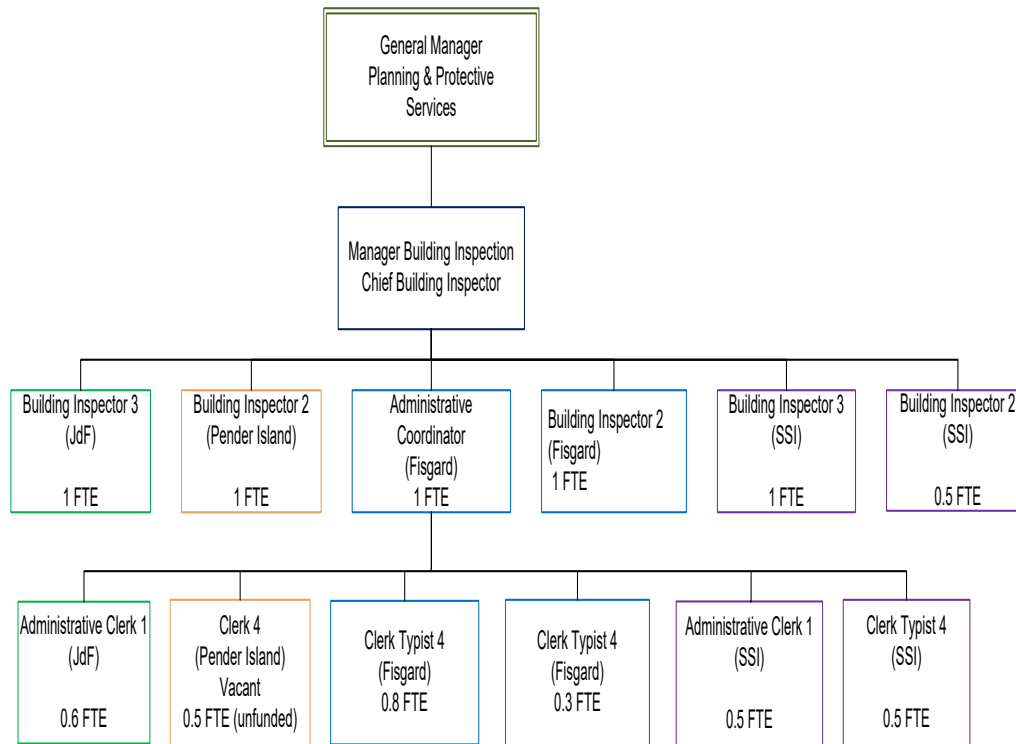
1 Overview

1.1 Division & Service Summary

The Building Inspection Division works to provide protection to the residents of the Capital Region for the health, safety, structural integrity, and the fire protection of buildings through the BC Building Code, CRD Building Bylaws, and the *Local Government Act/Community Charter*.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<ul style="list-style-type: none"> Provide information on the building permit process, BC Building Code requirements and approved construction practices 	CRD Electoral Areas	Partial requisition and building permit fees	Electoral Area Services Committee CRD Board
<ul style="list-style-type: none"> Process building permit applications ensuring compliance with all applicable regulations 	CRD Electoral Areas	Partial requisition and building permit fees	Electoral Area Services Committee CRD Board
<ul style="list-style-type: none"> Provide building inspection services 	CRD Electoral Areas	Partial requisition and building permit fees	Electoral Area Services Committee CRD Board

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Recent trends or issues that affect building inspection services include:

- Changes to provincial building acts, legislation and regulations with respect to new provincial changes to the *Community Charter*, *The Local Government Act*, and the *British Columbia Building Code*.
- Changes to Provincial Regulations due to Climate Change Initiatives. (New Energy Code requirements).
- Home Owner Protection Office (BC Housing) requirements to have all owner builders be certified in order to receive building permits to construct a single family dwelling.
- Staff time spent providing services to CRD departments can result in less time spent carrying out building inspections activities.
- Having adequate staff and resources to process the high volume of building permit applications and complete existing active files.
- Increase in residential and commercial construction and the number of building permits being issued.
- Senior staff retirement replacement 2017/18.

1.4 Link to Priorities

PROTECTIVE SERVICES

- Oversee compliance with applicable building regulations

CORPORATE DEVELOPMENT

- Ensure CRD service delivery is effectively supported through the development of best practices.

EDUCATION, OUTREACH & INFORMATION

- Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Ensure Regulatory Compliance	<ul style="list-style-type: none"> • Manage violation files, register notices on title and follow up on issues • Manage remedial action files • Carry out contract work for removal of derelict structures 		Amend the current Building Inspections Bylaw to comply with Bill-3 <i>Building Act</i> 2015.	Review and assess current Building Inspections bylaws with new amendments to the Building Regulation	Adjust to meet service delivery needs, as required
Process Building Permits	<ul style="list-style-type: none"> • Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands • Maintain building permit files • Maintain building permit records in Tempest 		<ul style="list-style-type: none"> • Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands • Maintain building permit files 	<ul style="list-style-type: none"> • Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands • Maintain building permit files <p>Maintain building permit records in Tempest</p>	<ul style="list-style-type: none"> • Process building permit applications for Malahat, Willis Point, Juan de Fuca area, Salt Spring Island, Southern Gulf and small islands • Maintain building permit files
Conduct Inspections Maintain Competency/Qualification Requirements that are now required by <i>Building Act</i>	<ul style="list-style-type: none"> • Provide building inspector coverage in all offices • Provide inspection services in all areas • Provide building inspectors with information and 		<ul style="list-style-type: none"> • Provide building inspector coverage in all offices • Provide inspection services in all areas • Provide building 	<ul style="list-style-type: none"> • Provide building inspector coverage in all offices • Provide inspection services in all areas • Provide building 	Adjust to meet service delivery needs, as required

	access to training and development		inspectors with information and access to training and development	inspectors with information and access to training and development	
Provide Information and Administrative Support	<ul style="list-style-type: none"> • Update building bylaw, policies and procedures • Provide consultant services regarding planning and land use, sewer and water, fire suppression etc. • Provide cash handling, point of sale and reception point for CRD Building Inspection • Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf Islands 		<ul style="list-style-type: none"> • Update building bylaw, policies and procedures • Provide consultant services regarding planning and land use, sewer and water, fire suppression etc. • Provide cash handling, point of sale and reception point for CRD Building Inspection Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf Islands 	<ul style="list-style-type: none"> • Update building bylaw, policies and procedures • Provide consultant services regarding planning and land use, sewer and water, fire suppression etc. • Provide cash handling, point of sale and reception point for CRD Building Inspection • Issue and maintain house addressing for Juan de Fuca, Salt Spring Island and The Southern Gulf Islands 	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Total Building Inspection staff (4 workplace locations)	9.7	9.7	9.7	9.7	9.7

No services or staffing level increase for 2018.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016-2019			
Building Bylaw Update To be completed by the end of 2017	Amend current Building Bylaw to incorporate changes from the 2012 BC Building Code and the new Bill-3 <i>Building Act</i> 2015	Climate Change Protective Services	Core budget
Dormant File Policy	Maintain and implement CRD Dormant File		Core budget
Risk and Liability Claims Monitoring	Monitor legal claims to ensure appropriate inspection procedures and update policy manual accordingly		Core budget
Salt Spring Island Governance Changes	Prepare building inspection records for potential governance changes	Governance	Core budget

4 Goals & Performance Indicators

Indicator Name	2017 Planned	2017 Projected	2018 Planned
<p>Service Goal: Ensure application of building regulations, codes and practices.</p> <ul style="list-style-type: none"> • % of building inspections in compliance with current BC Building Code (100%) • Conduct an average of 7 building inspections per day • Permit Fee Revenue 	<p>100%</p> <p>7</p> <p>\$708,210</p>	<p>100%</p> <p>7</p> <p>\$948,580</p> <p>(34% difference)</p>	<p>100%</p> <p>7</p> <p>\$800,000</p> <p>(13% increase from 2017 to 2018)</p>
<p>Service Goal: Provide acceptable response time to customer service requests.</p> <ul style="list-style-type: none"> • Permit processing time is less than 21 days 80% of the time • Permit Fee Revenue as a % of Total Costs 	<p><21 days/80%</p> <p>57%</p>	<p><21 days/80%</p> <p>90%</p>	<p><21 days/80%</p> <p>70%</p>
<p>Service Goal: Provide information on building permit process, BC Building Code requirements and approved construction practices.</p> <ul style="list-style-type: none"> • # of requests fulfilled per year for building inspection, transportation, demographic and/or development data* (18,675)¹ 	<p>18,675⁽¹⁾</p>	<p>22,440⁽²⁾</p>	<p>22,440⁽²⁾</p>

Note: ⁽¹⁾ This is based on an average of 25 requests per day per office.
⁽²⁾ This is based on an average of 30 requests per day per office.

Contact

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Service Plan for Juan de Fuca Parks & Recreation

2016-2019
(2018)



Capital Regional District

Date submitted: *August 2017*



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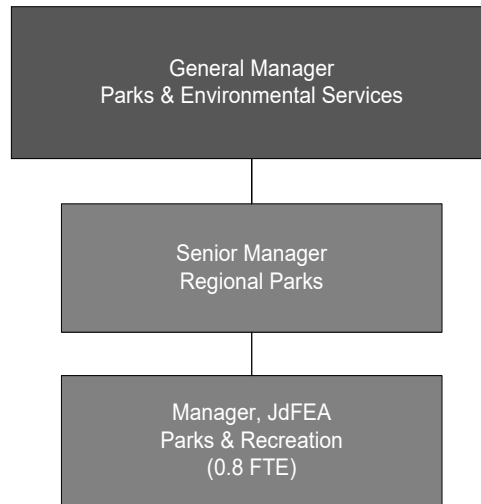
1 Overview

1.1 Division & Service Summary

The Juan de Fuca Electoral Area (JdFEA) Parks & Recreation serves the unincorporated communities of Port Renfrew, Shirley/Jordan River, Otter Point, Willis Point, Malahat and East Sooke. With advice from the nine-member Parks and Recreation Advisory Commission, the division is responsible for the acquisition, development and maintenance of community parks as well as the provision of community recreational programming in the electoral area. The division is also responsible for overseeing the operations and maintenance needs of the Port Renfrew Community Centre, working with a local operating committee.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Planning, management and maintenance of Community Parks System (24 community parks and 8.1 kilometers of trails)</p> <p>A small seasonal staff carries out maintenance and development of trails and park facilities and project implementation goals. Staff also collaborate with various partners and volunteer organizations in the maintenance of parks and trails.</p>	<p>Juan de Fuca Electoral Area communities</p> <p>Volunteers through Stewardship Agreements</p>	<p>Requisition, revenue, grants, donations</p>	<p>Juan de Fuca Electoral Area Parks and Recreation Advisory Commission</p>
<p>Delivery of recreational programming and community events</p> <p>Health and fitness classes are provided to residents by contracted professionals. The program also supports one-time community recreational events, as well as volunteer organizations providing guided hikes and other recreational initiatives.</p>	<p>Juan de Fuca Electoral Area communities, except Willis Point</p> <p>Volunteers through Stewardship Agreements and third party organizations</p>	<p>Requisition, volunteers</p>	<p>Juan de Fuca Electoral Area Parks and Recreation Advisory Commission</p>
<p>Management and maintenance of Port Renfrew Community Centre</p> <p>The Community Centre supports leased office space, as well as a space for local recreational, cultural and meeting events.</p>	<p>Port Renfrew community</p>	<p>Revenue</p>	<p>Community Centre Operating Committee under Juan de Fuca Parks and Recreation Advisory Commission</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Community Parks

Through 7 Stewardship Agreements and 82 volunteers, Juan de Fuca Parks achieves a significant level of community support in the maintenance of specific parks and playgrounds. Some volunteers coordinate community events in parks, guided hiking programs, as well as educational and ecosystem health (removal of invasive species) initiatives.

Another key trend for JdFEA Parks & Recreation is the collaboration between Regional Parks and Community Parks. Over the past 2 years, Regional Parks and Juan de Fuca Community Park managers have continued to develop an integrated operational and management organization and Division Plans. Although both programs remain funded through separate tax bases, real cost and operational efficiencies continue to be realized through the coordinated management team approach, and Regional Parks ability to provide equipment and professional staff support to community park initiatives as they become available.

Parks Program Requisition Levy: The maximum levy was increased in March 2016 to \$203,027. This allows for the program to now keep pace with annual operational and cost of living increases. The long-term objective should be the amalgamation of the parks and recreation program budgets.

1.4 Link to Priorities

BIODIVERSITY & ECOLOGICAL HEALTH

- assess service needs, respond to issues that threaten ecological health such as wildlife and invasive species, and profile best practices
- integrate a climate lens in our land acquisition strategies

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

RECREATION, ARTS & CULTURE

- support increased access to community arts and recreation through programming and strategic investments

ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Parks	Inspect/Maintain 8.1 km of trails per year	Potential new trail (1.7 km) if Statutory Right of Way obtained	Review and Assess	Potential new trail (1.5 km) if Rural Dividend-Port Renfrew funding obtained	Review and Assess

	Maintain/repair 21 park facilities per season	22 facilities	23 facilities	Review and Assess	Adjust to meet service delivery needs, as required.
	Maintain two sports fields (baseball) and two tennis courts	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required
	Maintain two playgrounds and 16 pieces of playground equipment	17 pieces	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Add 25 signs	Add/replace 5 signs/year	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Remove invasive species at 3-5 locations per year	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	7 stewardship agreements and 82 volunteers	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
Recreation Programs	Support 5 recreation program contracts and 2-3 events or initiatives	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required
Port Renfrew Community Centre	Manage 100% of centre operating costs through revenue	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Program Management	0.6 Perm. PT	0.6 Perm. PT	0.6 Perm. PT	0.6 Perm. PT	0.6 Perm. PT
Two auxiliary staff 4 months/year	2 AUX, four mos/yr	2 AUX, five mos/yr	2 AUX, five mos/yr	2 AUX, five mos/yr	2 AUX, five mos/yr
Supplementary FTEs	0	0	0	0	0
Total	0.6	0.6	0.6	0.6	0.6

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Establish new parkland	Establish parkland or 5% cash-in-lieu for land acquisition through development permits or rezoning applications received by local area planning (mandated requirement under Local Government Act, Sec. 510)	Biodiversity & Ecosystem Health Regional Infrastructure	Core Budget
Trail Maintenance	Maintain existing 8.1 km of trails on a monthly basis and remove hazards	Recreation, Arts & Culture	Core Budget
Community Recreation Programming	Continue to deliver a range of recreation programs to residents in the electoral area. Advertise for new contract in 2016	Recreation, Arts & Culture	\$15,000 Core Budget
Guided Hiking Program	Assist the Juan de Fuca Community Trails Society (via Stewardship Agreement) to maintain guided hiking program, information brochure, and support equipment for volunteer guides	Recreation, Arts & Culture	\$800 Core Budget
William Simmons, Park seasonal toilets	Provide seasonal toilet services for new development area (completed in 2015) until funding allows for permanent facility	Regional Infrastructure	\$1,500 per season Core Budget
Invasive species removal	Remove selected invasive species from park lands and community trails, with assistance from volunteers	Biodiversity & Ecosystem Health	Core Budget
Stewardship agreements	Provide support and assistance to Society volunteers assisting to maintain parks and trails	Biodiversity & Ecosystem Health	Core Budget
2017			
Rural Dividend BC – Port Renfrew Tourism Trail	<p>An application was submitted to Rural Dividend BC for funding for a 1.5 km trail in the core area of Port Renfrew for a total value of \$111,000</p> <p>An application for a Community Works Fund Grant for \$12,500 was submitted to assist with completing the project</p> <p>Funding dependent</p>	Active & Multi-modal Transportation	\$10,020 Capital Funds

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2018			
Seagirt Ponds Park Stewardship Strategy Previously 2016	Assist Seagirt Ponds Preservation Society with development of interpretive information kiosk, and consideration of a bench placement Funding dependent	Biodiversity & Ecosystem Health	\$1,200 Core Budget and Society Funding
Kemp Lake Foreshore Access Previously 2017	Develop improved road and parking access to Kemp Lake boat launch and install dock structure that accommodates boat launching, fishing and swimming. (Potential partnership with Freshwater Fisheries Society of B.C.) Project contingent on approval from Island Health regarding drinking quality and final approval from the Ministry of Transportation and Infrastructure Through a public consultation process, investigate the feasibility of improving the existing lake access at Milligan and Manatu Roads, as well as installing angling and lake recreation infrastructure at Kemp Lake in an effort to enhance recreation experiences for local area residents.	Regional Infrastructure	\$45,000 Freshwater Fisheries Society of B.C., Gas Tax Grant and \$10,000 Capital Funds
Coppermine Park Picnic Shelter	Working in partnership with the Friends of Coppermine Park Society to construct a picnic shelter at the east end of the ball field Vounteer assistance dependent	Regional Infrastructure	In kind donation of timber from the East Sooke Fire Comission \$1,800 Core Budget and Society Funding (\$5,000)
Proposed Amendment to Bylaw No. 3763, "Juan de Fuca and Salt Spring Island Parks and Recreation Advisory Commissions Bylaw No. 1, 2011" and Bylaw No. 3795, "Community Parks Regulations (Juan de Fuca and Salt Spring Island Electoral Areas) Bylaw No.1, 2012"	Bylaw amendments may be required should Salt Spring Island referendum be successful		

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Proposed Bylaw No. 4101, "A Bylaw to Establish A Land Acquisition Fund for Juan de Fuca Electoral Area Community Parks"	Bylaw desired by the Commisison to permit use of the land acquisition reserve fund for purposes of acquiring other lands for dedication as park. The term "acquiring" in the bylaw includes "any interest in land, including any right, title or estate in it of any tenure, with all building and houses". This will include the ability to purchase statutory rights-of-way.		
2019			
Juan de Fuca EA Community Parks Strategic Plan	Initiate review of and hold consultations on the current 10-year plan (2010) with an approval date by the end of the year	Public Engagement & Communications Biodiversity & Ecosystem Health	\$10,000 Core Budget
Becher Bay Viewpoint Access Trail Previously 2017	Develop a 123-metre trail on existing Ministry of Transportation & Infrastructure foreshore access; construct small 2-3 car parking area, foot bridge and viewpoint bench. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$20,000 Capital Funds
Wieland Trail Alternate Transportation Funding Previously 2016	Seek Gas Tax funding to develop 1.7 km of trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route (dependent on whether final Statutory Right of Way be secured)	Biodiversity & Ecosystem Health Active & Multi-modal Transportation	\$5,000 Capital Funds and \$80,000 Gas Tax Grant
Shores Community Park Access Trail Previously 2018	Construct a 165 meter trail from Petrel Drive cul-de-sac to the Juan de Fuca shoreline. (Potential 2 year project if funding available.)	Biodiversity & Ecosystem Health	\$24,000 Capital Funds

3 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain sustainable operations	<ul style="list-style-type: none"> % of operating costs achieved through revenue sources at Port Renfrew Community Centre (target 100%)
Increase access to community parks, trails and recreational programming	<ul style="list-style-type: none"> Increased participation in recreation programs* 5 recreation programs overall offered to the public* 4 events or initiatives supported annually (2015 baseline)

Ensure responsible stewardship of parks and trails	<ul style="list-style-type: none"> • Amount of invasive species removed from regional parks* • Target a minimum of one community park land development or trail network improvement projects annually • Maintain a minimum of 7 stewardship agreements annually • 82 volunteers engaged annually through stewardship agreements (2016 baseline)
Engage the community in future strategic directions	<ul style="list-style-type: none"> • Participation rates of residents in two-way dialogue and engagement opportunities* • Approval of the 2020-2030 Juan de Fuca EA Community Parks Strategic Plan

*Corporate indicator – multiple divisions may contribute to this measure.

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Service Plan for Community Planning Juan de Fuca Electoral Area

2016-2019
(2018)

Capital Regional District

Date submitted: October 2015
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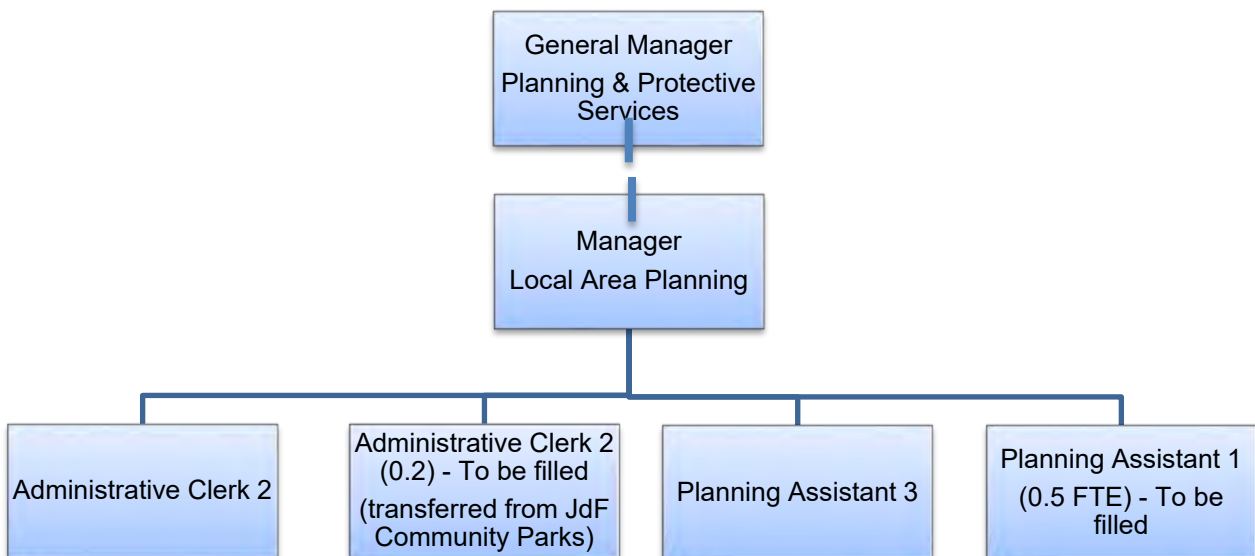
1 Overview

1.1 Division & Service Summary

The Juan de Fuca (JdF) Electoral Area (EA) Community Planning Service 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.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Community Planning – Prepare, review and amend five Official Community Plans (OCPs) and two Comprehensive Community Plans; participate in park plan review & services, water & sewer servicing reviews; implementing OCP objectives; related policy research and data collection</p> <p>Development Services – Prepare and administer five Land Use Bylaws (LUBs); Process OCP and zoning bylaw amendments, development permits, development variance permits, soil deposit/removal permits, temporary use permits and review land referrals, subdivision referrals, building permits, park dedications and Agricultural Land Reserve (ALR) applications</p> <p>Customer Service – Respond to development inquiries; Provide general community and specific land use information; Liaise with external agencies and internal departments</p> <p>Administrative Services – Prepare agendas and minutes, and provide administrative support for the Juan de Fuca Land Use Committee, seven advisory commissions, and two Boards of Variance; Maintain a records management system, implement new technology and update GIS mapping</p>	<p>JdF EA, including the six communities of East Sooke, Malahat, Otter Point, Port Renfrew, Shirley/Jordan River and Willis Point, and the Rural Resource Lands</p>	<p>Development fees, Requisition and Gas Tax funding</p>	<p>JdF Land Use Committee East Sooke, Otter Point, Shirley/Jordan River, Port Renfrew and Willis Point Advisory Planning Commissions (APCs) JdF Agricultural Advisory Planning Commission (AAPC) JdF Economic Development Commission (EDC) JdF Electoral Area Parks and Recreation Advisory Commission JdF Board of Variance Malahat, Willis Point Board of Variance Electoral Areas Services Committee Planning, Transportation & Protective Services Committee CRD Board – Voting Blocks “A” and “B” Full CRD Board</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Within the JdF EA, recent trends or issues that may affect the division include:

- Changes to provincial Acts and the overall regulatory environment (for example: sea level rise; community governance reviews; Treaty negotiations) requires on going education for staff and engagement with residents and internal stakeholders.
- Increased Board oversight of local planning applications, as well as multiple advisory commissions, impacts the division's processes for applications and bylaw amendments.
- Changes in the number of development applications have an impact on revenue, as well as the availability of staff resources to work on projects itemized within the Service Plan.
- There is continued need for collaboration with other CRD departments – Building Inspection, Regional and Strategic Planning, Regional Parks, Integrated Water Services, Real Estate, GIS, Legislative Services -- which impacts plan development and application processing.
- There is an ongoing need for legal opinions on complex planning issues, which impacts the division's budget and application process.
- Changes in technology to manage records – SharePoint, Tempest, Infolinx, GIS and Legistar requires extensive administrative support.

There is an outstanding requirement to update at least one OCP per year and to update/consolidate the LUBs in JdF.

1.4 Link to Priorities

The nature of the division and expertise of staff provides a number of links to both Board and Corporate Priorities.

LAND USE PLANNING

- present the amended Regional Growth Strategy to the Board for Adoption

AGRICULTURAL LAND & FOOD SECURITY

- develop new policies to encourage farming and agri-tourism and propose land banking solutions through the completion of the Food & Agricultural Strategy.

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

GOVERNANCE

- enable regular, proactive dialogues on regional and sub-regional issues

EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

The division also ensures that each OCP in the JdF EA reflects the goals and policies of the Regional Growth Strategy as well as considers Board Strategic Priorities like Climate Change, Environmental Protection, Active & Multi-Modal Transportation, Agricultural Land and Food Security, Economic Development, and Recreation, Arts and Culture.

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Planning	Update East Sooke & Shirley/Jordan River OCPs	Ongoing update of East Sooke & Shirley/Jordan River OCPs		Adoption of East Sooke & Shirley/Jordan River OCPs pending adoption of RGS; Update Port Renfrew OCP following adoption of RGS	Update Malahat & Willis Point OCPs
			Consolidate and update JdF, zoning, subdivision servicing and flood plain management bylaws	Consolidate and update JdF, zoning, subdivision servicing and flood plain management bylaws	Review and assess

	Undertake special purpose studies - update Soil Bylaw			Port Renfrew Sensitive Ecosystem Inventory & riparian mapping	Rural Resource Lands Sensitive Ecosystem Inventory Assist in update of JdF Community Parks Plan
	Participate in updating digital mapping – reorganize planning data sets			Confirm stream alignments in Otter Point, East Sooke, and Shirley/Jordan River	Confirm stream alignments in Malahat and Willis Point
	Participate in update of RGS	Participate in update of RGS	Participate in update of RGS	Review and assess	Adjust to meet service delivery needs, as required
Development Services	Process about 30 OCP amendments, rezoning, and development permit/development variance permit applications; review about 40 land referrals; review about 110 building permit referrals	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Prepare approximately 45 LUC, BOV and CRD Board staff reports	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
Customer Service	Respond to approximately 20 counter, email and telephone planning queries per day	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
Administrative Services	Update procedural or administrative bylaws (JdF Development Procedures Bylaw, APC Bylaw, Land Use Committee Bylaw)	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Manage JdF Meeting room rentals	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required
	Attend and prepare minutes for approximately 40 LUC, APC, BOV, and	Review and assess	Adjust to meet service delivery	Review and assess	Adjust to meet service delivery

	public information meetings and Public Hearings		needs, as required		needs, as required
	Manage records using Infolinx and Tempest	Review and assess	Adjust to meet service delivery needs, as required	Review and assess	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
All JdF Community Planning Services	4.5	4.5	3.5	3.7*	3.7*

- Reallocation of 1 FTE to Southern Gulf Islands Administration in 2017 due to declining development application trend in 2015 and 2016.
- 0.5 FTE as administrative clerk vacant and unfunded for 2017, 0.5 FTE to be filled as Development Technician to address increased application activity
- * 0.2 FTE has been transferred in 2018 from Juan de Fuca Community Parks and Recreation to Juan de Fuca Electoral Area Planning to accommodate ongoing administrative assistance provided by Planning staff.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Update East Sooke OCP BL 4000 & Shirley/Jordan River OCP BL 4001 To be adopted in 2018	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget supplemented with Gas Tax Funding requests
Consolidate & Update JdF LUBs & Subdivision Servicing Bylaws To be completed in 2018	With extensive community involvement, consolidate the five LUBs for the Electoral Area and undertake cadastral correction to the web mapping to provide consistency in all communities, to improve comprehension and to facilitate development compliance	Public Engagement & Communications	Core budget supplemented with Gas Tax Funding
Amend Soil Bylaw, BL 3996 To be completed in 2016	With community involvement, amend soil bylaw for the Electoral Area to ensure fees are reasonable but oversight remains	Public Engagement & Communications	Core budget
Amend JdF Development Procedures Bylaw, BL 3885	With community involvement, clarify the development process, application requirements and fees in JdF	Public Engagement & Communications	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed in 2017			
Amend MTI Bylaw, BL 1857 To be completed in 2017	Partner with Bylaw Enforcement to amend bylaw to reflect changes in JdF Land Use Bylaws and improve ease of enforcement action.	Land Use Planning	Core budget
Amend APC Bylaw To be completed in 2018	Reconcile APC purpose and function with development procedures and to appoint members	Public Engagement & Communications	Core budget
Amend JdF Land Use Committee Bylaw To be completed in 2018	Reconcile land use committee purpose and function with development procedures	Public Engagement & Communications	Core budget
Update Port Renfrew OCP including a Sensitive Ecosystem Inventory To be initiated in 2018	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications Environmental Protection Biodiversity and Ecosystem Health	Core budget supplemented with Gas Tax Funding request
Sea Level Rise Guidelines To be completed following the publication of new guidelines by the Province	Determine the process response to the new provincial Flood Management Guidelines	Land Use Planning	Core budget
Forestry Working Group To be initiated in 2017.	Work with Ministry of Forests staff and operators, as well as JdF residents, to establish a working group to provide an opportunity for the province and industry to share annual harvesting and planting programs and to solicit community input	Public Engagement & Communications Biodiversity & Ecosystem Health	Core budget
Groundwater/Surface Water Working Group To be initiated in 2018.	Work with provincial FLNRO and Ministry of Environment staff, JdF residents and other CRD divisions to establish a working group to provide an opportunity to inventory and map groundwater and surface water sources and to consider local groundwater protection regulations	Environmental Protection	Core budget
Planning Processes and Bylaws Presentation/Brochure Materials To be completed in 2017	Develop a presentation or brochure materials to provide an orientation for residents, developers, surveyors, realtors and internal departments on the communities and planning processes in JdF	Education, Outreach and Information	Core budget
2017			

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Update Malahat and Willis Point OCP To be completed in 2019	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget supplemented with Gas Tax Funding request
2018			
Orientation for new LUC, APC, AAPC and Board of Variance members To be completed in 2018 following election of new members	In conjunction with Legislative Services, provide information on JdF services, bylaws and land use processes	Governance	Core budget
2019			
Update Rural Resource Lands OCP To be completed in 2020	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget supplemented with Gas Tax Funding request
Otter Point OCP Update To be completed in 2020	With extensive community involvement, review existing OCP and revise to incorporate changing community values, provincial legislation, the updated Regional Growth Strategy and new emerging issues	Land Use Planning Public Engagement & Communications	Core budget supplemented with Gas Tax Funding request
JdF Community Parks Strategic Plan Review To be completed in 2019	Work with Community Parks Manager and JdF EA Parks and Recreation Advisory Commission to update parks plan	Recreation, Arts and Culture	Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain quality community planning and engagement processes	<ul style="list-style-type: none"> Target a minimum of 1 Official Community Plan update each year # of CRD educational brochures delivered or partnered on annually* (target 5) # of advisory commissions active annually (target 5)
Provide high levels of customer service	<ul style="list-style-type: none"> Process 80% of zoning amendments within 8 months of completed of application Process 100% of development permit and development variance permits within 2 months of completed application # of requests fulfilled per year for building inspections, transportations, demographic and/or development data*

*Corporate indicator – Multiple divisions may contribute to this measure

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Service Plan for Protective Services

2016-2019
(2018)



Capital Regional District

Date submitted: October 7, 2015
Date updated: December 2017



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1 Overview

1.1 Division & Service Summary

The Protective Services Division is focused on planning, administration and operation for public safety, emergency management and response, and bylaw and animal care services. The division manages services of both a regional and local electoral area nature. Included in this division are:

Regional services including Hazmat Response, 911 Call Answer and Regional Emergency Support

Sub-regional services including Fire Dispatch, Animal Care and Bylaw

Electoral Area services including Fire Protection, Emergency Management and Search and Rescue

The purpose of Protective Services is to maintain a comprehensive Emergency Management and Response Organization to ensure appropriate and timely response to emergency incidents in our areas of responsibility (regional, sub-regional and electoral areas).

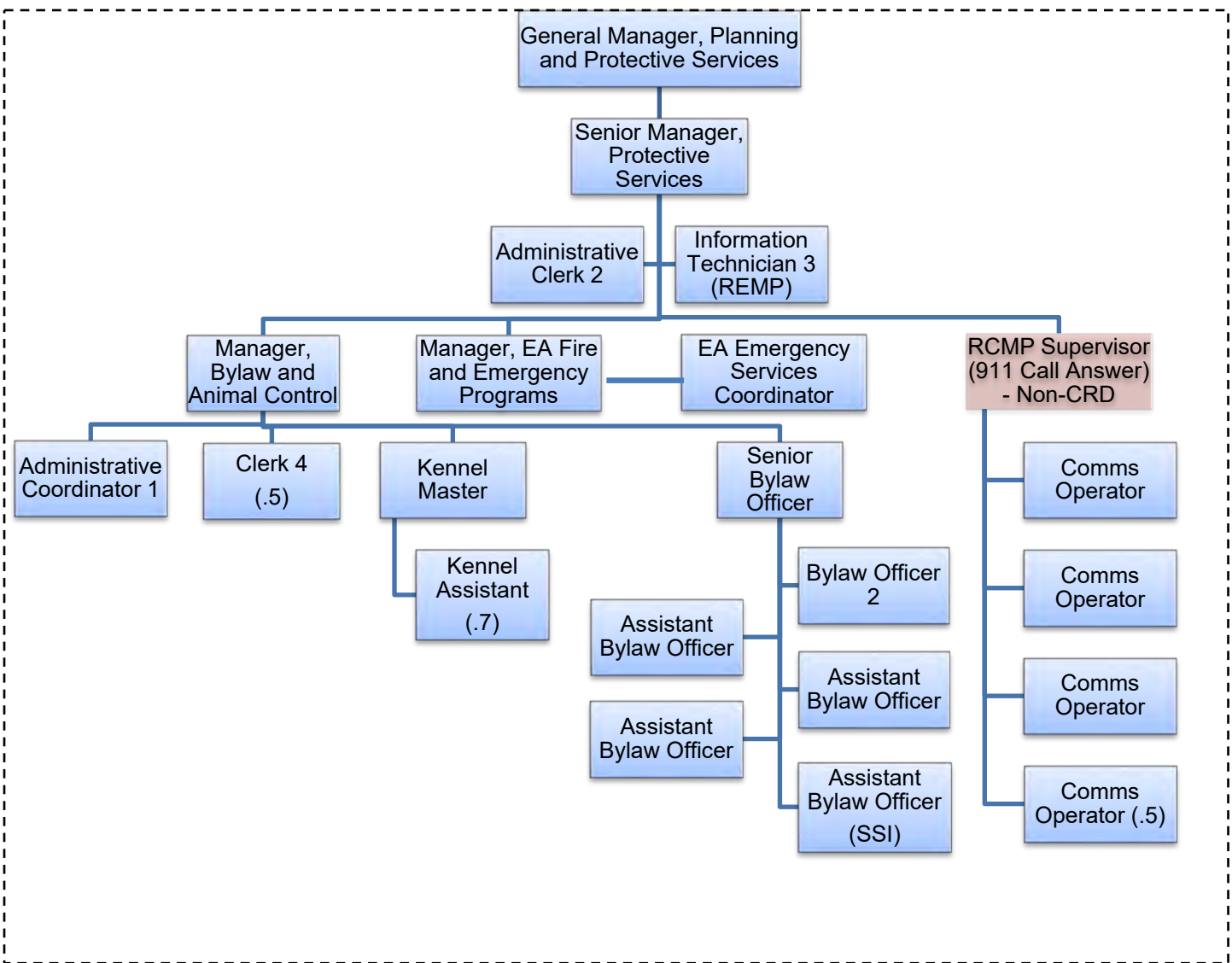
Bylaw and Animal care respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three Electoral Areas for noise, nuisance and unsightly premises, as well as soil deposit and removal in the Juan de Fuca (JdF) Electoral Area (EA).

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>911 Call Answer (Regional) Administration and oversight of 911 Call Answer services within the Capital Regional District, with operational responsibility for the areas served by the RCMP.</p>	Police, Fire and Ambulance Dispatch	Call Answer Levy	Planning and Protective Services Committee (PPSC)
<p>Hazmat Response (Regional) Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.</p>	Regional service includes members from fire departments across the region. Japan Gulch Water Treatment Plant staff cross trains with the Hazmat team for preplanning responses	Regional Requisition	PPSC Greater Victoria Fire Chiefs Association (GVFCA) Policy Group Operational Working Group (Team members, GVFCAs reps and CRD)
<p>CRD Emergency Management Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Emergency Operations Centre (EOC). Provision of 24/7 On Call Duty Emergency Manager, Operation of Regional/EA Emergency Communications centres. The CRD EOC will provide support to internal departments and external agencies during emergencies. Support provided to departmental emergencies such as those affecting water systems or other CRD assets, through Advance Planning, response and After Action reviews.</p>	EA Emergency Programs, all departments	General legislative funding for corporate initiatives, local EA requisitions for each local EA program	Emergency Management Committee (EMC) Emergency Coordination Committee (ECC) Electoral Area Services Committee (EASC) Southern Gulf Islands (SGI) Advisory Commission JdF & Salt Spring Island (SSI) Community Coordinators Group

<p>Regional Emergency Management Coordination (Regional)</p> <p>Developed to provide a coordinating role for resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission (LGEPAC) and Regional Emergency Planning Advisory Commission (REPAC). Regional Emergency Management Partnership (REMP) supported through Human Resources and strategic direction</p>	<p>Municipal and EA Emergency Programs</p>	<p>Regional Requisition</p>	<p>PPSC LGEPAC REPAC REMP</p>
<p>Fire Dispatch (Sub-Regional)</p> <p>Operational management of fire dispatch for the three electoral areas (JdF, SGI and SSI) along with participating municipalities (Sooke, Metchosin, Langford and Highlands).</p>	<p>Fire Departments in Sooke, Metchosin, Highlands, Langford, EA Fire departments and EA Emergency Programs</p>	<p>Requisition of participating jurisdictions</p>	<p>PPSC Working group of fire department representatives</p>
<p>Bylaw Services (Sub-Regional)</p>	<p>All EAs, District of Highlands, and District of Metchosin, internal Customers</p>	<p>Requisition and internal recoveries for the EA. Fee for service to District of Highlands and District of Metchosin and internal customers</p>	<p>EASC</p>
<p>Animal Care Services (Sub-regional)</p>	<p>All EA, the Highlands, Metchosin, Sooke, Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich and Sidney</p>	<p>Requisition for the EA, Highlands, Sooke and Metchosin. By contract for Colwood, Langford, View Royal, Central Saanich, North Saanich, Saanich, and Sidney</p>	<p>EASC</p>
<p>EA Emergency Coordination</p> <p>Oversight and administration of the Electoral Area Emergency Programs.</p>	<p>Support to all three EA</p>	<p>Funding for two FTE is provided through a requisition to the three EAs</p>	<p>EASC</p>
<p>SGI Emergency Program</p> <p>Operation of a community based emergency management program, utilizing input from a local Advisory Commission to develop a program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	<p>SGI</p>	<p>Funded by requisition to the SGI EA</p>	<p>EASC</p>
<p>SSI Emergency Program</p> <p>Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	<p>SSI</p>	<p>Funded by requisition to the SSI EA</p>	<p>EASC</p>
<p>JdF Emergency Program</p> <p>Operation of a community based emergency management program that is supported by the CRD EOC and meets the needs of the local residents and area.</p>	<p>JdF</p>	<p>Funded by requisition to the JdF EA</p>	<p>EASC</p>

JdF Search and Rescue (JdF SAR) Program oversight and administration for the JdF SAR service.	JdF	Funded by requisition to the JdF Response costs covered by EMBC	EASC
SSI Search and Rescue (SSI SAR) Financial support to the SSI SAR Society to cover overhead (non-operational) costs.	SSI	Funded by requisition to the SSI EA	EASC
EA Fire Services Oversight and support of Fire and Rescue Commissions and services.	All residents and visitors within jurisdiction set out in establishing bylaw	Funded by requisition to the residents of the service area	EASC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Changes in technology from the consumer side (cell phones, texting, social media, and GPS locations) have driven the need to enhance technology at the service side and look at the integration of information and technology throughout the emergency management and response areas.

Increasingly the public expects instantaneous advice and direction when events do occur (earthquake/tsunami warnings). From the service side this is driving the need for mass notification systems and the ability to integrate situational awareness information into the EOC.

Over the past several years focus has been on the creation of efficiencies within existing budgets in order to meet higher community expectations. These efficiencies have now been realized. Further service level increases will require budgetary expansions.

The CRD has been chosen by the AGLG to undergo an audit of our emergency management program including all service area emergency plans. The audit expected to be completed in early 2018.

A process for First Nations engagement has commenced. It is expected this will enhance FN engagement in regional emergency preparedness and will align with EMBC and REMP initiatives.

Collaborations on service improvement has resulted in the establishment of the Regional Emergency Management Partnership (REMP) with Emergency Management BC (EMBC) which is designed to improve regional emergency planning for cross jurisdictional disasters in alignment with provincial level planning.

The unification of 911 and Police Dispatch services within the region and building of the South Island Communications Centre is underway.

Recently, the Office of Fire Commissioner (OFC) has established a new *Fire Services Act* that may have impact on CRD service requirements related to fire investigations and inspections. The associated regulations are in development and will dictate service expectations on regional jurisdictions. Regional districts are lobbying to have input on these new regulations.

Regional Services

- 911 Call Answer Support:
 - Public is increasingly engaged with events resulting in increases in number of calls per incident.
 - Increased call volumes put pressure on staffing levels.
 - Expectations of the public to be able to connect with 911 across a wide array of technologies.
 - Provincial take-over of responsibility for Public-Safety Answering Point (PSAP) services and call answer levies is a possibility along with attendant reduction in revenues.
 - Construction of the South Island Communications Centre that will house the unified 911 call answer and police dispatch services for the region will be underway in the fall of 2017 with an anticipated completion of January 1, 2019.
 - Ability of BCEHS to accept medical calls in a timely fashion is causing delays and transfer of calls from 911 centre
- Hazmat Response:
 - Increasingly the public is less tolerant of the occurrence of hazardous materials incidents and when they do occur the expectation is for a rapid and effective response.
 - The provision of the service requires ongoing training to ensure safety and efficiency.
 - Structure and staffing of the service requires ongoing participation of the partner fire departments many of which are unionized. As training by necessity must occur outside of regular duty hours for these individuals, significant overtime costs are incurred.
 - Reliance on cooperation of all fire departments to support integration of career, paid on call and volunteer fire-fighters (FFs).
 - Potential for Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) attack due to proximity of Parliament building is being highlighted by the Legislature
- Regional Emergency Support:
 - Increased frequency and complexity of emergency events.
 - Heightened public awareness and concern regarding lack of readiness/response capability:
 - Increasing educational requirement expectations of volunteers (time commitment).

- Challenges to provide timely information out to residents and integrate situational awareness into EOC operations may compound the severity of any local or regional disaster.
- CRD Regional communications centre's ability to facilitate timely communications during major events
- Challenges with training and maintaining Emergency Communications Centre volunteer operators.
- Challenges in establishing, training and maintaining skill sets for EOC staff
- Signing of the REMP MOU with the province will improve regional coordination during large scale emergencies.
- Changing demographics in rural areas leading to aging volunteers or part time residents leads to reduction in available volunteers for critical programs.

Sub Regional Services

- Fire Dispatch:
 - Continually increasing call volumes.
 - Imminent change to 700 MHz spectrum for all first responder agencies, may have significant impact on equipment budgets.
 - Interoperability capacity between response services.
 - Continued changes to technology need to be strategically addressed in conjunction with 911 Call Answer or we will lose the high level of service currently achieved.
 - Interdependency between dispatch centres including technical and wired connectivity.
- Bylaw and Animal Care Services:
 - Loss of current contracts could further decrease service capability and economy of scale.
 - BCSPCA no longer providing veterinarian services to strays, this now falls on regional animal care service to cover. This is not covered under existing contracts.
 - Legal costs for animal control is increasing and not provided for under existing contracts.

Electoral Area Services

- Electoral Area Emergency Coordination and Fire Services:
 - Public expectations of government's ability to provide leadership and restoration of service following major incidents continue to increase.
 - Focus of the program has to continue to reflect each community's specific and unique needs to ensure that the emergency program is able to respond appropriately in an all-hazards manner to any incident.
 - Changing demographics in rural areas leading to aging volunteers or part-time residents points to reduction in available volunteers for critical programs.
 - SSI Emergency Program requires new post seismic event facilities
 - Support levels for emergency programs can vary.
 - Climate change continues to impact frequency and severity of weather events (wildfire risks, drought, severe winter storms etc.).
 - Decreasing availability of volunteers can limit program and response capability and effectiveness.
 - Provincial Fire Commissioners Office has created new requirements tying service levels to specific training/staffing/equipment levels resulting in some significant challenges potentially impacting long term viability of smaller volunteer based fire services.
 - Increasing challenges in meeting administrative burdens of many EA fire departments
 - Ongoing and increasing pressures on volunteer recruitment and retention as well as issues related to training for all volunteer based EA services (Fire departments and Emergency Programs)
 - Significant challenge in ability to meet and maintain compliance with new government fire service guidelines in all service areas.
 - The new Fire Services Act that may have impact on CRD service requirements related to fire investigations and inspections.

1.4 Link to Priorities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

PROTECTIVE SERVICES

- collaborate with partners to prepare for, respond to and recover from emergencies

EDUCATION, OUTREACH & INFORMATION

- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
911 Call Answer	Working with PSAPs on unification model	Implementation of unified approach	Continued implementation of new technologies	build and commissioning of new SICC	Adjust to meet service levels, as needed
Hazmat Response	Focus training maintaining response capacity and multi-agency response	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
CRD Emergency Management	Local electoral area emergency planning and response support	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Regional Emergency Management Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed. REMP introduced	Review & Assess	Adjust to meet service levels, as needed
Fire Dispatch	Implementation of full service fire dispatch	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
Bylaw and Animal Care Services	Bylaw officers working 7 days/week from 8 am to 6 pm. A bylaw officer on call for issues from 6 pm to 8 am and all day long on Statutory holidays	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Coordination	Partnering with Province for enhanced Regional Cooperation	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
SIGI Emergency Program	Focus training maintaining response capacity	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed

	Focus on integrated emergency exercises with CRD EOC and multiple EAs				
SSI Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF Emergency Program	Focus training maintaining response capacity Focus on integrated emergency exercises with CRD EOC and multiple EAs	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
JdF SAR	Focus training maintaining response capacity	Review & Assess	Adjust to meet service levels, as needed	Review & Assess	Adjust to meet service levels, as needed
EA Fire Services	Complete Fire Service review	Implement strategies to meet OFC guidelines	Review & Assess	Adjust to meet service levels, as needed	Review & Assess

2.2 Workforce Considerations

Regional

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
911 Call Answer	3.5	3.5	3.5	3.5	0 E-Comm assumes 911 contract
Hazmat Response	73 (Non CRD)	80 (Non CRD)	80 (Non CRD)	60 (Non CRD)	60 (Non CRD)
CRD Emergency Management	5	5	5	5	5
Total	8.5	8.5	8.5	8.5	5

Sub-regional

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Bylaw and Animal Care	10.2	10.2	10.2	10.2	10.2
Total	10.2	10.2	10.2	10.2	10.2

Both services were combined as of February 1, 2015 and will be blended into one budget in future years.

Electoral Area

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)

Emergency Management	*	*	*	*	*
Emergency Programs	1.5	1.5	1.5	1.5	1.5
JdF SAR	0.5	0.5	0.5	0.5	0.5
Total	2.0	2.0	2.0	2.0	2.0

* 5 FTE split between Regional and Electoral Area Emergency Management.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
2016			
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
Regional Emergency Management Partnership	To establish a local/regional/provincial partnership, designed to enhance emergency management across the CRD through the provision of greater regional cooperation, coordination, collaboration and communications.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Public Engagement and Communications Protective Services	Core Budget
Regional Emergency Management Coordination	Undertake review of requirements to accommodate EOC staff families during major event.	Protective Services	Core Budget
Increase communications infrastructure resilience	Ensure uninterrupted communications linkages are in place.	Protective Services	Core Budget
911 Amalgamation	Review and pursue opportunities to amalgamate 911 PSAP services in the CRD.	Protective Services	Core Budget
Fire Services	Fire services in the EAs will be required to comply with the new Fire Services Guidelines released by the Office of the Fire Commissioner (OFC) by June 2016. Presently there are a number of deficiencies with fire services that need to be addressed in order to comply.	Protective Services	Single Supplemental \$53,000

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
Increase the number of First Nations contracts for Animal Control	Enter into discussions to provide animal control services to First Nations not currently under contract.	First Nations Protective Services	Core Budget.
Animal Care in Disasters	Establish a regional animal care plan for emergency and disaster events.	Protective Services	Core Budget

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
2017			
Hazmat Response	Conduct full Service Review as the team has responded 19 times from 2011 to June 2015.	Protective Services	Core Budget
Hazmat Response	Conduct Cost Recovery (service fees) review – initiate bylaw change to accommodate.	Protective Services	Core Budget
CRD Recovery Plan	This was a divisional initiative for 2014; the completion of this was envisioned to become a part of the Regional Emergency Management Partnership identified for 2016, It is now a stand-alone project.	Protective Services	Core Budget
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
911 Amalgamation	Implement approved 911 amalgamation initiatives.	Protective Services	Reserves
2018			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	CRD Staff Incident Management Team		Within core budgets of participating departments/divisions
	Increase of on call Duty Emergency Manager capability to better serve the organization and to relieve excessive after hours pressure on the two current emergency managers that take call.		\$12,500/A from Corporate Services starting in 2019. 2018 increase funded by surplus
	EOC/Bldg Emergency Supplies		5,000 one time supplement
911 Amalgamation	Construct South Island Communications Centre	Protective Services	Borrowing Bylaw

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
Fire Services	Port Renfrew/Pacheedaht Earthquake Early Warning/Tsunami siren system	Port Renfrew Fire Department	\$10,000/A maintenance & operating costs (estimated)
	Acquire reserve fire apparatus for EA Fire services to provide timely spare when frontline engines are down for repair and maintenance to ensure service continuity. The spare would be held at Hartland Landfill and would also act as on site fire suppression support to Hartland as required. This is a collaborative purchase with Hartland.	Applies to JDF & SGI EA's and depts. within.	\$13,460/A adjusted for inflation
2019			
Regional Emergency Management Coordination	Continued work on coordinated response protocols, (i.e., tsunamis), along with continued efforts in coordinated public education such as the workbook.	Protective Services	Core Budget
	Upgrade Emergency Communications Infrastructure		\$45,000 one-time supplemental and \$12,000/A adjusted for inflation
911 Amalgamation	Complete 911 amalgamation.	Protective Services	
2016-2019			
Regional Emergency Management Coordination	Undertake to EOC Level 3 activation staff training. EOC Essentials & ICS as well as full-scale functional exercises.	Protective Services	Continuous supplemental \$10,600
Mass Notification System	Strategic planning sessions were held in each EA, these indicated a mass notification system to be a strategic priority. The intent is to provide where possible advance notice of events and as required direction to residents. A Pilot Project was completed in 2015.	Protective Services	Continuous supplemental \$6,000
Situational Awareness Integration System	Undertake review of existing situational awareness software and assess integration compatibility with Mass Notification System.	Protective Services	Core Budget
JdF Search & Rescue	Review Operations ensuring compliance with all relevant regulations.	Protective Services	Core Budget
Fire Dispatch	2018 will be the 3 rd of 5 years in which the payment to Langford for Fire Dispatch increases approved for budget in 2016.	Protective Services	Continuous supplemental \$49,500
EA Fire Services	<ul style="list-style-type: none"> Ensuring record keeping requirements of new Fire 	Protective Services	Core Budget

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
	Commissioner Playbook are met. <ul style="list-style-type: none"> Integration of long range capital planning into budgets. 		

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain and enhance public safety through emergency management and response	<ul style="list-style-type: none"> # of Emergency Operations Centre staff training exercises annually* (target 2 per year) 95% of 911 calls handled within 15 seconds Number of volunteers registered in electoral area emergency programs* (baseline 900 volunteers in 2015) Ensure a minimum of 60 hazmat technicians and 40 Juan De Fuca Search & Rescue members are trained over 3 years # of CRD educational workshops delivered or partnered on annually* (target minimum of 33)
	Ensure Quality Animal Care Services for Region	<ul style="list-style-type: none"> Rehome more than 90% of dogs and cats from CRD animal care facilities annually

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Service Plan for Salt Spring Island

2016-2019



Capital Regional District

Date submitted: November 30, 2016



Making a difference...together

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1 Overview

1.1 Division & Service Summary

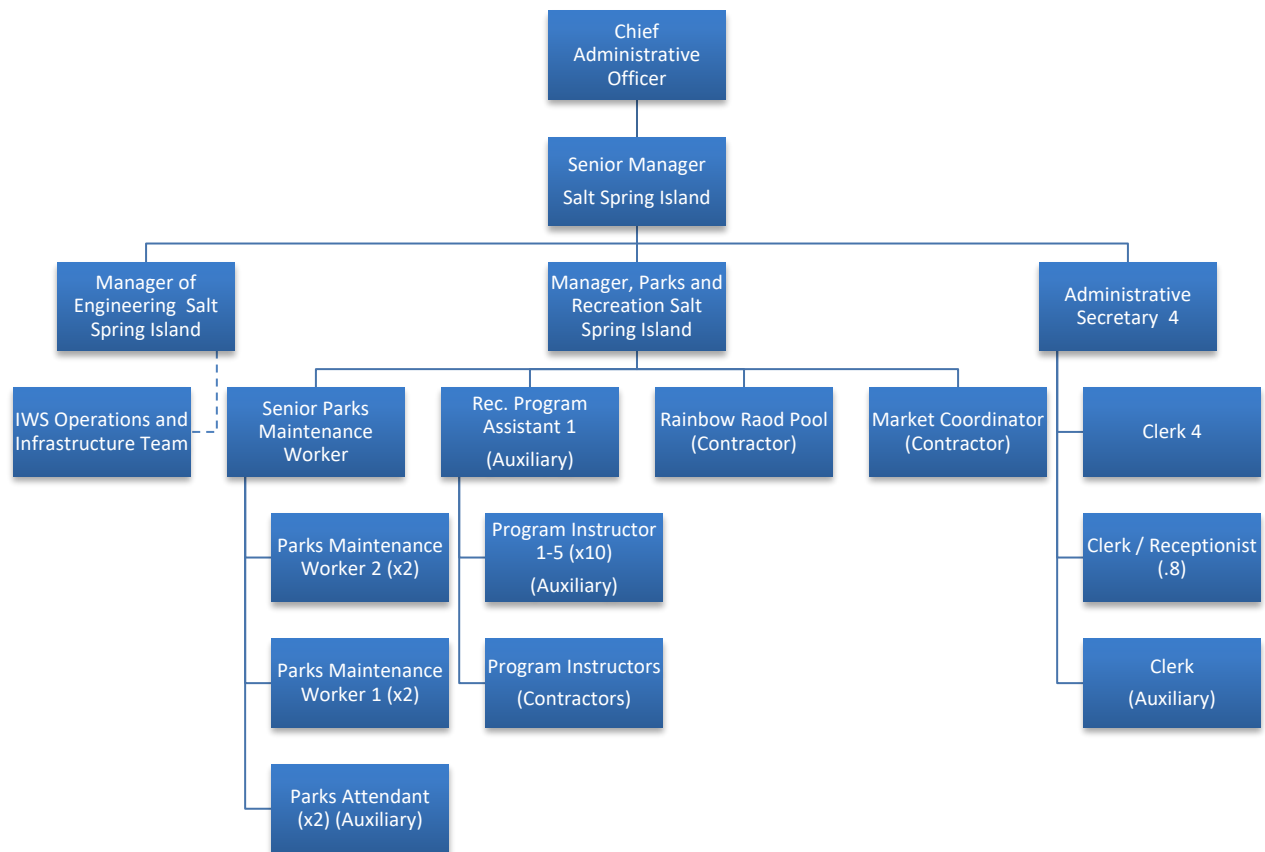
The Salt Spring Island Electoral Area Administration is responsible for the administration and management of the Salt Spring Island Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the Electoral Area Director through these various service Commissions and Committees.

Note: The services operating on Salt Spring not included in this plan are building inspection, bylaw enforcement, and emergency services. These are found in the following Divisional service plans: Building Inspection, Protective Services.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Electoral Area Administration: Responsible for administration and delivering services for Salt Spring Island; providing support to the Electoral Area Director and across the various service Commissions and Committees; representing the individual SSI CRD services. Manage various SSI projects and collaborate with other CRD divisions in managing and delivering services to local utility operations and engineering, transportation, economic development, and parks and recreation.</p>	<p>Salt Spring Island Electoral Area</p>	<p>Requisition and internal recoveries</p>	<p>Electoral Area Services Committee</p>
<p>Local Water, Sewer, and Liquid Waste Local Services: Assists and coordinates with internal CRD contracted services for delivery of service outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste.</p>	<p>Salt Spring Island Electoral Area</p>	<p>Requisition, fees and charges, grants, gas tax</p>	<p>Beddis Water Cedar Lane Water Cedars of Tuam Water Fulford Water Ganges Sewer Highland/Fernwood Maliview Sewer Liquid Waste</p>

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Transportation Services: Responsible for developing and implementing transportation initiatives and services such as studies, construction, maintenance, and regulation of parking, pedestrian and cycling arrangements, implementation of transportation infrastructure projects through internal contract arrangements with other CRD service areas and outside agencies such as the Ministry of Transportation, Island's Trust, BC Ferries, BC Transit.</p>	Salt Spring Island Electoral Area	Requisition, gas tax, grants, donations, volunteers	Transportation Commission
<p>Transit Services: Provide public transit system on the island to an optimal level of service; construct and maintain bus stops and shelters; set fare structure. Provided through an annual operating agreement between the CRD, BC Transit and local contractor.</p>	Salt Spring Island Electoral Area	Requisition, BC Transit	Transportation Commission
<p>Economic Development: Implement the economic strategic development plan in areas of tourism, agriculture and food, diversifying the economy, business support, enhance and beautify Ganges and Fulford villages, and build economic support through communication and advocacy.</p>	Salt Spring Island Electoral Area	Requisition	Community Economic Development Commission
<p>Fernwood Dock: Manage and operate dock facility</p>	Salt Spring Island Electoral Area	Requisition	Fernwood Dock Commission
<p>Parks and Recreation Programs and Services: Responsible for developing and maintaining community trails & beach accesses, active and passive parks, community recreation, the Rainbow Road Indoor Pool and the Salt Spring Island Saturday Market.</p>	Salt Spring Island Electoral Area	Requisition, internal recoveries, rental fees and grants	Salt Spring Island Parks and Recreation Commission

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Salt Spring Island Incorporation Study was extended to November 30, 2016 to conduct a road condition assessment and could have significant implications for operations of this Division.

Spring Island Electoral Area Administration may become responsible for the management of the operations, maintenance, and capital projects for eight (8) water, sewer, and liquid waste utilities on Salt Spring Island in 2015. The full service impact is currently under review.

Currently Electoral Area administration operates out of the Portlock Park building facility. In 2012, the CRD set up the electoral area administration structure to manage and operate: parks and recreation, transportation, economic development, water and sewer utilities, and capital infrastructure on island. With these added functions these facilities pose significant space constraints and challenges. With these added functions an administrative office has been leased in the Ganges Village core as of July 1, 2016 and will require significant renovations with completion anticipated in the Fall of 2016.

Gaps in existing trail networks and the ability to secure statutory rights of way (SRW) through private property continue to be a challenge. The trail network continues to expand each year while operating resources to maintain this network remain the same.

Re-zoning Agricultural Land Reserves (ALR) land to non-farm status for active park use (athletic fields), water and budget constraints are major risks in achieving this land acquisition objective.

A shortage of community recreation space poses a challenge for the replacement of recreation software, construction or renovation of program space, and piloting of new recreation programs. Space limitations impede ability to train staff and public with new software and availability of program space resulting in a loss in revenue.

Building repairs for the Rainbow Road Aquatic Centre and equipment replacement continue to be a risk at this facility due to excessively harsh environmental conditions which have accelerated the deterioration of the parts chosen for the mechanical components. The aquatic centre operating business model will need to be explored as operating costs continue to rise with no major increase in revenue predicted.

Future success of Transit services could be impacted by: ensuring operating costs closely aligned with cost recovery, maintaining adequate funding to provide level of service and challenges with ability for service changes to meet community user needs, and the challenges associated with coordinating island based services with BC Ferries.

There is no engineering review and condition assessment that determine the remaining useful service life of the Fernwood Dock.

Additional inputs of money through grants (or volunteer driven programs) significantly impact service delivery due to limited staff resources. Whenever initiatives that are not within the normal planning and approval process are added, rearranging of priorities and deliverables is needed in order to accommodate the requests. An example of this would be if funds are made available to construct a seawalk or major improvements to Peck's Cove Park.

1.4 Link to Priorities

ECONOMIC DEVELOPMENT

- establish a working group to identify economic development priorities and participate in government and partner programs
- review existing arts and culture strategies and identify new priorities and actions
- evaluate options for establishing funding mechanisms to support regional economic development

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

RECREATION, ARTS & CULTURE

- support increased access to community arts and recreation through programming and strategic investments

ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming and complete feasibility studies

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

2 Services

2.1 Service Levels

Consider each service within the division over the four year period. After identifying the current base level of service, explain any planned changes in the role or scope of service. If changes are directly related to fulfilling Board Strategic Priorities, please clearly identify these. Staffing implications should be provided in section 2.3 and specific projects and budget implications will be provided in Section 3.

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Electoral Area Administration	Electoral Area administration services and support to the Electoral Area Director	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Local Water, Sewer, and Liquid Waste Local Services: Water	Commission support and liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
Local Water, Sewer, and Liquid Waste Local Services: Sewer	Commission support and liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
Local Water, Sewer, and Liquid Waste	Commission support and	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as	Adjust to meet service delivery needs, as

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Local Services: Liquid Waste	liaise and collaborate with other service areas (IWS, ES, PP) for service outcomes and delivery of capital projects	required. Continue implementation of capital program.	required. Continue implementation of capital program.	required. Continue implementation of capital program.	required resources. Continue implementation of capital program.
Transportation Services	Transportation studies, construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking spaces, areas, and facilities, implementing and providing transportation demand management programs; and construction and maintenance of pedestrian safety and traffic calming facilities.	May expand service to include Fernwood Dock; annual maintenance increase corresponding to additional new pedestrian and cycling pathway infrastructure initiatives. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.	Adjust to meet service delivery needs, as required. Continue implementation of capital program.
Transit Services	Public passenger transportation system service	Ridership; increase service hours by April 2017 – 105 October 2017 - 850	Ridership increase service hours by June 2018 - 500	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Economic Development	Broaden tourism, agriculture, food, economic diversity, business efficiency, improve Fulford and Ganges Villages, build economic support through communication and advocacy	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Fernwood Dock	Manage and operate dock facility	Recruit for commission membership unless merged with another service (i.e. transportation)	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Rainbow Road Aquatic Centre	Operates 64 hours per week, 49 weeks per year	Adjust to meet service delivery needs, as required	Open Multipurpose room, 40 hours per week of program instruction and rentals	Change will depend on aquatic centre business plan and or requisition limitations	Adjust to meet service delivery needs, as required
Community Trails	38 km of developed trails Distribution of 2500 trail guides	2-5 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides	1-3 km of trail development; major upgrades to existing trails Distribution of 2500 trail guides
Active and Passive Parks	3 Active Parks	Asses and Review	4 Active Parks	No change	No change
	40 User Groups	2% increase	5% increase	1% increase	1% increase
	58 Passive Parks	Assess and Review	59 (1 new beach access)	Assess and Review	60 (1 new beach access)
Community Recreation	Distribution of Leisure Guides: 5000/2 x/year	5000/3 times per year	4000/3 times per year Implementation of online registration	3500/3 times per year	3000/3 times per year
	No. recreation programs: 12	5% increase	2% increase	2% increase	2% increase
	No. camp participants: 250	2% increase	1% increase	1% increase	1% increase
	No. LEAP users: 80	5% increase	2% increase	2% increase	1% increase
Market in the Park	Saturday Vendors: 165	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Sunday Vendors: 45 (long weekends only)	Vendors: 50	Vendors: 55	Vendors: 60	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Division Managers	1	1	1	1	1
Engineering	1	1	1	1	1
Administrative Support*	2.2	3*	2.8	2.8	2.8
Parks	3	3	5.35*	5.35**	5.35
Total FTE	7.2	8	10.05	10.05	10.05

* 3 Parks Maintenance Workers (8mo, 8mo & 12mo) to reflect 3 converted employees.

** To be determined based on a review of the current aquatic centre operating business model. This service is contracted out expiring April 2018.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2016-2019			
Active and Passive Parks (Athletic Fields Land Acquisition)	<p>Acquire land through acquisition for athletic fields; develop a Master Plan for Centennial Park. Review park maintenance policies and standards.</p> <p>Create a conceptual design for playing fields; renovate and or replace washrooms at Centennial.</p> <p>Develop athletic fields and grounds; purchase utility vehicles.</p>	Regional Infrastructure	Land Acquisition Reserves
Transit Service Options Review	<p><u>Review three potential Service Options:</u></p> <ul style="list-style-type: none"> • Additional winter morning service (820 hrs.) • Increased summer Saturday frequency on #2 Fulford Harbour (120 hrs. and requires additional bus) • Extend evening service Monday – Thursday (420 hrs.) 	Active & Multimodal Transportation	Core budget, reserves, BC Transit
Transit Fare & Information Review	Review fare related programs vendor distribution, marketing, and passenger information and	Active & Multimodal Transportation	Core budget, BC Transit

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	develop action plan with BC Transit.		
Economic Development	Implement strategic plan initiatives	Economic Development	Core budget
Beddis Water Service	Creekside RCS rebuild; Lautman reservoir dismantling; strategic asset management plan; install additional backwash fresh water tank Booster pump at Sky Valley lower reservoir; Sky Valley reservoir decommissioning	Regional Infrastructure	Reserves and capital funds on hand
Ganges Sewer Service	Capital improvement program	Regional Infrastructure	Debt Financing
Maliview Sewer Service	public engagement and funding approval; wastewater treatment building upgrades; repair/replace main/service on Maliview Road; replace land portion of outfall; inflow/infiltration inspection (Phase 2) Collection system repairs – Phase 1 and Phase 2; additional primary treatment	Regional Infrastructure	Reserves, Debt Financing, or Grant
2016			
Ganges Seawalk	Ganges Seawalk from Pecks Cove park to 151 Lower Ganges Road: project planning, identify the cost of completing construction of the boardwalk, and the requisite sources of funding.	Active & Multimodal Transportation	Single Supplemental, Grant. Upon completion will require continuous supplemental
Administration Office	Need to explore leasing alternative location space, or renovate existing Portlock Park administration buildings as an option in reorganizing and where feasible co-locate some or all key CRD functions on island for better coordination, delivery of services, and potential cost savings.	Regional Infrastructure	Continuous Supplemental

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	Shared Space feasibility study.		
SSI Incorporation Study	Support proposed incorporation study needs and possible implementation.		Core Budget
Potential Utilities Transfer	Potential transfer of management and operations of the local utilities	Regional Infrastructure	Core Budgets
Trail Development	Ongoing trail maintenance. Review trail maintenance policies and standards	Active & Multimodal Transportation	Core Budget, reserves
Recreation Enhancements	Replace recreation software; renovate Portlock buildings and program space; pilot new recreation programs.	Arts, Culture & Recreation	Core Budget, Reserves
Multi-Use Pathway, Rainbow Rd East	Rainbow Road (east) multi-use pathway from Rainbow Road Aquatic Centre to LGR: three phased designs and tender award	Active & Multimodal Transportation	Reserves
Temporary Pathway, Lower Ganges Rd	Lower Ganges Road site preparation and temporary pathway	Active & Multimodal Transportation	Reserves
Pathway, Atkins Rd	Pathway project: Atkins Road designs and tender award	Active & Multimodal Transportation	Core Budget, Reserves; Third Party Contribution Or Donation
Transportation Capital Infrastructure Plan Support	The Transportation Commission has a \$1.985 million capital infrastructure plan. Coordinating local volunteers to prepare the designs, cost estimates, and project manage the construction program. Ensure project is managed within time, cost and scope constraints, meet stakeholder expectations, and maintain project momentum to completion.	Regional Infrastructure	Reserves
Bus Shelter, Lower Ganges Rd	Transit/Bus shelter north side of Lower Ganges Road north of Crofton Road.	Active & Multimodal Transportation	Core Budget/Transfer From Operating Budget To Capital Reserves
Vesuvius Bay Transit Infrastructure Review	Review Vesuvius Bay ferry terminal ferry for potential	Active & Multimodal Transportation	BC Transit and Ministry of

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	infrastructure improvements and costs		Transportation and Infrastructure
Cedar Lane Water Service	Strategic asset management plan	Regional Infrastructure	Reserves, Grants
Cedars of Tuam Water Service	Register SRW on School District property for well; negotiate access road SRW; strategic asset management plan	Regional Infrastructure	Reserves, Grants
Fulford Water Service	Design and approvals to replace water main on Morningside Road at Weston Creek; 2901 Fulford Road water service replacement	Regional Infrastructure	Core Budget, Reserves
Highland/Fernwood Water Service	Undertake intake assessment and design	Regional Infrastructure	Reserves
Liquid Waste	Septage facility upgrade; options analysis	Regional Infrastructure	Reserves
Fernwood Dock Engineering Review	Undertake an engineering review and condition assessment; develop a multi-year inspection and capital repair and replacement priority work program, and financial plan; identify structural deficiencies, required component repair and replacement, upon which to develop a multi-year inspection and capital repair and replacement priority work program and financial plan.	Regional Infrastructure	Reserves
2017			
SSI Incorporation Study	Support proposed incorporation needs and possible implementation		Core Budget
Community Trails & Beach Accesses	Ongoing trail maintenance. Review trail maintenance policies and standards	Active & Multimodal Transportation	Core Budget, reserves
Active Parks (Athletic Fields Land Acquisition / Portlock Park Multisport Renovation)	Create a conceptual design for playing fields. Upgrade multisport court at Portlock Park	Regional Infrastructure	Core Budget, reserves
Passive Parks (Centennial Park Master Plan implementation)	Create a conceptual design for washroom renovation or replacement	Regional Infrastructure	Core Budget, Reserves; Third Party

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
			Contribution Or Donation
Rainbow Road Aquatic Centre Systems Enhancement	Implement new revenue and cash handling procedures at pool and install registration program.	Recreation, Arts & Culture	Core Budget
Recreation Programs	Renovate Portlock buildings and program space; develop new recreation programs.	Arts, Culture & Recreation	Core Budget, Reserves
Multi-Use Pathway, Rainbow Rd East	Pathway blend gravel pathway from Kanaka Road to access to School District 64 administration building.	Active & Multimodal Transportation	Reserves
Lower Ganges Rd	Paved pathway on high side of Lower Ganges Road from south of intersection with Upper Ganges Road to Rainbow Road. Modified design from original JE Anderson Plan	Active & Multimodal Transportation	Reserves
Rainbow Road	Paved pathway on north side of Rainbow Road from Lower Ganges Road to access to School District 64 administration building. Modified design from original JE Anderson Plan	Active & Multimodal Transportation	Reserves
Pathway, Atkins Rd	Pathway project: Atkins Road designs and tender award	Active & Multimodal Transportation	Core Budget, Reserves; Third Party Contribution Or Donation
Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd & Mobrae	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road at Vesuvius; Fulford-Ganges Rd. at Cusheon Lake Road; Mobrae neighbourhood	Active & Multi-modal Transportation	Core Budget, Reserves
Transit Infrastructure Review	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget, BC Transit
Beddis Water Service	Strategic Asset Management Plan, Creekside PCS rebuild; Lautman reservoir dismantling	Regional Infrastructure	Reserves and capital funds on hand
Cedar Lane Water Service	Strategic Asset Management Plan, Grants for additional rain water catchment	Regional Infrastructure	Reserves, Grants

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Cedars of Tuam Water Service	Register SRW on School District property for well; negotiate access road SRW; Strategic Asset Management Plan	Regional Infrastructure	Reserves, Grants
Fulford Water Service	Construction of replacement water main on Morningside Road at Weston Creek	Regional Infrastructure	Core Budget
Highland/Fernwood Water Service	<u>Highland/Fernwood</u> : Complete intake assessment and design	Regional Infrastructure	Debt Financing
	<u>Highland</u> : Completion of Middle reservoir repairs, standpipe replacements, dismantle old intake building, replace services.	Regional Infrastructure	Reserves, Grant
Liquid Waste	Public engagement and referendum	Regional Infrastructure	Reserves
Ganges Sewer Service	Capital improvement program	Regional Infrastructure	Debt Financing
Maliview Sewer Service	wastewater treatment building upgrades; repair/replace main/service on Maliview Road; replace land portion of outfall	Regional Infrastructure	Reserves, Debt Financing, or Grant
Fernwood Dock	Capital improvement program	Regional Infrastructure	Reserves
2018			
Community Trails & Beach Accesses	Scope and plan Mouat West, Harbour House / Crofton Brook trail; scope and plan beach access developments	Active & Multi-modal Transportation	Core Budget, Reserves
Active Parks (Athletic Fields Land Acquisition)	Develop athletic fields and grounds;	Regional Infrastructure	Core Budget, reserves
Passive Parks (Centennial Park Master Plan implementation)	Develop washroom and phase one of Master Plan Operational and infrastructure improvements to Saturday Market,	Regional Infrastructure	Core Budget, Reserves; Third Party Contribution Or Donation
Rainbow Road Aquatic Centre (Multipurpose Room)	Create a conceptual design for multipurpose room.	Arts, Culture & Recreation	Third Party Contribution, Grant Funding
SSI Incorporation Study	Support proposed incorporation needs and possible implementation		Core Budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Sidewalks & Bike Path, Lower & Upper Ganges Rd	Sidewalks and bike path at Lower Ganges Road and Upper Ganges Road intersection	Active & Multi-modal Transportation	Reserves
Connector, Lower Ganges Rd	Lower Ganges Road upland connector	Active & Multi-modal Transportation	Reserves
Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd & Mobrae	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road at Vesuvius; Fulford-Ganges Rd. at Cusheon Lake Road; Mobrae neighbourhood	Active & Multi-modal Transportation	Core Budget, Reserves
Transit Infrastructure Review	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget, BC Transit
Cedar Lane Water Service	Abandon unused wells.	Regional Infrastructure	Reserves, Grants
Cedars of Tuam Water Service	Abandon unused wells.	Regional Infrastructure	Reserves, Grants
Fulford Water Service	Strategic asset management plan	Regional Infrastructure	Reserves, Grant
Ganges Sewer Service	Capital improvement program	Regional Infrastructure	Debt Financing
Maliview Sewer Service	Collection system repairs – Phase 1	Regional Infrastructure	Debt Financing, or Grant
Liquid Waste	Design and construction of treatment and disposal	Regional Infrastructure	Reserves
2019			
Community Trails & Beach Accesses	Develop Harbour House / Crofton Brook trail	Active & Multi-modal Transportation	Core Budget, Reserves
Active Parks (Athletic Fields Land Acquisition)	Develop athletic fields and grounds; purchase utility vehicles.	Recreation, Arts & Culture	Core Budget, Reserves
Passive Parks (Centennial Park)	Operational and infrastructure improvements to Saturday Market, i.e. online booking system	Regional Infrastructure	Core Budget, Reserves; Third Party Contribution Or Donation
Rainbow Road Aquatic Centre (Multipurpose Room)	Develop a multipurpose room at Rainbow Road Aquatic Centre.	Recreation, Arts & Culture	Core Budget, Reserves
Transportation Infrastructure Improvements	Intersection improvements at Hereford/Purvis on Lower Ganges Road	Active & Multi-modal Transportation	Reserves
	Rainbow Road south side sidewalk	Active & Multi-modal Transportation	Reserves

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Bus Shelters: Lower Ganges Rd, Fulford-Ganges Rd & Mobrae	<u>Bus Shelter Location Considerations:</u> Lower Ganges Road at Vesuvius; Fulford-Ganges Rd. at Cusheon Lake Road; Mobrae neighbourhood	Active & Multi-modal Transportation	Core Budget, Reserves
Transit Infrastructure Review	Review and plan with BC Transit priority infrastructure actions	Active & Multi-modal Transportation	Core Budget/BC Transit
Ganges Sewer Service	Capital improvement program, Strategic Asset Management Plan	Regional Infrastructure	Debt Financing
Highland/Fernwood Water Service	Construct new intake	Regional Infrastructure	Reserves
Maliview Sewer Service	Collection system repairs – Phase 2	Regional Infrastructure	Debt Financing, or Grant
Liquid Waste	Continued ground water monitoring	Regional Infrastructure	Reserves, Debt

4. Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Increase access to parks and recreational opportunities	<ul style="list-style-type: none"> Annual increase in trail development (2015 baseline) Increased participation in recreation programs* Number of recreation programs offered to the public* Increase active sports field for development, passive parks and beach accesses
	Advance strategic economic development activities	<ul style="list-style-type: none"> Implement at least one initiative from the economic strategic plan annually between 2016 and 2019 Qualitative observations on the increased coordination of economic development activities in Southern Gulf Islands and Salt Spring Island*
	Support multi-modal transportation planning and investment	<ul style="list-style-type: none"> Complete multi-year inspection and capital repair and replacement priority work program and financial plan of Fernwood Dock by end of 2016 Complete construction of paved pathway on the upper side of Lower Ganges Road and on the north side of Rainbow and in 2017 (detailed location in plan) Complete construction of gravel pathway on Rainbow Road in 2017(detailed location in plan) Review and prioritize balance of pedestrian improvements identified in 2015 referendum by in 2017Implement a fare related action by 2019 Implement a marketing and passenger information service improvement recommendation by 2019

		<ul style="list-style-type: none"> • % increase in transit services or related infrastructure* • Increase in kilometers of active transportation infrastructure*
	Maintain and operate quality water and sewer infrastructure	<ul style="list-style-type: none"> • % of capital projects completed on time and on budget* • Sustainable asset funding plans in place* • # of infrastructure replacement projects*
	Maintain high quality Electoral Area Administration and provide opportunities for community engagement	<ul style="list-style-type: none"> • Participation rates of residents in two way dialogue and engagement opportunities* • # of Electoral Area Director Meetings

* = Corporate Indicator – multiple divisions may contribute to this measure.

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Service Plan for Southern Gulf Islands Electoral Area Administration

2016-2019
(2018)



Capital Regional District

Date submitted: October 2015

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1 Overview

1.1 Service Summary

The Southern Gulf Islands (SGI) Electoral Area Administration Service facilitates emerging issues identified by the EA Director. Position also facilitates the advancement of the SGI Economic Sustainability Commission’s goals of resilient and sustainable local economies and triple bottom line initiatives. The Service also coordinates with other CRD divisions to initiate and complete specific projects or initiatives occurring on the Southern Gulf Islands.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Administration Provide administration for the SGI EA Director and coordinate actions with CRD Divisions	SGI Electoral Area	Requisition	Electoral Area Services Committee Finance Committee
SGI Community Parks and Recreation Commission Support Provide assistance with goods and service procurement and facilitate responses to operational and policy queries	SGI Electoral Area	Requisition	Local Parks and Recreation Commission Electoral Area Services Committee
SGI Finance related Support Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD services and by third party applicants	SGI Electoral Area	Requisition	Electoral Area Services Committee Finance Committee CRD Board
Community Economic Sustainability Commission Support Facilitate the advancement of Community Economic Sustainability Commission’s projects and initiatives	SGI Electoral Area	Requisition, grants and donations	Electoral Area Services Committee Finance Committee

1.2 Organization Chart

The CRD has allocated time in the form of a 1.0 FTE Manager position for 2017. A future organization structure is to be determined. This position reports to the General Manager, Corporate Services.

1.3 Key Trends, Issues & Risks – Service Specific

Administration

Electoral Area Director working with CRD CAO and ELT to define new administrative structure to support SGI initiatives

Legislation

Changes to provincial Acts and the overall regulatory environment (for example: sea level rise, community governance reviews, Treaty negotiations, water management and climate change) require ongoing education for staff and engagement with residents and internal stakeholders.

Community

The Service has an ongoing need for collaboration with Islands Trust, which is the local land use planning authority, as well as multiple CRD divisions who work or provide services within the SGI.

There is also a need for extensive community consultations associated with designing and implementing projects to address emerging issues and CESC initiatives.

Resources

Managing expectations around emerging issues and for CESC initiatives by the residents may exceed the mandate, ability and resources available under the Service.

1.4 Link to Priorities

While the service is still in its infancy, the current emerging issues and the CESC initiatives relate to the following Corporate and Board priorities:

- Active & Multi-Modal Transportation
- Changing Demographics
- Agricultural Land and Food Security
- Recreation, Arts & Culture
- Public Engagement & Communications
- First Nations

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administration	Review current bylaws and potential structures Respond to uncertainty regarding variable emerging issues	Revised 2016 Service Plan to new Administration Service	Electoral Area Director working with CRD CAO and General Manager, Corporate Services to define new administrative structure to support SGI initiatives	Adjust to address emerging issues	Adjust to address emerging issues
SGI Community Parks and Recreation Commission Support		Facilitate Purchase Orders and prepare contracts for local service providers Facilitate responses to operational and policy queries	Facilitate Purchase Orders and prepare contracts for local service providers Facilitate responses to operational and policy queries	Facilitate Purchase Orders and prepare contracts for local service providers Facilitate responses to operational and policy queries	Facilitate Purchase Orders and prepare contracts for local service providers Facilitate responses to operational and policy queries
SGI Finance Related Support	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups	Assist Finance staff to process Community Works Fund (CWF) & other grant applications for CRD Services and Third Party Groups
Community Economic Sustainability Commission Support	Identify CESC priorities, objectives, budgets and timelines to determine baseline level of service	Identified CESC priorities	Facilitated funding for consultant to prepare draft Strategic Plan SGI2020	Refine CESC priorities, objectives, budgets and timelines and organization structure in accordance with SGI2020 Prepare 2011 Census sheets for Islands	Refine CESC priorities, objectives, budgets and timelines in accordance with SGI2020 Plan

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administration, SGI Parks and Recreation Commission support, SGI Finance related support and Community Economic Sustainability Commission Support	1.0 FTE (September to December)	1 FTE	1 FTE	TBD	TBD

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
2016			
Social Finance Feasibility Project (Joint project with CESC organizational Structure) To be completed in 2018	Through a consultant work with the CRD, financial agencies and private sponsors to identify opportunities that can mobilize resources and private capital to create funding sources for achieving social and environmental goals. Facilitated preparation of Draft Strategic Plan SGI2020. Consultants developing and undertaking public consultation in fall.	Governance Public Engagement & Communications	Core Budget and Gas Tax funding
CESC Organization Structure (Joint project with Social Finance) To be completed in 2018	Through consultant identify organization options e.g., CRD service, not for profit. Community Cooperative to facilitate implementation of initiatives Organizational options to be considered as part of the Strategic Plan SGI2020	Economic Development	Core Budget and Gas Tax funding
SGI Community Bus Service Exploration (Joint project with Inter-island Passenger Ferry service) Completed in 2017	Through consultant provide continued exploration of the feasibility, scope and costs of a more formal transit system or public transportation network on Galiano, Mayne, South and North Pender and Saturna Islands and identify a mechanism for implementation. Community bus report which outlines requirements, explores existing services and consider recommendations for pilot projects for Galiano and Pender completed. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	UBCM Strategic Priorities Grant \$50K

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Inter-island Passenger Ferry Services (Joint project with Community Bus) To be completed in 2018	Through a consultant investigate the operational and financial feasibility of introducing a water-based passenger service for the Southern Gulf Islands, Salt Spring Island and Town of Sidney, with an aim of introducing a summer trial service in 2018 if deemed viable. Workshop held to outline requirements, explore existing services and consider feasibility of a pilot project. Consultant prepared work plan for pilot project. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	UBCM Strategic Priorities Grant \$50K
Experience the Gulf Islands (ETGI) – Proposal Document Completed 2016	Finalize the ETGI publication and update website.	Public Engagement & Communications Education, Outreach & Information	Core Budget
Experience the Gulf Islands – Concept Plan Completed 2017	ETGI Concept Plan approved by CRD Board July 2017.	Economic Development	Gas tax funding (\$25K SSI & \$35K SGI)
Regional Trail for SGI and SSI –Mayne Island Demonstration Trail To be completed in 2018	Regional Parks to complete detailed planning and design phase for the Mayne Island Demonstration Trail. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	Shared cost - Regional Parks (\$50K) SGI Gas Tax (\$60K)
Regional Trail for SGI and SSI To be completed in 2018	Draft plan prepared by Regional Parks which identifies the potential routes for regional spine trails for SSI and SGI. Public consultation underway. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	Regional Parks Core budget and gas tax funding
Education Assessment (Joint project with Resource Inventory) Replaced with Education Opportunity Application			
Island Resource Inventory (Joint project with Educational Assessment) Replaced with Education Opportunity Application			
Food and Agriculture Strategy Completed 2017	Southern Gulf Islands Food and Agriculture Strategy approved by CRD Board April 2017.	Agricultural Land & Food Security	Gas Tax and grant funding
Magic Lake Estates Emergency Access	Work with the community, and Parks and Fire commissions to identify and establish an alternate emergency routes for Magic Lake.	Public Engagement & Communications	Gas Tax funding (\$50K)

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
To be completed in 2018			
Saturna Health Group Service Establishment To be completed in 2018	Providing assistance to Finance staff to consider establishment of a Health Care Centre service. Any referendum likely to coincide with 2018 elections	Public Engagement & Communications	Core budget
SGI Housing Needs Assessment To be completed in 2018	Obtained CWF grant for an SGI Housing Needs Assessment being managed by CRD Housing in collaboration with Islands Trust and housing groups on the islands.	Public Engagement & Communications	Gas Tax Funding (\$40,000)
SGI Community Works Fund Applications	Assisted Finance staff to process CWF requests for Pender Island Library Solar Roof (\$15,000) and SSI and SGI Regional Trail support (\$20,000)	Economic Development	Gas Tax Funding
2017			
Community Bus Pilot projects – Galiano, North Pender To be completed in 2018	Community Bus Societies to commence two-year pilot community bus service on islands. Related to ETGI through provision of transportation infrastructure.	Active & Multi-modal Transportation	Gas Tax and grant funding
Educational Opportunity Application (formerly Education Assessment and Resource Inventory) web application on hold	Consultant developed application which identifies specific educational programs, providers and facilities available and enables booking of providers and facilities for educational events. Salish Sea Registry developed and tested. Formal launch delayed pending finding a web sponsor	Economic Development	\$15.5K CESC
SGI Community Works Fund & other Grant Applications	Assisted Finance staff to process CWF requests for Galiano Museum Society heat pump (\$20,000); Mayne Island Reading Room Renovation (\$4,000); Pender Library heat pump (\$22,733); Galiano Childcare Centre (\$34,500); Pender Community hall solar panels (\$15,000); SGI Chamber of Commerce Tourist Centre/Sign/Kiosk (\$24,600); Mayne Island Parks and Recreation Commission Dinner Bay (\$27,000); SGI Community Resource Centre - visitor centre (\$36,000); and Galiano Club Community Hall Energy Upgrade (\$13,947.40); Galiano Activity Centre playground upgrade (\$50,673); Heartwood Folk School Society Cooperative Planning (\$34,000); Epicentre Family Co-operative (\$24,000); Mayne Island Early Childhood Society child care facility (\$41,750); PIPRC Gardom Pond decommissioning (\$100,000); SGI Corporate Asset Management Plan (\$60,000); Saturna Island Lions Club community shuttle (\$25,000); Galiano	Economic Development	Gas Tax

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
	Conservancy Regional Centre for Renewable Energy Education (\$40,000); Mayne Island Community Centre solar grid (\$20,500); PIPRC Thieves Bay Park Upgrade (\$46,100); Rural Dividend Grant (\$71,600); Age-Friendly Grant application (\$15,000)		
SGI Parks and Recreation Commissions	Facilitated preparation of contracts for PIPRC Trail maintenance, bathroom maintenance, lawn mowing. Facilitated POs for PIPRC for South Island Woodworks, SKYTECH Enterprises Inc and Big Digem Excavating Ltd. Facilitated contract for GIPRC for trail and bathroom maintenance. Facilitated Cotton Park demolition contract for MIPRC. Facilitated Standing Offer contract for Bear Tree Services for all commissions.	Economic Development	Core budgets
2018-2019			
Experience the Gulf Islands – Implementation Plan To be determined	ETGI Project Manager and teams to prepare Implementation plan to identify key actions, partnerships and funding sources.	Economic Development	Gas Tax and grant funding
Regional Trail for SGI and SSI – Mayne Island Demonstration Trail To be determined	Regional Parks to construct Phase 1 of trail. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	Regional Parks Core Funding and Gas Tax and grant funding
Food and Agriculture Strategic Initiatives To be determined	SGI Steering Committee to address data collection, branding, marketing, and transportation issues identified in Strategy.	Agricultural Land & Food Security	Gas Tax and grant funding
CESC Organizational Structure for Implementation To be completed in 2018	Facilitate preparation of documents e.g. bylaw or not-for-profit society and agreements to implement new structure that facilitates implementation.	Economic Development	Gas Tax and grant funding
Inter-island Passenger Ferry Pilot Projects To be completed in 2018	Facilitate private contractor to commence three month pilot project linking SGI, SSI and Town of Sidney. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation	Gas Tax and grant funding
Broadband Infrastructure Improvement To be determined	SGI team to complete research and analysis on the feasibility scope and costs to improve internet service. No action taken or proposed	Governance Public Engagement & Communications	Core Budget

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Establish SGI Community Bus Society To be determined	SGI CESC to consider amalgamation of several community bus societies into one SGI society, pending results of Galiano and North Pender pilot projects. Related to ETGI through provision of transportation infrastructure.	Active & Multi-modal Transportation	Gas Tax and grant funding
Regional Trail for SGI and SSI To be determined	Regional Parks to complete detailed design for regional trail routes. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation Public Engagement & Communications	Regional Parks Core budget and gas tax funding
Inter-island Passenger Ferry Service To be determined	SGI CESC to consider establishing a public/private entity to provide passenger ferry service, pending pilot project results. Related to ETGI through provision of transportation infrastructure.	Economic Development Active & Multi-modal Transportation	Private Partnership funding/Gas Tax and grant funding
SGI Community Works Fund & other Grant Applications	Assist Finance staff with submitted applications	Economic Development	Gas Tax
SGI Parks and Recreation Commissions	Facilitate contracts and POs as requested	Economic Development	Core Budgets
SGI Teleconferencing Equipment and Facilities To be completed in 2018	To provide teleconferencing services on all of the islands to facilitate inter-island communication especially for SGI CESC meetings	Governance Public Engagement & Communications	Core Budget

4 Goals & Performance Indicators

Service Goals	Performance Indicators
A Service plan is established and agreed to for service delivery beyond 2016	<ul style="list-style-type: none"> The EA Director supports the service plan and required requisition for service delivery beyond 2016 New organization structure for administrative support established
Strategic plan SGI2020 is approved by CESC and reorganization of CESC is established	<ul style="list-style-type: none"> framework Strategic Plan SGI2020 is approved and agreed to for initiatives to 2020 CESC bylaw amended or new organization established to implement SGI2020

* = Corporate indicator – multiple divisions may contribute to this measure

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Service Plan for Environmental Resource Management

2016-2019
(2018)



Capital Regional District

Date submitted: **August 2017**



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1 Overview

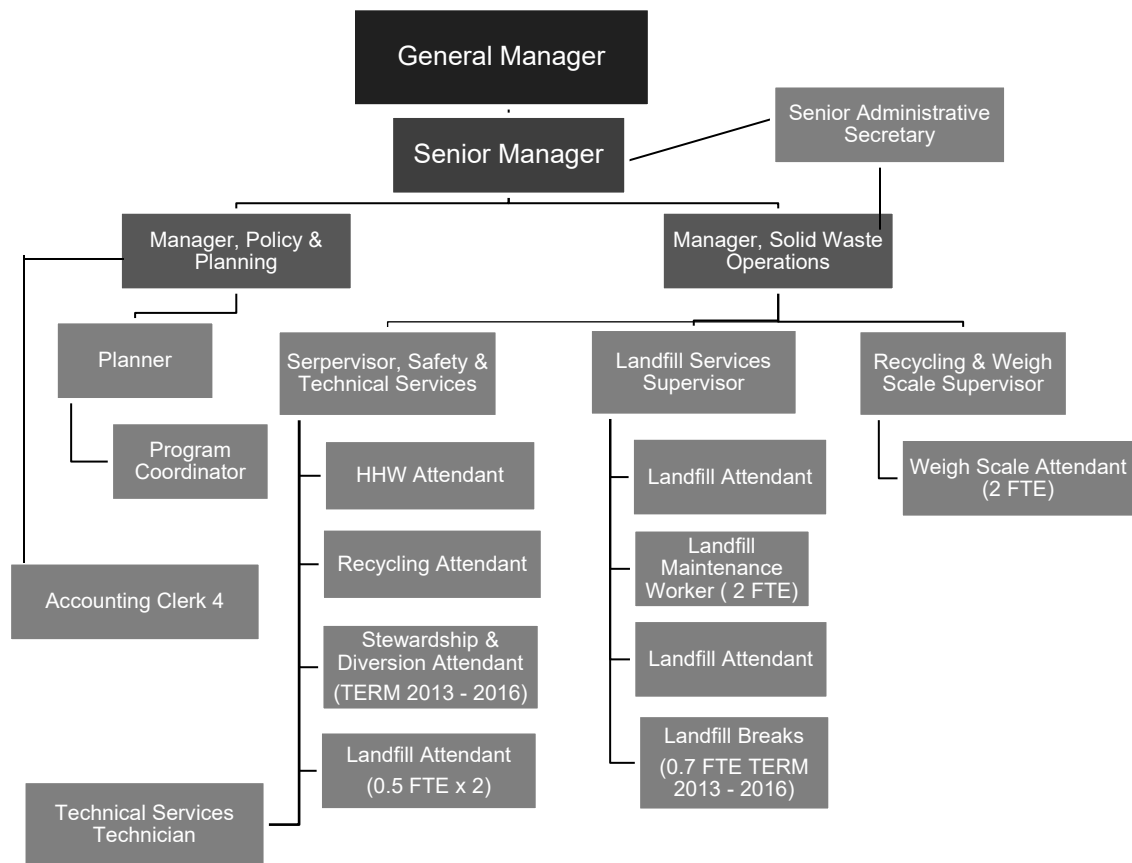
1.1 Division & Service Summary

Environmental Resource Management's (ERM) mission is to efficiently and effectively manage the region's solid waste resources in an environmentally, socially and economically responsible manner. The ERM division is responsible for municipal solid waste management in the Capital Region, including waste reduction, recycling programs and operation of Hartland landfill.

The CRD sees waste as a commodity and seeks the highest and best use for these resources by applying the 5R hierarchy of Reduce, Reuse, Recycle, Resource Recovery and Residual Management. Services range from planning and policy development, bylaw and contract administration to landfill operations. The division is responsible for a new solid waste management plan, facility licensing, recycling and household hazardous waste collection programs, the regional kitchen scraps strategy, community education and support programs, landfill bans, as well as leachate and landfill gas management.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Diversion Services Planning, Policy Recycling Programs	All jurisdictions in region	Landfill tipping fees Funding from product stewardship programs	Environmental Services Committee (ESC)
Landfilling Services Disposal Services and Environmental Compliance	All jurisdictions in region	Landfill tipping fees	ESC
Recovery Services Landfill gas recovery and electricity generation	All jurisdictions in region	Landfill tipping fees Sale of electricity	ESC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Landfill tipping fee revenues are no longer sufficient to fully cover the costs of both landfill operations and diversion programs. A new long-term financial model is required.

Diversion Services

- The CRD's current per capita disposal rate aligns with the Ministry's new waste disposal service target of 350kg/capita by 2020. The remaining waste materials in the landfill will be more difficult and costly to divert.
- Lifecycle management of consumer products is shifting from local governments to producers through Extended Producer Responsibility (EPR) programs, but not always at full cost recovery. There are opportunities to divert more stewardship materials from the landfill.
- Planning and development of in-region kitchen scraps processing capacity is ongoing (annual kitchen scraps diversion appears to have plateaued at 7,500 tonnes).
- A new Solid Waste Management Plan (SWMP) will provide direction for the future.
- Decrease kitchen scraps tonnage projected to be received at the Hartland transfer station in 2018 from 7,500 down to 6,500 tonnes/year. Increase of kitchen scraps tipping fee, to fully recover costs, has resulted in kitchen scraps volumes being taken to lower-cost alternatives

Landfilling Services

- The potential movement of garbage out of region for disposal remains a concern due to possible loss of revenue and reduced environmental oversight.
- Residual material is becoming more costly and difficult to manage as WorkSafe BC identifies an increasing variety of materials that need to be managed with heightened worker safety standards.
- Increasing waste volumes and tipping fee revenue due to healthy local economy and real estate market.
- 2017 landfill tipping fee was \$110/tonne. 2018 tipping fee reduced to \$105/tonne to help draw down excess balance in ERM Sustainability Reserve and to proactively manage waste export risk
- Increase general refuse tonnage to be received at Hartland landfill in 2018 from 110,000 to 125,000 tonnes/year. Increased tonnage due to sustained strong construction activity and Highwest landfill taking only selective customers hauling mid-island (non CRD) waste.

Recovery Services

- Staff are continually investigating new integration and recovery opportunities to optimize landfill gas recovery and maximize resource recovery revenue.
- Proceed with an integrated resource management (IRM) procurement process based on Board direction.
- Board approval of Core Area Liquid Waste Management Business Case, including conveyance of residuals to Hartland for recovery of resources at an anaerobic digestion facility
- Evaluate Renewable Natural Gas business case as an opportunity to better optimize landfill gas utilization at Hartland landfill

1.4 Link to Board Strategic Priorities

The Division has a link to the following strategic priorities:

INTEGRATED WASTE MANAGEMENT

- Realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- Implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs.
- Recruit two four-year term staff to undertake an integrated resource management procurement process.

CLIMATE CHANGE

- Realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations

AGRICULTURAL LAND AND FOOD SECURITY

- Review opportunities for regional agricultural incentives and initiate food security educational programming

PUBLIC ENGAGEMENT AND COMMUNICATIONS

- Develop public participation strategies, including implications and performance metrics, as a part of all major initiatives and implement more options for two-way dialogue.

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Diversion Services					
Planning and Policy Development	SWMP development (currently at Stage 2)	Stage 3 delayed pending Board IRM direction	Stage 3 delayed pending Board IRM direction	Re-start SWMP development	New SWMP determines service levels
	Administer 49 agreements and contracts	The number of agreements will increase as the Ministry of Environment adds new Extended Producer Responsibility (EPR) programs (e.g., mattresses, construction & demolition waste)	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Administer 5 licensed transfer stations on Salt Spring under the Transfer Station Bylaw	The number of licensed transfer stations will increase if other areas (e.g., North Pender Island) request similar bylaws during the SWMP process	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Administer Compost Facilities Bylaw (no licensed facilities as of June 2014)	Compost bylaw administration varies with number/types of unlicensed and licensed facilities	Review and Assess	Review and Assess	Review and Assess
Recycling Programs Delivery	Curbside collection of packaging & printed paper (PPP)	Glass to be collected as a separate third stream, as per Multi Material BC (MMBC) requirements	Review and Assess	Review and Assess	Review of MMBC agreement may result in further service level changes
	Curbside collection from	Add new HH (approx. 1,000	No change	Review and Assess	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	123,000 households (HH)	HH/year) to collection			
	PPP collection from 6 Electoral Area depots	No change	MMBC incentive review may increase depot funding	Review and Assess	Review of MMBC agreements may result in further service level changes
	Hartland recycling facility collects over 80 items from 28 product categories	Increase number of items if Ministry mandates more collection under EPR legislation	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Education to support all recycling programs	Reduce & revise Hotline service to reflect MMBC funding (reduce to 0.5 FTE)	No change	Review and Assess	Adjust to meet service delivery needs, as required
	Kitchen scraps strategy in place (15,000 tonnes diverted in 2014)	Increase tonnage diverted beyond 15,000 tonnes	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
	Household Hazardous Waste (HHW) program (Hartland, mobile events on Salt Spring and Gulf Islands, as well as off-site pickup of orphan HHW materials)	Discontinue HHW collection from Salt Spring and Gulf Islands locations, as well as off-site pickup of orphan HHW materials	No change	No change	No change

Landfilling Services

Disposal services	Administer five contracts and agreements	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Residential service at bin area (Mon – Fri 9 am to 5 pm, Sat 9 am to 2 pm) 45,000 vehicles	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required
	Commercial service at active face (Mon – Fri 7	Potential new EPR and SWMP diversion programs will	Review and Assess	Review and Assess	Tervita landfill (Highlands) is reaching capacity. Construction &

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	am to 5 pm, Sat 9 am to 2 pm) 120,000 tonnes @\$110/tonne	decrease tonnages. Maintain tipping fee rate to prevent leakage of garbage			demolition tonnage at Hartland may increase.
	Controlled waste 7,500 tonnes @\$157/tonne	Amend tipping fee rate for asbestos to reflect increased handling costs	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess
Environmental Compliance	Leachate management (meet or exceed Regional Source Control Program)	No change	No change	No change	No change
	Environmental monitoring (meet or exceed Ministry requirements)	No change	No change	No change	No change
Recovery Services					
Provide Recovery Services	Landfill gas capture (current capture rate 55%)	Increase capture rate to 75% to meet Ministry guideline	Review and assess	Adjust to meet service delivery needs, as required	Review and Assess
	Electricity generation equivalent to powering 1,100 homes	Facility upgrade to maintain or exceed generation	Review and assess	Adjust to meet service delivery needs, as required	Review and assess
				Initiate IRM procurement process based on Board direction	Develop IRM services based on outcome of 2018 procurement process

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Diversion	12.25	12.25	12.25	12.25	12.25
Landfilling	8.26	8.26	8.26	8.26	8.26
Recovery	1.19	1.19	1.19	3.19	3.19
Total	21.7	21.7	21.7	21.7	21.7
Supplementary	1.7	1.7	1.7	3.7	3.7
Total	21.7	21.7	21.7	23.7	23.7

In the 2013 budget, there were two 3-year term positions created. One was a 0.7 FTE Landfill Breaks position to provide daily break relief for up to six landfill employees. The second was a 1.0 FTE Stewardship and Diversion Attendant to address an increasing number of stewardship commodities collected at the Hartland Depot, as well as conduct on-site maintenance.

For 2016, the 0.7 FTE Landfill Breaks position has been added as a permanent position. There is a demonstrated ongoing need to provide break relief to maintain service levels during regular operating hours.

For 2016, the 1.0 FTE Stewardship and Diversion Attendant has been continued for a further 4-year term, renewed annually, and will now provide labour in relation to stewardship commodities, as well as the operation of the new Kitchen Scraps Transfer Station at Hartland. The work associated with this position will continue at a full-time capacity, and be extended annually until 2019, until a long-term decision is made regarding a regional kitchen scraps processing.

For 2018, add a Project Director and Deputy Project Director for two (2) four-year term FTEs to undertake the Integrated Resource Management procurement (RFQ & RFP) process. Funding for these positions would be drawn from the IRM capital budget.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
2016			
Financial Review ERM expenditure adjustments to transition from a growth business model to a program maintenance model Ongoing	2016 budget was adjusted to maintain existing programs Primary Budget Drivers: Service Reductions <ul style="list-style-type: none"> Reduction to Blue Box administration and hotline service levels as a result of new MMBC funded collection contract Consolidation of CRD Household Hazardous Waste program at Hartland and elimination of offsite collection programs 	n/a	\$1.44 M reduction overall (\$250,000) continuous (\$140,000) continuous

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
	Program Adjustments/Efficiencies <ul style="list-style-type: none"> • Adjustment of kitchen scraps diversion and processing volumes based on current trends • Reduction of wood waste diversion and processing costs by using optimizing onsite re-use at Hartland 		(\$550,000) continuous (\$100,000) continuous
Blue Box Glass Collection To be completed in 2016	Address potential issues arising from separate collection of glass at the curb	Environmental Protection	Supplementary as required
Kitchen Scraps Processing Ongoing	Develop regional kitchen scraps processing capacity	Integrated Waste Management Regional Infrastructure	Supplementary as required
Waste Stream Analysis To be completed in 2016	Conduct waste stream analysis as per Ministry guidelines	Integrated Waste Management	\$125,000 Single supplementary Waste stream analysis
Hartland Landfill & Recycling Facility Operations To be reviewed annually	Maintain service levels by providing break relief. Complete work associated with stewardship materials and kitchen scraps management.	Education, Outreach and Information	\$121,700 Continuous supplementary 0.7 FTE Landfill Breaks position 1.0 Term (up to 4 years) Stewardship and Kitchen Scraps Attendant position
Hartland Landfill Security Ongoing	Review security arrangements	Corporate Development	\$100,000 Continuous supplementary Increased security
Controlled Waste Complete in 2016	Amend controlled waste fees to cover costs of more difficult to manage materials	Environmental Protection	Core budget (cost recovery)
2017 - 2019			
Solid Waste Management Plan Moved to 2018	Conduct public consultation and complete plan for approval by Board and Ministry	Integrated Waste Management	Core budget
Hartland North Improvements	Make necessary capital improvements and operational adjustments at Hartland Landfill to facilitate siting of the sewage	Integrated Waste Management	To be determined

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Integrated Resource Management	<p>project's waste digestion facility at Hartland North</p> <p>Recruit two four-year term staff to undertake an integrated resource management procurement process to facilitate Board direction regarding investigation and procurement of Integrated Resource Management infrastructure.</p>	Integrated Waste Management	To be fully determined. Estimated cost of two fully-burdened FTEs, subject to Humun Resources review, would be an estimated \$400,000 annually for four years.

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
<p>Diversion Services</p> <p>Manage solid waste in an environmentally, socially and economically responsible manner</p>	<ul style="list-style-type: none"> • Adoption of Solid Waste Management Plan by Board and approval of plan by provincial ministry in 2016 • Revenue to cost ratio ≥ 1 by 2020 (current ratio is <1) • Decrease waste disposal per capital (target <369 kg)
<p>Landfilling Services</p> <p>Continue to optimize landfill operations</p>	<ul style="list-style-type: none"> • Optimize use of landfill cover material at Hartland (target 5:1 garbage to cover ratio) • Increase compaction rate at Hartland (target minimum 850kg/m³)
<p>Recovery Services</p> <p>Optimize landfill gas resource recovery at Hartland</p>	<ul style="list-style-type: none"> • Percentage of methane gas captured at Hartland Landfill* (75% target)

*Corporate indicator – multiple divisions may contribute to this measure.

Contact

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Service Plan for Environmental Protection

2016-2019
(2018)



Capital Regional District

Date submitted: **August 28, 2017**



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1 Overview

1.1 Division & Service Summary

The programs and staff from the Environmental Partnerships and Environmental Protection Divisions are consolidated for 2018.

With an environmental management support role across the organization, the Division's focus will be on enhanced integration of (i) environmental regulatory oversight (sanitary sewers, storm water sewers, onsite systems), (ii) drinking water quality protection programs (water quality monitoring, demand management, cross-connection control), (iii) consolidation of all environmental monitoring and reporting, as well as (iv) integration of communication initiatives (planning, education, outreach, community engagement and program delivery) across the Parks & Environmental Services department.

The Division provides environmental management support and expertise to the organization, municipalities and electoral areas, with a key focus on climate action; drinking water quality and quantity; integrated watershed management; and contaminant reduction, monitoring and assessment associated with both liquid and solid waste treatment. Staff provide scientific, technical and regulatory expertise, and work with all internal departments and divisions, municipalities and electoral areas, external regulators and stakeholders, as well as community stewardship groups. The division assists the CRD's various services to meet human health and environmental protection requirements, support an environmental management context to multiple service delivery, and provide environmental data and research for local government commitments. The division is responsible for the preparation and management of the CRD liquid waste management plans. The division also has a strong communication focus that promotes resilient and sustainable communities within healthy natural environments.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Regional Source Control</p> <p>Provides contaminant reduction oversight, monitoring, assessment and reporting related to the regional sanitary sewer service to meet regulatory requirements prescribed under provincial legislated frameworks</p>	<p>10 municipalities 3 electoral areas</p> <p>4 First Nations</p> <p>2 federal facilities</p>	<p>Requisition</p>	<p>Environmental Services Committee (ESC)</p> <p>Core Area Liquid Waste Management Committee (CALWMC)</p> <p>Saanich Peninsula Wastewater Commission (SPWWC)</p> <p>Ganges Sewer Local Service Commission (LSC)</p> <p>Highland Water and Sewer LSC</p> <p>Magic Lake Estates Water and Sewer LSC</p>

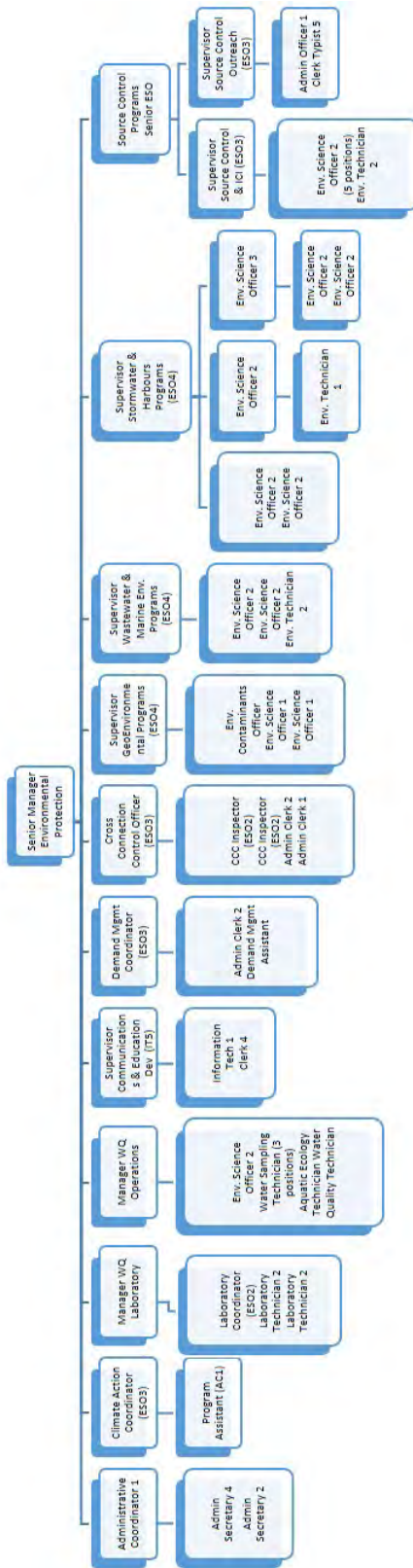
Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Water Quality</p> <p>Provides monitoring, assessment, reporting and technical advice across the region, including the several local service areas, to meet regulatory requirements for safe and potable water quality</p>	<p>Municipalities of Regional Water Supply (RWS) area, JDF and various local service areas</p> <p>Municipalities of RWS area, JDF and various local service areas</p> <p>Municipalities RWS area, JDF and various local service areas</p> <p>Sidney, North Saanich, Central Saanich and Peninsula FN</p>	<p>Allocation from Integrated Water Services (IWS) and Local Service Areas (LSA)</p> <p>Allocation from IWS and LSA</p> <p>Allocation from IWS and LSA</p> <p>Allocation from IWS and LSA</p>	<p>Regional Water Supply Commission (RWSC) , Regional Water Advisory Committee (RWAC) and various LSA Commissions</p> <p>RWSC, RWAC and various LSA Commissions</p> <p>RWSC, RWAC and various LSA Commissions</p> <p>SPWWC</p>
<p>Wastewater & Marine Environmental Programs</p> <p>Provides oversight for wastewater planning, monitoring, assessment and reporting to meet regulatory requirements prescribed under both provincial and federal legislated frameworks</p>	<p>Core municipalities</p> <p>Sidney, North Saanich, Central Saanich</p> <p>Salt Spring Island</p> <p>Salt Spring Island</p> <p>Pender Island</p> <p>Port Renfrew</p> <p>Sidney, North Saanich, Central Saanich,</p> <p>Salt Spring Island</p> <p>Salt Spring Island, Pender Island, Mayne Island and Galiano Island</p>	<p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p> <p>Allocation from IWS</p>	<p>CALWMC</p> <p>SPWWC</p> <p>Ganges Sewer LSC</p> <p>Highland Water and Sewer LSC</p> <p>Magic Lake Estates Water and Sewer LSC</p> <p>Port Renfrew Utility Services Committee</p> <p>SPWWC</p> <p>Ganges Sewer LSC</p> <p>Salt Spring Island Liquid Waste Disposal LSC</p>

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Integrated Watershed Management Programs</p> <p>Provides environmental planning, monitoring and reporting for stormwater discharges associated with sub-regional liquid waste management plans; integrated watershed management, including rainwater management and contaminant reduction outreach and education; and facilitates community stewardship initiatives around key urban watersheds</p>	<p>Core municipalities (not Oak Bay)</p> <p>Oak Bay, Saanich, Victoria</p> <p>Core municipalities, Esquimalt FN and Songhees FN</p> <p>Sidney, North Saanich, Central Saanich and Peninsula FN</p> <p>Sidney, North Saanich, Central Saanich</p> <p>Salt Spring Island (SSI)</p> <p>Southern Gulf Islands Electoral Area (SGI)</p> <p>Juan de Fuca Electoral Area (JDF)</p> <p>Sooke</p>	<p>Requisition and Grants</p> <p>Direct invoice</p> <p>Requisition</p> <p>Requisition</p> <p>Requisition</p> <p>Requisition</p> <p>Requisition</p> <p>Requisition</p>	<p>ESC or CALWMC</p> <p>ESC or CALWMC</p> <p>ESC or CALWMC</p> <p>SPWWC</p> <p>SPWWC</p> <p>Salt Spring Island Director, Electoral Areas Services Committee (EASC)</p> <p>Southern Gulf Islands Director, EASC</p> <p>Juan de Fuca Director, EASC</p> <p>Sooke Council</p>
<p>GeoEnvironmental Programs</p> <p>Provides regulatory, scientific and technical oversight, monitoring, assessment and reporting for the solid waste service, various miscellaneous contaminant programs, contaminated sites and associated liability</p>	<p>All municipalities and electoral areas</p> <p>All municipalities and electoral areas</p> <p>Core municipalities, Ministry of Forests, Lands and Natural Resources Operations (cost-share)</p>	<p>Allocation from IWS and ES</p> <p>Allocation from ERM</p> <p>Capital project Requisition</p>	<p>ESC</p> <p>ESC</p> <p>ESC</p>
<p>Demand Management</p> <p>Provides public education, plans and promotes the efficient use of the regional drinking water supply</p>	<p>13 municipalities 3 electoral areas</p>	<p>Requisition through water rate</p>	<p>RWSC, RWAC</p>

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Cross Connection Control</p> <p>Provides oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply</p>	<p>13 municipalities 3 electoral areas</p>	<p>Requisition through water rate</p>	<p>RWSC, RWAC</p>
<p>Climate Action (mitigation and adaptation)</p> <p>Supports local governments in climate goals/commitments and supports CRD in corporate climate goals/commitments, liaises and advocates to senior levels of government</p> <p>Provides climate data and indicators, public education and outreach</p>	<p>All municipalities, electoral areas (EA) and First Nations (FN)</p>	<p>Requisitions and Grants</p>	<p>ESC</p>
<p>Onsite Program</p> <p>Provides regulatory oversight for onsite wastewater management (monitoring and compliance) for several local governments</p> <p>Provides education and outreach services for onsite treatment systems across the region</p>	<p>4 municipalities 13 municipalities 1 electoral area</p>	<p>Requisition Internal recoveries</p>	<p>CALWMC, ESC</p>
<p>Communications and Environmental Education</p> <p>Provides public education and engagement in the region to promote sustainable behavior through departmental campaigns, initiatives and services</p>	<p>13 municipalities 3 electoral areas</p>	<p>Internal recoveries</p>	<p>ESC</p>

1.2 Organization Chart

Interim Org Chart – to be revised for 2018



1.3 Key Trends, Issues & Risks – Service Specific

Climate Action Demand: In 2008, the region and corporation set greenhouse gas emission (GHG) reduction (mitigation) targets for 2020 and beyond; however, community and corporate GHG trends remain stagnant. The region should also anticipate climate change effects (adaptation), such as shifting weather patterns and sea level rise in the coming decades. *Demand for climate action support will continue to increase* as energy prices increase, deadlines for emission reduction targets approach, impacts on local services and assets are identified, and regulatory direction from higher levels of government are implemented. Impacts to service delivery across the organization need to be considered in upcoming service plans.

Meeting Regulatory Requirements: Open transparent data and regulatory reporting amidst changing regulatory frameworks continue to focus our program delivery. The updated Contaminated Sites Regulation has implications for contaminated sites and property management, but also all contaminant management programs. Proposed regulatory changes (i.e., new landfill criteria) or landfill upgrades (expansion or expanded services) have the potential to significantly impact the level of monitoring required for both operational and compliance requirements. Further, additional requirements may result from planning and implementation of integrated waste management decisions as they relate to the liquid waste management project for the core area municipalities. Finally, federal wastewater monitoring requirements are dependent upon flow volumes. Currently, the Macaulay and Clover systems require weekly monitoring, but the flow volumes of these two facilities are approaching the threshold that would require monitoring three times per week. *If this flow threshold is exceeded in the 2016-2019 time period, additional funds would be required for the extra wastewater monitoring.* Federal-provincial harmonization of the wastewater regulatory framework is underway and may also have implications for monitoring and reporting requirements in advance of the new core area treatment plant.

Changing Service Needs: The dynamic regulatory framework will require additional resources for some programs. For example, corporate liability and reporting requirements, along with remediation of contaminated sites within our service scope require additional resources for the division. A review of the drinking water protection regulation indicates additional monitoring requirements for local governments that have asked the CRD to provide this service on their behalf. Increased demolition waste, as a result of a booming local construction industry, requires increased resources to ensure worker health and safety at the landfill. New federal funding will allow technical staff to support abandoned boat grant applications. And finally, there is interest in regional coordination of invasive species management and an amended service is being presented for Board consideration. Strategic planning initiatives (e.g., Regional Drinking Water Strategic Plan update, Regional Climate Action Strategy, Integrated Resource Management, Emergency Planning) and major capital projects (e.g., core area wastewater treatment plant, drinking watershed dam upgrades, drinking water treatment plant) will influence modifications to ongoing work plans.

Lab Accreditation: The analytical labs will seek accreditation to *ISO 17025: General Requirements for the Competence of Testing and Calibration Laboratories* to meet current industry standards and maintain regulatory and public confidence in our drinking water quality. To provide more efficient and effective support to CRD-owned systems on Salt Spring Island and the Southern Gulf Islands, the laboratory services will also bring most analyses in-house. This will lead to an increase in overall workload by 30%, making *expansion and updating of the CRD Water Quality Labs a key issue for 2016-2019.*

Communication: Various strategies and initiatives related to public and targeted outreach, education and incentives to improve environmental stewardship associated with key service delivery will be required in the areas of climate action, water quality and quantity protection, contaminant reductions, marine conservation and watershed stewardship. Partnerships with multiple agencies and community groups is a key focus for the Division's mandate.

Link to Board Strategic Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery and, as such, may have a role in supporting numerous priorities. Specifically, the division has a direct link to the following priorities:

ENVIRONMENTAL PROTECTION

- undertake research, monitoring, reporting and communication to support decision-making and management of natural resources related to regional services

CLIMATE CHANGE

- focus climate change projections on key service delivery and lead the implementation of the Regional Climate Action Strategy

DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- assist with risk management of vulnerable infrastructure

BIODIVERSITY & ECOSYSTEM HEALTH

- provide research, information, and data to support regional responsibilities to protect biodiversity and support advocacy to senior levels of government

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop education, outreach and various campaigns to promote sustainable, resilient communities within healthy natural environments

INTEGRATED WASTE MANAGEMENT

- provide direct and indirect planning, research, monitoring and assessment of liquid and solid waste management

1.4 Service Levels

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Source Control	Sanitary Sewer – Source Contaminant Reduction Planning, compliance monitoring and assessment, reporting, education and outreach	Conduct inspections, monitoring and enforcement for 2,000 businesses and institutions connected to sanitary sewer	No change	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Deliver 55 outreach campaigns, events and educational initiatives for residents, businesses and schools	No change	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
Water Quality	Drinking Water Quality Monitoring Source water and distribution system monitoring, assessment and reporting	Provide monitoring, assessment, reporting and operation support services to the Greater Victoria Regional Water System, the JDF, SSI and SGI local service areas	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Drinking Water Quality (Main) Laboratory Services Physical and chemical analytical services, assessment and reporting	Provide laboratory analytical and reporting services to the Greater Victoria Regional Water System, the JDF, SSI and SGI local service areas, and Regional Parks campgrounds and regional trail fountains	Laboratory accreditation 30% increase in workflow through in-house LSA monitoring	Consolidation with SPWWTP Lab	Review and Assess	Adjust to meet service delivery needs, as required.

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	Drinking Water Quality Aquatic Ecology (AE) Laboratory Services Biological analytical services, assessment and reporting	Provide laboratory analytical and reporting services to the Greater Victoria Regional Water System, the JDF, SSI and SGI local service areas, Regional Parks campgrounds and regional trail fountains	Laboratory accreditation 30% increase in workflow through in-house LSA monitoring	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess
	SPWWTP Laboratory Analytical Services Physical and chemical analytical services, assessment and reporting	Provide laboratory analytical and reporting services for SPWWTP, and CRD-operated wastewater treatment facilities and outfalls on SSI and SGI	Review and Assess	Consolidation with main WQ Lab	Review and Assess	Adjust to meet service delivery needs, as required.
Wastewater & Marine Environmental Programs	Core Area – Sanitary Sewer Outfalls(2) Compliance monitoring, assessment and reporting 5-year dynamic monitoring cycle	Provide wastewater compliance monitoring and reporting and marine outfall monitoring, assessment and reporting services	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Saanich Peninsula - Sanitary Sewer Outfall (1) Compliance monitoring, assessment and reporting 4-year dynamic monitoring cycle	Provide wastewater compliance monitoring and reporting and marine outfall monitoring, assessment and reporting services	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	Electoral Areas (JDF, SGI, SSI) Sanitary Sewer Outfalls (5) Compliance monitoring, assessment and reporting 4-year dynamic monitoring cycle	Provide wastewater compliance monitoring and reporting and marine outfall monitoring, assessment and reporting services (wastewater assessment monitoring – Ganges Harbour only)	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Biosolids Monitoring (Saanich Peninsula, Electoral Areas facilities) Compliance monitoring, assessment and reporting Annual monitoring program	Sludge assessment monitoring	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Integrated Watershed Management	Stormwater Discharges (Core Area) Compliance monitoring, assessment, reporting, education and outreach	Monitor 650 discharges	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
		Hold 6 IWM inter-municipal meetings	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
		Monitor all high public-use beaches in winter for enterococci	Review and Assess	Complete sampling project	n/a	n/a
	Stormwater Discharges (Saanich Peninsula)	Monitor 290 discharges	Review and Assess	Increased efforts to locate sources of contaminants and additional non-regulatory contaminant	Increased efforts to locate sources of contaminants and additional non-regulatory contaminant	Increased efforts to locate sources of contaminants and additional non-regulatory contaminant

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Integrated Watershed Management	Compliance monitoring, assessment, reporting, education and outreach			source control work	source control work	source control work
		Monitor all high public-use beaches in winter for enterococci	Review and Assess	Complete sampling project	n/a	n/a
	Stormwater Discharges Source Control (Saanich Peninsula) Compliance monitoring, assessment, reporting, education and outreach	Monitor and oversee all industrial and commercial connections to the Saanich Peninsula stormwater sewer system	Review and Assess	Increased inspection and communication efforts. Increased chemical contaminant monitoring.	Increased inspection and communication efforts. Increased chemical contaminant monitoring.	Increased inspection and communication efforts. Increased chemical contaminant monitoring.
	Stormwater Discharges (Salt Spring Island) Compliance monitoring, assessment and reporting	Support watershed protection initiatives as required through the Salt Spring Watershed Protection Authority	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Stormwater Discharges - Southern Gulf Islands Compliance monitoring, assessment and reporting	Monitor 80 discharges	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Stormwater Discharges (Juan de Fuca) Compliance monitoring, assessment and reporting	Monitor 97 discharges	Review and Assess	Service suspended per Director's request	Service suspended per Director's request	Service suspended per Director's request

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	Stormwater Discharges (Sooke) Compliance monitoring, assessment and reporting	Provide monitoring services Modify program to meet Ministry of Environment (MOE) requirements for Sooke	Year 1 – 5 year cycle	Year 2 – 5 year cycle	Year 3 – 5 year cycle	Year 4 – 5 year cycle
	Harbours & Watersheds (Core Area) Facilitation of multi-stakeholder engagement, education and outreach for Bowker Creek Initiative, Gorge Waterway Initiative, Esquimalt Lagoon Initiative, Victoria and Esquimalt harbours	Provide monitoring, assessment, reporting and coordination services for 5 harbour systems and various multi-use watersheds	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Elk & Beaver Lake Watershed Coordination Facilitation of multi-stakeholder engagement for Elk/Beaver Lake watershed	n/a	Develop and implement a watershed management plan	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess
Geo-Environmental Programs	Environmental Contaminants Reduction Compliance monitoring, assessment, reporting and education for Trucked Liquid Waste, Controlled Waste, Septage and Odour	Manage 1 septage disposal contract servicing approximately 30 truck liquid waste service providers	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	(Regional Trunk System)					
	Hartland Landfill Environmental Compliance monitoring, assessment and reporting Operational support	Regulatory compliance monitoring at 178 locations	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
	Millstream Meadows Contaminated Site (Remediation) Monitoring, site management and reporting	Implement remediation and investigation to achieve Certificate of Compliance Rezoning	Review and Assess	Adjust to meet service delivery needs, as required.	Review and Assess	Adjust to meet service delivery needs, as required.
Demand Management	Drinking Source Water Conservation Monitoring, assessment, reporting, education and outreach	Deliver 24 water conservation educational workshops	No change	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Conduct 5-10 water audits for local businesses	10 water audits/yr	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
Cross Connection Control	Drinking Water Contamination Prevention Monitoring, assessment and reporting	Conduct 350 facility audits for backflow prevention devices	500/yr	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Monitor and track 20,000 back flow prevention devices	23,000/yr	25,000/yr	28,000/yr	30,000/yr

		Service Level Adjustments in Role/Scope				
Service		Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Climate Action	Mitigation and Adaptation Research, planning, monitoring, reporting, stakeholder engagement, education and outreach	Advance local and regional climate mitigation and adaptation goals Facilitate regional coordination	Accelerate corporate climate action efforts (planning, implementation, reporting). Engage in 2 climate mitigation or adaptation projects	Review and Assess	Review and Assess	Adjust to meet service delivery needs, as required.
Onsite Wastewater Management	Onsite Septic Systems Compliance monitoring, assessment and reporting (4 municipalities under bylaw) and regional education and outreach	80% compliance with bylaw	No change	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Deliver outreach to 27,000 households with onsite sewage systems	No change	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Deliver pilot maintenance assessment program (25 system assessments)	No change	No change	Review & Assess	Adjust to meet service delivery needs, as required
Communications and Environmental Education	Communications Planning, implementation, assessment and reporting	Deliver outreach and education through participation in 52 facility tours and 74 school presentations	40 tours & 59 presentations	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess
		Deliver Hotline service – currently 7 hours per day	Deliver Hotline service 3.5 hours/day	Review & Assess	Review & Assess	Review & Assess

2 Services

2.1 Service Levels

Service	Work force (FTE) including all supplementary and term				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Senior Manager	2	2	2*	1 ^a	1
Administration	3	3	3	3	3
Regional Source Control	8	8	8	8	8
Water Quality Operations and Laboratories	10	11	11	12 ^b	12
Wastewater & Marine Environmental Program	3.6	3.6	3.6	3.6	3.6
Integrated Watershed Management Program	6	6	6.5	7 ^c	7
GeoEnvironmental Programs	4	4	4	5.1 ^d	5.1
Demand Management	2.6	2.6	2.6	2.6	2.6
Cross Connection Control	3.6	3.6	4.6	4.6	4.6
Climate Action Program	2.5	1.7	1.7	2 ^e	2
Onsite Wastewater Management	3	3	3	3	3
Communications and Environmental Education	3	2.32	2.32	2.32	2.32
TOTAL FTE	51.3	51.5	53	54.9	54.9
2018 FTE Variance				1.9³	

2018 FTE Variance:

- a. *divisions combined under one Senior Manager July 2017, decrease 1 FTE
- b. Water Quality Operations will increase by 1 FTE
- c. IWMP will increase by 0.5 FTE
- d. Geo-E will increase by 1.1 FTE (0.6 – contaminated sites officer; 0.5 – clean waste tech)
- e. Climate Action Program will increase by 0.3 FTE, lifting existing Program Asst. to 1.0

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
2016			
Support Board Strategic Priorities for Climate Action Ongoing	Provide additional support to address Board Strategic Priorities on topic of climate action	Climate Change	\$26,000 continuous supplemental for 0.2 FTE
Millstream Meadows Remediation Land Management Planning & Implementation To be completed in 2020	Plan and implement property improvements (temporary property use and long-term rezoning) to balance remediation costs and prepare the property for sale; implement remediation plan and investigations to achieve Certificate of Compliance	Environmental Protection	Capital budget
Harbours Inventory Ongoing	Updating of 1999-2000 habitat survey of Core harbours sub-surface and intertidal zones	Biodiversity & Ecosystem Health	\$20,000 continuous supplemental – 4 years (2016-2019)
Elk/Beaver Lake Watershed Coordination To be completed in 2019	Establishment of a part-time coordinator to develop and implement a management plan for multi-use watershed integrated natural resource management to improve water quality and reduce algae blooms in Elk and Beaver Lakes	Biodiversity & Ecosystem Health Economic Development	\$122,000 continuous supplemental for 0.5 FTE - 4 years (2016-2019)
Stormwater Quality on the Saanich Peninsula ongoing	Increase efforts to identify contaminant sources and work with municipalities to resolve issues	Environmental Protection	\$10,000 continuous supplemental at direction of Saanich Peninsula Wastewater Commission
Water Quality Analytics Ongoing	Increase capacity of operational and analytical service levels	Drinking Water	\$70,250 continuous supplemental for 1 FTE
Laboratory Equipment Upgrade To be completed in 2016	Replacement and upgrading of essential analytical equipment	Drinking Water Environmental Protection	\$60,000 single supplemental Capital budget

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Laboratory Accreditation To be achieved in 2017 with maintenance ongoing	Accreditation to the internationally recognized standard, <i>ISO 17025 General Requirements for the Competence for Testing and Calibration Laboratories</i>	Environmental Protection Corporate Development	\$30,000 single supplemental (\$20,000 continuous supplemental 2017) Capital budget
EQIS Database Enhancements To be completed in 2017 with maintenance ongoing	Develop functional improvements to the existing water quality database	Corporate Development	\$31,000 single supplemental (\$15,000 continuous supplemental 2017) Capital budget
Chlorine Residual Online Monitoring To be completed in 2017	Install two additional chlorine online monitors per year for assessing adequate water quality in the Juan de Fuca Electoral Area and Regional Water Supply area	Drinking Water	\$30,000 single supplemental each year - 2 years Capital budget
Water Quality Sampling and Operational Support Ongoing	Increase role in reviewing and recommending on IWS activities	Drinking Water Environmental Protection	\$10,000 continuous supplemental
Drinking Water Safety Plan (DWSP) To be completed in 2016-2017 Moved forward from 2017-2018	Develop and implement a DWSP for JDF and RWS as “best management practice” for efficiently addressing risks in a water system; Phase 1	Drinking Water	2017: \$40,000 single supplemental 2018: \$30,000 single supplemental Capital budget
Cross Connection Control Audits To be completed in 2020	Complete the first round of Cross Connection Control facility audits and undertake the re-audits of severe hazard facilities	Drinking Water	\$174,000 continuous supplemental - 4 years (2017-2020)
2017			
Stormwater Saanich Peninsula Stormwater Source Control Saanich Peninsula Ongoing	Increased efforts to locate sources of contaminants and additional non-regulatory contaminant source control work Increased inspection and communication efforts. Increased chemical contaminant monitoring.	Environmental Protection	\$30,000 continuous supplemental to be reassessed in 2020 \$15,000 continuous supplemental to be reassessed in 2020.

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
2018			
New Permitting Requirements for Residential Construction and Demolition Waste Ongoing	Position: Clean Demo Permit Technician (J11) Support new ERM policy requiring permitting of residential clean demolition waste loads to manage Hartland employees health and safety risks	Integrated Waste Management	\$64,000 continuous supplemental for 0.5 FTE Position requested and fully funded by ERM
Contaminated Sites Support to Regional Infrastructure To be completed in 2020	Position: Contaminated Sites Environmental Science Officer 1 (J15) Provide additional support to manage CRD contaminated sites liability identified through asset management activities.	Regional Infrastructure	\$90,000 continuous supplemental for 0.6 FTE - 4 years (2018-2020) Position funded by already committed capital projects
Support Regional Climate Action Strategy (RCAS) reporting and implementation Ongoing	Provide additional support to address Board Strategic Priorities on topic of climate action (increase hours for Climate Action Program Assistant from 0.7 to 1.0 FTE)	Climate Change	\$38,000 continuous supplemental for 0.3 FTE
Regional Coordination of Ecosystem Protection Ongoing	Position: Ecosystem biologist/planner (J16) Provide additional support through Regional Coordination for invasive species management As requested by municipalities and stakeholders, and directed by CRD Board (August 2017)	Biodiversity & Ecosystem Health Regional Climate Action Strategy IWMP Implementation Strategy	\$95,000 from existing core budgets plus provincial grants (no budget increase for 2018) Position funding to be reviewed in 2019
Expansion of Municipal Sampling Program Ongoing	Position: Water Quality Sampler (J12) Provide additional support and water sampling/testing services to the bulk water customer municipalities to achieve compliance with legislation.	Drinking Water	\$105,000 continuous supplemental for 1 FTE and \$25,000 for additional laboratory costs (funded from reserve)
Abandoned Boat Program Coordination	Coordinate funding application and assessment/removal of abandoned boats in regional waters	Environmental Protection	Up to a total of \$1,050,000 (amount pending grant approval): \$50,000 in Abandoned Boat Education and Awareness funding (with CRD contribution of \$16,667)

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
			and \$1,000,000 in Abandoned Boat Assessment and Removals funding (with CRD contribution of \$333,333)
JDF Distribution System Lead/Metal Investigation To be completed in 2018	Provide additional sampling and testing to identify potential lead/metals hot spots in the JDF Distribution System for evaluation of health risk to the public.	Drinking Water	\$2,000 single supplemental
Goldstream Reservoir Water Quality Study	Evaluation of annual water quality conditions for secondary drinking water source potential	Drinking Water	\$15,000
Capital Projects Monitoring Study	Develop pre- and post-monitoring programs for significant capital projects in the drinking watershed	Drinking Water	\$5,000
Supply Management Modelling Study	Model development to investigate climate projections on near-term drinking water supply	Regional Infrastructure	\$75,000
Laboratory Renovations To be completed in 2018	In preparation for combining the water and wastewater laboratories, the laboratory space at 479 Island Hwy will be redesigned to accommodate both labs and SPWWTP equipment will be moved as necessary	Environmental Protection Regional Infrastructure	\$75,000 single supplemental Capital budget
Paperless Data Management	Pilot study to integrate direct lab data entry to drinking water quality database	Drinking Water	\$15,000
2019			
Nutrient Analyzer To be completed in 2019	Expand and improve capital for internal analysis	Environmental Protection Regional Infrastructure	\$60,000 single supplemental Capital budget
pH and Corrosion Study To be completed in 2019 Moved from 2016	Undertake a pH and corrosion study of distribution system to evaluate risks to infrastructure and compliance with Drinking Water Guidelines	Regional Infrastructure Environmental Protection	\$30,000 single supplemental Capital budget
2020			
2021			

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Development of a Water Quality System Model To be completed in 2022	Develop a hydraulic model for the Regional Supply System, the JDF System and the Saanich Peninsula System to enable CRD to simulate water quality emergencies, model chlorine residual distribution and other relevant water quality parameters.	Drinking Water	\$105,000 single supplemental

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Contribute to community and corporate climate action goals	<ul style="list-style-type: none"> Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency*
Provide specialized information and technical support	<ul style="list-style-type: none"> Percentage of environmental water quality sampling plans reviewed and updated* Achieve lab accreditation to ISO 17025 Provide monitoring for streams with continuous flows and/or water flows annually (target 9 streams by 2019) 90% of sewer odor monitoring assessment stations monitored and reported on annually
Maintain regulatory compliance monitoring activities for government agencies, member municipalities or other stakeholders	<ul style="list-style-type: none"> Provide sampling, analysis and reporting of in-house drinking water samples within 5 business days 95% of the time. 100% of operational and compliance samples (outfall, stormwater, landfill) collected, analyzed and reported on annually Conduct a minimum of 4 landfill gas ambient, foundation and perimeter well monitoring activities annually Percentage of businesses in compliance with Sewer Use Bylaw Requirements* 80% or better compliance rate with bylaw for Type 1, 2 and 3 onsite systems
Maintain assessment requirements for government agencies, member municipalities or other stakeholders	<ul style="list-style-type: none"> 90% of sludge assessment samples collected and reported 20% of all stormwater discharges sampled annually 80% of all high-rated stormwater discharges investigated annually Reduction in days of blue-green algae blooms compared to previous years at Elk/Beaver Lake 15% of businesses inspected annually as a part of Stormwater Source Control on Saanich Peninsula Conduct a minimum of 12 controlled waste audits annually Annual % reduction in water consumption by ICI sector Inspect 33% of all food service facilities annually for compliance with source control bylaw Decrease or maintain priority contaminant loadings to the core area marine environment on results of 3-5 year trend assessment cycles Target of 0 or no annual backflow incidents reported in Regional Water Supply

	<ul style="list-style-type: none"> • Target of 900 cross-control audits conducted annually
<p>Increase community and municipal engagement opportunities</p>	<ul style="list-style-type: none"> • Number of community outreach events the CRD participates in and/or supports annually* • Number of CRD educational workshops delivered or partnered on annually * • Number of stakeholders engaged through educational programming on biodiversity and ecological health issues * • Number of volunteer hours leveraged in restoration or stewardship activities (target 300 hours annually) • Increased participation in Onsite Wastewater Management workshops over 2015 levels

* Corporate indicator – more than one division may contribute to this measure.

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Service Plan for Facilities Management & Engineering Services

2016-2019
(2018)



Capital Regional District

Date submitted: **August 2017**



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1 Overview

1.1 Division & Service Summary

The Facilities Management & Engineering Services Division is a recent combination of two previously separate divisions. Facilities Management provides building management services at 15 locations, provides facility management services to other departments upon request, and coordinates various corporate programs. The Engineering Services side of the division is responsible for providing professional engineering and construction management services to a number of CRD divisions and departments and ensuring CRD engineering and project stewardship standards are maintained throughout the organization. Engineering Services is also responsible for providing procurement support to the Environmental Resource Management division for the Integrated Resource Management Plan.

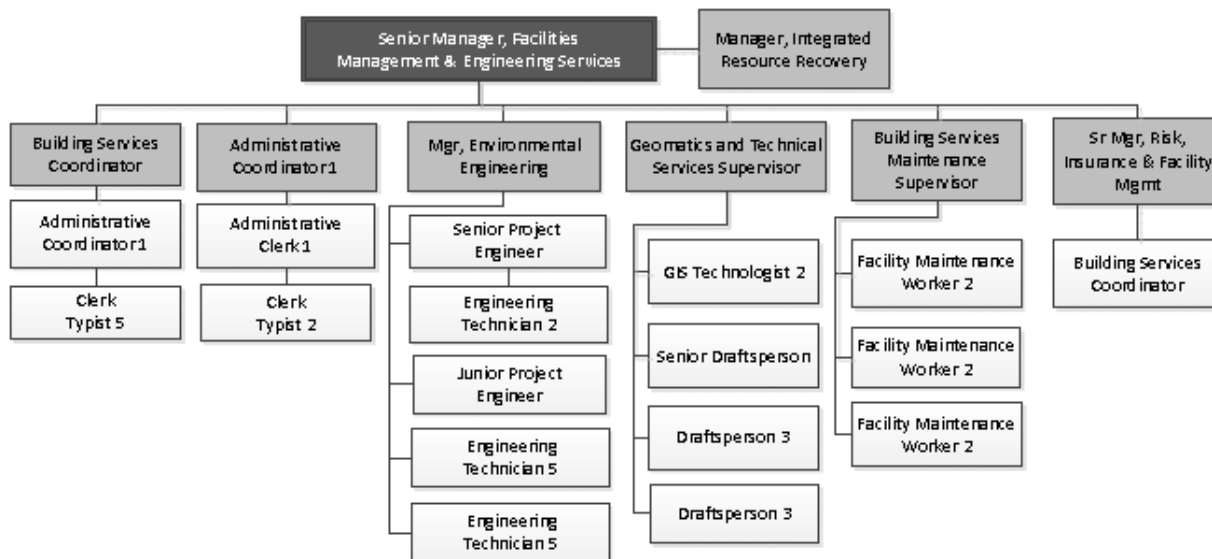
Administrative and contract management staff provide administrative, financial and clerical support to all divisional functions.

Service Purpose, Role or Overview		Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Facility Management (FM)	<ul style="list-style-type: none"> • Building Management (maintenance, operation, capital projects) • Building Access and Security • Building Support Services (JDF Planning, Bylaw, Pound, Hartland Landfill, Macaulay Point, IWS, Pender BI, SSI BI and Library, Galiano Library) • Capital Projects 	Various Locations and Tenants, All Departments	Reserves, Grants, Internal Allocation and Recovery, Allocations and Expense Recovery, Allocations to services and IHA	Finance Committee
Engineering & Project Management Services Provide engineering feasibility studies,	Integrated Water Services Department (Regional Odour Control Program, Capital Projects)	Core Area municipalities	Requisition from participating municipalities	Core Area Liquid Waste Management Committee (CALWMC) and CRD Board

detailed design, tendering, construction management and commissioning services	Environmental Resources Management Division (Capital Projects at Hartland Landfill) (Development and implementation of solid Waste Management Plans)	All 13 municipalities and 3 electoral areas	Requisition and landfill tipping fees	Environmental Services Committee, Solid Waste Advisory Committee and CRD Board
	Regional Parks Division (Capital projects) (Asset management program)	All 13 municipalities and 3 electoral areas	Requisition, capital funds and grants	Regional Parks Committee and CRD Board
	Planning and Protective Services (Capital projects)	All 13 municipalities and 3 electoral areas	Requisition, capital funds and grants	Electoral Area Services Committee and CRD Board
	Environmental Protection/Partnerships Division (Develop and implement strategies for regional odour management originating from sewer trunk system and treatment plants) (Remediation Projects-Millstream Meadows)	All 13 municipalities and 3 Electoral areas	Service requisitions	Service area dependent
	Core Area Liquid Waste (Provide engineering support on as-needed basis to the Core Area Wastewater treatment Program)	Core Area municipalities	Requisition, Capital Funds and Grants	CALWMC, CRD Board

Develop & Implement Liquid Waste Management Plans	Inflow & Infiltration Program Develop and implement strategies to reduce I&I into sewers to minimize conveyance, treatment and disposal costs to provide reliable sewer service for the community in compliance with regulations related to sewer overflows	Core Area municipalities	Requisition from participating municipalities	CALWMC and CRD Board
	Core Area Liquid Waste Management Plan Ensure implementation of the commitments set out in the Core Area Liquid Waste Management Plan	Core Area municipalities	Requisition from participating municipalities	CALWMC and CRD Board
	Saanich Peninsula Liquid Waste Management Plan Ensure implementation of the commitments as set out in the Saanich Peninsula Liquid Waste Management Plan	Saanich Peninsula municipalities	Requisition from participating municipalities	Saanich Peninsula Wastewater Commission and CRD Board
Corporate Project Stewardship	CRD Project Stewardship Initiative Develop and implement CRD-wide project stewardship framework to standardize project leadership and management across all CRD departments	All CRD Divisions	Internal recoveries	Executive Leadership Team

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Lease and Service Agreements Changes: VIHA lease renewal could impact service levels. Facility Management services at the Peninsula Health Unit (PHU) are scheduled to end in August 2018 (impact on workforce / allocations).

Increased Labour and/or Cost Implications or Demands: Utility costs are increasing consistently above the rate of inflation. Aging buildings, Facility Condition Index (FCI) increasing, expect increase in building operating costs. Insurers are pursuing subrogation opportunities with more conviction and are interpreting insurance policies with more care in an effort to better their bottom line – expect increase in the liability insurance rate. Impact of the Health Care Cost Recovery Act has increased the cost of claims and it is expected that this will have a negative impact on the cost of future Liability Insurance rates. New “Green” or “Energy Efficiency” initiatives impact labour and budget requirements.

Other factors impacting the service delivery include Work Safe BC updates and requirements, as well as global insurance coverage, availability and rates.

Increased corporate focus on climate change mitigation and adaptation activities and corporate climate policy development: CRD has set a target to reduce corporate greenhouse gas emissions 33% below 2007 levels by 2020 and in 2016 committed to accelerate corporate mitigation and adaptation activities.

The CRD has also committed to developing and implementing organizational policies and incorporating climate change in new risk registers to elevate consideration of climate change as part of decision-making. Coordination, project management, project implementation and corporate support towards meeting these objectives will be delivered by the division.

Many of the capital projects that the division works on are funded through grants from senior levels of government. Increasingly, grant applications require comprehensive project information, including detailed design. This requires the division to plan projects well in advance and have shovel-ready projects in hand.

The enhanced focus on resource recovery and the integration of liquid and solid wastes offers an opportunity for the division to provide specialized technical support (e.g., gasification, district energy and heat recovery system design and operation) to the Integrated Resource Management Advisory Committee and Board.

The divisional workload continues to increase, with more capital upgrades being planned for Regional Parks and the Environmental Resource Management divisions. Over the last five years, the division has issued 175 Contracts/RFPs valued at close to \$40 million.

Project information requests related to GIS and construction surveys for quality assurance and cost control are growing. The GIS group of the division has been able to respond by performing more in-house construction surveys and adapting to newer technology resulting in significant costs savings on multiple projects, i.e., E&N Rail Trail Phase 2, Aggregate Production, TransCanada trail, etc.

1.4 Link to Strategic Priorities

Facilities Management provides support to all departments across a variety of services on corporate projects and in support of core service delivery and, as such, may have a role in supporting numerous priorities. Engineering Services provides project management services in completing a wide range of capital projects for Parks & Environmental Services and other CRD departments that contribute to achieving Board Strategic Priorities.

Specific linkages to the Board Strategic Priorities are listed below.

CLIMATE CHANGE

- Realign resources to effectively deliver on Board directives related to climate change and implement policy and practices to demonstrate leadership in operations
- Develop a climate framework to guide decision-making; establish a working group to identify climate change priorities and maximize partnerships

ACTIVE & MULTI-MODAL TRANSPORTATION

- Build and manage trails as transportation corridors

REGIONAL INFRASTRUCTURE

- Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CORPORATE DEVELOPMENT

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- Ensure CRD service delivery is effectively supported through the development of best practices
- Enhance and ensure effective financial and audit reporting practices
- Support continued investments in workforce education, training and development

PUBLIC ENGAGEMENT & COMMUNICATIONS

- Develop public participation strategies, including implications and performance metrics, as a part of all major initiatives and implement more options for two-way dialogue.

2 Services

2.1 Service Levels

Service Areas	Service Levels				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Facilities Management	<ul style="list-style-type: none"> • Provide building management services • 7 Capital Projects (\$187,112) • Procure corrective and preventative maintenance services (150 contracts) • Procure multiyear facility/building management services (75 contracts) • Administer Human Element programs, fire safety, organize building systems inspections (9 locations) • Estimate 2,800 work orders in current year • New locations to be added to service portfolio in 2015 TBD Provide support services for 1200 card holders • Expect 900 transactions/yr (new, lost, cancel, etc.) • Provide Building maintenance, operations, capital project services upon 	<ul style="list-style-type: none"> • 46 Capital Projects (\$2,283,960) • Estimate 3100 work orders • Possible expansion to other sites • Possible increase in the number of internal clients / locations • Complete Hazardous materials assessments for locations budgeted in 2016 (92 locations) • Monitor and review data to identify irregularities and reduction opportunities . Information to be provided to other CRD Divisions. 	<ul style="list-style-type: none"> • 9 Capital Projects (\$615,076) • Estimate 3400 work orders • Possible expansion to other sites • Possible increase in the number of internal clients / locations • Complete Hazardous materials assessments for remaining locations. (240 locations) • Monitor and review data to identify irregularities and reduction opportunities. Information to be provided to other CRD Divisions. 	<ul style="list-style-type: none"> • 13 Capital Projects (\$357,519) • FM's role ends in Sept 2018 at PHU • Estimate 3800 work orders • Possible expansion to other sites • Possible increase in the number of internal clients / locations • Monitor and review data to identify irregularities and reduction opportunities. Information to be provided to other CRD Divisions. 	<ul style="list-style-type: none"> • 3 Capital Projects (\$444,827) • Estimate 4200 work orders • Possible expansion to other sites • Possible increase in the number of internal clients / locations • Monitor and review data to identify irregularities and reduction opportunities. Information to be provided to other CRD Divisions.

	<p>request from staff (50 w/o's)</p> <ul style="list-style-type: none"> •Initiate coordination of the “noninvasive” Hazardous Materials Survey process •Complete Hazardous materials assessments for locations budgeted in 2015 (62 locations) •Implement Energy Monitoring software for 400 CRD utility accounts to obtain baseline usage data 				
Integrated Water Services	Core Area Liquid Waste Management Plan	No Change	Provide additional Planning and Project Management on the CALWMP	Provide additional Planning and Project Management on the CALWMP	Provide additional Planning and Project Management on the CALWMP
	Regional Odour Management Program	No Change	No Change	No Change	No Change
	Capital Projects	No Change	Number of Capital Projects to upgrade odour control systems will increase	Number of Capital Projects to upgrade odour control systems will increase	Number of Capital Projects to upgrade odour control systems will increase
	Operations Support	No Change	No Change	No Change	No Change
Environmental Resource Management	Capital Projects	No Change	No Change	No Change	No Change
	Operations Support	No Change	No Change	No Change	No Change
Regional Parks	Capital Projects: E&N Rail Trail and TransCanada Trail	Construction of TCT and next Phase of E&N to start	Construction of next Phase of E&N to continue along with other capital projects.	Construction of next Phase of E&N to continue along with other capital projects.	Construction of new capital projects.
	Operations Support	Increase in condition assessments	Increase in condition assessments on	Increase in condition assessments on	Increase in condition assessments on

		on critical infrastructure	critical infrastructure	critical infrastructure	critical infrastructure
Planning & Protective Services	Capital Projects	No Change	No Change	No Change	No Change
	Operations Support	No Change	No Change	No Change	No Change
Environmental Partnerships/ Protection	Capital Projects: Provide Eng. support on the Millstream Remediation Project	No Change	No Change	No Change	No Change
	Operations Support	TBD	TBD	TBD	TBD

2.2 Workforce Considerations

Service	Workforce (FTE's)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Engineering Services	14	13	12	13**	13**
Facility Management	7.5	9.0*	9.0*	8.0	8.0
Combined Total	21.5	22	21	21	21

* Increase due to realignment of resources with Engineering Services.

** Realignment of one FTE from Facilities Management back into Engineering Services.

Engineering Services is realigning and reprioritizing projects in response to the recent Corporate Plan roll out that has resulted in two less staff. Based on the current and future workload, we forecast a resource deficit.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Board Strategic Priority Reference	Budget Implications
2016			
FM – Energy Conservation & Efficiency Review - Building Lighting Replacement Program To be completed in 2016	Estimated that luminaires and lamp upgrades at 5 locations would have a payback period of less than 5 years with hydro incentives and energy savings Approximately 25% of Building Lighting Replacement Program upgrades to be completed in 2016, balance in 2017	Climate Change	350,000 – to be recovered from departments over payback period or current budgets
FM – Asset Management Plan (AMP) development To be completed in 2016	Working with Finance, develop AMP that aligns with BC Framework for sustainable asset management and CRD asset management strategy and policy	Regional Infrastructure Corporate Development	Grant proceeds, core budget (Finance, FM)
FM – Review Division Guidelines for developing leasehold and capital improvement projects To be completed in 2016	Incorporate changing demographic and climate change information into planning process. (ex. bathrooms renovations that accommodate scooter access)	Climate Change	Potential budget on future projects
FM – Hazardous Materials Identification Program (asbestos, lead paint, etc) Ongoing	Assess resource sourcing for Hazard Assessments (see section 2.1) and subsequent year follow ups. Waiting on ELT decisions on level of service in AMP	Regional Infrastructure	Project costs expected to exceed \$400,000 if full project is contracted out. Possible cost savings by developing in-house resources
FM – Procurement To be completed in 2016	Working with Executive Services, develop wording for a “purchase order” contract to streamline process for CRD and Contractors	Corporate Development	Core Budget
2017			

Title & Estimated Completion Date	Description	Board Strategic Priority Reference	Budget Implications
FM – Energy Conservation & Efficiency Review Ongoing	Collaborate with other CRD divisions (e.g., Climate Action) to identify new opportunities to conserve / improve efficiency of energy use	Climate Action	Variety of Core, Department, Capital budget implications. In each case, business case to be developed that supports decision to proceed.
FM - Corporate Climate Change Policy Development & Planning	Policies and climate lens review template will be implemented in 2017	Climate Action	
FM - Corporate Lens Review of Capital Projects	In 2018, initiate, manage, monitor and report on all new and ongoing capital projects, additional resource expected.	Climate Action	
2018 Onward			
FM - Corporate Climate Adaptation Plan	In 2018, develop plan to prepare CRD-owned assets, infrastructure and facilities for future climate change impacts.	Climate Action	
FM - Corporate Mitigation & Adaptation Projects Ongoing	Manage projects and provide support to staff to develop projects designed to accelerate mitigation and adaptation activities	Climate Action	
ES - I&I Private Property Sewer Lateral Initiative December 2016	Develop a model Private Property Bylaw for municipalities to adopt and concurrently set up a rebate program for sewer lateral smoke testing.	Integrated Waste Management Regional Infrastructure	Core Budget
ES - East Sooke Fire Hall December 2016	Complete, commission and turn over facility to East Sooke Fire Commission	Protective Services Regional Infrastructure	EAS Capital Reserves and Grants

Title & Estimated Completion Date	Description	Board Strategic Priority Reference	Budget Implications
ES - E&N Rail Trail and Trans-Canada Trail Development Projects December 2018	Complete design, construction and commissioning of these two important capital projects	Active & Multi-Modal Transportation	Capital Reserves (Parks) and Grants
ES - Integrated Resource Management Plan TBD	Provide procurement support to ERM for the IRM plan.	Integrated Resource Management	TBD

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Ensure preparation, management, and implementation of liquid waste management plans	Qualitative observations on progress on the Core Area LWMP
Provide specialized engineering and project management support to multiple divisions	<ul style="list-style-type: none"> • Percentage of capital projects completed on time and on budget* (i.e., phase 2 & phase 3 of E&N Rail Trail; East Sooke Fire Hall; projects at Hartland) • Number of infrastructure replacement projects* • Sustainable asset funding plans in place*
Contribute to corporate climate action goals	<ul style="list-style-type: none"> • Realign resources and reorganize the FM division • Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency* • Annual GHG emissions of corporate buildings*
Provide specialized information to support decision making	<ul style="list-style-type: none"> • Respond to general staff inquiries within 5 working days 95% of the time
Monitor liability and property exposures	<ul style="list-style-type: none"> • Perform a minimum of 40 internal loss control visits per year • Obtain property and/or liability policies for construction projects within 2 weeks of request 95% of the time.
Maintain buildings and facilities and ensure compliance with relevant regulations	<ul style="list-style-type: none"> • % of projects completed on time and on budget • Number of infrastructure replacement projects* • Sustainable asset funding plans in place* • 75% of work orders completed as scheduled

*Corporate indicator – multiple divisions may contribute to this measure

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Service Plan for Asset & Risk Management

2016 – 2019
(2018)



Capital Regional District

Date submitted: ***September 30, 2015***

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1 Overview

1.1 Division & Service Summary

The Asset and Risk Management Division serves the entire organization in each service area and utilizes its resources in an optimal and efficient manner. Our core services are risk and insurance, climate, grant and asset management and we provide leadership and direction within the Capital Regional District. The service areas vary in size and complexity by which this division scales their services to meet the service areas requirements.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Risk Management (RM)</p> <ul style="list-style-type: none"> • Loss Control (Property and Liability) • Claims Management (Property, Liability, and 3rd party claims) • Enterprise Risk Management (Risk Register) • Development of a Business Continuity Management program (BCMP) to ensure that critical services are delivered during a disruption • Work with internal stakeholders to document critical business processes; assess risks; and create business continuity plans • Consulting Services 	All Departments	Requisition, Insurance Reserves, allocations, internal recoveries, Insurers	Finance Committee
<p>Insurance Management (IM)</p> <ul style="list-style-type: none"> • Insurance Procurement • Coordinate acquisition of Construction Insurance (coc & wrap up) • Contract Review (insurance and indemnity wordings) • Fleet Insurance • Property Valuations (replacement costs) 	All Departments	Internal Allocations and Recoveries, Requisition	Finance Committee

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<ul style="list-style-type: none"> • Certificate of Insurance Management 			
<p>Corporate Climate Action</p> <ul style="list-style-type: none"> • Implement Corporate Climate Action Strategy • Coordinate and manage provincial CARIP reporting requirements • Accelerate corporate mitigation and adaptation activities • Implement climate lens for CRD decision-making • Oversee CRD's commitment to 33% reduction in operational GHG emissions by 2020. 	All Departments	CARIP and Internal Allocations	Finance Committee
<p>Asset Management (AM)</p> <p>Establishment of a Corporate Asset Management</p> <ul style="list-style-type: none"> • Framework • Policy • Strategy • Corporate Plan <p>Establishment of a Corporate Enterprise Asset Management System</p> <p>Establishment of a Capital Asset Program Manual for Capital Planning and Implementation.</p> <p>Development of networks and relationships with relevant organizations and association as it relates to Asset Management.</p> <p>Strategic adviser to the Executive Leadership Team relating to Asset Management.</p> <p>Development of Asset Management tools as they relate to the Asset's lifecycle.</p> <p>Asset Management adviser to the organization's service areas</p>	All Departments	Internal Allocation	Finance Committee

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Grant Portfolio Management (GPM)</p> <p>Coordinate CRD participation in External Grant Programs (EGP – which refers to grant funding accessible from and dispersed by external agencies)</p> <p>Administer processes related to Internal Grant Programs (IGP – which refers to grant funding the CRD disperses to CRD Services and/or Third Parties. These programs include Grants-In-Aid and Federal Gas Tax Community Works Fund)</p> <p>Strategic adviser on grant application to organization service areas and the Executive Leadership Team</p> <p>Monitor and research local, provincial and national grant programs</p> <p>Develop reports, dashboards, and analytics on grant activities within the organization</p> <p>Collaborate with Project Leads of grant-funded initiatives to ensure compliance with grant program requirements at all stages of the grant life-cycle</p>	All Departments	Internal Allocation	Finance Committee

1.2 Organization Chart

Asset & Risk Management



1.3 Key Trends, Issues & Risks – Service Specific

Increased corporate focus on climate change mitigation and adaptation activities and corporate climate policy development: CRD has set a target to reduce corporate GHG emissions 33% below 2007 levels by 2020 and in 2016 committed to accelerate corporate mitigation and adaptation activities. In November 2016, the CRD Board endorsed the Corporate Climate Action Strategy which identified policy, goals and actions to meet Board-endorsed targets, and identified additional resources required for implementation.

CRD has also committed to developing and implementing organizational policies and incorporating climate change in new risk registers to elevate consideration of climate change as part of decision-making. Coordination, project management, project implementation and corporate support towards meeting these objectives will be delivered by the division.

Corporate focus on developing a Business Continuity Management Program (BCMP) and implementing a framework, policy, strategy and plans for building organizational resilience.

Trending to an increased focus on asset management long term planning.

Build on our risk management processes as it relates to the activities within the asset's lifecycle.

Improve the ability to report on the condition, replacement value and risks with our assets.

Standardizing asset management processes to align with industry best practices (i.e. Asset Management BC, NAMS) requiring CRD to adapt to these standards.

Increased demand for information from the public on the impact of the investment historically and current as it relates to capital assets and internal grant distribution.

Build on the current processes on CRD's natural asset management and increase transparency through enhanced reporting in the public forum.

Development and implementation of industry best practices on asset management practices and tools to establish a robust decision-making methodology that includes a quantitative and qualitative process.

Due to the increase demand for funding capital projects, the grant program activity has increased therefore requiring greater demand on reporting, forecasting, coordination, and research.

Gather data (staff time, observations, feedback from grant agencies) to help develop principles and guidelines for participation in grant programs such that the return on investment in the grant application phase of the grant life-cycle is maximized.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop and implement a climate strategy and framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- Support continued investments in workforce education, training and development

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

HOUSING

- Establish an overarching Housing body, complete the Long Term Financial and Asset Management Plan and the Regional Housing Affordability Strategy Update.

DRINKING WATER

- Invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

EDUCATION, OUTREACH & INFORMATION

- Demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information.

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Risk Management (RM)	Complete 10 loss control recommendations Property Inspection(s) 1 day / month Respond to third party notices Investigate incidents and claims Coordinate CRD responses and actions Liaise with CRD staff and legal counsel and participate in legal process Provide quarterly legal status updates Provide quarterly reports to Insurers Develop ERM policy and framework Develop Risk Register templates Initial response to staff queries within 1 working day	Implement ERM Maintain Risk Register	Enhance processes to include evaluation of projects and initiatives through an Enterprise Risk Management framework	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	(consulting services)				
RM: Business Continuity Management System				<p>Develop a corporate Business Continuity Management (BCM) Program</p> <p>Develop BCM framework and policy</p> <p>Develop BC plans, test and implement, Monitor and review</p>	Develop BCM plans, test and implement, Monitor and review
Insurance Management	<p>For the 8 insurance programs, prepare applications; negotiate terms, and complete renewals</p> <p>Update policy terms for new activities as required</p> <p>Obtain Property & or Liability (COC & / or Wrap-up) policies for construction projects within 2 weeks of request</p> <p>Respond to approx. 50 staff requests per year (contract review/waivers/indemnity clauses)</p> <p>Obtain auto insurance for</p>	Develop CRD COI form for third parties to complete.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Coordinate full Replacement Value appraisal (every 5 years)

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<p>approx. 357 vehicles / year</p> <p>Obtain property valuations (replacement cost) for new facilities acquired</p> <p>Obtain update of replacement costs for approximately 294 locations</p> <p>Purchase policy for Third Party Users and collect premiums for 102 events held at CRD facilities</p> <p>Obtain/issue approx. 50 Certificates of Insurance (COI's) for 3rd parties</p> <p>Manage approx. 100 COI's required by CRD</p>				
Corporate Climate Action:	<p>Corporate climate action was not part of the division for the base year.</p>	<p>Identify, develop and achieve Board endorsement of Corporate Climate Action Strategy.</p> <p>Implement climate lens for CRD decision-making</p> <p>Accelerate corporate mitigation and adaptation activities.</p> <p>Identify approach to meet 33% GHG reduction target in corporate operations.</p>	<p>Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.</p>	<p>Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.</p>	<p>Implement Corporate Climate Action Strategy, following the timeline and resources identified within the Strategy document.</p>

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Grants Portfolio Management (GPM): Research and communicate grant opportunities Co-ordinate CRD participation in EGP Administer processes related to IGP	<ul style="list-style-type: none"> Scan for new grant opportunities that could be available for CRD services and inform and assist staff with application. Collaborate with Project Leads to support development of approximately 20 EGP applications per year Process approx. 90 IGP applications per year Co-ordinate approx. 40-50 EGP-funded projects through all stages of the grant life-cycle (i.e.: agreement / amendment execution, claims processing, progress reporting, final reporting, document and data management) Regular grant dashboard updates. Process approx. 30 Third Party Agreements for IGP-funded projects 	Asset Management linkage	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<ul style="list-style-type: none"> Continually maintain and optimize the SharePoint-based CRD Grants Library, inclusive of document and data management. 				
Asset Management (AM)	<ul style="list-style-type: none"> Develop and implement asset management planning framework Build tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered 	Draft development and consultation	Draft development and consultation	<p>Establishment of a Corporate Asset Management</p> <ul style="list-style-type: none"> Framework Policy Strategy Corporate Plan <p>Establishment of a Corporate Enterprise Asset Management System</p> <p>Establishment of a Capital Asset Program Manual for Capital Planning and Implementation.</p> <p>Development of networks and relationships with relevant organizations and association as it relates to Asset Management.</p> <p>Strategic adviser to the Executive Leadership Team relating to Asset Management.</p> <p>Development of Asset Management</p>	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
				tools as they relate to the Asset's lifecycle. Asset Management adviser to the organization's service areas	

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Risk Management	2.5	3.5	3	4	4
Asset Management			2	2	2
Total	2.5	3.5	5	6	6

- * Increase from realignment of resources from Finance; see corresponding reduction in Financial Services Service Plan
- * 2018 increase of 1 FTE in Risk Management for Business Continuity Management position

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 – 2019			
Realign resources and reorganize Risk, Insurance & Facility Management Division Completed in 2016	As identified in 2016 priorities, the division was realigned to include a Manager of Environmental Engineering and a Climate Action Analyst	Climate Change	Realignment of costs and funding sources from other departments
RM – Enterprise Risk Management (ERM) Development Ongoing	Develop policy, framework and process to embed ERM across the organization Develop and maintain Strategic Risk Register in conjunction with ELT	Corporate Development Climate Action	Core Budget and Department Budgets Impact on existing resources is unknown and will depend on service level expectations

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
RM – Enterprise Risk Management (ERM) Implementation and Management Ongoing	Educate Departments on the ERM Program and assist in developing operational risk registers Coordinate reporting of operational risks to ELT to facilitate mitigation decision making.	Corporate Development	Core Budget and Department Budgets
RM – Enterprise Business Continuity Management Program (BCMP)	In 2018 develop policy, framework for establishing a corporate Business Continuity Management Program	Corporate Development	Core Budget and Department budgets 1 FTE required
Corporate Climate Change Policy Development & Planning	Policies and climate lens review template will be implemented in 2017	Climate Action	Core Budget
Corporate Lens Review of Capital Projects 2018 Onward	In 2018, initiate, manage, monitor and report on all new and ongoing capital projects, additional resource expected.	Climate Action	Core Budget
Corporate Climate Adaptation Plan	In 2018, develop plan to prepare CRD owned assets, infrastructure and facilities for future climate change impacts.	Climate Action	\$65,000, plus grant monies.
Corporate Mitigation & Adaptation Projects Ongoing	Manage projects and provide support to staff to develop projects designed to accelerate mitigation and adaptation activities	Climate Action	\$36,000, plus grant monies.
AM - Corporate asset management framework 2018	Develop, consult and establish a corporate asset management framework in 2018	Regional Infrastructure Corporate Development	Realignment of existing staff resources. Some grant monies available.
AM - Long term asset management plans 2018 Onward	Develop a template that enable organization service areas to develop long term asset management plans in a systematic approach across the organization.	Regional Infrastructure Corporate Development Drinking Water Housing	Realignment of existing staff resources. Some grant monies available.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
AM - Corporate asset management strategy 2018	Develop, consult and establish a corporate asset management strategy in 2018	Regional Infrastructure Corporate Development	Core Budget. Some grant monies available.
AM – Corporate capital planning and project management program manual. 2018	Develop, consult and establish a corporate capital planning and project management program manual that contains but not limited to; <ul style="list-style-type: none"> • Process maps • Work plans • Procedures • Business case report templates • Project thresholds indicator for work level effort. 	Corporate Development	Core Budget. Some grant monies available.
AM – Enterprise asset management system 2018	Develop and establish an enterprise asset management system within the organization that is fully synchronized and automated with associated platforms across the organization.	Regional Infrastructure Corporate Development	Core Budget and Department Budgets
AM – A systematic risk management approach throughout each phase of the asset’s lifecycle. 2018	Build an intuitive risk assessment tools that enable organization service areas to assess their asset risk in a systematic method across the organization.	Regional Infrastructure Corporate Development	Core Budget. Some grant monies available.
AM & RM – Decision making tools 2018	Assemble decision making tools that incorporates both quantitative and qualitative analysis with the flexibility for the organization service area to adjust the tool to fit their purpose.	Regional Infrastructure Corporate Development	Core Budget
AM – Asset Management Workshops 2018 Onward	Execute asset management workshops to build on the organization’s capacity in planning, decision-making, risk assessments and project management.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
AM – SharePoint intranet website.	Build an intranet website to increase communication and awareness on asset management across the organization.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget
AM – Asset Management CRD Web presence	Produce a CRD asset management website to increase transparency in the CRD's infrastructure profile.	Regional Infrastructure Corporate Development Education, Outreach & information	Core Budget
GPM –Internal Grant Programs – Web-based application process 2018	Develop a web-based application process for each IGP; this process will integrate with the CRD's financial accounting and reporting systems.	Corporate Development	Core Budget.
GPM – Optimize Data Management. 2018 onward	Data integration and analysis of historical and present data to enable insights, analytics on historical funding distribution.	Corporate Development	Core Budget
GPM – SharePoint intranet website. 2018	Continuation of the development of an intranet website to increase communication on the grant portfolio program such as roles/responsibility, tools, and grant opportunities.	Corporate Development	Core Budget
GPM – Grant portfolio management CRD Web presence. 2018	Elevate the grant portfolio information in the public facing website to include historical grant information as it relates to distribution, amounts, recipients and programs.	Corporate Development	Core Budget
GPM –Grant Portfolio Management Manual 2018	Document the corporate GPM knowledge base on the processes, programs, procedures, standards and tools in a form of a manual.	Corporate Development	Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
GPM – Grant Portfolio Management Framework, Policy, and Strategy. 2018	Build on the CRD’s success in securing grant funding over the years (\$67 million since 2003) by continuously refining strategies and systems for participation in all phases of the grants life-cycle. Refine, update, and / or streamline IGP grant processes to ensure optimum utilization of finite human resources in meeting growing workload demands.	Corporate Development	Core Budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Develop a Corporate Climate Action Strategy to guide the organization’s operational response to climate change.	<ul style="list-style-type: none"> • Completion of a draft corporate climate action strategy. • Board endorsement of corporate climate action strategy • Implementation of corporate climate action strategy
	Support the organization to use a climate lens for Board decision-making that demonstrates how decisions align with CRD’s GHG reduction target, climate action objectives and strategic priorities	<ul style="list-style-type: none"> • Climate lens is integrated into 5-year capital planning template • Climate lens training is offered annually • Climate lens template is developed
	Support the organization to integrate climate change considerations into CRD management and operational decision-making	<ul style="list-style-type: none"> • Annual summary of climate actions across divisions is presented to senior management prior to service plan reviews • Climate change considerations are incorporated into budget planning cycle • Project management process is updated to incorporate climate action policy into project requirements documents and project-level decision making • A ‘seed funding’ (revolving green fund) mechanism is established to fund studies and components of capital projects that meet climate change objectives • Staff climate action engagement/recognition program is developed and implemented • Staff climate action working group is developed • Procurement policy is updated to align with CCAS, and supporting decision matrix and criteria are developed
	Support the organization to monitor, report and communicate metrics to enhance continuous	<ul style="list-style-type: none"> • Annual Climate Action Revenue Incentive Program (CARIP_ reporting requirements are met, on time. • A corporate energy management process is developed • A fleet management system is developed

	improvement toward climate change goals	<ul style="list-style-type: none"> • A communications plan is developed.
	Support the organization to accelerate corporate climate adaptation activities to enhance resilience and prepare for future climate change impacts	<ul style="list-style-type: none"> • Downscaled climate change projections report is completed. • Potential impacts of sea level rise on CRD assets are identified • A corporate climate adaptation plan is developed. • Climate impacts are identified within risk registers in the enterprise risk management system. • Climate adaptation is considered in all new capital projects through the climate lens review.
	Support the organization to achieve continuous, significant reductions in GHG emissions from the fleet and strive towards zero emissions for new fleet vehicles	<ul style="list-style-type: none"> • An in-depth analysis of the CRD fleet is completed to identify ways to optimize fleet utilization and efficiency to reduce emissions and cut costs. • Fleet management best practices are implemented. • The 2007 draft fleet policy is reviewed and recommendations are made to incorporate life cycle costs and GHG emissions impacts as priorities during fleet purchasing process.
	Support the organization to accelerate a reduction in energy use and GHG emissions in existing buildings, facilities and infrastructure	<ul style="list-style-type: none"> • A business case and feasibility analysis is completed to produce RNG. • SEAPARC and Panorama are supported to complete the recommendations from energy assessments • A staff conservation demand management program is developed. • A review of the 15 largest energy consuming buildings and facilities is conducted.
	Support the organization to achieve high-performance standards and strive towards net-zero energy for all new construction.	<ul style="list-style-type: none"> • Technical standards for new construction to ensure high-energy performance and low-carbon criteria are developed. • Life cycle costing to calculate the business case for all capital projects is incorporated. • The project management process is updated to ensure all new construction goes through a commissioning process. • Climate action considerations are included in the capital project initiation process.
	Ensure service delivery is supported through the development of best practices	<ul style="list-style-type: none"> • Development of Business Continuity Program for identification and prioritization of critical operations, dependencies and associated resource requirements and business continuity strategies • Implement an Enterprise Risk Management process to manage organizational risks and to reduce the potential for harm to employees and public.
	Monitor liability and property exposures	<ul style="list-style-type: none"> • Perform a minimum of 40 internal loss control visits per year • Respond to general staff inquiries within 5 working days 95% of the time • Obtain property and/or liability policies for construction projects within 2 weeks of request 95% of the time.
	Long term sustainability plans on asset service levels	<ul style="list-style-type: none"> • Implementation of a long-range capital plan spanning a minimum of 10 years with a financial strategy balancing the need, capital cost and funding. • A ratio of complete 10+ years long-range capital plans over total 10+ years long-range capital plans required*
	Systematic approach to decision-making	<ul style="list-style-type: none"> • Implement an Enterprise Risk Management process for managing risks and to provide clarity and transparency in decision making to support the achievement of the organizations objectives

		<ul style="list-style-type: none"> • Implementation of a prioritization methodology that documents the quantitative and qualitative analysis analyzing a vast variety of factors. • A ratio of documented decisions made on asset investments that include multiple core factors scalable to the asset's complexity over total amount.*
	Establishment of asset management plans for each organization service that contains assets that are either engineered or natural.	<ul style="list-style-type: none"> • Implementation of a Corporate Asset Management Framework, Policy, Strategy, and Plans • A ratio of complete asset management plans over total asset management plan required*
	Enable a systematic approach to risk management throughout each phase of the asset's lifecycle	<ul style="list-style-type: none"> • Implementation of a risk management process and tools tailored and scalable to each phase of the asset's lifecycle. • Documentation of risk assessments scalable to the asset's complexity throughout its lifecycle
	Optimal asset lifecycle data management	<ul style="list-style-type: none"> • Implementation of an enterprise asset management system. • Synchronization of asset data activity throughout its lifecycle to enable working with up-to-date data when making decisions in planning, implementation, operations and disposals.
	Strategic approach on grant applications with submitting projects that are in greatest need of investment within the organization	<ul style="list-style-type: none"> • Assemble a corporate project list that is prioritized using both quantitative and qualitative analysis. • High-prioritized projects are used to apply for eligible grant programs*
	Increase the organization's transparency on asset management and the grant portfolio to the public to elevate the impact of our investment.	<ul style="list-style-type: none"> • Assemble a presence in the CRD public facing website specifically related to assets and grants. • A ratio of page visits amount over baseline amount*

* = Corporate indicator – multiple divisions may contribute to this measure.

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Service Plan for Corporate Communications, Executive Services

2016 – 2019
(2018)

Capital Regional District

Date prepared: Summer 2017

Date submitted: September 30, 2017

Date Revised: December 20, 2017



Making a difference...together

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1 Overview

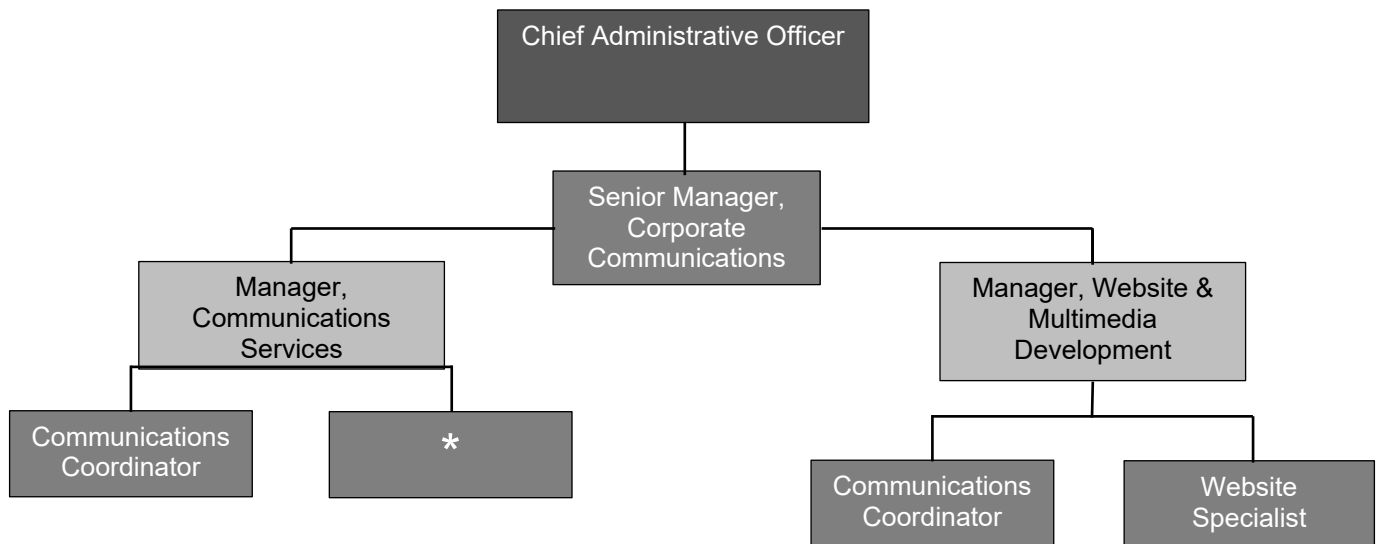
1.1 Division & Service Summary

Corporate Communications assists the Board and the organization in communicating the CRD’s priorities, major decisions and program information. Corporate Communications ensures the organization adopts and uses industry best practices in its communication activities. This is accomplished through the development and application of communication guidelines and tools, and providing strategy and advice on communications activities with a goal of consistent alignment of the CRD’s Board, corporate and core service priorities. Corporate Communications develops tools and techniques that foster engagement, ensuring that the public has access to accurate, timely and consistent information.

Service Purpose , Role or Overview	Participants (for example: all municipalities, electoral areas, First Nations)	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
Protocols and Toolkit Development: Prepare and provide appropriate strategies and tools (along with support and/or training) to ensure organizational alignment and improved education, participation and awareness	The Board, CRD Staff, Municipal partners and other organizations	Requisition and internal recovery	Board or Delegated Commission, such as the Core Area Commission or Panorama Rec through the CAO
Information Delivery and Governance: Facilitate the collection of and provide strategies for delivery of information through CRD communications tools and processes in a meaningful, timely, and accessible manner	The Board, Municipal partners, and other organizations	Requisition and internal recovery	Board or Delegated Commission through CAO
Communications Materials and Assets: Prepare, develop, maintain and manage communications assets and processes that enhance the visibility of the CRD	The Board, CAO and ELT, and CRD Staff	Requisition and internal recovery	Board or Delegated Commission through the CAO
Internal Communications: Develop and deliver internal communications through the intranet and Inside CRD (staff newsletter), and develop an Internal Communications Framework	The CAO and ELT and CRD Staff	Requisition and internal recovery	CAO and ELT
Core Communications Services: Maintain effective media relations, emergency communications management, business continuity, website and social media content, online	The Board, CAO and ELT and CRD Staff	Requisition and internal recovery	Board or Delegated Commission through the CAO

surveys, and media buys and placements			
Corporate Initiatives: Facilitate and prepare corporate strategic initiatives and projects.	The Board and CAO and ELT	Requisition and internal recovery	CAO and ELT
Strategic Communications: Facilitate the development and ongoing evolution of strategies that inform and enhance engagement with public	The Board and CAO and ELT	Requisition and internal recovery	Board or Delegated Commission through the CAO

1.2 Organization Chart*



**The Communications Coordinator position for wastewater planning has been re-integrated into the wastewater project as of March 2017.*

1.3 Key Trends, Issues & Risks – Service Specific

- Increased public demand for transparency in how decisions are made, how services operate, and how citizens can impact decision-making is a trend that we need to recognize and respond to by constantly re-evaluating our strategies and approach.
- Increasing demand for accessible, timely and meaningful information (such as infographics, proactive social media, and video) may change delivery mechanisms and/or require shifts in the organization’s communications styles in order to meet the diverse needs of our varied audiences.
- Increased need and demand for communications strategies as part of education initiatives may require adjustments in service delivery model and/or resources.

- Increased demand to be flexible and adapt to changing priorities, such as the need for an Internal Communications Framework.
- The general public increasingly consumes news and information online via social networks, with the use of video trending upward across social media platforms.
- While Facebook usage is high, its algorithm limits the number of posts that followers see. As a result, brands are increasingly using paid advertising to reach audiences.
- Online and digital advertising are increasingly viable channels for reaching broad audiences - in addition to traditional print and radio.

1.4 Link to Priorities

Corporate Communications will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically, Corporate Communications has a direct link to the following priorities:

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices

EDUCATION, INFORMATION & OUTREACH

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

GOVERNANCE

- enable regular, proactive dialogue on regional and sub-regional issues

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Protocols and Toolkit Development	Ensure accountability for and consistency of communications activities across the organization	Establish strategies, processes and tools to enhance education, participation and awareness	Review, assess and refine strategies, tools and processes, including training and support	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Information Delivery and Governance	Provide policies and guidelines for information delivery	Update and develop policy and guidelines for enhanced information delivery, including emergency guidelines, social media strategy and online registration	Review, assess, refine and develop policies and guidelines	Adjust to meet service delivery needs, as required: Investigate Instagram and LinkedIn uses for strategic communication and recruitment Create production standards for video and photography specific to social media	Adjust to meet service delivery needs, as required
Communications Materials and Assets	Establish clear lines of accountability for managing corporately developed communications materials and assets	Establish tools and processes for developing, collecting, managing and disseminating items such as photos, graphics, education and display materials, and promotional items, including	Maintain variety of communications materials and assets	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

		more graphics, icons and dashboards			
Internal Communications	Continue to produce an internal newsletter maintain an emergency staff line to advise of closures and maintain the intranet home page	Review and refine strategies for internal communications	Develop an Internal Communications Framework and implement tactics as actioned in the Organizational Development Plan	Continue to implement and support the Internal Communications Framework Work with Human Resources & Organizational Development include updated social media materials in staff orientation	Adjust to meet service delivery needs, as required
Core Communications Services	Maintain effective media relations, website (updates, maintenance, training and testing), social media (global reporting, strategy and metrics), advertising, business continuity, and emergency communications	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required: Tabletop exercise and training refresh for emergency response Ongoing website content reviews - key areas of focus: Waste & recycling Parks & trails Drinking water Careers About Us	Adjust to meet service delivery needs, as required
Corporate Initiatives	Facilitate the development and preparation of corporate projects, including the annual report and the corporate plan, and provide direct support to the CAO and ELT members for similar corporate projects	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Strategic Communications	Update, develop and implement strategies that inform and enhance communications and	Review, assess and refine strategies	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	engagement with the public				
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2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Corporate Communications	6.0*	6.0*	6.0*	6.0*	6.0*
Total	6.0*	6.0*	6.0*	6.0*	6.0*

**The Communications Coordinator position for wastewater planning has been re-integrated into the wastewater project as of March 2017.*

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to the delivery of the 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2016			
Communications Toolkit	Develop and establish consistent, processes and tools for communications services	Public Engagement and Communications Corporate Development Education, Outreach & Information	Core Budget
Social Media Enhancement	Conduct review of the organizations social media strategy and reevaluate existing and recommended platforms	Public Engagement & Communications Education, Outreach & Information	Core Budget
Enhanced Online Communications	Develop strategies and tools that improve the accessibility and effectiveness of information, including evolving the use of web and social media and leveraging modern visual based communications practices, such as infographics	Public Engagement & Communications Corporate Development Education, Outreach & Information Governance	Core Budget
Review of Communications Protocols	Collect, review, refine, update and/or develop communications protocols as required.	Public Engagement and Communications	Core Budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
		Corporate Development	
Organizational Support	Support for the 50 th anniversary of CRD, wastewater planning and implementation, Integrated Solid Waste Management Plan, and Sea to Sea Regional Park	Public Engagement and Communications Outreach, Education & Information Governance	Core Budget
Communications Calendar	Develop a rolling calendar of major activities that require production	Public Engagement and Communications Corporate Development	Core Budget
Advance Media Relations Support	Implement tools and resources for media and web monitoring services	Public Engagement and Communications	Core Budget
2017			
Internal Communications Framework	Design, develop and implement an Internal Communications Framework and implement tactics, including intranet changes, establishing protocols for staff email communications, and reviewing and restructuring the internal newsletter	Corporate Development	Core Budget
Develop a Corporate Identity Manual Workshop process	Develop a unified approach to CRD materials, language use and approaches	Public Engagement and Communications	Core Budget
Centre for Engagement	Develop and launch the Centre for Engagement venue, located at CRD Headquarters, for public consultation and engagement	Public Engagement and Communications	Core Budget
Website Principles and Guidelines Update on Refresh Strategy and Planning for Future Upgrades	Review of overarching approach, working guidelines and plan for how long to archive content, with key areas of focus on: Agendas & minutes section Mobile template and design “What We Do” service profiles Capital projects News & events	Public Engagement and Communications	Core Budget
Uniforms, Nametags & ID Tags	Design templates and implement systems for procurement	Corporate Development	Core Budget
Paid Advertising System Development	Streamline and enhance the requesting, booking and records management system for paid advertising and piloting of ad	Public Engagement and Communications	Core Budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	placement in new digital and social channels		
Social Media Strategy Update	Review of principles, current outcome and new emerging trends	Public Engagement and Communications	Core Budget
Website Infographics	Create and pilot “CRD Fast Facts” infographic that is optimized for web and social media (accessible, mobile and interactive)	Public Engagement and Communications	Core Budget
2018			
Digital Asset Management System Development (DAM)	Develop a corporate DAM system that will include image library, video and other multi-media tool filing and sharing systems, in conjunction with IT around data security and storage, and Leg Services in terms of records management and privacy	Public Engagement and Communications Education, Outreach & Information	Core budget
Service Satisfaction Survey Process	Conduct online and print surveys and promote participation through service touchpoints, outreach events and website/social media to capture satisfaction with current CRD services	Corporate Development	Core Budget
Intranet Refresh	Improve use of CRD Central as a key component of the Internal Communications Framework and Organizational Development Plan	Corporate Development	Core Budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Provide specialized support to Board and CRD departments in their communication of decisions and information	<ul style="list-style-type: none"> Respond to 95% of media inquiries within two hours of receipt Percentage of news releases that result in earned media annually. KPI change: Year over year increase in number of sessions (visits), new users (visitors) and unique page views (5% annual target). KPI change: Average time on page ≥ 90 seconds KPI addition: Average pages/session 2.5
Ensure consistency of messaging and visual brand across all communications channels and mediums	<ul style="list-style-type: none"> 95% of all major activities that require production support are registered in Corporate Communications calendar (2016 baseline)
Increase opportunities for two-way engagement	<ul style="list-style-type: none"> Participation rates of residents in two-way dialogue and engagement opportunities* Global social media engagement statistics, including likes, shares, comments and reactions*

	<ul style="list-style-type: none"> • Increase the number of followers and likes on CRD social media channels by 10% annually (2015 baseline) • KPI change: 95% of planned major capital projects and strategic initiatives featured on the website • Number of Checkbox surveys published • Number of engagement sessions held in the Centre for Engagement* (2017 baseline)
Develop and implement Internal Communications Framework	<ul style="list-style-type: none"> • Establish baseline measures for continually improving internal communications

* Corporate indicator – multiple divisions contribute to this measure

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Service Plan for Financial Services

2016-2019

(2018)



Capital Regional District

Date Updated: Fall 2017



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1 Overview

1.1 Division & Service Summary

The Financial Services division guides the organization in utilizing its financial resources in a secure and efficient manner. Financial Services provides financial leadership and direction to all departments and divisions within the Capital Regional District.

Specific functions administered by Financial Services include: budgeting, five year financial plan, investing and safeguarding financial assets, payroll, financial reporting and financial statements, and direction of external audit/accountability engagements.

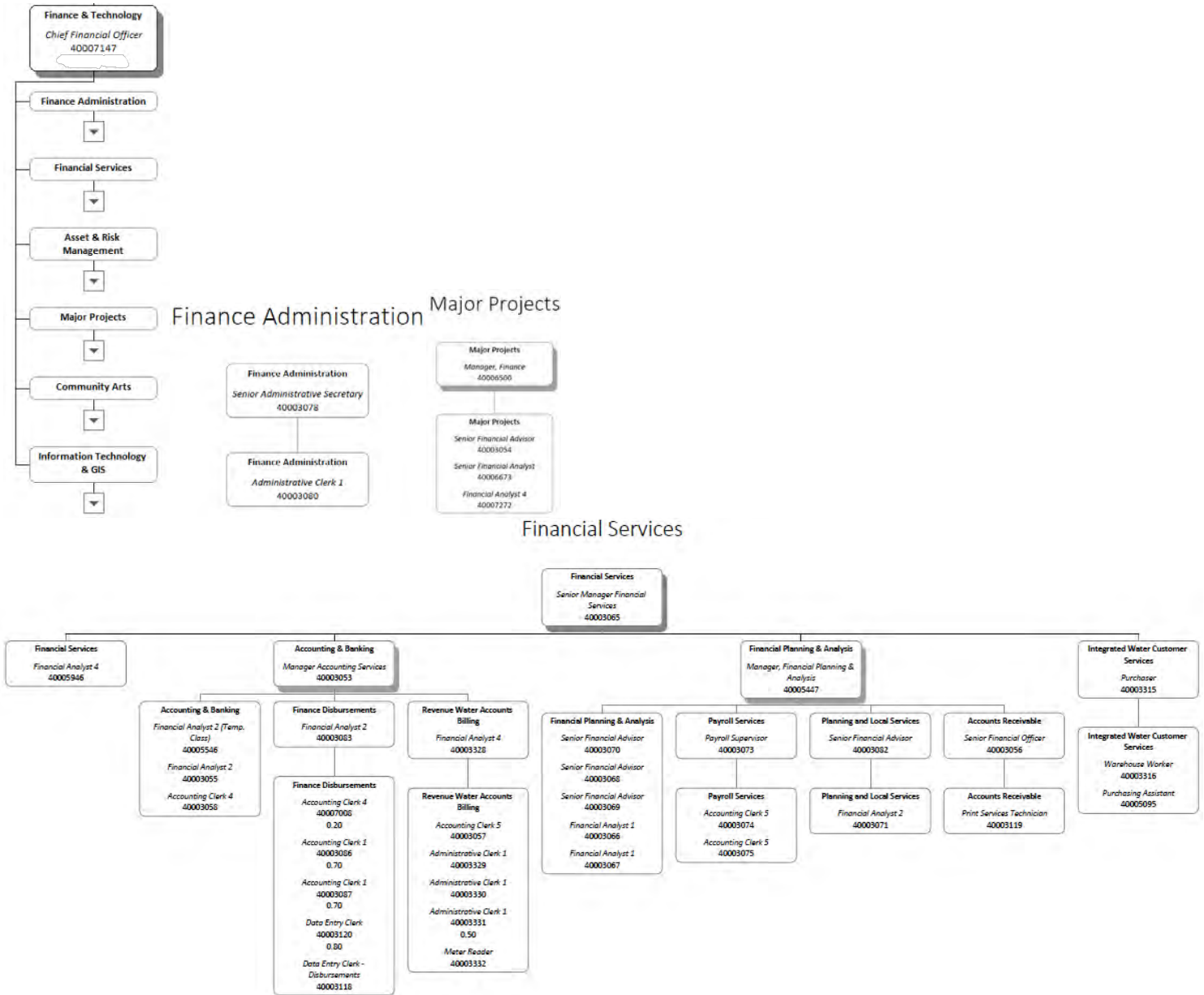
Activities performed by Financial Services include: administration of short and long-term borrowing, banking, treasury, revenue services, procurement, accounts receivable, accounts payable, integrity of financial systems policies, procedures & guidelines, financial information systems, development of financial bylaws, billing, and mail services.

Financial Services is also responsible for co-ordination of various local services such as library services and volunteer commissions.

The Financial Services division serves the entire organization in each service category. The service areas vary in size and activity impacting the scope of work required by Financial Services. A base financial infrastructure exists for all services to meet legislative and regulatory standards and assist the Board in meeting their fiduciary responsibilities for the stewardship of the organization's assets.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Comprehensive Financial Services including:</p> <p>Administration of short and long-term borrowing, banking, treasury, revenue services, procurement, accounts receivable, accounts payable, integrity of financial systems policies, procedures & guidelines, financial information systems, development of financial bylaws, billing, and mail services.</p>	<p>All municipalities, Electoral Areas, First Nations.</p>	<p>Requisition, Allocations and Grants.</p>	<ul style="list-style-type: none"> • Finance Committee • Electoral Areas Services Committee • Local Services Commissions (Utilities, Recreation, etc.) • Parcel Tax Review Panel

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

- Continued development of the CRD's 5 year plan, policies, and developing the long range service delivery assumptions and financial models.
- Increased demand for financial monitoring and reporting for new and growing service areas along with quarterly capital reporting.
- Increasing emphasis on value for money analysis and increasing demand for budget details resulting in a shift to more performance rated metrics requiring redesign of current reporting infrastructure.
- Improve the ability to report on and forecast reserve balances to meet the need of long range funding, in alignment with corporate asset management framework.
- Increased demand for finance to assist departments with financial analysis and advice.

- Increased demand for financial policy development, implementation, guidance and interpretation.
- Dynamic fiscal stewardship responding to changing economic factors. Continue to improve, in partnership with human resources, payroll processing, data management and reporting; enhancing human resource and payroll services provided to the organization's employees.
- Continued changes in accounting standards and reporting (i.e. Public Sector Accounting Boards) requiring financial services system and process changes to adhere with standards.
- Increased scope and quantity of complex infrastructure projects along with a greater focus on asset management has increased the demand to evolve decision making processes, support future investment and build creative financing strategies. As a result, demand for enhanced controls and reporting on key performance indicators has become a greater priority.
- Knowledge loss has occurred because of employee turnover; there is a transition period as new employees learn about the organization and their job duties.
- Staff turnover and resource shortages have impacted internal controls, appearing as deficiencies in project close outs and other significant areas, along with higher than normal overtime through budgeting and year-end cycles.
- An Asset Manager was hired in 2017; all asset management and grants priorities will now be reported in the Asset & Risk Management Service Plan.

1.4 Link to Board Strategic Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<p>Financial Accounting & Reporting</p> <p>Provision of accurate and timely financial reporting through periodic and annual financial statements according to the established schedule and policies & procedures</p> <p>Compliance with external legislative requirements (i.e. CRA GST, PSAB) and audit standards</p> <p>Annual yearend audit program</p> <p>Corporate financial standards and internal control compliance</p>	<p>Annual financial statements prepared and approved by June 30.</p> <p>Daily transaction processing with standard financial reports distributed by the 6th working day of the month for all services.</p> <p>Improve financial reporting to include financial indicators.</p> <p>Public Sector Accounting Standards (PSAB) require the adoption of PS 3260, Contaminated Sites for the 2015 fiscal year end.</p>	<p>Ongoing staff training and work load to meet PSAB requirements</p> <p>Additional research for continual improvement in financial reporting</p> <p>Updated SAP chart of accounts hierarchy</p> <p>PSAB 3260 Contaminated Sites implementation</p>	<p>Review and Assess</p> <p>Adoption of PS 3450 Financial Instruments and PS 2600 Foreign Currency Translation</p> <p>RFP for audit services.</p> <p>Quarterly capital reporting Q3</p>	<p>Adjust to meet service levels, as needed</p> <p>Management's Discussion and Analysis (MD&A)</p>	<p>Review and Assess</p> <p>Adoption of PS 3420, Inter-entity Transactions, PS 2200, Related Party Disclosures, and PS 3380 Contractual Rights</p>

<p>Financial Planning & Budgets</p> <p>Preparation of operating/capital budgets for the provision of 200+ services</p> <p>Financial advice and support to operating departments</p> <p>Preparation of financial bylaws</p> <p>Debt Management</p>	<p>Annual budget preparation for over 200 CRD services.</p> <p>Financial monitoring.</p> <p>Preparation of new 5 year financial plan.</p> <p>Development of financial plan and financial bylaws.</p> <p>Ongoing financial advice on operating and capital budgets.</p> <p>Expand and enhance budget review documentation.</p> <p>Continue to streamline financial planning and budgeting processes leveraging system tools to reduce time and enhance documentation and reporting Process.</p> <p>Tax requisitions and invoices.</p>	<p>Management research and analysis</p> <p>Design standardized budget documentation and extend available schedules and background information</p>	<p>Review and Assess</p> <p>5 year Capital Plan improvements to align with corporate strategies - included risk, climate action, cashflow details</p> <p>Cross departmental collaboration on process optimization with legislative services</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Implement SAP Business Planning & Consolidation (BPC) module to improve and streamline budgeting processes, increase customer satisfaction , and allow for improved reporting</p> <p>Internal borrowing to reduce external debt servicing costs.</p>	<p>Review and Assess</p>
<p>Division Financial Advisory Services</p>	<p>Provide financial services management, business process management and training/support services to 200+ services.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>
<p>Capital Assets:</p> <p>Maintain asset reporting systems and assist in asset sustainability for CRD services</p> <p>Year-end depreciation analysis of capital assets</p>	<p>Managing the addition/deletion of tangible capital assets in CRD depts.</p> <p>Annual depreciation calculations.</p> <p>Asset management inventory support and asset funding. analysis</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>

<p>Payroll</p>	<p>Biweekly processing, reporting for 1000 employees totaling \$45M in 4 employee groups</p> <p>Process on average 6 periodic updates to payroll system for legislative and financial system upgrades.</p> <p>Expand payroll analysis to meet demand by including personnel cost planning support and variance analysis support.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Implementation of electronic pay stubs</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>
<p>Financial Systems</p> <p>Assist in the development of business processes for the financial system</p> <p>Provision of financial expertise and analytical support to business units</p> <p>Ensure all financial records are captured accurately in SAP</p>	<p>Integration of approx. 100,000 annual transactions reporting into corporate financials.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>New GL implementation.</p>	<p>Review and Assess</p> <p>Automate Statement of Financial Information (SOFI)</p>	<p>Adjust to meet service delivery needs, as required.</p>
<p>Revenue</p> <p>Billing, collection, forecasting and reconciliation of CRD revenue</p>	<p>Monthly and quarterly billing and collections for 24,000 customers.</p> <p>Annual Requisitions, parcel taxes and payments in lieu.</p>	<p>Review and Assess</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Review and Assess</p> <p>Implement electronic billing to improve customer satisfaction</p> <p>Implement Pre-authorized Debits as a payment option to address customer demands</p>	<p>Adjust to meet service delivery needs, as required.</p>

<p>Procurement</p> <p>Oversee supply chain management for Integrated Water Services (IWS)</p> <p>Provide procurement advice to all departments</p>	<p>Approx. 100 IWS RFPs, RFQs, tenders & contracts annually.</p>	<p>Review and Assess.</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Review and Assess</p> <p>Inter departmental evaluation of the validity of centralized procurement</p>	<p>Adjust to meet service delivery needs, as required.</p>
<p>Treasury</p> <p>Manage short and long term investments and cash on hand</p> <p>Manage long term debt financing</p> <p>Provide competitive return on investments while maintaining the security of investment principal</p>	<p>Ongoing investment and cash management.</p> <p>Investment updates to Board.</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Updated Investment Policy to include Socially Responsible Investing.</p> <p>Fixed 25 year borrowing through MFA for Summit Project.</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Adjust to meet service delivery needs, as required.</p>
<p>Accounts Payable</p> <p>Payment to suppliers of operating and capital expenditures</p> <p>Internal controls and systems over the organizations expenditures and coding of those expenditures</p>	<p>Weekly cheque and EFT run produces 13,000 vendor payments a year.</p> <p>Compliance with external payment legislations (i.e. contract holdbacks).</p> <p>Increasing vendors and payments to support increased service activity.</p>	<p>Increased capital projects</p> <p>Core Area Liquid Waste Management Plan</p>	<p>Review and Assess.</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Manage cash flow through payment terms.</p>	<p>Review and Assess.</p>
<p>Banking</p> <p>Coordinate all CRD banking activities</p> <p>Processing payments and electronic banking transactions of CRD expenditures</p> <p>Banking reconciliations</p>	<p>Develop banking services for CRD (transactions flow through 29 bank accounts a year.</p> <p>Monthly reconciliation of all bank accounts for over 6,000 banking transactions.</p>	<p>Review and Assess.</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Review and Assess.</p> <p>Request for Proposal for all banking services.</p>	<p>Adjust to meet service delivery needs, as required.</p>

Billing, Mailing & Printshop Provision of utility billing, bulk printing and in-house reprographics services and CRD mail and courier services	Ongoing reprographics service delivery and mail/courier services.	Review and Assess.	Adjust to meet service delivery needs, as required.	Review and Assess.	Adjust to meet service delivery needs, as required.
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2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	2016	2017	2018	2019
Financial Services	37	38.5*	36.5	37.5**	37.5
Term Positions	0	0	2	5	5

* Reallocation of existing FTEs to support Core Area Wastewater Treatment Project and Asset Management Initiatives.

** 3.0 FTE added to support Core Area Wastewater Treatment Project (4 year term) and 1.0 FTE to be added to support Senior Financial Advisors to provide operations with additional financial advice and support, reduce overtime for the department, and improve noted deficiencies.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 – 2019			
Core Area Liquid Waste Management Plan ongoing	<p>The WTP requires appropriate support to ensure financial controls and financial reporting is accurate and timely.</p> <p>The support roles will implement appropriate financial controls, produce monthly financial reports, administer an increased volume of transactions. The finance support will also process, report on and manage grant funding claims for various funders. They will administer the bylaw authorizations, financing requirements, and manage the cash flow requirements. The roles will perform ongoing analysis of WTP performance.</p>	Integrated waste management	Realignment of existing staff resources.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
<p>Improved Financial Reporting</p> <p>ongoing</p>	<p>Timely and accurate financial reporting assists in improved decision making throughout the organization. Quarterly variance reporting to the board will allow for more transparency and is foundational for performance management. It also allows for better controls and will align with board delegated authority, along with improved year-end efficiencies</p> <p>Management's Discussion and Analysis (MD&A) will accompany year-end financial statements and will provide an overview of the year's performance and outline highlights of operations. This will improve usefulness and provide further clarity of year-end financial results.</p>	<p>Public engagement and communications</p>	<p>Core budget</p>
<p>Review Allocations (Overhead costs), Charge Out Rates, and Breakdown of Allocation versus Requisition</p>	<p>Review methodology used for internal overhead allocations to ensure consistency and appropriateness of charges.</p> <p>Evaluate the method for determining the breakdown of revenue between allocation and requisition to ensure logical and consistent application throughout the organization.</p> <p>Review calculation of charge out rates to assess the validity of standardizing the to create consistency and reduce the volume of different methodologies.</p>		<p>Core Budget</p>
<p>Finance Policies Review and Update</p>	<p>Periodic review of finance policies (every three years) to verify validity and completeness and assess the need for additional policies to provide financial guidance to CRD employees and volunteers.</p>		<p>Core Budget</p>

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Review Capital and Operating Reserves for Appropriate Levels	<p>In partnership with Asset Management, review best practices and industry benchmarks to assess appropriate reserve balances, which have been established to fund capital and mitigate future risk.</p> <p>Develop policies to ensure standards are set within the organization and reserve balances are met and maintained.</p>		Core Budget
Automation of Finance Processes and Systems	<p>In partnership with IT, Finance will document and review current manual processes and explore ways to improve and create efficiencies and reduce the probability of errors.</p> <ul style="list-style-type: none"> • Automation of Statement of Financial Information (SOFI) – currently manual process. • Implement SAP BPC. • Standardized fuel cards to enhance internal controls and allow for improved GHG reporting. • Explore data requirements for on-line business analytics software to provide more transparency to the public for reporting budgets and actual results. 		Core Budget
Upgrade Budgeting Application	<p>Current budgeting application is over 16 years old and requires update to ensure it meets modern standards and requirements.</p> <p>In partnership with IT, implement BPC to provide an improved budgeting platform to increase efficiencies and accuracy of budget process.</p>		Core Budget
Pre-Authorized Debit and Electronic Billing for Utility Customers	<p>For several years utility customers have been requesting Pre-Authorized Debits and e-billing options. With IT, Finance will review current technology and standards to provide customers with alternative options for payment and billing. This will allow CRD to meet customer demands and update to current technology.</p>		Core Budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Comply with legislation and statutory requirements	<ul style="list-style-type: none"> Design and manage financial planning process to ensure the Budget is prepared for final Committee and Board review by March 31 of each year. Financial Statements, Statement of Financial Information, and Audit Findings Report approved and submitted by June 30th of each year
	Provide specialized support and information for decision making	<ul style="list-style-type: none"> Standard financial reports distributed by the 6th working day of each month for 95% of services Quarterly reporting (Q2-Q4) to Board
	Continuous improvement of financial planning, tools and processes	<ul style="list-style-type: none"> Fully funded reserve balances and 5 year capital plan Sustainable asset funding plans in place* Number of awards or nominations received annually* # of financial policies reviewed and updated annually
	Guide efficient and secure use of financial resources	<ul style="list-style-type: none"> Minimize days of accounts receivable outstanding Maximize return on investment Minimize length of time inventory is on hand Maximize cash flow by optimizing vendor payment terms

* = Corporate indicator – multiple divisions may contribute to this measure

Additional Indicators for Financial Services:

Indicators	2014 (actual)	2015 (actual)	2016 (actual)	2017 (projected)	2018 (projected)	2019 (projected)
Overall Accuracy of Budgeted Surplus / Deficit to Actuals			92.1%	92.5%	93%	93%
Accuracy of Estimated Surplus / Deficit to Year End			98%	98%	98.5%	98.5%
Frequency of on time delivery of R&E reports to all the stakeholders	98%	98%	100%	100%	100%	100%
Number of Days to Perform Periodic Close				12	10	10
Fully funded reserves by service					TBD	100%

Financial policies reviewed annually				33%	33%	33%
Average Age (in days) of Outstanding Accounts Receivable				0	0	0
Average Return on Investment	1.55%	1.46%	1.42%	1.45%	1.52%	1.52%
Average Inventory Turns per Year	1.8	1.7	2.0	2.0	2.25	2.25
On Time Vendor Payments				71%	85%	88%
Number of Payroll Defects Annually				10	7	7

*KPIs removed as they are no longer relevant or valid

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Service Plan for First Nations Relations Division (FNRD)

2016-2019
(2018)

Capital Regional District

Original Submission: Sept. 30 2015

Updated September 29, 2016

Updated September 29, 2017



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1 Overview

1.1 Division & Service Summary

First Nations Relations Division (FNRD) is mandated to streamline the Capital Regional District's (CRD) cross-departmental approach to First Nations engagement in support of the Board's strategic priorities which are founded on principles of *regional collaboration* and focus on *building relationships with First Nations governments*.

The division, through its three-pronged service role identified below, provides opportunities to:

- increase the CRD's profile as a relevant government to First Nations (FNs) needs and aspirations;
- acts as a 'hub' for FN government enquiries and shepherds responses and actions that First Nations have identified as helpful to their day to day operations;
- engage in practical activities that foster greater understanding of the CRD's range of services, the agency's mandate and the regulatory framework in which the services are delivered;
- facilitate greater familiarity and more regular interactions which in turn:
 - builds relationships and normalizes interchanges,
 - establishes protocols and MoUs
 - allows effective, respectful approaches to both formally and organically evolve
 - supports improved service delivery.

The Board's 2015-2018 Strategic Priorities identified more specific direction with respect to First Nations relations, which has informed the First Nations Relations Service Plan activities.

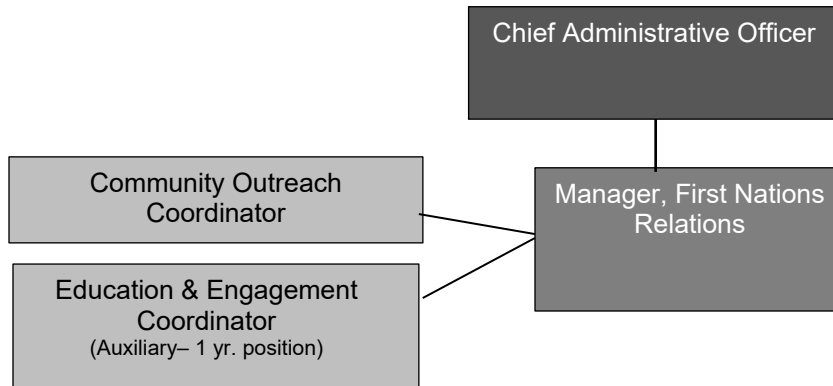
a) Service Overview and descriptions

AID's operating framework is made up of three areas: Leadership Vision, CRD Internal Dept. Support and Emergent Issues and Opportunities.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
The Board's vision is supported by Leadership Vision by facilitating opportunities to build political relationships among the Board Chair, Directors and Chiefs and Councils;	All local First Nations Electoral Areas	Internal recovery Allocation from Legislative Services	Committee of the Whole
Division workplans are augmented by CRD Internal Departmental Support through consistent outreach approaches and protocols across divisions;	All municipalities by way of Inter-municipal working groups All local First Nations Electoral Areas	Internal recovery Allocations from each Division	Respective Committees of each Division / Department

Developing areas of common interest are supported through Emergent Issues & Opportunities with the Board's direction while working closely with the Nations and affected CRD Divisions.	All local First Nations All municipalities and electoral areas Affected CRD Departments	Internal recovery	Committee of the Whole Governance Committee via Special Task Force on First Nations Engagement
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1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Engagement and Participation: Greater interest on the part of First Nations governments to engage with local government and to participate in regional decision-making matters of common interest. Continued responsibility and duty to undertake meaningful, "early and ongoing" engagement. Limitations in the Local Government Act (LGA) pose barriers to full participation of FN governments in regional governance model; limited capacities and resources on the part of FNs, to engage / participate; increase in references to required capacity funding for referral processes and engagement requests. Increased involvement of FNs in the core area wastewater treatment project (WTP), including monitoring of activities in archeology sites, employment opportunities related to the project, communications and support to the First Nations liaison positions established by the project. Additional tasks established, under direction from the Special Task Force on First Nations Engagement, and approved by the Board, focus on the CRD's response to the Truth and Reconciliation Commission's Calls to Action.

Interests and Precedents: Legal precedents from court decisions trending in favour of Aboriginal Rights and Title, which in turn has heightened advocacy by First Nations for acknowledgement of Douglas Treaty rights. Unique interests and differing priorities of each Nation including matters relating to governance, land-use, service agreements, water rates, affordable housing development and exploration of co-management frameworks for CRD park lands. The creation of the First Nations Relations Division (FNRD) has increased awareness of the CRD amongst First Nations governments and provides an accessible portal through which interactions with local government is streamlined. As First Nations related issues, interests and opportunities arise, the Board is able to provide direction to other CRD Divisions through the FNRD office.

Resource Requirements and Work Planning: Division activities, work plans and approaches must be able to accommodate increased demands for engagement processes. In time, resource demands will decrease as efficiencies and streamlining of processes are realized with the signing of protocols and MoUs. In the meantime, the core activities of the work plan for this strategic plan timeframe will continue to focus on shoring up the "relationship-based" foundation and building a comprehensive body of protocol agreements that will serve to

sustain the region in its interactions with neighbouring First Nations governments over the long-term. As participation in regional matters increases, First Nations will likely request funding contributions to ensure their existing resources are not diverted from other internal governance responsibilities. The work of relationship-building, establishing trust and negotiating acceptable protocols for engagement and communications requires significant investment in time and staff resources and political participation, from all parties.

Project Delivery and First Nations Engagement: Potential for increased costs and delays to CRD projects that require meaningful engagement with First Nations, in order to meet emerging standards of engagement / consultation expectations. FN's limited resources impacts their capacity to fully engage in a timely and comprehensive manner. Increased time and resources required to support First Nations and CRD Board and Committees to ensure effective, meaningful participation;

1.4 Link to Priorities

The Division provides support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such will have a supporting role in achieving numerous priorities. Specifically the division has a direct link to the following priorities:

FIRST NATIONS

- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

2 Services

2.1 Service Levels

Increase in activities in 2018 as a result of expanded scope of the Special Task Force and in support of Board motion to undertake initiatives relating to CRD's response to the Truth and Reconciliation Commission (TRC) Calls to Action. Expanded scope to be limited to the end of this Board's term in 2018.

Note: 2017 column amended to align with Task Force and Board approved directives,

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Leadership Vision	Task Force supported by Division	No additional staff resources required	No additional staff resources required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
CRD Internal Departmental Support	Support for departmental / division activities accommodated within existing service level	no additional resources required	New initiative: CRD Response to TRC – org-wide cultural training,, divisional Calls to Action. Additional staff resources via internal auxiliary position; financed through Reserve fund	TRC-based activities supported by auxiliary position / Reserve fund. Divisional support for WTP	Adjust to meet service delivery needs, as required
Emergent Issues and Opportunities	Emergent issues from the last term will be concluded in the base year	Upcoming focus areas: local gov't treaty chapter topics, Board priorities (Economic Development) can be adequately supported within existing service levels, with support from additional contract / consulting funds for specific expertise	Increase in tasks for divisional workplan, as identified by Task Force. Adjust to meet service delivery needs, as required	Additional tasks for Task Force to be completed by Nov. 2018. Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Leadership Vision	.25	.5	Same	Same	Same
Division Activities	.5	.75	1.5	1.5	.75
Emergent Issues and Opportunities	.75	.25	.50	.5	.5
Total	1.5	1.5	2.5	2.5	1.5

. Note: 2017 column amended to align with Task Force and Board approved directives,

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2016– 2019 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Open Sea to Sea Park	Assist Regional Parks staff with developing an agreeable access / cultural use protocol with T'Sou-ke First Nation	First Nations Ecological Health & Biodiversity	Core budget
Indigenous Cultural Access Protocols for CRD lands. Draft protocol to be completed in 2016 with referrals / broad engagement extending to 2017, 2018	Building on the Sea to Sea terms of agreement, negotiate an MOU and set of protocols with interested First Nations	First Nations	Core budget
Board Cultural Training To be completed in 2016	Cultural education	Governance First Nations	Core budget
Special Task Force on First Nations Engagement To be completed in 2016 Possible extension into 2017	Extensive engagement with each local First Nation to explore governance interests	First Nations Governance Public Engagement & Communications	Core budget
Manage Service Agreements / Contracts Ongoing to 2019	Update existing agreements with current legislative and regulatory requirements. Renew expired agreements. Negotiate new agreements as requested	First Nations Finance Governance	Core budget
Economic Development opportunities Ongoing to 2019	Exploration of potential partnerships relating to existing CRD business activities that could be economic dev. opportunities for FNs.	First Nations Economic Development	Core budget
Food and Agricultural / Indigenous Food Systems	Inclusion of Indigenous perspective on food systems within the RSS - Food and Agriculture Sub-strategy	First Nations Food and Agriculture	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed 2016			
Aboriginal Relations Communications & Outreach Ongoing to 2019	Publication of quarterly newsletter reporting on common interests, accomplishments, collaborations with First Nations	First Nations Communication	Core budget
Determine role of CRD in wildlife management To be completed in 2016	Facilitate discussions with First Nations for partnership / cooperative agreement. Possible link to economic development	First Nations Ecological Health & Biodiversity	Core budget
Treaty Negotiations – Ongoing to 2019	Local Government Chapter issues: Board membership, RGS participation, suite of bylaws and services, environmental management areas Participation on TTAC	Governance First Nations	Core budget and potentially Reserves for legal / consultant
2017			
First Nations representation on or participation in CRD Board / Committees and/or Commissions Advocate to UBCM for amendments to LGA To be completed in 2018	Implementation on direction from Board as a result of Task Force Recommendations	First Nations Governance	Increased allocation via Legislative Services, as required.
Forum of Governments Summit	Regional gathering, in the similar style of Forum of Councils, which includes municipalities, interested local first nations, provincial and federal counterparts	First Nations Governance	Allocation via Legislative Services
Sewage Treatment	Support for First Nations participation in committee(s) as well as protocols for archeology and cultural component	First Nations	core budget
Invasive species partnership development	Facilitate potential First Nations + Provincial partnership in invasive species management and re-	First Nations	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed in 2019	introduction of traditional and native species	Ecological Health & Biodiversity	
Archeological Protocols To be completed in 2019	Participate in Provincially led initiative, with First Nations and local governments to establish referral protocols re: cultural laws.	First Nations	Core budget
2018			
First Nations representation on or participation in CRD Board / Committee/Commissions To be completed in 2018	Staff support for established committee	First Nations Governance	Core budget for staff resourcing. Allocation through Legislative Services as required
Affordable Housing Opportunities Ongoing through to 2019	First Nations participation, collaboration and possible contribution towards regional approach to affordable housing initiatives	First Nations Housing	Core budget
Regional Food & Agriculture Task Force Committee To be completed in 2019	Outcome of the RFAS Sub-strategy. Participation on the committee to support eventual Indigenous participation in the committee	First Nations Food and Ag	Core budget
Review of CRD Committees and Commissions To be completed in 2018	Review and recommend a comprehensive approach to potential participation of FNs	First Nations Governance	Core budget
Douglas Treaties To be completed in 2018	Information sharing and education on implications of Douglas Treaties for local governments and the region	First Nations Governance	Core budget
Core Sewage Treatment Project	Ongoing Consultation-related support to project team; support to FN Liaison positions		Internal allocation from CALWMP
Statement of Reconciliation Commitment	Commitment statement to guide Board in decision-making with First Nations relative to TRC and UNDRIP	First Nations Governance	Core budget
Emergency Planning FN – EPAC and REMP participation	Assist LG-EPAC to support FNS to establish coordinating committee for a fully regional emergency management approach.	First Nations	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Corporate wide cultural training	Cultural safety and acumen training to all staff, delivered by division	First Nations	Core budget
Board cultural training	Presentation by legal experts on emerging trends and court decisions	First Nations Governance	Core budget
2019			
Economic Development opportunities	Continued management of business partnerships	First Nations Economic Development	Core budget
Treaty Negotiations	Continued participation in tripartite government process TTAC participation	First Nations	Core budget
First Nations Board / Committee participation	Continued support and implementation of Task Force recommendations.	First Nations Governance	Core budget Allocation via Legislative Services as required
Service Agreements / Contract management	Continued updating / renewal of service agreements	First Nations Finance Governance	Core budget
Communications / Outreach	Continued publication of collaborations and common interests	First Nations Public Engagement & Communications	Core budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Facilitate relationship between CRD leadership and First Nations	<ul style="list-style-type: none"> Established framework for First Nations participation in regional matters* Participation rates of residents in two-way dialogue and engagement opportunities * 50% Board participation rate in training sessions Plan and implement a Forum of Governments by 2017 and achieve a minimum participation rate of one representative from each of the 13 municipalities, 3 electoral areas and 8 First Nations.
	Provide specialized support for First Nations engagement and service delivery	<ul style="list-style-type: none"> # of successful partnerships established with First Nations annually Participation rates in available CRD services by First Nations*
	Address emergent issues & opportunities as directed by the Board through the Special Task Force	<ul style="list-style-type: none"> Quarterly reports to the Board summarizing the response to emergent issues and opportunities and specific tasks, as directed by the Board, through the Special Task Force.

* = Corporate indicator – multiple divisions contribute to this measure.

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Service Plan for Human Resources and Organizational Development

2016-2019
(2018)

Capital Regional District

Date submitted: September 30, 2015

Revised: November 30, 2016

Revised: December 13, 2017



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1 Overview

1.1 Division & Service Summary

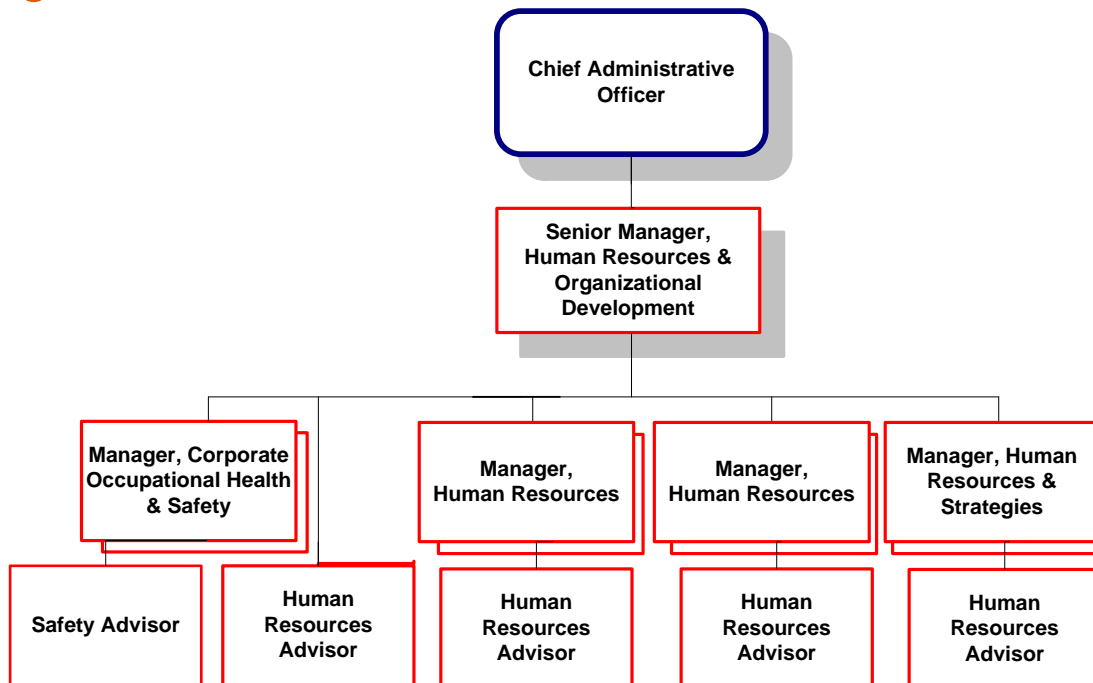
The Capital Regional District's success is in a large part dependent on talented and committed employees who have the knowledge, skills and resources to make a difference every day. With approximately 1,000 employees, two (2) unions and one (1) management association, ensuring the right people are in the right jobs with the right skills requires responsive and strategic Human Resources systems and support.

With a mission to *“lead and support the organization in creating and sustaining a vibrant, healthy, safe, and high performance workforce that provides excellent services and programs to the citizens of the Capital Region”*, Human Resources and Organizational Development provides professional in-house services to all departments and divisions of the CRD. The professionals in the department function as HR generalists to support strong relationships between employees and managers, to provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success, and to be proactive and responsive to the ongoing and changing needs of our vibrant organization.

Running approximately 150-180 job competitions per year means the CRD provides career growth opportunities for employees and brings in new talent as needed. Training and development is a key component of the Strategic Human Resources Plan so we ensure employees have the skills and competencies to support CRD success now and in the future. We want employees to value their employment at the CRD and willingly contribute their time, energy, creativity and hard work. The outcome is a safe, challenging, healthy and progressive workplace with rewarding work, strong leaders and a reputation for results.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Comprehensive Human Resources including: Employment Services, Occupational Health & Safety, Human Resource Information Systems and Records, Labour Relations, Compensation, Benefits Services, Training and Organizational Development, general HR inquiries	All municipalities and Electoral Areas; Songhees and Tsawout Bands	Direct requisition (18%) and internal allocations (82%)	Finance Committee; Governance Committee; Greater Victoria Labour Relations Association Board

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Changing workplace and society demographics have significant impact on the nature of Human Resource programs and focus. With significant workplace retirements in the near future, more employee transitional and family needs, the acceleration of workplace and technological change, shifting economic conditions, doing more-with-less, and an increased reliance on employee goodwill, recruitment, retention, workforce and succession planning, recognition, and learning and development initiatives are paramount to ensure the continued success of the organization.

While staff turnover is at a healthy rate, there are currently pressures associated with staff retirements, and the average worker age at the CRD suggests significant numbers of retirements in the near future. With higher levels of retirements come significant staffing pressures, most notably at the senior staff levels where accountabilities to continue to deliver high levels of service remains regardless of resource turnover. In addition, periods of transition, change and doing more-with-less increases pressure to labour dynamics in the workplace. With these goes the challenge of workplaces embracing ongoing change versus holding on to what they have.

The CRD, like many successful organizations, is continuously evaluating and refocusing how it does its business, including rationalizing resources, reorganizing work activities, and investing in employees to ensure viability and vibrancy for the future. With this comes the need to be more transparent and inclusive for the workplace not only to understand changes in direction, but to embrace and shape it for the future.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE

- Work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement

CORPORATE DEVELOPMENT

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- Ensure CRD service delivery is effectively supported through the development of best practices
- Support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Employment Services	Postings completed within 2 business days and closed within 1 business day: ≥ 98% of time Review of Criminal Record Checks completed within 1 business day: ≥ 98% of time	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Occupational Health and Safety	Claims administered: ≤ 2 business days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required Oversight of all OHS matters, including disability management.	Adjust to meet service delivery needs, as required Oversight of all OHS matters, including disability management.
Human Resource Information System/ Records	Changes processed: ≤ 5 business days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Corporate Training	98.2% of corporate training programs run as scheduled	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Labour Relations	Participation on grievance and labour relations administration (including collective bargaining): 100% Grievances appropriately resolved before arbitration: ≥ 95%	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Compensation Services	Completion of employer review of compensation review requests: ≤ 30 days	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
HR Inquiry Response	Inquiries responded to (as available): ≤ 4 hours	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Human Resources (all)	7.0 FTE	7.0 FTE	8.0 FTE	10.0 FTE	10.0 FTE
OH&S (fixed duration)*			1.0 FTE		

*addition of a fixed duration FTE (Manager, Occupational Health and Safety) for 2017, moving to regular position FTE commencing 2018, and implementation of a Human Resources Advisor to: lead and administer corporate occupational health and safety; ensure continued compliance with Acts, Regulation and relevant legislation; lead and support a comprehensive disability management program; and ensure processes in place for the requirements of the Core Area Wastewater Treatment Program and other CRD capital initiatives and operating programs

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2015			
Board Self-Evaluation Process	Provide leadership and tools for the CRD Board to review roles, responsibilities and remuneration approach for Directors.	Governance	Core budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
2016			
Collective Bargaining	To bargain new collective agreement with USW Local 1-1937. Bargaining stalled and expected to continue through 2016/17.		Core budget
Organizational Development Plan	Develop and implement a corporate organizational development consistent with the direction of the Corporate Plan and Strategic Plan. Continued implementation through 2018.		Core budget
Succession Plan Program	Review and amend corporate succession plan approach and strategies, recognizing the upcoming turnover and retirement of staffing resources.		Core budget
Competency Alignment Program	Implement a core competency alignment program for CRD employees. Align human resource processes and systems accordingly.		Core budget
Corporate Alignment Initiatives	Undertake and implement corporate organizational alignment reviews as required to complete Strategic and Corporate Plans direction		Core budget
HRIS Organization Management (SAP)	Implement SAP Organizational Management module. Overall outcome will result in improved org. reporting within SAP, resulting in cost savings in time management, org. systems process, and financial processes.		Core budget
Learning and Development	Review and align corporate learning and development initiatives to Board Strategic Plan and Corporate Plan priorities. Continued alignment with the Organizational Development Plan in 2017.		Core budget
2017			
Collective Bargaining	To bargain new collective agreements with CUPE Local 1978 and USW Local 1-1937.		Core budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
Employee Onboarding Program	Development and implementation of a revised corporate employee onboarding program, aimed at engaging, informing and educating employees around the corporation, its mandate, responsibilities, and strategic and corporate plan.		Core budget
2018			
Organizational Development Plan Implementation	Continued implementation of the corporate Organizational Development Plan, with significant focus in the following areas: proactive and advanced recruitment process; workforce planning; policy development, alignment and administration; employee training and engagement.		Core budget
Disability Management and Healthy Workplace Program	Development and implementation of corporate disability management program aimed at expediting return to work and lowering costs associated with workplace absences. Program includes: return to work programs; disability management program; work-life initiatives.		Core budget
Management and Supervisory Community of Practice	Develop a management and supervisory community of practice to create the internal awareness and understanding as well as sharing of information and experiences creating a shared and cohesive understanding and corporate consistency.		Core budget
Employee Survey and Action Plan	Development and implementation of the CRD Employee Survey and corresponding Action Plan. Components of the Action Plan to be implemented over the course of the 2017-2019 calendar years.		Core budget
Climate Action Engagement and Recognition Program	In concert with Climate Action, establish a staff climate action engagement program that includes a climate action recognition program that acknowledges		Core budget

Title & Estimated Completion Date	Description	Priority (if applicable)	Budget Implications
	climate leadership among employees		
Occupational Health and Safety Management	Oversight and leadership of all corporate occupational health and safety initiatives. Focus to include significant occupational health and safety governance and oversight, and an increased presence notably in the areas of capital development.		Ongoing supplementary and internal reallocation of OHS resources.
2019			
Employee Survey Action Plan Implementation	See "Employee Survey and Action Plan" above (2018).		Core budget
Corporate Alignment Initiatives	Undertake and implement corporate organizational alignment reviews as required to complete Strategic and Corporate Plans direction		Core budget
Learning and Development	Review and align corporate learning and development initiatives to Board Strategic Plan and Corporate Plan priorities.		Core budget
Employee Survey Action Plan Implementation	See "Employee Survey and Action Plan" above (2017).		Core budget

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Provide cost effective full-spectrum HR services	<ul style="list-style-type: none"> Maintain a better than industry average for staffing and cost ratio annually (current industry average is 1 HR staff for every 69 employees at a cost of \$576 per FTE) More than 95% of new regular employees are oriented within their first two weeks of hire Employment posting completed within 2 business days and closed within 1 business day 98% of the time Changes processed for 95% of all information/system records within 5 business days Participate in 100% of grievance and labour relations administration meetings (including collective bargaining) Target 95% of all grievances resolved appropriately before arbitration Completion of employer review of compensation review requests in less than 30 days HR inquiries, as available, are responded to in less than 4 hours

	Deliver effective corporate training to support strategic needs of the organization	<ul style="list-style-type: none"> 98% of all corporate training programs run as scheduled Increased employee satisfaction rate with corporate training (85% satisfaction rate baseline in 2015) Percentage of employees maintaining professional designations*
	Support exemplary organizational practices and leadership	<ul style="list-style-type: none"> Number of awards or nominations received annually*
	Support and lead organizational compliance for Occupational Health & Safety	<ul style="list-style-type: none"> 100% of WorkSafe BC claims processed within 2 working days of receipt Minimum 10-15% cost savings in WorkSafeBC Employer Rating Assessment premiums with implementation of proactive OHS standards and disability management programs.

* = Corporate Indicator – multiple divisions contribute to this measure

Corporate CRD Human Capital Performance Metric	CRD Current	Industry Average (as recorded through HR Metric Services™)
Unionized Workforce (all staff)	90.4%	85.4%
Management Span of Control (all staff)	1:16 (1 manager to 16 staff)	1:6 (1 manager to 6 staff)
Turnover Rate / Retirement Rate (regular staff)	2.6% turnover / 1.3% retirement	2.6% turnover / 0.8% retirement
Churnover (Internal Staff Movement) Rate / Promotion Rate / Position Vacancy Rate (regular staff)	3.2% churnover / 1.7% promotion rate / 0.9% position vacancy	2.8% churnover / 1.2% promotion rate / 3.1% position vacancy
Absenteeism Rate (regular staff)	3.7% absenteeism	2.8% absenteeism
WorkSafeBC (Safety) Employer Rating Assessment (all staff)	1.79% (13% merit situation with WorkSafeBC)	2.03% (provided by WorkSafeBC)
Average Length of Service (regular staff)	11.4 years	9.4 years
Average Worker Age (regular staff)	47.3 years	44.6 years
Grievances to Headcount (all staff)	0.2%	0.4%
HR FTE to CRD FTE Ratio	1:90 (one HR FTE for every 90 FTEs)	1:62 (one HR FTE for every 62 FTEs)

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Service Plan for Information Technology

2016-2019
(2018)



Capital Regional District

Date submitted: ***September 30, 2016***

Updated: ***July 2017***



Making a difference...together

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1 Overview

1.1 Division & Service Summary

a) General Overview of the Division.

Information Technology and GIS Services (ITGIS) is responsible for the management of the CRD information systems and associated infrastructure across 24 different locations. The division strives to guide and support the organization in the use of information technology applications and resources in a secure and efficient manner.

The mission of the Information Technology & GIS division is:

- To serve the information technology needs of CRD departments as well as the public.
- To provide and support information systems which assist the organization in achieving defined business objectives.

b) Service Overview and Description

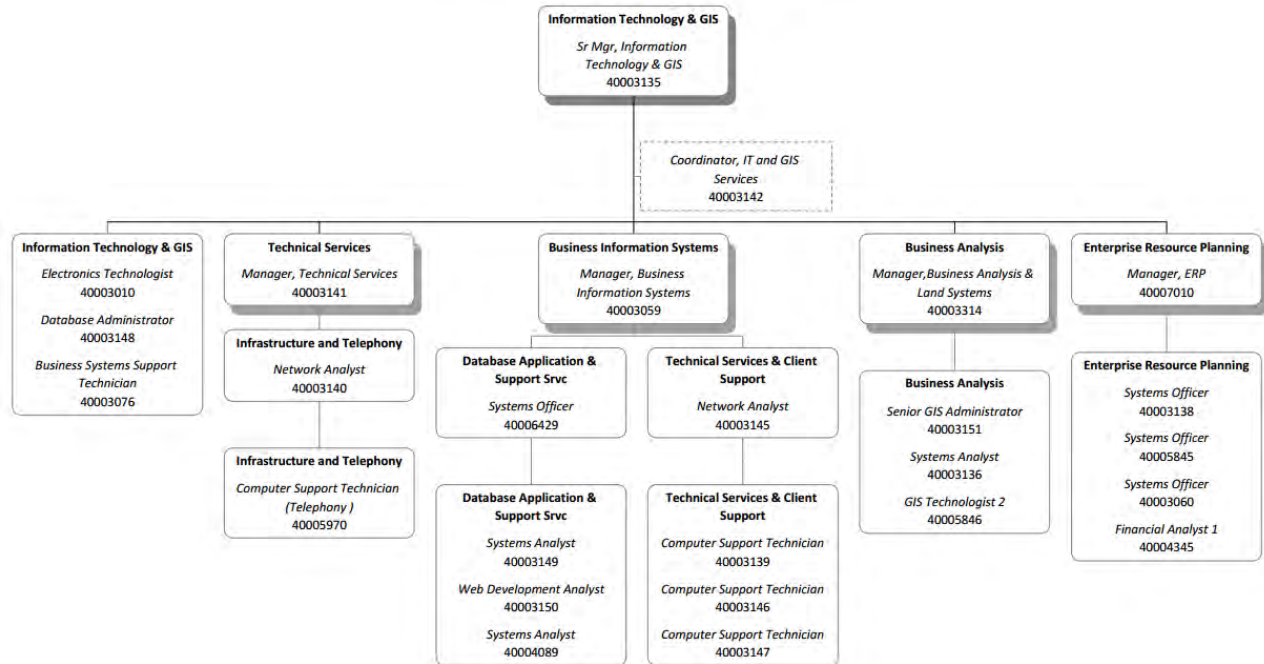
The Information Technology division serves the entire organization. The organization service areas vary in size and activity, impacting the scope of work and skills required by IT.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Corporate Information System (SAP) Development and Support Manage the data integrity of the integrated Corporate Information System (SAP) ensuring all financial records are captured accurately allowing for the production of accurate and timely financial information and reporting that complies with legislative and audit requirements. Provide systems support and expertise for specific use and further development of SAP for application in multiple CRD departments</p>	<p>All CRD Departments, CRHC, RMTS</p>	<p>Internal Recovery</p>	<p>Finance Committee</p>
<p>Website Development & Support Ensure the Enterprise Content Management System is implemented in such a way as to provide a reliable and secure corporate website.</p>	<p>All CRD Departments, CRHC, RMTS</p>	<p>Internal Recovery</p>	<p>Finance Committee</p>

<p>Security, Data, Communications, Networking and Electronic Messaging</p> <p>Ensure the security and availability of all information systems for the organization including secure email services, voice and data radio systems and document storage.</p>	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
<p>Departmental Support: Systems Analysis and Business Requirement Definition Provide other CRD departments and divisions with systems and analytical expertise in the analysis, design, selection and development of information systems solutions (i.e. Landfill Scales System, Recreation Management, Housing Property and Tenant Management).</p>	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
<p>Helpdesk – Customer Support Provide all users with computer technical assistance related to desktop, laptop, tablet and mobile hardware and software. Technical support to Boardroom meetings when streaming to the public.</p>	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
<p>Custom Application Development Provide business units with custom developed applications and ensure all website based applications are reliable, secure and available.</p>	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee
<p>Geographical Information Systems Provide geospatial services to the residents of the capital region and a standardized cadastre fabric. Manage corporate geographic data, ensuring the data integrity of systems.</p>	All CRD Departments, CRHC, RMTS, CRD member municipalities and electoral areas	Internal Recovery and Requisition	Finance Committee
<p>Data Analytics Systems (New) Provide other CRD departments and divisions with expertise to design and build analytic models to support the business needs.</p>	All CRD Departments, CRHC, RMTS	Internal Recovery	Finance Committee

1.2 Organization Chart

Information Technology & GIS



1.3 Key Trends, Issues & Risks – Service Specific

Trends & Issues:

Security: Continued increased focus on security as threats become more sophisticated, combined with increased mobility access it will be increasingly more important for applications to assume a higher profile role in securing data. Security aware applications will need new ways to offer protection as firewalls by themselves will no longer offer enough security. This will continue to increase the acquisition and operating costs of applications and software tools.

Data Mobility And Analytics: As mobile devices continue to proliferate there is an increased emphasis on serving the needs of the mobile user. This will continue to raise significant systems challenges for IT as more user endpoint devices are deployed and an increased need for data access from the field. Analytics may also become more common place as the volume of data generated by systems increases and vast pools of structured and unstructured data inside and outside the enterprise require analyzing. Not only will this trend change our need for access to data but will also influence our hiring practices as the organization will require staff skilled in data analysis.

Increased use of and rapid changes in technology: As a part of providing effective and responsive services, the division is increasingly spending time analyzing existing business processes and reviewing new technologies. With the increased use of technology across all facets of CRD service delivery, there are increased resource demands on the division; e.g. Surveillance Systems

Difficulty in hiring: With the increasing housing cost of living and high occupancy rates, it is becoming very challenging to attract new talent, especially when the salary grid is misaligned with technical skills in the marketplace making CRD less and less competitive with other companies.

Risks:

The **Corporate Information System (SAP)** requires significant work in order to effectively meet evolving Corporate and Departmental needs. Many of the modules no longer meet the daily operating needs and, in some cases, no longer align with business processes. Program maintenance consumes the majority of available resources and results in delays or inability to deliver on new SAP initiatives or custom report development needs.

As indicated above, the continued increase in demand for IT-related services from across the organization also presents a risk. While a number of critical IT-related projects are proposed over the next few years which directly support Department Service Delivery (ex: Recreation Management System for 3 centres and Regional Parks) these projects can also limit the division’s ability to participate in or respond to emerging IT Systems work.

Cyber Security: Even though we continue to implement new security mechanisms, cyber criminals continue to evolve on a very rapid pace while organizations struggle to keep up. CRD needs to expand efforts in this area by having dedicated and focused resources to ensure security, integrity and availability of our systems.

Cloud based solutions and privacy risk: IT vendors continue to prioritize their Cloud Based vs On Premises solutions and some new technologies will only be available on the cloud. While these solutions may bring productivity gains, they significantly increase networking work as well as increase privacy and security risks. This demands more effort on our IT department to work closely with vendors understanding in detail cloud solutions prior to recommending them to the organization.

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

Climate Change

- Evaluate and implement solutions that can help the CRD reduce its carbon footprint

Corporate Development

- Evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery.

Education, Outreach & Information

- Demonstrate transparency and increase visibility through the provision of accessible, relevant, time and usable data and information

1.5 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	2016	2017	2018	2019
Corporate Information System (SAP)	Current resource levels are inadequate to maintain integrity of the system. New initiatives have been delayed or postponed.	Increased resourcing to facilitate implementation of Enterprise Asset Management, as well as enhancements	Review & Assess	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	2016	2017	2018	2019
		and support for Maintenance Management, Corporate/HR Organizational Structure, Workflow, Payroll, Budgeting, General Ledger, Grants Management, Real Estate and SAP Mobility into the organization.			
Website Development & Support	Ensure the enterprise content management system is implemented and website based applications are reliable, secure and available.	No change	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess
Security, Data Communication, Networking and Electronic Messaging	<p>Ensure the security of existing computing environment.</p> <p>Manage data communications and delivery of electronic mail to all locations.</p> <p>Provide networking services to all 24 CRD locations as well as 450 landline and cellular phone services.</p>	No change	Review and assess	Additional staff required to meet operational requirements for both networking and security. Driven by ongoing increased security needs and need to manage an increasing larger and more complex network, including; SCADA - networks & security, Telecommuting access and security,	Review & Assess
Departmental Support: Systems Analysis and Business Requirement Definition	Provide business analysis services to CRD Departments as they look to modernize, renovate and/or replace old aging systems.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	2016	2017	2018	2019
Helpdesk Customer Support	Provide customer support to 650 computers, 150 servers, and 135 print devices	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Application Development, Application Support and Database Management	Support Line of Business applications and provide custom application development services and support as required. Manage corporate and departmental databases ensuring data integrity, availability and security.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Spatial Data Management and Addressing (GIS)	Provide geographic and property information to all CRD services and applications.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Document & Records Management Systems	Manage corporate documents and records, ensuring the security and integrity of all files.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Radio & Geospatial Services	Provide 3 radio repeater sites and services and analysis to all CRD departments. Provide geospatial services to enable surveying across the CRD.	No change	Review and assess	Adjust to meet service delivery needs, as required.	Review & Assess
Business Warehouse / Data Analytics Services	Provide business analysis, design, build, implement and maintain data models for creating reports, dashboards, performance indicators and own SAP budgeting. Install, manage and support Business Warehouse systems including monitoring performance and data extracts & loads.	Not Present	Not Present	New service which requires additional staff to meet the growing data needs of the organization in the areas of data analytics, reporting, dashboarding and performance metrics. Creating,	new

Service Level Adjustments in Role/Scope					
Service	Base year 2015	2016	2017	2018	2019
				building and maintaining a Business/Data Warehouse requires business analysis and data architecture skills.	

1.6 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	2016	2017	2018	2019
Corporate Information System (SAP)	4	5	5	5	5
System Architect Report Development	0.5	0.5	0.5	0.5	0.5
Project Management	0.3	0.3	0.3	0.3	0.3
Website Development	1.1	1.2	1.2	1.2	1.2
Security/networking/phones/email	2.9	2.9	2.9	4.9	4.9
Systems and Business Analysis	1.6	1.6	1.6	1.6	1.6
Application Development	2.3	2.3	2.3	2.3	2.3
Helpdesk User Support	4.2	4.2	4.2	4.2	4.2
Line of Business Application Support	3	3	3	3	3
Spatial Data and Addressing	3	3	3	3	3
Document and Records Management	1.1	1	1	1	1
Radio and Geospatial Systems	1	1	1	1	1
Business Warehouse/Data Analytics					1
Total	25	26 *	26	28**	29***

* 1.0 FTE to be added to support the management and upgrading of the Corporate Information System (SAP).

** 1.0 FTE to be added to focus on security, 1.0 FTE to be added to support Networks team,

*** 1.0 FTE to be added for Business Warehouse, Business intelligence, reporting and Analytics support

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Renovate CRHC Social Housing Property Management System	<p>Improve and streamline Housing business processes associated with property management and the maintenance of all buildings and units. Streamline procurement process, integrating vendor and contract management.</p> <p>Improve communications related to property management and purchasing between caretakers, property managers and administrative staff.</p>	Housing	All purchase and development costs are reflected in the Housing Department budget.
Replacement of Recreation Management	The existing version of our Recreation Management System (CLASS) reaches End-of-Life December 2017, after which either	Changing Demographics, Recreation Parks & Culture	All purchase and development costs are reflected in each

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
System for all 3 Recreation Centres	<p>an upgrade to the most recent release of the incumbent vendor's software or a replacement system will be required.</p> <p>Class functionality includes; in person and online program registrations, facility/room bookings, membership sales and drop-in cash handling. It also allows staff to plan, implement and deliver programs and communicates relevant information to staff in various departments.</p> <p>Both staff and customers expect the program to be simple and intuitive as well as offer mobile access to program registration and services.</p>		Recreation Centre's departmental budget.
Regional Parks - Implement an on-line reservation and booking system using a module of the Recreation Management System.	<p>All processes associated with booking Park's facilities are manual. Parks staff are seeking efficiencies through automating these processes and at the same implement appropriate financial controls. Required functionality includes; in person and online program registrations, facility reservations and cash handling.</p> <p>Recreation software provides the needed functionality to meet Park's needs.</p>	Changing Demographics, Recreation Parks & Culture	All purchase and development costs are reflected in the Regional Parks departmental budget.
Enterprise Asset Management	Assist in the development of a technology framework to support corporate asset management including implementation of asset management plans.	Regional Infrastructure	Grants, core budget
Renovate/replace Grant Management Application	<p>Current application is 8 years old and needs renovating and/or replacement. The existing Commercial Off The Shelf system has reached End-of-Life and no longer meets the financial reporting requirements.</p> <p>This directly impacts the resourcing required to support our Corporate Information System (SAP)</p>	Corporate Development	All purchase and development costs are reflected in the Financial Services budget.
Upgrade and enhance SAP	The current General Ledger was designed and implemented 16 years ago and no longer meets the	Corporate Development	All purchase and development costs are reflected in the

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Financial General Ledger (GL)	<p>business needs of the user departments and the Financial Services Department. The increased volume of staff turnover has highlighted the need to address this issue which will provide opportunities to modernize financial reporting and more closely align with departmental expectations and needs.</p> <p>This directly impacts on the resourcing required to support our Corporate Information System (SAP)</p>		Financial Services budget.
Development of a corporate Encumbrance repository system	<p>Development of a system to inventory all encumbered properties and make that inventory available to all areas of the organization, for improved decision making. The application will have a geographical component to ensure departments can easily visualize the properties the encumbrances actually impact.</p>	Corporate Development	All purchase and development costs are reflected in the Real Estate Services budget.
Upgrade and enhance SAP Budgeting Module	<p>Current budgeting application is 17 years old and no longer meets the budgeting, modeling and reporting needs of the organization. Also changes to the existing budget module are required to allow for improved integration with the new proposed Enterprise Asset Management project/application.</p> <p>This directly impacts resourcing required to support the Corporate Information System (SAP).</p>	Corporate Development	All purchase and development costs are reflected in the Financial Services budget.
Improvements to Existing Financial Reporting to meet the needs of departments	<p>Core financial reporting has remained unchanged for 16 years; the user community is requesting improvements to better meet their operational needs.</p> <p>This directly impacts resourcing required to support the Corporate Information System (SAP).</p>	Corporate Development	All purchase and development costs are reflected in the Financial Services budget.
Expansion of Integrated Water Services Surveillance System to the McDonald Gate	<p>Expansion of the IWS Security Monitoring system to include the McDonald Gate in an effort to reduce illegal entry and vandalism as well as provide a mechanism to identify and proceed with prosecuting these individuals.</p>	Corporate Development	All purchase and development costs are reflected in the Integrated Water Services budget.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Environmental Services (ES) Information System	Develop a new Information System for ES to track and analyze all laboratory and monitoring data. Ensure data quality and integrity through quality control and data validation as well as analytical analysis and reporting.	Corporate Development	All development costs are reflected in the Environmental Services budget.
Environmental Services (ES) eAudit Application	Design and develop an electronic data capture and auditing system for the ES Cross Connection Program. Improving program data integrity and staff efficiencies.	Corporate Development	All development costs are reflected in the Environmental Services budget.
Implementation of a new Enterprise Emergency Notification System	Provide the public with the ability to subscribe to a hosted service which would notify them of an emergency event. Notification could be via phone, text, email, etc.	Corporate Development	All development costs are reflected in the Protective Services budget.
Upgrade the Integrated Water Services Voice Radio System	In 2018, the IWS voice radio system will be 13 years old - it was last upgraded in early 2005.	Corporate Development	All purchase and development costs are reflected in the Integrated Water Services budget.
Create a CRD Board Information Portal	Legislative Services has requested the creation of a CRD Board Information Portal where board related material can be stored and related to upcoming agenda items	Corporate Development	All purchase and development costs are reflected in the Legislative Services budget.
Provide a new System to help Integrated Water manage Water & Sewer applications and associated DCC Tracking	Using our Tempest Property Management system develop a process to assist with tracking water & sewer + DCC application, relating these requests directly to the property	Corporate Development	All purchase and development costs are reflected in the Integrated Water Services budget.
Redesign SAP Utility Billing module to provide consumption comparisons, usage graphs and electronic billing	Integrated Water Services in response to customer requests has requested changes to the SAP Utility Billing module to provide the ability to calculate consumption data, add graphs to all utility bills and electronic billing functionality.	Corporate Development	All purchase and development costs are reflected in the Integrated Water Services budget.
Upgrade corporate Property Management System – Tempest	The existing release of the Tempest software reaches End Of Life in December of 2017. To ensure continued operational and technical support the software must be upgraded to the most current release.	Corporate Development	All purchase and development costs are reflected in the Planning and Protective Services budget.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
CAWTP – Setup & Configure Vancouver and Victoria offices	CAWTP requested to setup both offices to restart the project	Corporate Development / Climate Change	All purchase and installation costs are reflected in the CAWTP budget.
Creation of Commons meeting and training room	Implement audio/video equipment in Fisgard office retail space	Education, Outreach & Information	all purchase and installation costs are reflected in the Corporate Communications and HR budget
CAWTP – SAP to Prolog System Integration	CAWTP has requested to integrate PROLOP with SAP Corporate systems	Corporate Development	All purchase and development costs are reflected in the CAWTP budget.
CAWTP – Implement Primavera Project Management System	CAWTP has requested to implement the project management tool Primavera	Corporate Development	All purchase and implementation costs are reflected in the CAWTP budget.
System re-development for Regional Source Control (CRIMS RSCP)	Regional Source Control has requested to re-develop old application originally built in 2006 and include new more modern capabilities to meeting current business processes	Corporate Development	all purchase and development costs are reflected in the Regional Source Control budget
Saltspring Island Office move	SSI office has requested for implement IT infrastructure, acquire new and move existing IT equipment to the new office while keeping the old office still functional	Corporate Development	all purchase and installations costs are reflected in the SSI Admin budget
Implement Business Warehouse/Data Analytics Solution	Finance Department has requested the implementation of a solution to better extract and analyze information from Corporate SAP systems	Corporate Development	Purchase and installation costs are reflected in Capital Plan
Electronic Records Management	Legislative Services has requested the implementation of an electronic records management solution to improve the management and searchability of CRD records.	Corporate Development / Climate Change	250K
Upgrade to SharePoint 2016	SharePoint 2016 was released mid-2016 and CRD systems were last upgraded in 2015.	Corporate Development	all purchase and development costs are reflected in the IT&GIS budget
Integrated Human Resources Onboarding Process	HR has requested to integrate SAP HR / Payroll with the IT systems to assist in identifying corporate assets assigned to staff	Corporate Development	all purchase and development costs are reflected in the HR budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	and to streamline and integrate the onboarding of new employees.		
Provide GIS Services to Member Municipalities	The City of Colwood has requested that the CRD provide GIS services to them. This includes data editing and webmapping.	Corporate Development	Costs will be billed directly to municipality
Develop enhancements to the CRD Board Information Portal (Portal 2.0)	Continued modification and enhancements to the Board Portal created in 2016-2017	Corporate Development	All purchase and development costs are reflected in the Legislative Services budget.
Implement enhancements to Intranet (CRD Central)	Executive Services and Corporate Communications requested the redevelopment of the Corporate Intranet (CRD Central) to meet Internal Communication needs based on feedback collected from CRD staff to improve communications.	Education, Outreach & Information	all purchase and development costs are reflected in the Executive Services budget
Implement solutions for management of privileged credentials (CyberArk)	CyberArk reduces the risk of cyber-attacks by providing secure management of privileged accounts as well as enabling master audit and supporting IT Security compliance	Corporate Development	all purchase and development costs are reflected in the IT&GIS budget
Create a Contract Management Register	Legislative services requested a repository with workflow capabilities to collaborate, track and store CRD cooperate contracts.	Corporate Development	all purchase and development costs are reflected in the Legislative Services budget
Review Telecommuting Requirements	With a renewed corporate interest to provide employees with more flexibility, IT will review and propose a telecommuting strategy which can solve that technological need	Corporate Development / Climate Change	5K for requirements and recommendations. Actual implementation costs will depend on selected solution.
Review Video Conferencing Requirements	Video conferencing from both designated meeting rooms and corporate desktops permits cost and environmental savings to the organization. Expanded use of video conferencing will allow better use of meeting resources and time.	Corporate Development	all purchase and development costs are reflected in the Executive Services
Implement Digital Asset Management Solution	Executive Services and Corporate Communications requested a solution to manage and control the	Corporate Development / Education, Outreach & Information	100K Implementation /

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	use and distribution of media files across the organization.		
Provide all auxiliary and part time staff with access to our newly designed corporate Intranet	In support of the new Corporate Organizational Deveopmnet Plan provide secure access for all staff, including auxiliary and aprt time staff with full use access to our Corporate Intranet	Corporate Development	All purchases, development and maintenance costs are reflected in the Human Resources and Legislative Services budgets.
Grants Submission Application	Currently the Arts and Finance divisions are responsible for receiving, evaluation and awarding different types of grants. They have approached the IT department to implement a web solution to automate this paper-based process	Corporate Development	70K Development / 9K Yearly cost for maintenance.
SCADA Network Design and Integration to Corporate Network	The current SCADA system operates on an independent network and security platform. This project will combine the networking and security services of the SCADA network into a single seamless corporate system. Providing for the automated patching of server operating systems, the automated delivery of anti-virus and anti-spam updates, more secure and managed remote access system and offering the security protection of the corporate firewall	Integrated Water Services	All purchases, development and maintenance costs are reflected in the Integrated Water Services budgets.

4 Goals & Performance Indicators

Indicator Name	2017 Planned	2017 Projected	2018 Planned
Financial Cost of IT as a % of Operating Budget (industry average is 4.1%) Security cost as a % of IT Budget (industry average is 4% - 6.9%)	2.2 % 4.5 %	2.1 % 2.7%	2.2 % 4.5 %
Systems Availability Corporate Website Availability Is the probability that a system is not failed or undergoing a repair when it needs to be used.	99 % 99 %	99.2 % 98.5 %	99 % 99 %
Systems Reliability Failure rate of networking hardware Failure rate of user devices Backup/restore success rate The probability that a device will perform its intended function during a defined period of time under stated conditions.	< 2.0 % < 1.5 % 99 %	2.5 % 2.5 % 95 %	< 2.0 % < 1.5 % 99 %
Systems Security SPAM to valid email ratio Time to apply critical operating system patches Email Gateway Virus Detection # of security related incidents % of downtime due to security incidents The process of implementing measures and designing systems to securely protect and safeguard information, both business and personal data, thereby preserving the value, confidentiality, integrity, intended use and its ability to perform their permitted business functions.	9:1 < 24 hours < 1 % < 10 < .05 %	9:1 18 hours .002% 2 0%	9:1 < 24 hours < 1.0 % < 10 <.05 %
Customer Satisfaction Survey results are compiled from a random sampling of staff requests for IT services.	90 %	91.5 %	90 %

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Service Plan for Executive Office, Legislative & Corporate Services, Board and Elections

2016-2019
(2018)



Capital Regional District

Date revised: November 30, 2016



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1 Overview

1.1 Division & Service Summary

The Executive Office and Legislative & Corporate Services divisions provide professional senior-level leadership, advice, support and service to the Board, the organization and staff.

Executive Office (EO)

The Chief Administrative Officer (CAO) oversees all administrative operations and staff and ensures CRD Board policies are implemented, oversees the operations and functions of the CRD, and aligns the organization to achieve strategic priorities set by the Board.

The Executive Office provides guidance and advice to the Board on regional issues and services, and fosters relationships with representatives of the region's municipalities, First Nations, and provincial and federal governments. The Executive Office also provides leadership and support to the Executive Leadership Team and staff and clarifies/communicates Board direction for the organization. The Executive Office also guides corporate-wide initiatives and corporate standards.

Legislative & Corporate Services (LCS)

The Legislative and Information Services division is the office responsible for corporate administration and manages and provides specialized support in the following four key areas:

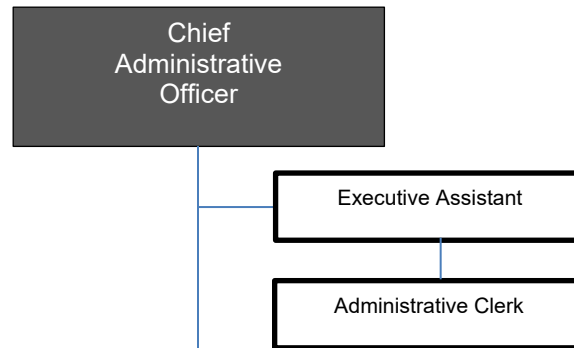
1. **Board Administration:** specialized administrative support to the Board, standing and select committees including the provision of procedural advice, scheduling of meetings and preparation of agendas and minutes; maintains and provides access to official corporate records including minutes, reports and bylaws; administers elections and assent voting opportunities (referendum and alternative approval process).
2. **Information Services (Records Management and Freedom of Information (FIPPA):** primary point of contact for the public in accessing the required services and resources; manage the records management function for the organization; provide access to records through the *Freedom of Information and Protection of Privacy Act*; develop and implement corporate policies and standards and manage information flow into and out of the organization.
3. **Bylaw and Contract Administration:** develops, reviews and provides advice and guidance on a variety of bylaws, contracts and agreements for the organization.
4. **Corporate Administration:** provides support and direction on corporate policies, systems, projects and initiatives and promotes integration of service delivery to align with and achieve Board and corporate priorities. Provides specialized advice to staff on matters of legislative compliance.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Liaison and Relationship Building (EO)	All municipalities, electoral areas, First Nations, provincial and federal government	Requisition	

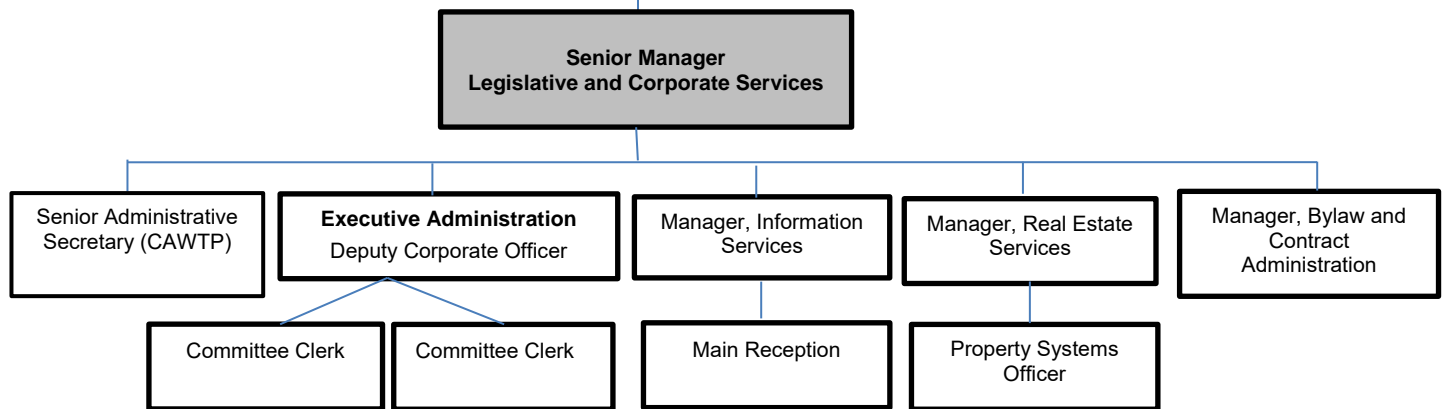
Core Area Wastewater Treatment Project (EO) – Senior Government Agreements and Municipal and First Nations Engagement	Core area municipalities, First Nations, provincial and federal government	Requisition	Core Area Liquid Wastewater Treatment Project Board
Executive Leadership, Direction and Support (EO)	All CRD staff	Requisition	Executive Leadership Team (ELT), all Board standing committees and commissions
Governance (EO & LCS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, Governance Committee
Board Administration (EO & LCS)	All municipalities, electoral areas & First Nations	Requisition	CRD Board, all standing committees and commissions
Elections/Assent Voting (LCS)	All municipalities and electoral areas	Requisition	CRD Board, Electoral Area Services Committee and commissions
Information Services (LCS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board and Governance Committee
Bylaw and Contract Administration (LCS)	All CRD staff, member municipalities, electoral areas, First Nations, provincial and federal governments and the public	Requisition	CRD Board, Governance and Finance Committees
Corporate Administration	All CRD staff	Requisition	CRD Board, ELT

1.2 Organization Chart

Executive Services (CAO) Division



Legislative and Corporate Services Division



1.3 Key Trends, Issues & Risks – Service Specific

- changes in provincial and federal governments and First Nations Councils; pending treaty settlements;
- anticipated changes in provincial policy and Local Government Audits informing ongoing organizational policy review
- changes to the CAWT Project: administration and implementation of the Project has been delegated to the newly created CAWT Project Board (a Board Commission).
- workplace retirements and changes
- inclusion of First Nations in governance structure
- changes in Board membership, Chair and committee structure
- legislative & regulatory changes; 2018 election to be held in October
- potential Salt Spring Island Incorporation
- increased expectation to receive more information, faster
- regulatory changes and requirements could have potential impact on service provision
- increased public scrutiny
- supporting the Board in defining the CRD role in governance conversations
- continued evolution of legislative and information services to enable effective engagement
- CRD projects and capital programs shifting from development phase to implementation
- increased delegated authority to CRD officers and staff
- increased provision of legislative and technical support throughout the organization
- implementation of the CRD Organizational Development Plan

1.4 Link to Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

GOVERNANCE

- work with the Governance Committee to review the existing committee structure, design a Board self-evaluation process and complete the work of the Special Task Force on First Nations Engagement
- deliver annual Board orientations and participate in government and partner programs
- enable regular, proactive dialogue on regional and sub-regional issues

FIRST NATIONS

- collaborate with the First Nations task force to design and deliver Board training and education
- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Liaison & Relationship Building	<ul style="list-style-type: none"> • Attend 6 CAO meetings annually • Tour of councils, special workshops and orientations • maintain contact with provincial and federal officials at the deputy level • meet with First Nations leaders and senior staff 	<ul style="list-style-type: none"> • Schedule 1-2 Forum of Councils annually 	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Core Area Wastewater Treatment Project	<ul style="list-style-type: none"> • CALWM procurement paused • Extra demands on CAO, GMs, and Exec. Services to assume direct leadership over planning of Core Area Wastewater Treatment Program • Senior Government Agreements • Liaison with Municipalities and First Nations 	<ul style="list-style-type: none"> • When Program resumes, CAO and CALWMC Chair to liaise with Wastewater Commission on a monthly basis or as required • Re-establishment of Wastewater Commission 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Executive Leadership, Direction & Support	<ul style="list-style-type: none"> • Bi-weekly meetings with ELT and semi-annual meetings with CRD managers • Monthly 1 on 1 meetings with direct reports 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Governance	<ul style="list-style-type: none"> • Regular review of governance structure, e.g. committee structure, to ensure efficiency in decision-making • Provide regular Board education, eg. orientation sessions and bus tours • Coordinate governance discussions with member municipalities and electoral areas 	Additional working groups to deal with advocacy issues identified by the Board	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Board Administration	<ul style="list-style-type: none"> • Regular on-going support to Board, standing and select committees – agendas prep and distribution, minutes and follow-up • Regular on-going procedural support and guidance to regional, sub-regional and local service area commissions • Addition of Eastside Wastewater Treatment and Resource Recovery Select Committees 	Additional meetings re Core Area Wastewater Treatment Program – i.e. bi-weekly meetings, select committees	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

	<ul style="list-style-type: none"> Regular review of processes to ensure efficiencies including electronic agendas and web streaming 				
Elections/ Assent Voting	<ul style="list-style-type: none"> Administer assent voting (referendum, alternative approval process) as required and including mail ballots 	No change	No change	Administer General Local Elections in October	No change
Information Services	<ul style="list-style-type: none"> Regular ongoing assistance to departments regarding records classification program (RCS) Training sessions scheduled as required regarding records management Mandatory training for all CRD staff re FIPPA Manage flow of information in and out of the organization 	Review and Assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Bylaw & Contract Administration	<ul style="list-style-type: none"> Assist and provide guidance with drafting and review of bylaws, contracts and agreements Engage legal counsel as required Ensure appropriate approvals are required for bylaws and contracts Train, develop policies, templates as required Retention and management of existing contracts and agreements for organization 	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Corporate Administration				<ul style="list-style-type: none"> Provide ongoing assistance, support and direction to departments on corporate policies, systems, 	<ul style="list-style-type: none"> Adjust to meet service delivery needs as required

				projects and initiatives • Provide ongoing support and technical direction to departments regarding legislative requirements , compliance and service authority	
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2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Executive Office	2	2	2	3*	3
Legislative & Corporate Services	7	8	8	8	8
Total	9	10	10	11	11

*Transfer of Administrative position, FTE from Environmental Services to Executive Office

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2017			
Records Management	Assess storage capacity for corporate semi-active and inactive records (archives)	Corporate Development	Within core budget
Records Management Ongoing	Work cross-departmentally to achieve solutions to storage issues identified in review implement	Corporate Development	Within core budget
Contract Administration	Develop contracts database	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Contract Administration	Re-establish Contracts Committee to consider common contractual issues	Corporate Development	Within core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Contract Administration	Develop vendor performance database to track contractor performance and assist with future evaluation	Corporate Development	Within core budget – additional auxiliary assistance required for data entry (see 2.2(2))
Bylaw Management System Upgrade Ongoing	Upgrade existing bylaw management system and make it accessible to all CRD staff. Includes a service page component	Corporate Development	Upgrade completed, ongoing implementation and review within core budget
Salt Spring Island Incorporation	Incorporation Referendum – Fall 2017 (tbc)	Corporate Development	Provincial Grant
	Mayor and Council Election – following referendum (fall 2018)	Corporate Development	Provincial Grant
Governance	Ongoing support will be provided to the Governance Committee and the CRD Board to address service review discussions and the provincial study on service integration in the region.	Governance	Within core budget
Regional and Sub-Regional Dialogues Ongoing	Enable regular, proactive dialogue sessions between the general public, municipalities, electoral areas, First Nations and the CRD	Governance Public Engagement & Communications	Within core budget
Self governance and equality of electoral areas	Review mandate and structure of existing CRD committees and commissions to merge and streamline where possible and clarify role.	Governance	Within core budget
Decision-making and regular Board education	Work with Governance Committee to review existing committee structure and terms of reference to make recommendations to the Board Chair	Governance	Within core budget
	Deliver annual Board Standing and Select Committee orientation sessions bringing forward priorities that span election cycles and provide key information and current status of major decisions and/or initiatives	Governance	Within core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	Develop and implement electronic Reference Library for Board members	Governance	IT costs - tbd
	Quarterly meetings of Board standing committee chairs to discuss Board performance and staff support	Governance	Within core budget
	Schedule regular theme-based bus tours throughout the year	Governance	Reserves Bus tours - \$5000 (\$2500 x 2)
Two way engagement	<ul style="list-style-type: none"> Investigate implementation of e-comment module in Electronic Agenda system Investigate and implement citizen engagement module Investigate and implement portal for elected officials and public 	Governance Public Engagement & Communications	Reserves Software costs – approximately \$50,000
Changing Demographics	Work with Governance Committee to determine referral function to facilitate conversation with municipal recreation centres for common definition of “seniors”	Governance	Committee Clerk transfer to FTE & reallocation of resources (Item 2.2(1))
First Nations Ongoing	Implement compensation of First Nations Chiefs and Councillors in the same manner and amount as local government Mayors and Councillors when attending CRD Forums of Councils.	First Nations	Within core budget
First Nations Hunting Protocol Ongoing	Assist in preparation of an MOU between First Nations and the CRD to enable a hunting protocol in CRD lands in recognition of the Douglas Treaty	First Nations	Within core budget
First Nations Partnering Agreements Ongoing	Assist in development of partnering agreements with First Nations regarding economic development activities	First Nations	Within core budget
2017/18			
Electronic Document Management	Implement electronic document management system to better manage corporate records	Corporate Development	IT allocation and software costs - tbd

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Open Government/Web Development	Develop and implement an Open Government Portal to increase transparency and accountability	Governance Public Engagement & Communications	IT allocation and software costs - tbd
Legal Services Review	Review external legal services and resources used by the CRD	Corporate Development	Within core budget
Review Delegation Processes	Review and amend oversight policies to support delegated authorities and monitor effectiveness	Corporate Development	Within core budget
Corporate Policy Review	<ul style="list-style-type: none"> Review corporate policies to streamline, ensure relevancy and consolidate where necessary Update the corporate policy on policy development Provide tools and support to enable the creation of effective policy 	Corporate Development	Within core budget
Board Orientation	Develop Board orientation sessions for new and returning Board members (post-election) and include a bus tour(s)	Governance	Within core budget Bus tours - \$2500 each
2019			
Continued implementation of above initiatives			

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Maintain effective relationships with other levels of governments	<ul style="list-style-type: none"> Target a minimum of one in-person meeting with each of the 8 First Nations and at least one Provincial Ministry annually 75% of elected officials from municipalities and electoral areas participate in each Forum of Councils or specialty workshops CAO attends at least 5 of the scheduled Regional and/or Provincial CAO meetings annually
	Provide high quality administrative support	<ul style="list-style-type: none"> Implement electronic records management system by 2019 Post Committee and Board meeting agendas by Friday at noon 95% of the time. Percentage of Board and committee meetings available by web streaming* Response time to Freedom of Information requests* (target within 30 days 90% of the time)

	Provide specialized support for Board and legislative matters	<ul style="list-style-type: none"> • Director orientation program completed within 3 months of election. • Annual review of Board committee structure completed* (target completion by October/November) • Deliver FOI training sessions for 95% of staff within 9 months of employment start • Review time for contracts (target within 1 week 90% of the time) • Circulate Board correspondence via Portal 2 times per week, 95% of the time
	Communicate Board direction and corporate standards and initiatives to the organization	<ul style="list-style-type: none"> • Two meetings held annually with CRD managers with 90% participation rate or higher • Quarterly CAO report to the Board, 100% of the time

* = Corporate Indicator – multiple divisions contribute to this measure

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Service Plan for Real Estate Services

2018-2019
(2018)



Capital Regional District

Date submitted: September 30, 2017



Making a difference...together

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1 Overview

1.1 Division & Service Summary

General overview of the Real Estate Division

There are two primary services within the division: Property and Real Estate Services.

Property Services

1. Maintains property information (hard copy and electronic) for:
 - i. CRD land interest, (fee simple, leases, licenses, right of ways, easements, covenant's, etc.).
 - ii. 3rd party interests on CRD properties.
2. Coordinates referrals from outside agencies to ensure that the CRD is well informed of processes that are happening within their jurisdiction, or that may affect their land interests.
3. Performs property research on behalf of CRD staff.

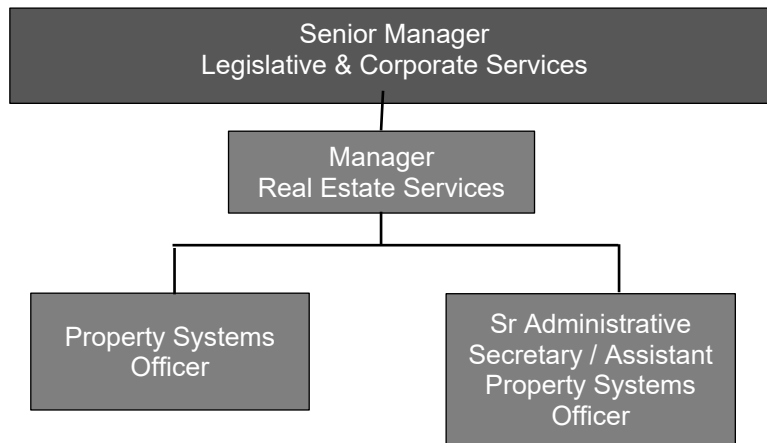
Real Estate Services

Real Estate Services strategically manages, disposal, appraisal, acquisition and disposal of real property interests, including evaluation of the portfolio, commercial leases, subdivisions, proformas, valuations, conveyancing, registering Notices on Titles and Covenants, land title research and similar support on behalf of the District's departments, the Board, Committees and Commissions (the "clients").

Service overview and descriptions

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Property Administration Services Provides administration systems and services for all CRD real property interests. Coordinate all referrals.	All Municipalities, Electoral Areas and First Nations on a demand basis	Cost Recovery and Requisition	Communicates with Commissions Reports to Committees and Board
Real Estate Develop strategies, and negotiate on behalf of CRD for matters involving real property interests. Provide conveyancing services and strategic and operational guidance to CRD staff regarding land and real estate interests and opportunities.	All Municipalities, Electoral Areas and First Nations on a demand basis	Cost Recovery and Requisition	Communicates with Commissions Reports to Committees and Board

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

The majority of the work for the Core Area WWTP in relation to Real Estate is completed, however the Real Estate Division continues to provide daily support.

There is increased activity in the local real estate market has increased demand for real estate agreements in 2017, and staff are accommodating the increase

Land acquisition by several CRD departments is continuing at a steady rate and there is an increase in CRD space being leased to third parties.

Referrals from 3rd party agencies have doubled in 2017 and staff are accommodating the increase.

1.4 Link to Board Strategic Priorities

The Division will provide support to all departments across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

Integrated Waste Management:

- Investigate region-wide solutions to liquid and solid waste.

Biodiversity and Ecosystem Health:

- Strategically acquire protected areas which contribute to climate mitigation and adaptation goals.

Active and Multi-Modal Transportation:

- Design and manage regional trails as transportation corridors for users now and in the future.

Agricultural Land and Food Security:

- Develop a regional land banking solution

First Nations:

- Investigate ways to best support first nations economic development in co-operation with local governments.

Housing:

- Leverage equity in all CRD assets to develop creative solutions to providing new housing.

1.5 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015		Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Property Administration	<ul style="list-style-type: none"> • Maintain property information (hard copy and electronic) for CRD land interests and encumbrances owned and on CRD Properties • Coordinate response to referrals and encumbrance requests received from 3rd parties • Registrations of Notices on Title • Cancellation of Notices on Titles • Registrations of Development Permits on Title • SRWs negotiated and executed • Covenants negotiated and executed • Agreements witnessed as Commissioner of Oaths • Appraisals tendered and received per year 		Forecast increased demand associated with Core Area WWTP land tenures	Adjust to meet service delivery needs, as required.	Review and Assess
Real Estate	<p>Negotiate on behalf of CRD for matters involving land</p> <ul style="list-style-type: none"> • Facilitate conveyancing services • Provide guidance to CRD staff re: land interests and opportunities • Negotiating agreements • Evaluating and reporting on Real Estate files for CRD Depts. • Write Staff Reports • Apply for or renegotiate Provincial Tenures 		Forecast increased demand associated with Core Area WWTP land tenure agreements	<p>Adjust to meet service delivery needs, as required.</p> <p>Forecast increased demand associated with Capital Regional Housing's Initiatives</p>	Review and Assess

	<ul style="list-style-type: none"> Assist in Regional Parks Land Acquisitions Assist in CAWTP Land Acquisitions and Tenure Agreements Manage Lease and Licenses for 126,000ft2 warehouse Acquire Legal Advice on Real Estate files 				
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1.6 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Manager	1	1	1	1	1
Property Officer	1	1	1	1	1
Sr. Administrative Secretary	1	1	1	1	1
Total	3	3	3	3	3

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Continue Move to Digital File Storage Completed in 2017	Transfer of existing and archived hard-files into SharePoint	Corporate Development	Core budget
Encumbrance Project Phase 2 Completed in 2017	Include all encumbrances on CRD land in Intramap with a link to the digital document. Intramap will then identify: <ul style="list-style-type: none"> Encumbrances granted on CRD Land, and Encumbrances held on others land by the CRD 	Corporate Development	Core budget
Departmental support for achieving Board Strategic Priorities To be completed by 2019	Provide guidance to CRD staff regarding Real Estate's relation to the priority, land interests and opportunities	Integrated Waste Management Biodiversity and Ecosystem Health	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
		Active and Multi-Modal Transportation Agricultural Land and Food Security First Nations Housing	
Referrals Weekly Task	Coordinating the Corporate response to referrals received from External Agencies	Corporate Development	Not funded / Core budget

4 Goals & Performance Indicators

Indicator Name	2017 Planned	2017 Projected	2018 Planned
Number of CRD Services supported by Real Estate Division	59	59	59
Number of SRW's and Covenants transactoins completed in 2017	30	45	35
Number of Property Negotiations completed or in progress	50	70	60
Referrals	100	190	150

Contact

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Service Plan for Regional Housing

2016-2019
(2018)



Capital Regional District

Date submitted: October 2015
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1 Overview

1.1 Division & Service Summary

Regional Housing includes two service streams: *Housing Policy and Programs (HPP)* and the *Capital Region Housing Corporation (CRHC)*.

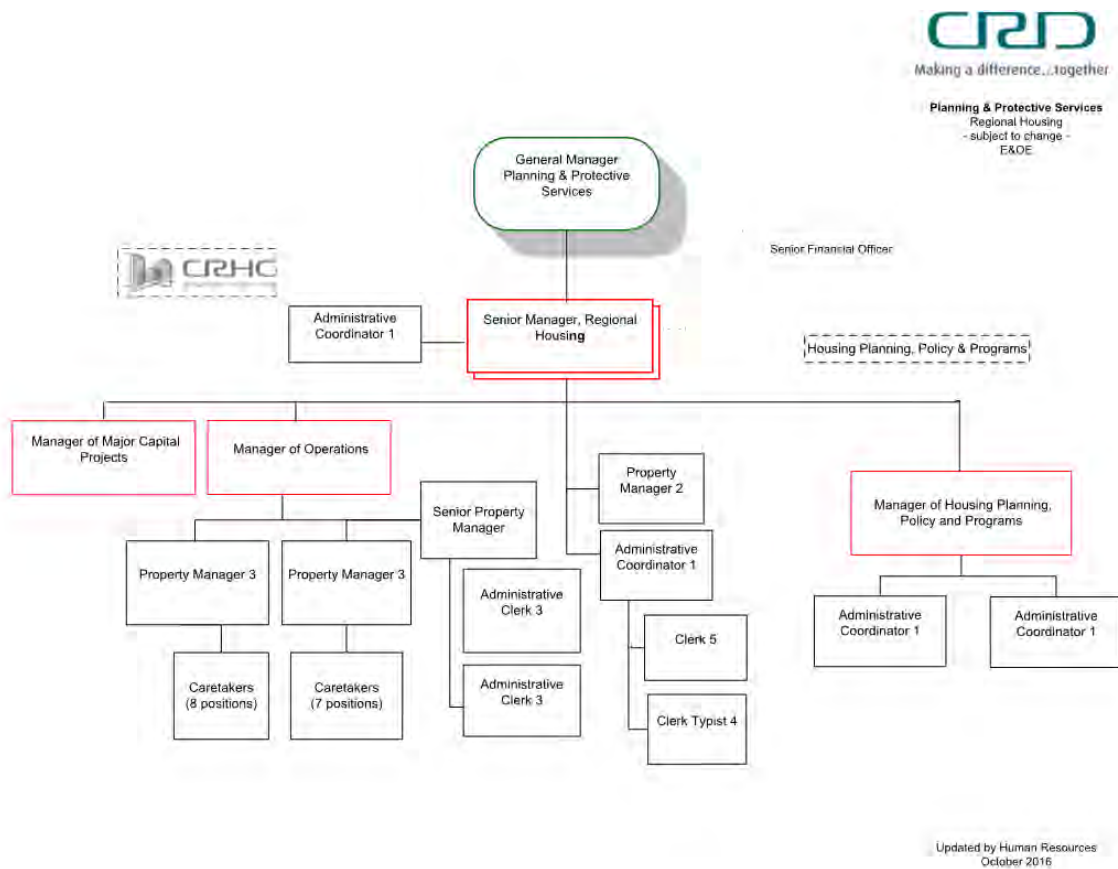
- Housing Policy and Programs (HPP) (previously Housing Secretariat) facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS).
- The Capital Region Housing Corporation develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Housing Policy and Programs</p> <ul style="list-style-type: none"> • Is responsible for the RHAS as identified by the Regional Growth Strategy; • Administers the Regional Housing First Program (RHFP). The CRD in partnership with BCHMC and Island Health will invest \$60 million to create new affordable housing aimed with an emphasis on meeting the needs of those experiencing chronic homelessness. • Administers the Regional Housing Trust Fund (RHTF), which has 11 municipalities and two electoral areas participating in raising funds to assist in the development of new affordable housing units; • Administers the Homelessness Partnering Strategy funding program on behalf of the Federal Services Canada; and • Provides community development activities on affordable housing policy, planning and development to municipalities, electoral areas and with the community and housing agencies, private development industry and other funders. • Provides oversight for the Greater Victoria Coalition to End Homelessness. 	<p>All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing and Management Commission (BCHMC) and Canada Mortgage and Housing Corporation (CMHC), Employment and Social Development Canada</p>	<p>Requisitions, Employment and Social Development Canada grant, BCHMC, CMHC</p>	<p>CRD Board PTPSC Housing Trust Fund Commission School District #64, Salt Spring Island Housing Council and BCHMC</p>

<p>Capital Region Housing Corporation:</p> <ul style="list-style-type: none"> • Manages 45 townhouse and apartment communities/1286 units of affordable housing (including service delivery and redevelopment planning); • Responsible for the asset management of the 45 properties; • Responsible for financial management of the portfolio; • Provides property management support for 127 units on behalf of non-profit organizations; and • Works with other non-profits and sector organizations to promote social and affordable housing in the capital region. • Develops Housing 	<p>All municipalities, electoral areas, First Nations, non-profit housing and service providers, community, BCHMC and CMHC</p>	<p>Subsidies through Operating Agreements – Senior levels of government (BCHMC, CMHC) Tenant Rent Revenue Grants</p>	<p>CRD Board PTPSC Capital Region Housing Corporation Board of Directors</p>
--	--	--	--

1.2 Organization Chart

* 15 caretaker positions equal 13.77 FTE.



1.3 Key Trends, Issues & Risks – Service Specific

Housing Planning and Programs

- **Community Development:** Increased number and scope of community development projects
 - Increase in requests for Housing Agreement Administration from municipalities may impact service levels
 - Expectations for municipal engagement/communications/outreach are increasing and evolving
- **Homelessness Partnership Strategy (HPS)** is focused on the delivery of Housing First programs.
 - Increased funding envelope for 2017/18 and 2018/19;
 - Diversified knowledge requirements and increased complexity in administrative processes;
 - Announcement in 2017 for continued funding of HPS for 2019-2028;
 - Government of Canada is currently undertaking an evaluation of this program; and
 - The CRD will need to apply to the Government of Canada to continue in its role as administrator of the program.
- **Regional Housing First Program (RHFP) and Regional Housing Trust Fund (RHTF)**
 - In 2016, the CRD Board directed staff to phase out the Regional Housing Trust Fund (RHTF) and replace it with the Regional Housing First Program (RHFP) from 2016-2021 for the development of supportive and affordable housing.
 - The RHFP will administer \$30M of CRD/CRHD equity funding by way of MFA debt borrowings.
 - Due to the standard two year capital development cycle RHTF will be suspended in 2019 and the related \$1M requisition capacity transferred to RHFP.
- **Social purpose real estate investment trust**

Advance an examination of options to support the establishment of a program or structure capable of investing in affordable housing, preserving projects at moderately affordable rates while also providing a modest return to investors, including an examination of establishing a social purpose real estate investment trust
- **Regional Housing Affordability Strategy (RHAS) Update:**

Completion of RHAS update in 2018 may impact service priorities in 2019.

Greater Victoria Coalition to End Homelessness

Increased involvement in project administration and oversight associated with Coalition regarding *Coordinated Assessment and Access for Housing and Supports* and *Homelessness Management Information System*.

Capital Region Housing Corporation (CRHC)

- **CRHC Board Strategic Plan 2016-2019 approved in December 2015**

Priority #1: Management: Maintaining existing rent geared to income levels, tenant engagement, well-maintained portfolio and renewal of current housing stock.
- Umbrella Operating Agreement 2015-2019 has flat subsidy for 5 years, need to balance increased operating costs through increased revenue or program efficiencies Umbrella Operating Agreement (2015-2019) will need to be renegotiated in 2019.
- 14 Expiring Operating Agreements from 2018-2021, develop strategy to address operational changes required.
- Increased operational (utilities, property taxes, staff contracts) and capital costs (aging infrastructure) may impact capacity to maintain current rent geared to income levels into the future.
- Aging infrastructure is requiring increased asset management resources. Limited Provincial or Federal commitment of grants for remediation of aging infrastructure.
- Tenant Engagement Strategy: The CRHC Board of Directors directed staff to undertake a Tenant Engagement Pilot Project from April 2017 to March 2018. Outcomes may impact service requirements.
- Increased demand in Housing First programs may require CRHC to consider expanding mandate and/or developing new partnerships.

Priority #2: Development: Redevelopment of existing housing and increased development with a continued focus on those in core housing need.

- Development of “Westview”, a 73 unit development for families, seniors, persons with disabilities and workforce housing, on Carey Rd. in Saanich. Currently in design/development phase.
- Development of 161 Drake Rd, an 80 unit development on Salt Spring Island, currently in predevelopment stage.
- Redevelopment of Michigan Square, currently in predevelopment phase.

1.4 Link to Priorities

HOUSING

- establish an overarching Housing body, complete the Long Term Financial & Asset Management Plan and the Regional Housing Affordability Strategy Update
- encourage participation in the Regional Housing Trust Fund and determine options for leveraging equity in CRD assets to develop new housing

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Housing Policy and Programs	Regional Housing Affordability Strategy	Review and Assess	RHAS update	Adjust to meet service delivery needs, as required	Review & Assess
	Maintain Regional Housing Databook	Review & Assess	Update as part of RHAS update	Review and Assess	Update
	Regional Housing First Strategy	Developed Program Administer program	Administer program	Administer Program	Administer Program
	Regional Housing Trust Fund (RHTF)	Administer RHTF	Adjust to meet funding priorities	Adjust to meet funding priorities	Phase out of RHTF
	Greater Victoria Coalition to End Homelessness	Act as liaison on behalf of CRD	Act as liaison on behalf of CRD	Act as liaison on behalf of CRD	Act as liaison on behalf of CRD
	Homelessness Partnering Strategy Funding Program	No change	Adjust to meet increased funding	Adjust to meet increased funding.	Contract ends March 31, 2019

				Renegotiate program funding	
	Administration of Housing Agreements	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess	Adjust to meet service delivery needs, as required
Capital Region Housing Corporation	Operational management of 1286 units of social housing / 45 properties	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Asset management of 1286 units of social housing / 45 properties	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Additional 73 units for total of 1359
	Property Management Services for 127 units on behalf of non-profits	Review & Assess	Adjust to meet service delivery needs, as required	Review Assess	Adjust to meet service delivery needs, as required
	Umbrella Operating Agreement with BC Housing Management Commission (BCHMC)	No change	No change	No change	Renegotiation

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Senior Manager, Regional Housing	1.0	1.0	1.0	1.0	1.0
Housing Policy and Programs	2.0	3.0*	3.0	3.0	2.0
Capital Region Housing Corporation	24.77	25.77**	25.77	26.77***	27.77****
Total	27.77	29.77	29.77	30.77	30.77

*Board approved for increased administrative needs for RHFP and HPS (2016-2019).

** Board approved for increased needs of development priority.

***CRHC Tenant engagement Pilot Project results could impact workforce. New FTE funded by CRHC internal building property management fees. Will not impact CRD budget.

****CRHC commissioning of Westview, a 73 unit development will have impact on workforce. New FTE funded by CRHC internal building property management fees. Will not impact CRD budget.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
2016			

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
Regional Housing Affordability Strategy Development of strategy to be completed in 2018	Develop and implement RHAS based on 2015 update	Housing	Core budget Grants
Regional Housing Trust Fund (RHTF) On hold as of 2020	Review and revise existing policies and procedures focusing on criteria for private and non-profit applicants, evaluation and ongoing monitoring Increase participation and contribution to RHTF through outreach to municipalities, electoral areas and First Nations	Housing	Core budget
Regional Housing First Program To be completed in 2021	Increase housing opportunities for individuals experiencing homelessness Ensure prioritization be given to youth and Indigenous programming solutions. Applied to Affordable Rental Housing Innovation Fund for additional \$30 million from Federal Government.	Housing	Redirection of RHTF funding to LBH
Saanich Peninsula Needs Assessment To be completed in 2016	Provide project coordination for the Affordable Housing Needs Assessment for the Saanich Peninsula	Housing	Core budget Grants
Develop sustainability strategy for expiring operating agreements To be completed in 2019	The majority (36/43) Federal and Provincial operating agreements will be expiring between 2019-2031	Housing	Core budget Operating agreements coincide with the amortization period of the mortgage.
Development Strategy To be completed in 2022	Development of 161 Drake Road, Salt Spring Island Development of 3816 Carey Rd. Redevelopment of Michigan Square Redevelopment of Caledonia	Housing Regional Infrastructure	Core budget Reserve Grants Will require financing
IT Business Needs Assessment Phase 2 – Implementation To be completed in 2017 Phase 2 to begin in 2019	In 2015, CRHC and CRD IT executed an IT Business Needs Assessment	Housing	Supplemental request
Field Services Review To be completed in 2017	Review of CRHC field property management services to determine areas for improvement	Housing	Core budget
Implement CRHC Smoke-free policy	Implement smoke-free policy in 21 new communities; execute review of remaining 17 communities	Public Engagement & Communications	Core budget

Title & Estimated Completion Date	Description	Strategic Priority Reference (if applicable)	Budget Implications
To be completed in 2017			
Explore Social Financing To be completed in 2016	Explore the possibilities of Social Finance as an adjunct to future growth strategies of the CRHC including but not limited to Social Finance, Values Based Investing	Housing	Funding from Administration Stabilization review if not available through core budget
2017			
Greater Victoria Coalition to End Homelessness	Review and Assess	Housing	Core budget
Tenant Engagement Pilot Project To be completed in 2018	Develop a Tenant Engagement Strategy	Public Engagement & Communications Housing	Supplemental Budget
Southern Gulf Islands Needs Assessment To be completed in 2018	Provide project coordination for the Affordable Housing Needs Assessment	Housing	Gas Tax Funding
2018			
Homelessness Partnering Strategy To be completed in 2019 Application to be submitted for renewal of contract in 2018	Administers the Homelessness Partnering Strategy funding program on behalf of the Federal Services Canada, which expires on March 31, 2019. Funding commitment was announced in 2017 for 10 year extension of program beyond 2019. CRD Regional Housing will need to submit an application to maintain Community Entity Status	Housing	Grant
Property Development	Leverage equity in all CRD assets (CRD, CRHC, CRHD) to develop creative solutions to providing new housing	Housing	Increase
Consolidated Operating Agreement	Renegotiation with BCHMC of Consolidated operating Agreement that expires in 2019	Housing	Core budget
Development of five year capital plan 2020-2024	Develop detailed five year capital plan	Regional Infrastructure	Replacement Reserves Alternative Financing
Examination of options of establishing a social purpose or REIT Complete in 2018	Advance an examination of options to support the establishment of a program or structure capable of investing in affordable housing, preserving projects at moderately affordable rates while also providing a modest return to investors, including an examination of establishing a social purpose real estate investment trust		Increase

4 Goals & Performance Indicators

	Service Goals	Indicators or Measures
	Increase access to affordable housing	<ul style="list-style-type: none"> • % increase in size and/or participation in the Regional Housing Trust Fund* • Number and type of affordable housing units in region* (compared to previous years) • Maximum number of days that a unit is vacant is no more than 30 days per month
	Ensure responsible asset management	<ul style="list-style-type: none"> • Capital Projects completed on time and on budget* • Sustainable asset funding plans in place*
	Increase opportunities for tenant and community engagement	<ul style="list-style-type: none"> • Participation rates of residents in two-way dialogue and engagement opportunities* • Minimum number of working groups or committees hosted or attended is at least 40 annual

* = Corporate Indicator – multiple divisions may contribute to this measure.

Contact

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Service Plan for Health and Capital Planning Strategies Division

2016-2019
(2018)



Capital Regional District

Date submitted: September 08, 2017
Date updated: September 08, 2017



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1 Overview

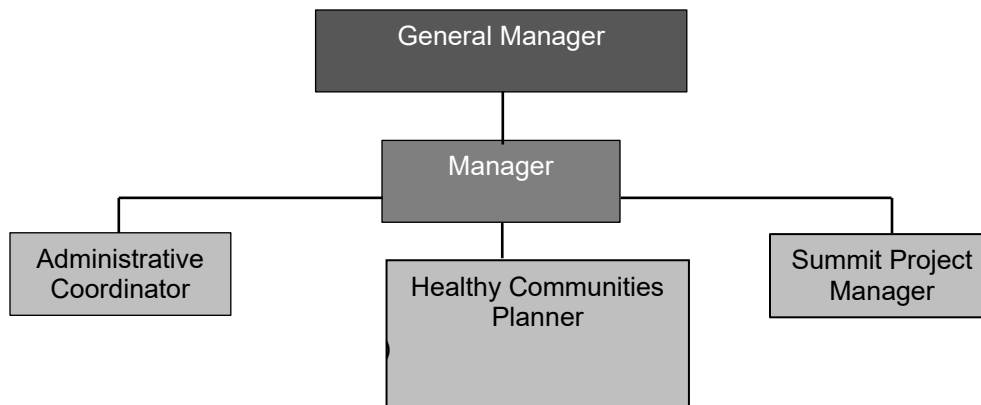
1.1 Division & Service Summary

The Division works with the Vancouver Island Health Authority (Island Health) and other community partners to expand, improve and maintain healthcare facilities in the capital region. Facilities and expenditures are categorized into five key areas: major capital projects (greater than \$2 million), minor capital projects (\$100,000 to \$2 million), healthcare equipment, non-traditional projects, and land holdings.

The Division has two primary areas of responsibility: the Capital Regional Hospital District (CRHD) and Community Health.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Capital Regional Hospital District (CRHD)</p> <p>The Division is the operational division of the CRHD, which provides the local taxpayer’s share of capital funding to expand, improve and maintain health care facilities in the Capital Region. The CRHD is enabled by the <i>Hospital District Act</i> and is incorporated under <i>Letters Patent</i> issued in 1967. VIHA is responsible for the delivery of health care in the Region.</p>	<p>All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing, Island health, school districts, and other community planning and funding partners and numerous community foundations.</p>	<p>CRHD requisitions.</p> <p>Capital project budgets.</p>	<p>The CRHD functions on behalf of the CRHD Board of Directors. The Division reports to the CRHD Board of Directors through the Hospital and Housing Committee which makes recommendations to the CRHD Board.</p>
<p>Community Health</p> <p>Includes responsibility for public health bylaws, addressing homelessness by funding the Greater Victoria Coalition to End Homelessness, and healthy communities planning.</p>	<p>All municipalities, electoral areas, First Nations, non-profit housing providers, private housing providers, community, BC Housing, Island Health, school districts, and other community planning and funding partners such as the United Way and numerous community foundations.</p>	<p>CRD requisitions.</p>	<p>The Division reports to the CRD Board of Directors through the Planning & Protective Services Committee, which makes recommendations to the CRD Board.</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment. Island Health saw the number of older adults waiting for placement in residential care increase by 22% between the Winter (Jan) of 2016 and the subsequent Fall (Sept). Continued partnership with Island health is needed to identify gaps and solutions.

The Division needs to be able to respond to emerging opportunities such as strategic land acquisition for future health-related facilities in order to meet future demands across the region. The board has identified the need to explore designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.

Support the CRDs Regional Housing First Program including exploring potential mixed use designated health facilities.

Market pressures such as increased construction activity has resulted in competition for trades that could impact the cost and schedule of construction projects.

Grant funding from Island health for the healthy communities planner to advance the CHWB plan will expire at the end of December 2017.

Research and policy development is increasingly relied upon to support healthcare infrastructure investments and community wellbeing initiatives. The CRD is well positioned to lead and facilitate the measurement and tracking of progress towards desired health and wellbeing outcomes through initiatives such as the Regional Outcomes Monitoring (ROM) Collaborative.

Island Health is seeking a partnership with CRD to support a regional community health coordinator.

1.4 Link to Priorities

HOUSING

- Encourage participation in the Regional Housing Trust Fund and determine options for collaboration and multi-use sites in partnership with CRHC.

HEALTH & WELLBEING

- Engage in community consultation to determine support for the Community Health & Wellbeing Plan prior to completion and adoption.

REGIONAL INFRASTRUCTURE

- Ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements.
- Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure.

CHANGING DEMOGRAPHICS

- Develop tools, acquire land for development and support designated health facilities for older adults.

PUBLIC ENGAGEMENT & COMMUNICATIONS

- Develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement.

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
CRHD	<ul style="list-style-type: none"> • Acute care facilities planning • Deliver capital projects • Strategic property acquisition and planning of property development • Research, analyze and coordinate with VIHA in preparation of the CRHD's Ten Year Capital Plan and individual project capital funding requests • Monitor expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRD funds are spent according to approved project scope, schedule and budget • Analyze the implications of provincial and VIHA policy on the district, inform the Board and Committee of the likely implications of provincial and Health Authority policy and provide 	Ongoing	Planning and implementation of capital projects are ongoing. The ten year capital plan is updated annually. Capital and equipment is processed as it is received and new policies and process have been implemented to improve efficiencies.	Adjust to meet service delivery needs, as required	Review and assess

	<p>direction and advocate for the Region's interests</p> <ul style="list-style-type: none"> • Participate in and provide oversight of health capital project implementation • Develop CRHD short- and long-term capital policies and strategies • Monitor the broader health system and commission health care facility research 				
Community Health	<p>Public Health:</p> <ul style="list-style-type: none"> • Enact and enforce public health bylaws. • Contract with the Medical Health office of Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws, e.g., Clean Air (non-smoking), Tanning, Tattoo, and Vehicle Idling Control. • Provide oversight of public health bylaws enforcement. <p>Community Health:</p> <ul style="list-style-type: none"> • Healthy communities planning 	<p>Public Health: Ongoing</p> <p>Community Health: Data and analytics, including coordination of ROM Collaborative and initial development of Community Map (Connecting Older Adults Map).</p> <p>Capacity-building and public engagement through consulting, coordination, liaison, hosting of workshops, and provision of tools and resources as needed.</p>	<p>Public Health: Service agreement with Island health renewed for another year. Bylaws were monitored and updated as needed in consultation with Island Health.</p> <p>Community Health: Data and analytics, including coordination of ROM Collaborative and regular maintenance of and updates to Community Map.</p> <p>Capacity-building and public engagement through consulting, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed.</p>	<p>Public Health: Ongoing</p> <p>Community Health: Data and analytics, including coordination of ROM Collaborative and regular maintenance of and updates to Community Map.</p> <p>Capacity-building and public engagement through consulting, coordination of a Regional Community Health Network, liaison, forums and workshops, and provision of tools and resources as needed.</p>	Review and assess

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
CRHD	3 *	3 *	3 *	3 *	3 *
Community Health	0	0	1	1 **	1**
Total	3	3	4	4	3

* Additional term FTE will be required to support the Division's mandate for Project Management of capital projects emerging from innovative capital project development and business solutions. The FTE will be funded by the capital project. An amendment to the budget will be brought forward once the Board approves the capital project.

** The term (Planner) position previously funded through grants from Island Health will expire at the end of December 2017. A term position is required to continue to support the implementation of the Community Health and Wellbeing Plan and support a Regional Community Health network coordinator.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2017			
Summit at Quadra Village To be completed fall 2019	Complete the tender of major construction packages and oversee the schedule and budget of construction of this residential and dementia care facility.	Health & Wellbeing Regional Infrastructure Changing Demographics	Core budget
Property Development Partnerships	Seek partnership opportunities to acquire and develop vacant CRHD-controlled assets. Conduct a feasibility study to determine the best location for a future designated health facility.	Housing Health & Wellbeing	Core budget
Asset Management	Sell 3810 Carey Rd. for market value. Facilitate discussion around the development of 950 Kings Rd. and Oak Bay lodge.	Housing Regional Infrastructure Health & Wellbeing	Core budget
Asset Management Policy Development	Develop policies related to use of CRHD assets.	Housing Regional Infrastructure	Core budget
Community Health	Consult with community around the CHW Plan and build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of a Regional Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing	Core budget
2018			
Property Acquisition	Develop business cases to acquire strategic properties for future residential and dementia care.	Housing Health & Wellbeing Changing Demographics	Core budget
Asset Management	Manage existing land holdings. Determine best strategic use of 950 Kings rd. and Oak Bay lodge. Facilitate discussion and partnership around the development of Quadra village.	Housing Health & Wellbeing	Core budget
Property Development Partnerships	Work with Island Health to support capital projects.	Housing Regional Infrastructure Health & Wellbeing	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
		Changing Demographics	
Strategic Asset (Property) Management Planning	Leverage equity in all CRHD assets.	Housing Regional Infrastructure Health & Wellbeing	Core budget
Hospital and Housing Committee	Provide support to the Hospital and Housing Committee	Housing Regional Infrastructure	Core budget
Community Health	Build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of a Regional Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing	Core budget
2019			
Property Development	Initiate partnerships to achieve strategic priority outcomes while reducing costs to taxpayers.	Housing Health & Wellbeing	Core budget
Community Health	Build regional capacity to improve wellbeing through data and analytics (ROM Collaborative), coordination of a Regional Community Health Network, student engagement, regional forums, workshops, tools and resources. Regularly engage with Island Health to ensure public health bylaws remain relevant and responsive to regional public health risks.	Health & Wellbeing	Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Expand, improve and maintain healthcare facilities.	<ul style="list-style-type: none"> • Manage capital projects on time and on budget and land holdings to meet anticipated health infrastructure needs for the region.
Research, analyze and coordinate with Island Health in preparation for the CRHD's Ten Year Capital Plan and individual project capital funding requests.	<ul style="list-style-type: none"> • Update the ten year capital plan annually.
Monitor expenditures and administration of payments to VIHA and other partners, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRD funds are spent according to approved project scope, schedule and budget.	<ul style="list-style-type: none"> • Ensure CRD funds for minor capital and equipment are utilized within project scope, on time, and on budget.
Improved public health through public health bylaws development, implementation and enforcement.	<ul style="list-style-type: none"> • Respond to all bylaw enquiries and make referrals to Island Health for enforcement within 7 days. • Engage Island Health twice annually to ensure existing bylaws continue to address public health risks. •
Greater regional coordination of wellbeing initiatives; provision of valid, reliable, local data, and; capacity-building through forums, workshops and planning tools.	<ul style="list-style-type: none"> • Indicators and data collected through the ROM Collaborative are shared with community partners, including municipalities. • Community Map is accessed regularly (unique page views) and updates are made annually to ensure information is accurate and relevant.

Contact

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Service Plan for Peninsula Recreation

2016-2019
(2018)



Capital Regional District

Date submitted: *August 2017*



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1 Overview

1.1 Division & Service Summary

The mandate of Peninsula Recreation is to foster individual and community well-being in the communities of the Saanich Peninsula, including the residents of the District of Central Saanich, the District of North Saanich and the Town of Sidney. Peninsula Recreation administers service delivery through the Panorama Recreation Centre, which has two arenas, an indoor swimming pool and indoor leisure pool (both using a salt purification system) with the tallest waterslide in the region (which is wheelchair accessible), four indoor tennis courts, two outdoor tennis courts, weight room and fitness studio, squash and racquetball courts, and three small multi-purpose rooms.

Peninsula Recreation also operates a satellite location, Greenglade Community Centre, which was formerly a local elementary school. The amenities include a gymnasium, a number of activity rooms for program use, pottery studio, weight and fitness room, mind and body studio, dance studio, teen lounge, and sports fields. The Centre has become a valuable asset for the delivery of recreation programs and services.

Peninsula Recreation delivers a variety of programs through several joint-use agreements and partnerships with local organizations, including School District No. 63, North Saanich Middle School and Central Saanich Cultural Centre.

Furthermore, regional and corporate initiatives and partnerships provide a number of programs and services that allow sharing of resources and provide opportunities for additional programs and services.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
To operate two ice arenas and an aquatics complex and provide recreation and community use services for the three municipalities on the Saanich Peninsula	Sidney, Central Saanich and North Saanich	Requisition, grants, sponsorships, donations, non-tax revenue	Peninsula Recreation Commission

1.2 Organization Chart

General Manager
Parks & Environmental
Services

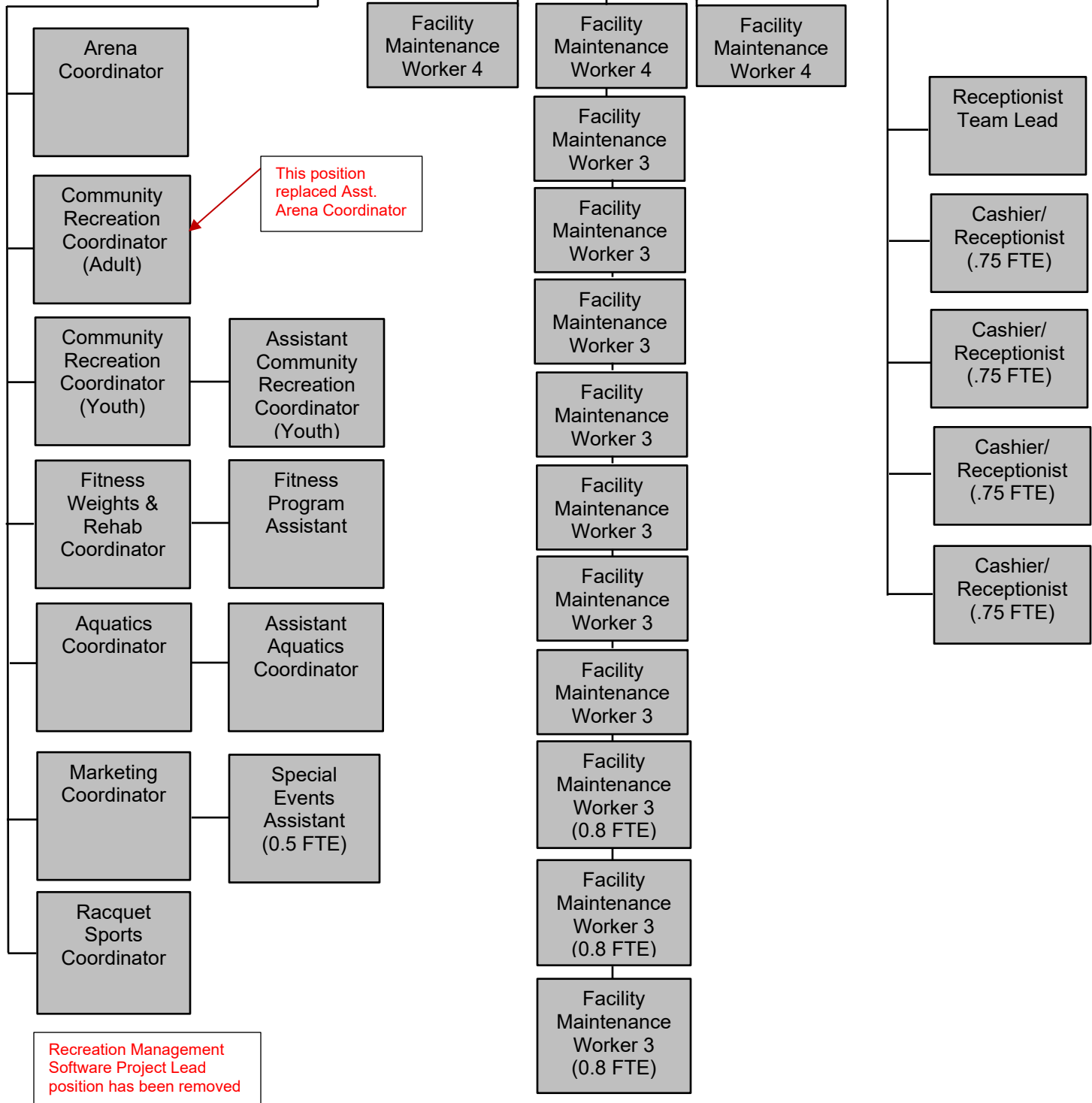
Senior Manager
Panorama Recreation

Administrative
Secretary

Manager
Program Services

Manager
Facilities &
Operations

Manager
Administrative
Services



This position
replaced Asst.
Arena Coordinator

Recreation Management
Software Project Lead
position has been removed

1.3 Key Trends, Issues & Risks – Service Specific

The Peninsula has an aging population and serves four First Nations. This creates some unique needs for programs, services and facilities, including accessibility.

An increase in sedentary lifestyles and risk factors for disease, such as obesity, has become prevalent in children and youth due to increased screen time during their free time instead of active recreation and unstructured play. Physical literacy in recreation programs and services can address sedentary behaviours.

Aging infrastructure requires increased maintenance for existing facilities.

There is an increasing demand for programs and services that support a connection with nature and green spaces, particularly for children and youth.

Facilities are at capacity with existing delivery of programs. In order to expand programs and services, partnerships will need to be developed and explored.

There is an increasing demand for skill-based art programs and services to promote holistic health in individuals and communities.

1.4 Link to Priorities

RECREATION, ARTS & CULTURE

- support increased access to community arts and recreation through programming and strategic investments

CHANGING DEMOGRAPHICS

- complete the Community Health & Well-Being Plan and facilitate conversation with recreation centres to develop a common definition of “seniors”

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Aquatics	<p>Provide lane swimming a minimum of 114.5 hours per week for a total of 5,894 hours per year</p> <p>Provide public swimming 114.5 hours per week for a total of 5,894 hours per year</p> <p>Offer five new programs per year</p> <p>60% of registered programs are successful</p> <p>Deliver 20 weekly drop-in aquatic fitness classes each year</p> <p>Average attendance of 21 drop-in fitness classes</p> <p>141,627 visits to the pool each year</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 3% to 63%</p> <p>Increase average attendance by 1% to 22</p> <p>Increase by 0.5% to 142,335</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 2% to 65%</p> <p>Increase by 0.5% to 143,047</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 2% to 67%</p> <p>Increase average attendance by 1% to 23</p> <p>Increase by 0.5% to 143,762</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 68%</p> <p>Increase by 0.5% to 144,481</p>
Arena	<p>Operational hours of ice per day: 18.5 hours per rink for a total of 8,917 hours per year (August through April)</p> <p>Operational hours of dry floor per day: 12 hours per day for a total of 2,976 hours per year (May through July)</p> <p>Offer one new program per year</p> <p>76% of registered programs are successful</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 77%</p>	<p>Decrease of 1,480 hours in Arena B*</p> <p>Decrease of 1,480 hours in Arena B*</p> <p>Increase by 1% to 78%</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 79%</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 80%</p>

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<p>Offer 20 hours of public skating per week for a total of 760 hours per year</p> <p>7,670 visits to the arena each year</p>	<p>Increase by 5% to 8,053</p>	<p>Offer 18 hours of public skating per week for a total of 684 hours per year as well as decrease of 100 hours due to arena project*</p> <p>Decrease by 22% to 6,281*</p> <p>*Arena B – seven month closure March 1 to September 30 to replace flooring and boards. Estimated net revenue loss of \$117,232.</p>	<p>Offer 18 hours of public skating per week for a total of 684 hours per year</p> <p>Increase by 2% over 2016 levels to 8,214</p>	<p>Increase by 2% to 8,380</p>
Fitness, Weights & Rehabilitation	<p>Operational hours of Panorama weight room: 114.5 hours per week for a total of 5,894 hours per year</p> <p>Operational hours of Greenglade weight room: 61.5 hours per week September – June, 46 hours per week July – August for a total of 3,105 hours per year</p> <p>77% of registered programs are successful</p> <p>Offer two new programs each year</p> <p>Deliver 61 drop-in fitness classes each week at Panorama</p> <p>Deliver seven drop-in fitness classes each week at Greenglade</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 78%</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Add 80 hours to be open weekends 9 am – 1 pm (Summer)</p> <p>Increase by 1% to 79%</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 1% to 80%</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Add 416 hours per year: weight room open 8 hours per day all year long</p>

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<p>Average attendance of drop-in fitness classes: 14</p> <p>131,900 visits to the weight room each year</p>		<p>Increase average attendance by 1 to 15</p> <p>Increase by 0.5% to 133,223</p>		<p>Increase average attendance by 1 to 16</p> <p>Increase by 0.5% to 134,558</p>
Community Recreation	<p>Offer a minimum of 14 hours of childminding per week (September – June)</p> <p>Offer 8 new adult programs each year</p> <p>Offer seven new youth programs each year</p> <p>53% of registered adult programs are successful</p> <p>66% of registered youth programs are successful</p> <p>Deliver 30 hours of drop-in sports programs per week (September – June)</p> <p>Average attendance of 20 for drop-in sports sessions</p> <p>Offer a minimum of 44 hours of public access to the pottery studio</p> <p>Offer a minimum of 360 hours of free teen programs at two locations (Sept-June)</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Offer 8 new adult programs each year</p> <p>Increase by 3% to 56%</p> <p>Increase by 1% to 67%</p> <p>Deliver 30 hrs of drop-in sports programs per week (Sept-Jun)</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Offer 8 new adult programs each year</p> <p>Increase by 2% to 58%</p> <p>Increase by 1% to 68%</p> <p>Deliver 30 hrs of drop-in sports programs per week (Sept-Jun)</p> <p>Increase average attendance by 1 to 21</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Offer 8 new adult programs each year</p> <p>Increase by 2% to 60%</p> <p>Increase by 1% to 69%</p> <p>Deliver 30 hrs of drop-in sports programs per week (Sept-Jun)</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Increase by 2% to 62%</p> <p>Increase by 1% to 70%</p> <p>Increase average attendance by 1 to 22</p>
Racquet Sports	<p>Tennis courts open 14.5 hours per day, 346 days a year</p> <p>Offer five new programs each year</p> <p>92% of registered programs are successful</p>	<p>Decrease of 72 operational days**</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Adjust to meet service delivery needs, as required.</p>	<p>Adjust to meet service delivery needs, as required.</p>

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<p>Offer 11 local tournaments each year</p> <p>Offer three provincial/national/international tournaments each year</p>	**Tennis courts – two-month closure June 20 to August 31 to upgrade flooring			
Marketing	<p>Participate in and/or support 36 local community events</p> <p>Plan and deliver five major special events (three Hockeyville events, one New Year's Eve event and one Winter Wonderland event)</p>	<p>Increase participation by 1 to 37</p> <p>Two major special events (New Year's Eve, Winter Wonderland)</p>	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Greenglade	<p>Operational hours of Greenglade 62 hours per week September-June, 46 hours per week July-August for a total of 3,105 hours per year.</p> <p>Investigate the need for additional operating hours based on community use and recreation software capacity. Potential additional 80 hours to be open weekends in the summer and/or 8 hours per day, 7 days per week.</p>	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.
Administration	<p>Offer registration services at reception a minimum of 3,822 hours per year</p> <p>Maintain number of transactions per reception staff at minimum of 34 per hour</p>	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	Maintain and improve internet registration options. Current year registrations online equal 28.4%	Increase to 30%	Increase to 32%	Increase to 34%	Increase to 35%
Maintenance	<p>Provide a clean and safe facility that is maintained by staff 24 hours a day, 7 days a week each year</p> <p>Clean the facility a minimum of once per day</p> <p>Maintain the facility grounds a minimum of 2.5 days per week</p> <p>Provide operational support for major special events</p>	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administration	6.75	6.75	6.75	6.75	6.75
Programming	12.00	12.00	12.00	12.00	12.00
Maintenance	12.60	12.60	12.60	12.60	12.60
Total	31.35	31.35	31.35	31.35	31.35
Supplementary FTEs	0	0	0	0	0
Total	31.35	31.35	31.35	31.35	31.35

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Recreation Software Upgrades Completed in 2017	Replace outdated recreation management system software.	Corporate Development	\$200,000 reserves
Identify Strategies to Increase Programs and Services in Central Saanich To be completed in 2018	Complete an inventory of existing facilities and potential partnerships.	Public Engagement & Communications	Core budget
Develop and Implement Programs and Services for First Nations To be completed by 2019	Build relationships with the four bands on the Peninsula and work with them in developing recreation programs and services; continue to explore opportunities to train First Nation youth in delivering programs	Recreation, Arts & Culture	Core budget
Panorama Community Engagement Plan To be completed in 2017	Enhance community engagement opportunities for input and guidance on programs and services.	Public Engagement & Communications	Core budget
Physical Literacy Awareness Plan Completed in 2016	Develop a plan to increase the awareness of physical literacy and the benefits of recreation, fitness and health by working in partnership with key stakeholders in the community	Public Engagement & Communications Changing Demographics	Core budget
Nature Preschool Program Completed in 2016	Develop and deliver a new program for preschool-aged children to engage them in nature and green space to enhance connection with the environment.	Recreation, Arts & Culture	Core budget
Play in the Park Program Enhancement	Integrate cycling, walking and rolling into annual Play in the Park programming. Include awareness	Recreation, Arts & Culture	Core budget and grant funding

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed by 2017	campaign, incentives, educational programs and expanded opportunities.		
Indoor Tennis Court Upgrades To be completed in 2016	Upgrade indoor tennis asphalt floor.	Regional Infrastructure	\$100,000 reserves
Upgrade the Arena with Kraft Hockeyville Funds To be completed by 2017	Determine priority items for upgrades and commence project work. Multi-media screen for arena, storage space expansion and sea can containers have been identified for the funding.	Regional Infrastructure Public Engagement & Communications	\$100,000 sponsorship funding
2017			
Community Engagement Plan Implementation To be completed by 2019	Continue community engagement activities to increase the number of successful registered programs. Include continued outreach with School District 63, Parent Advisory Committees and other local organizations.	Public Engagement and Communications	Core budget
Physical Literacy Awareness Plan To be completed in 2019	Implement activities identified in the plan to decrease the number of sedentary lifestyles, particularly among youth. Continue to develop and execute a plan to increase the awareness of physical literacy and the benefits of recreation, fitness and health by working in partnership with key stakeholders in the community. Work with regional stakeholders and experts to incorporate components of physical literacy in existing youth program offerings.	Public Engagement & Communications Changing Demographics	Core budget
Arena Floor and Dasher Board System Rehabilitation Project To be completed in 2017	Demolish and replace existing floor and refrigerant piping (which is at risk of failure) and replace of the main arena's dasher boards and glass.	Climate Change	\$2.2 million total - 0,000 grant and \$1.7 million debt financing
Art Programs Delivery	Implement new art and craft programs. Received \$25,000 in grant funding to enhance art opportunities for seniors and linking seniors with youth through March 2017. Collaborate with local	Recreation, Arts & Culture	Core budget and \$25,000 grant funding

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
To be completed in 2019	art organizations to enhance art opportunities on the Peninsula. Gather input from the community regarding art programs and services.		
Food Services Assessment To be completed in 2017	Create a project team to explore the feasibility of establishing food services at Panorama Recreation. Review best practices. Develop a community engagement plan to determine need.	Public Engagement & Communications	Core budget
2018			
Food Services Implementation To be completed in 2019	Implementation of financially viable food services operation based on community input.	Public Engagement & Communications	Core budget
Identify Strategies to Increase Programs and Services in Central Saanich To be completed in 2019	Conduct a community engagement session to gather information and develop an online survey.	Public Engagement & Communications	Core budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Initiate strategic recreational infrastructure investments	<ul style="list-style-type: none"> • % of capital projects completed on time and on budget* •
Increase access to recreation, arts and culture opportunities	<ul style="list-style-type: none"> • # of recreation programs overall offered to the public* (2016 as baseline) • Annual # of programs and/or services designed for First Nations communities, seniors, youth and children offered* (2016 as baseline) • # of new partners or collaborators established to support program design and delivery • # of self-identified First Nations participants engaged in program design and delivery • # art programs offered annually (baseline 2015)
Provide recreational programming that responds to community need	<ul style="list-style-type: none"> • Participation rates of residents in two-way dialogue and engagement opportunities* • Completion of a needs assessment for programs, services and facilities with community members and stakeholders.
Increase opportunities for user-generated feedback on recreational programming and web-based registrations	<ul style="list-style-type: none"> • Implement new Recreation Management Software • Initiate post-course completion survey process for recreation user and program participants once recreation software replacement is in place • Target 5% of program participants and recreation users complete post-course survey • % of participants registered via website compared to in-person registration

* = Corporate indicator – Multiple divisions may contribute to this measure

Contact

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Service Plan for Regional & Strategic Planning

2016-2019

(2018)



Capital Regional District

Date updated: October 12, 2017



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1 Overview

1.1 Division & Service Summary

Regional and Strategic Planning provides information and planning services for municipalities, electoral areas and community agencies, including regional planning and regional growth services.

Transportation initiatives (Section 3) have been planned so as to fall within the mandates of *existing* functions within Regional Information Systems (within Regional and Strategic Planning), as detailed in Section 2.1.

Future introduction of a Transportation Service would require amendment of this Service Plan to transfer transportation functions to the new Service. The components of this Service Plan that would be transferred are indicated in blue text throughout this Service Plan.

Regional Planning

- provides regional, sub-regional and municipal statistics and prepares trend analyses
- develops policy, plans, studies and reports under direction from the CRD Board
- supports preparation and monitoring of Board's Strategic Plans
- oversees development of the regional transportation model and applies model to respond to municipal and electoral area (EA) information requests
- analyzes the impacts of actual and projected changes to the transportation system
- provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to land use planning, transportation, and population related data

All municipalities
All EAs
Tsawout and Songhees

Requisition,
Grants

CRD Board Planning,
Transportation and
Protective Services
Committee (PTPSC)
Transportation Select
Committee

Regional Growth

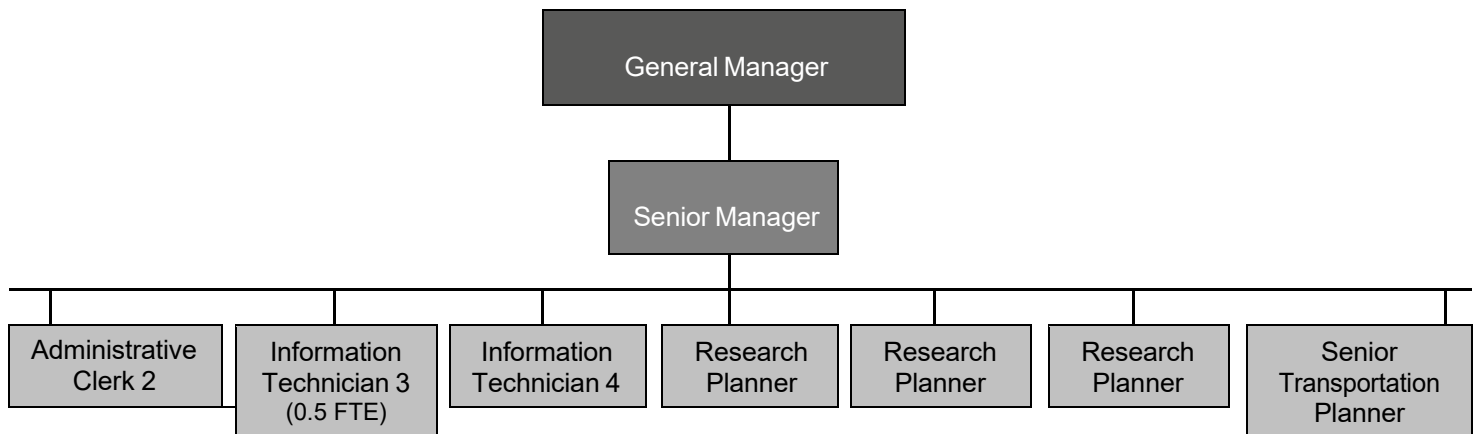
- prepares and updates the Regional Growth Strategy (RGS)
- monitors RGS indicators and progress towards targets
- evaluates development applications for consistency with RGS provisions

All municipalities
Juan de Fuca EA (not
Salt Spring Island or
Southern Gulf Islands
EAs)
Tsawout and Songhees

Requisition,
Grants

CRD Board
PTPSC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

The below-noted trends, issues and risks pertain to both the Regional Planning and Regional Growth services within the Regional and Strategic Planning Division.

- Number and scope and complexity of special projects being given to Regional Planning is increasing, as is demand for regional planning information/knowledge/expertise. Regional disagreement on issues such as regional growth policy is prolonging timelines for project completion. There is increased interest from some municipalities and stakeholders in having the region play a greater role in supporting agriculture. Credibility could be impacted if resources are spread too thin and projects are tackled without necessary resources.
- Focus on implementation is eclipsing focus on planning/policy development (e.g., deer management pilot project, active transportation, agricultural initiatives). Ebbs and flows of divisional projects challenge stakeholder relationship-building efforts – relationships require consistency and ability for the organization to predictably add value. If programs are not delivered in the context of long term stability supported by secure funding, then CRD credibility will be compromised.
- Expectations for engagement/communications/outreach are increasing and evolving. The ability of the CRD to engage stakeholders will be compromised in the absence of stable services.
- The manner in which information is absorbed is changing -- there is greater desire for information to be conveyed visually – so the Division will need to effectively communicate increasingly complex issues using a broader set of platforms, in visually appealing, succinctly conveyed, relevant ways.
- Demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times.
- Availability of grants supporting the projects mandated in delivery is decreasing/becoming more complex. For example, grant sources that once helped implement plans, such as the Regional Transportation Plan, have been broadened to include other focus areas, thus making less available for implementation of Regional Planning initiatives.
- Division is dependent on outside sources (Statistics Canada, etc.) for both quantity and quality of data that is analyzed and distributed. Relevance of work will be compromised if adjustments are not made to approaches to data collection/modelling programs to respond to technological changes and to evolving customer needs for localized data delivered on short timelines. Implementation of 2017 data review recommendations requires funding.

1.4 Link to Priorities

CLIMATE CHANGE

- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

LAND USE PLANNING

- present the amended Regional Growth Strategy to the Board for adoption

ACTIVE & MULTI-MODAL TRANSPORTATION

- manage trails as transportation corridors, establish a Transportation Service, deliver active transportation programming and complete feasibility studies
- establish a working group to identify transportation priorities and participate in government programs

AGRICULTURAL LAND & FOOD SECURITY

- review opportunities for regional agricultural incentives and initiate food security educational programming
- develop new policies to encourage farming and agri-tourism and propose land-banking solutions through the completion of the Food & Agricultural Strategy
- establish a working group to identify agricultural priorities and a task force to identify infrastructure priorities

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement

EDUCATION, OUTREACH & INFORMATION

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Planning	Conduct annual bicycle and vehicle counts and provide public access to data	May be slight reduction in # of traffic counts (given increasing costs and constant budget); Elimination of January bike count (still leaving 3 counts in 2016) to free up resources to allow for a review of the count program	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Apply regional transportation data model to regional and sub-regional projects, on demand	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Contribute data and expertise to support inter-jurisdictional transportation projects and initiatives	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Implement and monitor the Regional Transportation Plan including the Pedestrian and Cycling Master Plan	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Disseminate Statistics Canada data	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Prepare monthly and quarterly construction and development activity reports for building permits and subdivisions	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Fulfill custom information, data and mapping requests, on demand	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Provide monthly, quarterly and annual sub-regional profiles and fact sheets	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Monitor and report on completion of Board Strategic Priorities	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Conduct special studies as directed	Adjust to meet service delivery needs, as required	Broaden scope to provide programming, advocacy, business plan and policy support to agricultural land and food security matters (one year)	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
Provide specialized support, expertise and information to CRD divisions and departments	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required

Regional Growth	Advise on Regional Growth Strategy (RGS) consistency of development applications	Review and assess	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required	Adjust to meet service delivery needs, as required
	Conduct special studies	Adjust to meet service delivery needs, as required	Adjust to meet	Complete RGS	Adjust to
	Implement the Deer Management Pilot Project	Program, as funded by one time supplementary funding completed in 2015 -- not ongoing	N/A	N/A	N/A

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Planning*	5.5	5.5*	5.5	5.5	5.5
Regional Growth	2	2	2	2	2
Total	7.5	7.5	7.5	7.5	7.5

***NOTE – Transportation Service**

On August 12, 2015, the Board directed staff to pursue establishment of a Transportation Service. If a Transportation Service bylaw is approved, it is anticipated that some FTEs from the Regional Planning function would be dedicated to the Transportation Service under a scenario where the scope of services to be offered is the same as it was in 2015. Expansion of services would require additional resources.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
CRD Transportation Service To be completed in 2016	Prepare a service establishment bylaw to create a transportation service. The Board will identify functions for inclusion in the service.	Active & Multi-Modal Transportation	To be determined upon bylaw development
CRD and VRTC Reporting and Communications Framework To be completed in 2016	Implement a series of processes and protocols to increase the CRD role in transit and strengthen the working relationship between the Victoria Regional Transit Commission (VRTC) and the Board.	Active & Multi-Modal Transportation	Core Budget
Local Food Educational Programming Completed in 2016	Deploy programming to promote local food and its benefits by using existing templates from other projects and partnerships with external agencies.	Agricultural Land & Food Security	Core budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Senior government agricultural programs and policies	Support the Board Working Group and other agencies with advocacy efforts by providing input and advice generated from the Food & Agriculture Strategy and the update of the Regional Growth Strategy.	Agricultural Land & Food Security	Core budget
Farming Incentives and Policy Development To be completed in 2016	Complete the Food and Agriculture Strategy which will contain detailed ideas, incentives and policies for the region to move food and agriculture policy ahead and enhance the regional food system.	Agricultural Land & Food Security	Core budget
Regional Transportation Data Collection and Dissemination Review To be completed in 2017	Identify ways that technological, process and methodological approaches can be refined to improve cost efficiencies and data quality while better meeting customer needs. Explore the potential for web-based customer applications.	Active & Multi-Modal Transportation Education, Outreach & Information	Core budget
Active & Safe Routes to School Travel Planning To be completed in 2018	Support school travel planning activities across the capital region in partnership with local governments and school districts. Design and implement a program to support interested participants in identifying and mapping active and safe routes to schools and identifying infrastructure gaps on school grounds and in surrounding neighbourhoods. Support school-led educational programs and funding applications for improvements to the physical environment for increasing use of active transportation.	Active & Multi-Modal Transportation Public Engagement & Communications	Two single supplemental requests of \$125,000 for 2016 and 2017
Active Transportation & Healthy Communities Program To be completed in 2018	Coordinate a two-year, capacity-building program which includes education, training, skills development, material development and research initiatives in partnership with other divisions, public sector agencies and not-for-profit organizations. The program will collect new information and data on motivators and deterrents for active transportation in both rural and urban areas and is designed to motivate and support the increased use of walking, cycling and other forms of active transportation among target populations.	Active & Multi-Modal Transportation Education, Outreach & Information	Program execution supported by \$100,000 grant from Victoria Foundation and \$50,000 grant from the Real Estate Foundation. CRD Traffic Safety Commission has provided contribution of \$50,000 over two years. Above-noted Safe Routes to School Planning work would complement the Active Transportation and Healthy Communities Program.

2017			
Origin/Destination Survey	Complete this survey, completed every five years, which gathers up-to-date, statistically representative data on mode choices across the region to update the regional transportation model.	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves \$400,000
Growth Projections Updates	Update the 2038 population, dwellings and employment projections with new base year information from 2016 census and National Housing Survey data.	Education, Outreach & Information	Reserves \$80,000
2018			
Farming Infrastructure Research Project	Undertake research with assistance of consultants with agricultural business experience to determine viable, sustainable options and solutions for farming infrastructure needs.	Agricultural Land & Food Security	Single supplemental request of \$25,000 (project initiation to be contingent on matching Provincial funding)
Regional Food and Farmland Trust Options Feasibility Study/Business Case	Undertake a feasibility study/business case that assesses potential models for a regional food and farmland trust	Agricultural Land & Food Security	Single supplemental request of \$30,000
Transportation Indicators	Develop transportation indicators and sub-indicators in consultation with local, regional and provincial partners	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves \$5000
Transportation Protocols	Establish protocols to coordinate and share local, regional and provincial transportation data	Active & Multi-Modal Transportation Education, Outreach & Information	Reserves \$3000
Travel Time Surveys	Develop a travel time survey program	Education, Outreach & Information	Reserves \$25,000
Transportation Key Facts	Provide policy-relevant factual information to decision makers/public	Education, Outreach & Information	Reserves \$5000
Goods Movement Data	Identify goods movement data needs and recommend process for collecting needed information	Education, Outreach & Information	Reserves \$10,000
CRD Transportation Service	Advance a service establishment bylaw to create a transportation service as per Board direction.	Active & Multi-Modal Transportation	To be determined upon bylaw adoption.

Support of new Board Strategic Priorities 2019 – 2022 To be completed by 2019	At the outset of each new Board mandate, the Board-prioritizes strategic priorities for the following four years.		Core Budget – funded through Executive Services budget
2019			
Pedestrian & Cycling Master Plan (PCMP) Update To be completed by 2019	Work with municipal partners and community stakeholders to update the PCMP (and/or specific components of the plan).	Active & Multi-Modal Transportation Public Engagement & Communications	Single supplemental request of \$30,000

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Prepare, update and monitor RGS	<ul style="list-style-type: none"> • Adoption of Regional Growth Strategy* • Establishment of Regional Growth Strategy Monitoring Plan* • Qualitative observations on Regional Growth Strategy Implementation*
Develop policy, plans, studies and reports under direction of Board	<ul style="list-style-type: none"> • Establishment of CRD Transportation Service* • # local governments and agencies supported towards advancement of active transportation infrastructure and programming
Provide regional, sub-regional and municipal statistics	<ul style="list-style-type: none"> • # of requests fulfilled per year for building inspection, transportation, demographic and/or development data* • % of standard data requests provided within 4 business days

*Corporate indicator – Multiple divisions may contribute to this measure

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Service Plan for Regional Parks

2016-2019
(2018)



Capital Regional District

Date submitted: ***December 2017***



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1 Overview

1.1 Division & Service Summary

Capital Regional District (CRD) Regional Parks protects and manages approximately 13,000 hectares of natural area in 30 regional parks. In 2016, regional parks recorded approximately 3.55 million visits. The management of regional parks is guided by the Board-approved 2012-2021 Regional Parks Strategic Plan.

The purpose of Regional Parks is twofold: Firstly, to establish and protect a system of regional parks that represent and help maintain the diverse range of natural environments in the capital region and, secondly, to provide opportunities for outdoor experiences and activities that foster appreciation and enjoyment of, and respect for, the region's natural environments.

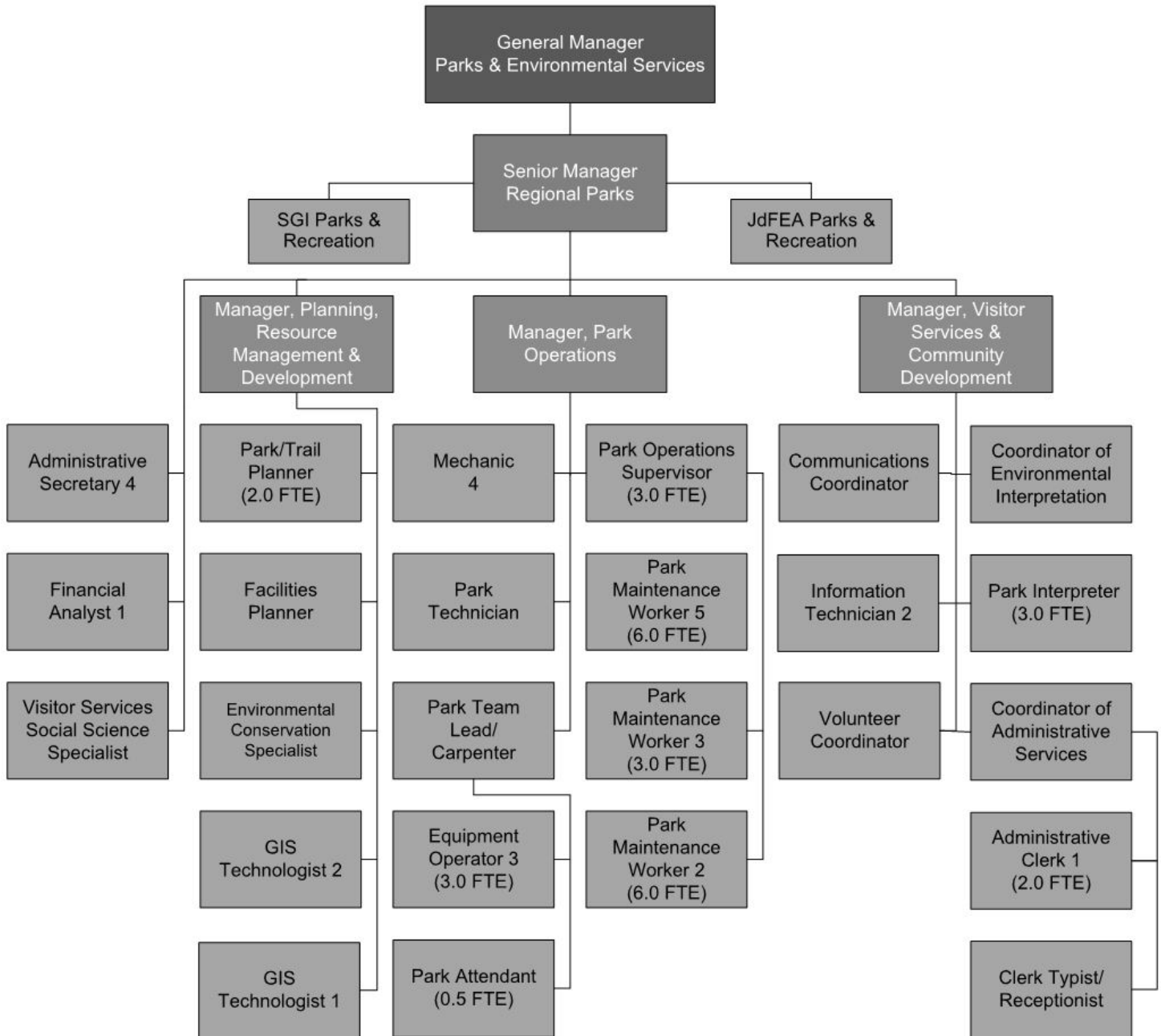
The mandate of Regional Parks is realized through four services:

1. Planning, Resource Management & Development (PRMD)
2. Park Operations (OPS)
3. Visitor Services & Community Development (VSCD)
4. Regional Trails (RT)

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Planning, Resource Management & Development</p> <p>Contributes 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 division's Strategic Plan and park management plans; provides oversight of the land acquisition program; and guides implementation of scientific and technical work related to environmental management</p>	<p>All municipalities and electoral areas</p>	<p>Requisition, grants, donations</p>	<p>Regional Parks Committee and CRD Board</p>
<p>Park Operations</p> <p>Responsible for the daily operations and maintenance of regional parks, attending to nature centres, campgrounds, washrooms, trails, beaches, picnic areas, parking lots, bridges, kiosks and signs; implementing restoration projects and overseeing park safety and security, including bylaw enforcement and fire management; annual operating plans guide the maintenance of all regional parks</p>	<p>All municipalities and electoral areas</p>	<p>Requisition, grants, donations, non-tax revenue</p>	<p>Regional Parks Committee and CRD Board</p>

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Visitor Services & Community Development</p> <p>Connects people with the natural environment, conducts social science research and planning, provides park volunteer opportunities for residents, cultivates community partnerships and provides administrative services; park visitors of all ages learn more about their natural and cultural heritage through guided hikes, school programs and special events throughout the year; provides web-based park information and publications to the public, issues park use permits for group picnic shelters and special events and provides administrative and financial support to the division</p>	<p>All municipalities and electoral areas</p>	<p>Requisition, grants, donations, non-tax revenue</p>	<p>Regional Parks Committee and CRD Board</p>
<p>Regional Trails</p> <p>Managed through Regional Parks to protect and operate three regional trails that provide a transportation and recreation function; the Regional Trails system provides non-motorized trails for active transportation and recreation that connect municipalities, electoral areas and the region with adjacent jurisdictions</p>	<p>All municipalities and electoral areas</p>	<p>Requisition, grants, donations, non-tax revenue</p>	<p>Regional Parks Committee and CRD Board</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Planning, Resource Management & Development

Regional Parks contain many important ecosystems and species. Their long-term protection is a core responsibility, as defined in the Board-approved Regional Parks Strategic Plan. With high visitor use, the protection of ecosystems and species is a major park planning challenge.

Guided by the 2015-2017 Land Acquisition Strategy, the Regional Parks system will continue to grow. This will require a high level of focus for identifying and selecting priority areas.

The opening of Sooke Hills Wilderness Regional Park and Sea to Sea Green Blue Belt requires a detailed implementation plan to ensure facilities and visitor experiences correspond to the direction provided in the park management plans for these parks.

Some major facilities in existing parks need to be replaced or upgraded. Demand for capital funding is much greater than available funding. Detailed planning and engineering work also needs to be done for these projects. An asset management plan needs to be completed for all facilities and be used to guide capital development.

Urban and suburban development will continue at a faster pace in the Western Communities than elsewhere in the region. The consequences of this will be increased use, which could result in diminished park visitor experiences and negative impacts on the natural environment. The regional parks most impacted will be Thetis Lake, Mt. Wells, Devonian, Witty's Lagoon, Sooke Hills Wilderness, Sea to Sea Green Blue Belt and Sooke Potholes.

Regional residents are looking for transparent and meaningful processes to provide input into various aspects of park operations, including land use, management, conservation and programming.

In some cases, Regional Parks does not have accurate and current information about the natural environment. This information is crucial for decision making that ensures the protection of habitat and species.

Regional Parks utilizes best management practices and industry standards for park planning and management. If best management practices are not followed, Regional Parks could be criticized by the public and elected representatives for poor performance and failing to meet public expectations and industry standards. This could result in loss of support for the organization, loss of habitat and species, increased long-term costs and missed opportunities to address public needs for outdoor recreation.

A CRD Corporate Priority related to regional infrastructure includes developing and implementing an asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure. Regional Parks is engaging the Manager of Asset Management to support and participate in this corporate initiative.

In November 2016, the CRD Board approved borrowing up to \$6.1 million to complete Phases 3 and 4 of the E&N Rail Trail. The two sections represent 2.3 km of additional trail and create a 13.8 km continuous route from Jacklin Road to Victoria. In 2018, construction of Phase 3 between Atkins Avenue/E&N Railway Crossing and Savory School in Langford (approximately 1 km in length) will begin. Construction of Phase 4 (1.3 km) from Esquimalt Road to the Blue Bridge in Victoria is targeted to occur in 2019.

The number and complexity of issues associated with First Nations is increasing, as a result of heightened awareness of the responsibilities local governments have for reconciliation, consultation, engagement, traditional use and access to regional park lands and cooperative management of park lands and resources. All Regional Park lands have associated First Nation interests and are within First Nations' traditional territories.

The Regional Parks Land Acquisition Fund, which since its inception in 2000 has resulted in the acquisition of more than 4,500 hectares of land with a value of over \$52 million, will expire in 2019. The CRD Board has directed that public consultation occur in 2018 respecting the renewal of the Fund and the appropriate uses of those funds.

In 2017, a condition assessment was completed for Durrance Lake Dam in Mount Work Regional Park. The assessment recommended remedial actions to improve spillway function and seismic stability. Upgrades will be initiated in 2018, and continued in 2019.

In 2018, Regional Parks, in cooperation with Environmental Protection, will be working to investigate technologies to address blue-green algae and other water quality issues in Elk/Beaver Lake.

Regional Parks, in conjunction with Environmental Protection and Integrated Water Services, will contribute to funding for a 0.5 FTE invasive species management coordinator position to be housed in the Environmental Protection Division.

In August 2017, an inspection of the timber supports for the Todd Creek Trestle on the Galloping Goose Regional Trail resulted in closure of the trestle until repairs could be done. A project to repair the current trestle, modify it, or construct a new structure to span Todd Creek will be implemented in 2018..

Park Operations

Visitor use of regional parks continues to increase. In 2016, regional parks recorded a total of 3.55 million visits.

Aging infrastructure continues to be a concern, as some facilities are reaching the end of their serviceable lives and therefore require increased effort and money to maintain for public safety and aesthetics.

Increased visitor use and service expectations require customized equipment designed to maximize efficiency and meet public expectations. The purchase of a lake weed harvester to meet recreational needs at Elk/Beaver Lake and a trackless boom flail to manage vegetation on fire access roads and multi-use trails are examples of expensive, yet necessary, pieces of equipment required to meet operational service levels.

The expansion of camping as a Regional Park service from one campground in 2010, to three in 2015, has required a shift in staff resources to meet the level of services necessary to deliver safe and enjoyable camping experiences. The cost of resources to deliver camping services exceeds the revenues generated from camping permits.

Questions about dog management in Regional Parks have come up through public complaints and through management planning processes. In December 2018, the Board approved an 8-dog limit for commercial dog walkers and directed that commercial dog walking can only be undertaken with a permit. There is a need to adjust dog regulations in the Parks Regulation Bylaw and to increase focus on education of park visitors and on enforcement of regulations pertaining to dogs.

There is a requirement to increase messages to visitors about hazards related to cliff jumping and swimming at Thetis Lake Regional Park.

Opening of the Sea to Sea and Sooke Hills Wilderness Regional Parks has increased the access to areas adjacent to the Drinking Water Protection Zone of Sooke Hills Wilderness Regional Park. There will be a need for heightened security and enforcement to keep people out of those areas and ensure that an effective buffer is provided between recreational users and the Greater Victoria Watershed.

Visitor Services & Community Development

Visitor interest and understanding of issues related to the local natural environment is anticipated to continue to increase and develop. This will require Regional Parks to evolve programming to better meet new and emerging interests.

Volunteers are interested in less traditional opportunities and more short-term or one-time only opportunities, such as corporate employee, one-day-only shoreline clean-ups. This presents opportunities for Regional Parks to work with community partners and corporations in innovative ways to deliver on its mandate.

Use of new technology and social media is increasing rapidly for trip planning and communicating visitor experiences. Technology can provide directions in the parks, and can be used for sharing photos and comments on visitor experiences. Keeping pace through development of apps, on-line registration systems and downloadable maps is crucial.

Regional Trails

Visitor use of regional parks and trails continues to increase. In 2016, regional trails recorded a total of 3.4 million trips. The popularity of the trails for recreation and transportation purposes is only expected to increase over time. Increased use and congestion on the trails will likely need to be addressed through facility upgrades and projects focused on increasing the user capacity of the trail system and providing ways to maintain public safety among users.

The promotion of regional trails as transportation corridors may create an expectation that trails will be maintained to a level of service where high-speed travel can be safely accomplished. More resources would be required to meet these expectations than have previously been allocated for regional trail maintenance.

Implementation of priorities identified in the Regional Trails Management Plan will require a shift in work priorities for staff. Completion of management plan priorities early on in the implementation phase will help to build public confidence in the CRD's commitment to meeting park management plan objectives.

Some facilities on existing trails need to be replaced or upgraded. Demand for capital funding is much greater than available funding. An asset management plan needs to be completed for all facilities, to guide capital development.

1.4 Link to Board Strategic Priorities

ENVIRONMENTAL PROTECTION

- Undertake monitoring, education, and remediation programs to support decision-making and management of natural resources

BIODIVERSITY & ECOSYSTEM HEALTH

- Respond to issues that threaten ecological health such as wildlife and invasive species and profile best practices
- Integrate a climate lens in our land acquisition strategies

REGIONAL INFRASTRUCTURE

- Develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

ACTIVE & MULTI-MODAL TRANSPORTATION

- Manage trails as transportation corridors

EDUCATION, OUTREACH & INFORMATION

- Expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs

REGIONAL PARKS

- Increase access to recreational trails within park boundaries and consider opening new park reserve lands
- Prepare and update park management plans

FIRST NATIONS

- Work with First Nations to reach an agreement on the use of the Sea-To-Sea parklands

2 Services

2.1 Service Levels

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Planning, Resource Management and Development					
Land Acquisition Manage the land acquisition strategy, identify priority areas, and assess feasibility of acquiring properties to expand Regional Parks System	Provide 1 update to the Board annually	Review & Assess	Provide 2 updates to the Board annually	Complete 1 land acquisition	Complete 1 land acquisition
Parks Management Planning and Public Engagement Provide strategic direction and guide environmental conservation, development of visitor facilities and provision of visitor services	Preparation or update of 2 management plans per year 2 public engagement processes per year	Review & Assess Review & Assess	Adjust to meet service delivery needs, as required	Complete 1 park/trail management plan and undertake 2 management plan projects including public engagement	Adjust to meet service delivery needs, as required
Capital and Facilities Planning and Project Management Undertake improvements and new construction of buildings, facilities, dams and related infrastructure that align with capital plan	3 capital facility plan projects	Review & Assess	8 new capital projects identified in Capital Plan	7 new capital projects identified in Capital Plan	Adjust to meet service delivery needs, as required
Resource Conservation Undertake stewardship work, including habitat restoration, invasive species control, and working with partners on stewardship projects	20 research permits per year 2 conservation planning/partnerships per year	Review & Assess Review & Assess	20 research permits per year 2 conservation planning/partnerships per year	Review & Assess Complete 3 conservation plans and initiate 1 conservation project	Adjust to meet service delivery needs, as required Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Geographic Mapping	150 cartographic products/year	Review & Assess	200 cartographic products/year	Review & Assess	Adjust to meet service delivery needs, as required
	GIS analysis for 8 planning initiatives	Review & Assess	GIS analysis for 10 planning initiatives	Review & Assess	Adjust to meet service delivery needs, as required
	Update and maintenance of 4 Spatial Data Models/year	Review & Assess	Update and maintenance of 6 Spatial Data Models/year	Review & Assess	Adjust to meet service delivery needs, as required
Park Operations					
Infrastructure replacement and repair	8 infrastructure and facilities projects per year	Review & Assess	8 infrastructure and facilities projects per year	5 Infrastructure and facilities projects	Adjust to meet service delivery needs, as required
	Annual Infrastructure Plan is prepared	Review & Assess	Implement Annual Infrastructure Plan	Annual Infrastructure Plan is prepared	Adjust to meet service delivery needs, as required
Park & Facility Maintenance	Regular cleaning of park facilities, minor repairs & clearing trails	Review & Assess	Regular cleaning of park facilities, minor repairs & clearing trails	Review & Assess	Adjust to meet service delivery needs, as required
	30 operating plans prepared per year	No change	30 operating plans prepared per year	Review & Assess	Adjust to meet service delivery needs, as required
	Manage and maintain 300 km of park trails	Review & Assess	Manage and maintain 330 km of park trails	Manage and maintain 400 km of park trails	Adjust to meet service delivery needs, as required
	Service and inspect 51 washroom facilities/week	Review & Assess	Service and inspect 55 washroom facilities/week	Review & Assess	Adjust to meet service delivery needs, as required
	Service and inspect 132 garbage containers/week	Review & Assess	Service and inspect 132 garbage containers/week	Review & Assess	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Vegetation Management	Contract weed harvesting at Elk/Beaver Lake	Purchase weed harvester and operate it with parks staff Conduct 600 hours of lake weed harvesting	Operate weed harvester Conduct 400 hours of lake weed harvesting	Adjust to meet service delivery needs, as required	Review & Assess
Campground Operations	3 campgrounds managed Set baseline for annual revenue from campgrounds	No change Increase revenue by 5%	No change Increase revenue by 4%	4 campgrounds managed Achieve a 65% weekend occupancy rate at Sooke Potholes and Island View Beach campgrounds between May long weekend and September long weekend	Review & Assess Achieve a 65% weekend occupancy rate at Sooke Potholes and Island View Beach campgrounds between May long weekend and September long weekend
Park & Trail Signage	4 park re-signing projects	3 new park re-signing projects	5 new park re-signing projects	7 new park re-signing projects	Repair and replace park signs as necessary
Bylaw Enforcement	650 patrol hours per year with CRD Bylaw Enforcement	Review & Assess	745 patrol hours per year with CRD Bylaw Enforcement	1000 patrol hours per year with CRD Bylaw Enforcement 2080 hours of Dog Management Education and Enforcement delivered by Park Officer	Adjust to meet service delivery needs, as required
Fire Management	20 seasonal and regular staff trained to BC Forest Service standards for basic firefighters	Review & Assess	20 seasonal and regular staff trained to BC Forest Service standards for basic firefighters	Review & Assess	Adjust to meet service delivery needs, as required

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Visitor Services & Community Development					
Volunteers in Parks Programs Volunteer Naturalists Nature Centre Hosts in the Nature Centres operated by Regional Parks on weekends throughout the year. They engage with park visitors and help to build awareness, understanding and appreciation of the natural and cultural environments in regional parks	30 volunteers and 900 hours	Review & Assess	30 volunteers and 900 hours	Review & Assess	Adjust to meet service delivery needs, as required
Volunteer Park Stewards Visit parks weekly, checking and reporting on condition of parks, trails, and facilities. They also foster positive relationships with visitors through information, education and professional role modelling	50 volunteers and 1,500 hours	Review & Assess	50 volunteers and 1,500 hours	Review & Assess	Adjust to meet service delivery needs, as required
Restoration Volunteers Participate in the removal of invasive species (i.e., Scotch broom removal at Mill Hill Regional Park) and the restoration of natural habitats (i.e., Western Painted Turtle habitat restoration project at Elk/Beaver Lake Regional Park)	120 volunteers and 900 hours	Review & Assess	120 volunteers and 900 hours	120 volunteers and 900 hours	Adjust to meet service delivery needs, as required
Corporation and Community Group Volunteers	400 volunteers and 1,100 hours	Review & Assess	400 volunteers and 1,100 hours	400 volunteers and 1,100 hours	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Participate in one-time events that usually last 1-3 hours. They assist with environmental stewardship projects (i.e., Great Canadian Shoreline Clean-up events) and they also assist with restoration projects (i.e., Scotch broom removal at Witty's Lagoon – Tower Point)	2 new corporations or community groups involved in projects	Review & Assess	2 new corporations or community groups	Review & Assess	needs, as required Adjust to meet service delivery needs, as required
Environmental Interpretation BC curriculum-based programs are offered to elementary school students in the spring and fall	Educational Programs offered 3 days per week; 150 programs per year	Review & Assess	Educational Programs offered 3 days per week; 130 programs per year	130 formal education programs	Adjust to meet service delivery needs, as required
Nature Outings and Events Offer nature outings and events, including guided nature walks, adult hikes, roving programs, workshops, and drop-in special events	135 outings and events per year	Review & Assess	135 outings and events per year	135 guided hikes and special events delivered or partnered on	Adjust to meet service delivery needs, as required
Outreach and Education Activities Outreach and education includes participation in community events and festivals (i.e., Saanich Fair, Strawberry Festival, Oceans Day, Seedy Saturday)	15 outreach events per year	Review & Assess	15 outreach events per year	15 outreach events	Adjust to meet service delivery needs, as required
Community Partnership Development Community partnerships are built with individuals, the	3 new partnerships	Review & Assess	1 new partnership	Review & Assess	Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
private sector, and other levels of government to engage in environmental stewardship projects and improve facilities (i.e., working with community partners to design user-friendly trails in parks)					
Regional Parks Legacy Program This Program encourages gifts, donations, and planned giving to support land acquisition, and ongoing programs, services and facilities	1 donation in 2015	2 new donations	3 donations for construction of Sooke Hills Wilderness Trail	Review & Assess	Adjust to meet service delivery needs, as required
Communications and Creative Services Communication, design and production services in support of park programs.	Establish base level of social media projects 2,000 signs and display pieces	Increase social media projects Review & Assess	Increase social media projects 2,000 signs and display pieces	Increase social media projects Review & Assess	Increase social media projects Adjust to meet service delivery needs, as required
Social Science Research & Planning Social Science research and planning, visitor surveys, data analysis	New position beginning in September 2015	Conduct 1 Household Survey	Review and Assess	Adjust to meet service delivery needs, as required	Review & Assess
Administration Administration staff provide services to the public, including responding to general inquiries, administering the permit system for special events and use of picnic shelters, and administrative support to Regional Parks staff	240 permits processed	New recreation management software system to be implemented for on-line registrations	250 permits processed	Review & Assess	Adjust to meet service delivery needs, as required

	Service Level Adjustments in Role/Scope				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Trails					
Regional Trails Operation & Maintenance	Operate and maintain 93 km of multi-use regional trails	No change	Add 1 km E&N Rail Trail Total 94km	Add 1 km E&N Rail Trail (Phase 3) Total 95 km	Add 1.3 km E&N Rail Trail (Phase 4) Total 96.3 km
Operate and maintain multi-use regional trails as transportation and recreation corridors	Conduct 250 km of boom flail vegetation removal in spring and fall cuts	Review & Assess	Adjust to meet service delivery needs, as required	Review & Assess	Adjust to meet service delivery needs, as required
Trail Management Planning and Public Engagement	Prepare 1 plan (Regional Trails Management Plan)	Prepare 2 Plans (Southern Gulf Islands and Salt Spring Island)	Review & Assess	Complete 1 plan (Gulf Islands Regional Trails Plan)	Review & Assess
Prepare or update Trail Plans to provide strategic direction and guide transportation and recreation facility development		Complete 1 plan (Regional Trails Management Plan)			

2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
PRMD	4.96	4.96	5.96	5.96	5.96
OPS	20.69	20.69	20.69	20.69	20.69
VSCD	15.62	15.62	14.62	14.62	14.62
*Regional Trails	7.23	7.23	7.23	7.23	7.23
Total	48.5	48.5	48.5	48.5	48.5
Increase FTEs	0	0	0	0	0
Combined Total	48.5	48.5	48.5	48.5	48.5

*NOTE – REGIONAL TRAILS

FTEs for Regional Trails were calculated by adding the percentage of time spent on Regional Trail management and operations from all Regional Parks staff. A rough estimate of the level of effort by Regional Parks staff that went into the management of Regional Trails was prepared. This estimate was based on percentage of time spent by a variety of staff (e.g., trail maintenance, planning, volunteer management, mechanic services, promotions and communications). There are no discrete FTEs that are dedicated solely to Regional Trails.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
2016			
Completion of Island View Beach Regional Park Management Plan To be completed in 2017	Update of 1989 management plan to address natural resource protection and management, increased regional park area and increased visitor use	Biodiversity and Ecosystem Health	Core budget
Identify priority land acquisition areas in the Coastal Western Hemlock ecosystem zone To be completed 2017	Prepare inventory of ecosystems to identify priority areas for regional park potential to support update of Land Acquisition Strategy in 2017	Climate Change Biodiversity and Ecosystem Health	\$50,000 for consulting service – Reserves
Land Acquisition Strategy (LAS) 2015 to 2017 Ongoing	LAS guides the acquisition of land Update LAS in 2017 for 2018-2019; in 2018, report to the Board regarding the future of the land acquisition fund beyond 2019	Climate Change Biodiversity and Ecosystem Health	Possible budget implications for acquiring land; these will be identified to the Board during the acquisition of specific parcels
Environmental Services' Elk/Beaver Lake Watershed Initiative	Integrated natural resource management to improve water quality and reduce algae blooms in Elk and Beaver Lakes Coordinate the development and implementation of an Elk and Beaver Lake Water Quality Action Plan Purchase and operate an aquatic weed harvester to support water quality initiatives and improve recreation	Biodiversity and Ecosystem Health Board Priority Economic Development	Ongoing 4-year term increase request for coordinator to work with Environmental Protection Services \$122,000 Replace aquatic weed harvester that was decommissioned in 2013; \$200,000 from equipment reserves
Construct the Trans Canada Trail (The Great Trail) To be completed in 2017	Complete the connection of the Trans Canada Trail to connect with the Cowichan Valley Regional District	Biodiversity and Ecosystem Health Economic Development	The class D estimated cost is \$2.3 million. The proposed source of funding is: \$630,000 from TCT Relocation Fund, estimate \$650,000 from TCT Foundation and \$800,000 Reserves
Continue with the opening Sea to Sea Green Blue Belt (Mt. Manuel Quimper area) To be completed 2016	Development of trails and toilet facilities, installation of signs and staff patrols	Biodiversity and Ecosystem Health Board Priority	\$75,000 in capital budget

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
On-line registration system To be completed 2018	Purchase of online registration system license and software to streamline operational processes and customer experience management for camping reservations, event permits, facility rentals, school programs and nature programs	Public Engagement and Communications	One-time increase of \$35,000 for initial installation
Implement New Uniform Standard To be completed in 2017	Develop standard uniform pieces and colours. Issue pants, shorts, shirts, jackets and hats to employees whose day-to-day activities involve high public visibility	Public Engagement	One-time increase of \$50,000 for initial purchase
Develop Asset Management Plan To be completed 2018	Develop an asset management program in conjunction with the Corporate Asset Manager that includes the implementation of Plant Maintenance (SAP)	Regional Infrastructure	\$200,000 is identified in capital budget for 2016 \$190,000 carried forward to 2017
First Nations Ongoing	Support access to regional park land for traditional use purposes and explore ways to support First Nations economic development through that access	First Nations	Subject to agreements
Planning and Development of Southern Gulf Islands and Salt Spring Island Regional Trails Ongoing	<p>The trails management plan will be completed in 2017 and detailed development planning and construction would occur in 2019 and beyond</p> <p>Develop 2 km regional trail on Mayne Island. \$50,000 was allocated from the Regional Park capital reserve and \$60,000 from SGI Community Works Fund to support design of the trail. Construction will be contingent on the identification of external funding.</p>	Active and Multi-modal Transportation	\$200,000 as a continuous supplemental for development of regional trails
Completion of Regional Trails Management Plan To be completed in Fall 2016 Implementation 2017 and beyond and subject to Board approval To be reflected in the update to the Service Plan in 2017	The regional trails management plan will identify the design and management approach for regional trails as transportation corridors for users now and in the future to retain and expand use	Active and Multi-Modal Transportation	Funded from 2013 one-time increase of \$30,000 Implementation budget subject to Board approval of management plan and capital budget
2017			
Open (The Great Trail) through Sooke	Trail development, facilities and sign installation	Biodiversity and Ecosystem Health	Complete TGT facility development

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
Hills Wilderness Regional Park To be completed 2017			\$220,000 from capital reserve.
Continue opening Sea to Sea Green Blue Belt. Develop trails to the main lakes To be completed 2019	Trail development and sign installations Two seasonal auxiliary park officers to conduct enforcement patrols on The Great Trail, in the watershed protection zone of Sooke Hills Wilderness Regional Park, and in the Mount Manuel Quimper area of the Sea to Sea Green Blue Belt and to maintain trails and facilities in those areas May-September (21 weeks each)	Biodiversity and Ecosystem Health	\$50,000 in capital budget 2017 update: re-profiled to move \$50,000 from this project in 2019 to 2017. Total is \$100,000 in capital for 2017 Purchase ATV to service backcountry trails and campground at Sheilds Lake. \$15,000 in capital for 2017 \$62,500 ongoing increase for seasonal auxiliary park officer wages
Implementation of Regional Trails Management Plan Ongoing	The regional trails management plan identifies improvements needed to retain and expand usage	Active and Multi-modal Transportation	Core Budget
Develop and Open Sooke River Regional Park	Site improvements, including new septic system, parking lot, toilet, gate, kiosk, picnic tables, trail improvements, fencing	Biodiversity and Ecosystem Health – Strategically acquire protected areas	\$100,000 One-time increase Funding source - Capital \$30,000 per year ongoing, offset by rental revenue of \$20,000. Total ongoing increase request is \$10,000 Funding source - Reserves
Assess Major Structures - Trestles, Bridges, Dams	Assessments of priority structures for purposes of informing capital plan priorities for next 5-10 years	Regional Infrastructure – meeting regulatory and service requirements	\$200,000 Funding source – Capital
Participate in Regional Canada Goose Management Strategy	Participate on regional working group to support initiative and keep up to date on management of overpopulation of non-migratory Canada geese in the region, as per Parks Committee direction	Biodiversity and Ecosystem Health	Funding source – Core Budget
Complete design of Phases 3 and 4 of the E&N Rail Trail	Construction of the E&N Rail Trail is taking place in phases. Phase 3 is a 1 km section in the City of Langford. Phase 4 is a 1.3 km section between Esquimalt Road and the Johnson Street Bridge. This will create a continuous 11	Active and Multi-modal Transportation	\$560,000 (design only) Funding source – borrowing

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
	km off-street route between Langford and Victoria		
2018			
Land Acquisition Fund beyond 2019	Submit report to the Board regarding options for the land acquisition fund beyond 2019 NEW - Land Acquisition: Undertake public engagement process to determine public support for the use of Land Acquisition Fund money to support capital development and operational budgets for new parks	Biodiversity and Ecosystem Health Public Engagement	Potential continuation of Land Acquisition funding
Open Sea to Sea Green Blue Belt for backcountry camping and continue trail development To be completed in 2018	Provide backcountry camping facilities at Shields Lake and open for use Two seasonal auxiliary park officers to conduct enforcement patrols of the lakes area (Sheilds, Crabapple, Grass, and Peden) of the Sea to Sea Green Blue Belt and to maintain trails on Mount Manuel Quimper and in the lakes area; May-September (21 weeks each)	Biodiversity and Ecosystem Health Regional Parks	\$250,000 allocated in capital budget \$63,800 ongoing increase for seasonal auxiliary park officer wages
Construct Phase 3 of the E&N Rail Trail	Phase 3 is a 1 km section in the City of Langford	Active and Multi-modal Transportation	\$3,200,000 Funding source – borrowing
NEW Dog Education and Enforcement Initiative	Hire auxiliary park officer for 1-year term position to champion dog education and enforcement initiative and to gather information on dog management issues in regional parks. Increase Bylaw Enforcement services animal control patrols and patrols at Thetis Lake Regional Park to warn about hazards related to cliff jumping and swimming	Public Engagement	\$100,000 ongoing increase; \$76,000 for park officer and \$24,000 for Bylaw Enforcement services
NEW Todd Creek Trestle Repair	This project is to assess and implement a spanning of Todd Creek on The Galloping Goose Regional Trail (GGRT). It includes an assessment of the current Todd Creek Trestle and either a repair of the trestle, a modification of the trestle, or the construction of a new structure to span Todd Creek. The goal of the project is to connect the GGRT from the south side of Todd Creek to the north side of Todd Creek. During the project, a bypass route will be upgraded to provide continuity of the GGRT	Active and Multi-modal Transportation	Funding source - \$1.2 million allocated in capital budget

Title & Estimated Completion Date	Description	Priority Reference	Budget Implications
NEW Galloping Goose User Separation Feasibility Study	The Regional Trails Management Plan identifies the completion of a feasibility study to separate users or widen the trail from Selkirk Trestle to McKenzie Avenue on the Galloping Goose and from Switch Bridge to McKenzie Avenue on the Lochside Trail.	Active and Multi-modal Transportation	Funding Source - \$75,000 from core budget
NEW Beaver Lake Aeration System	In 2017, the CRD Board approved the installation of aeration equipment in Beaver Lake to improve water quality, and to develop a business case for a larger water quality improvement process for Elk Lake. Regional Parks will be working with Environmental Protection to implement this direction	Biodiversity and Ecosystem Health	Funding source - \$40,000 from core budget
2019			
Complete the opening of the Sea to Sea Green Blue Belt To be completed in 2019	One seasonal auxiliary park officer to provide customer service, maintain facilities, and ensure safe camping experiences at Sheilds Lake camping area, to assist with enforcement patrols on the The Great Trail, in the watershed protection zone of Sooke Hills Wilderness Regional Park, and the lakes area and Mount Manuel Quimper area of the Sea to Sea Green Blue Belt May-September (21 weeks)	Biodiversity and Ecosystem Health Regional Parks	\$32,500 ongoing increase for seasonal auxiliary park officer wages
MOVED FROM 2018 - Open Sooke Hills Wilderness Regional Park in the vicinity of the Veitch Creek Trails and facilities to be completed in 2019	Development of trails, parking area and installation of signs	Biodiversity and Ecosystem Health	\$200,000 allocated in capital budget
Construct Phase 4 of the E&N Rail Trail	Phase 4 is a 1.3 km section of trail between Esquimalt Road and the Johnson Street Bridge.	Active and multi-modal transportation	\$2,250,000 Funding source - borrowing

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain exemplary park planning, resource management and development practices	<ul style="list-style-type: none"> • Add additional lands to the regional parks and trails system • Undertake environmental conservation planning and projects (e.g., habitat restoration, invasive species control) • Prepare or update a minimum of one park management plan annually • Implementation of priority actions in management plans • Number of public engagement opportunities on park/trail management • Completion of an updated list of Species at Risk annually* • Number of locations where invasive species removal has occurred
Maintain visitor satisfaction with regional parks and trails	<ul style="list-style-type: none"> • Visitor satisfaction with regional park and trails • Number of trips on regional trails annually (target a minimum of 2% annually over previous year)* • Increase in kilometres of active transportation infrastructure*
Maintain responsible management of regional infrastructure and assets	<ul style="list-style-type: none"> • % of capital projects delivered on time and on budget • Weekend occupancy rate at Sooke Potholes and Island View Beach campgrounds between May long weekend and September long weekend • Number of sign packages completed annually
Increase opportunities to engage residents and community partners	<ul style="list-style-type: none"> • Number of community outreach events the CRD participates in and/or supports annually* • Number of guided hikes and special events delivered or partnered on annually • Number of formal education programs delivered in parks to students • Number of volunteer hours leveraged in restoration or stewardship activities* • Target a minimum of 90% satisfaction rates from feedback forms collected through environmental interpretation programs
Service Goal: User Fee Revenue as % of Total Cost	<ul style="list-style-type: none"> • 2.84% for 2018

* Corporate Indicator – multiple divisions may contribute to this measure

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Service Plan for Customer and Technical Services

2016-2019
(2018)

Capital Regional District

Date submitted: October 7, 2015

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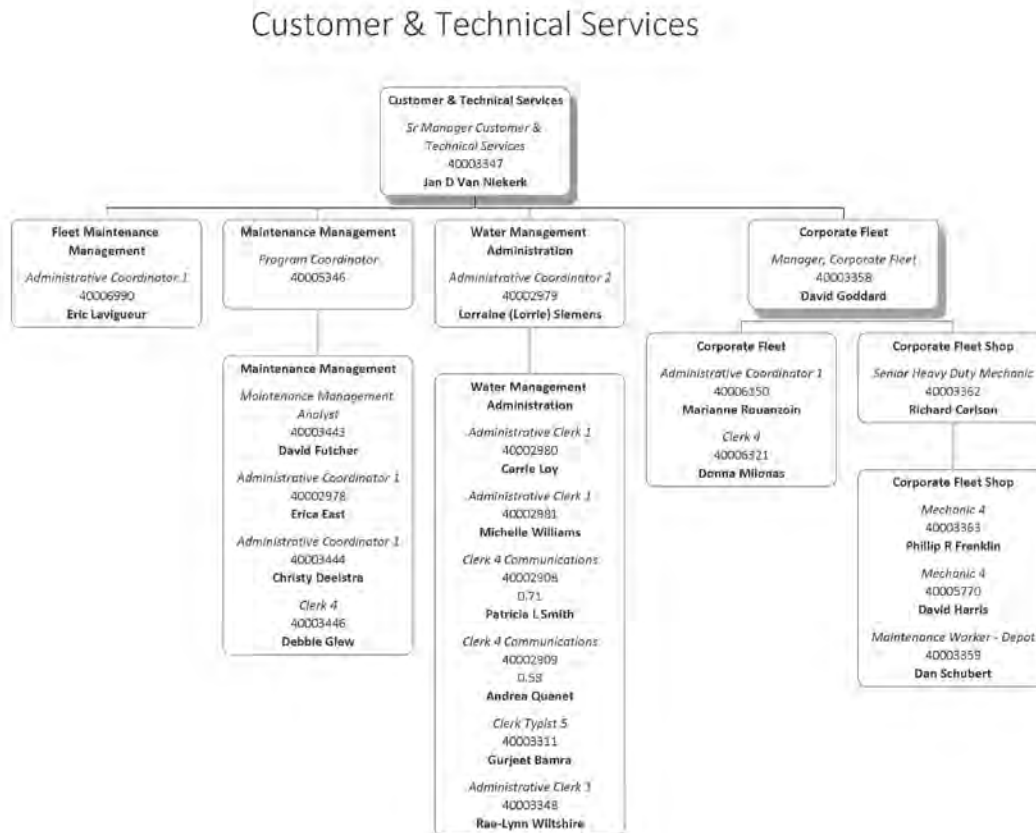
1 Overview

1.1 Division & Service Summary

Customer and Technical Services Division provide a range of services to support Integrated Water Services and other departments of the Capital Regional District, including Fleet Management Services, Maintenance Management Services, Integrated Water Services Administrative Support Services and Safety Program Support.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Administrative Support Services: ensures administrative standards and staff needs are achieved, including administration of records system, document processing, scheduling and recording meetings, and the scheduling and tracking of compliance and professional development training courses and hours.</p>	<p>All IWS Divisions, Local Service Committees/Commissions, and other CRD staff at 479 Island Hwy.</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p>Fleet Management Services: management of 300 vehicles and equipment to achieve a well maintained, compliant, economical and reliable fleet. This service includes managing vehicle and equipment procurement and disposal; preventive maintenance and repair programs for vehicles and equipment; monitoring driver abstracts, review collisions, vehicle and driver files, perform commercial vehicle inspections and arrange training to provide a Fleet Safety program; data entry, review and reporting; development of policy, procedures and standards for fleet usage and upkeep.</p>	<p>CRD Departments</p>	<p>Internal recovery through allocations to IWS divisions and labour rates</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p>Maintenance Management Services: maintenance management and purchase order processing to maintain assets, inform decision-making, and to assign work and costs appropriately. This is service includes: managing data for infrastructure and equipment; work order creation and completion; Preventative Maintenance (PM) planning; processing purchase orders; data entry, analysis and reporting; monitor user activities and data integrity; and user support and training.</p>	<p>IWS Operations and Centralized Fleet section</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>
<p>Safety Program Support: Providing Occupational Health and Safety support to ensure required documentation is in place and informed decisions are made. This service includes: developing policy and procedures; assisting in incident investigations and hazard assessments; participating in JOH&S meetings; researching OH&S regulations, Workers Compensation Act and industry; completing required documentation for variances and other permits.</p>	<p>CRD Departments</p>	<p>Internal recoveries through allocations</p>	<p>Through various standing service Commissions and Committees as required.</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

There is an increasing demand by CVSE Inspectors for accurate and well maintained records and safety programs that meet the requirements of the BC Motor Vehicle Act division 37 and National Safety Code. At present there are not enough resources in Fleet to meet this demand.

The growth and renewal of assets, the changing needs of managers, supervisors and users and the requirement to update and maintain the asset data and preventative maintenance programs results in an increased demand on staffing resources. The opportunity exists (with appropriate resourcing) to expand the service provided through the section to include other corporate assets.

Assumption that the department safety program will still reside within the CTS division

Assumption that Facilities Management will provide support to Infrastructure Operations with the increased need for maintenance inspections of water and wastewater facility buildings.

1.4 Link to Board Strategic Priorities

The Division will provide support to all divisions within the IWS Department across a variety of services on corporate projects and in support of core service delivery, and as such may have a role in supporting numerous priorities. Specifically the division has a direct link to the following priorities:

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

CLIMATE ACTION

- continue to use a climate lens when making decisions on vehicle replacements and policies that demonstrate how decisions align with CRD's GHG reduction target, climate action objectives and strategic priorities.
- Establish a fleet management approach that includes: GHG footprint calculations and reports when possible and install monitoring system to gather data on vehicle operation and utilization
- Use a climate lens for reduction of GHG emissions in existing buildings, facilities and infrastructure.

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administrative Support	<ul style="list-style-type: none"> • Maintains over 5200 files in the record system; • Processing of correspondence documents for over 35 employees and approx. 70 staff reports per year. 	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess	Adjust to meet service delivery needs, as required.

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
	<ul style="list-style-type: none"> Scheduling and record minutes for more than 30 IWS teams and committees. (139 internal and 41 external meetings per year). Provide training coordination and tracking for more than 120 employees 				
Fleet Management	<ul style="list-style-type: none"> Manage 95% of CRD fleet procurement & disposal. Manage 85% of CRD fleet preventive maintenance and perform repairs. Provide a limited fleet safety program of establishing driver records, provide driver training and collision review (2015: 270 files for CRD drivers created of which 6% are complete) 	<p>Manage 100% of CRD fleet procurement and disposal</p> <p>Review & Assess</p> <p>Complete driver record setup and driver abstract review.</p>	<p>Review & Assess</p> <p>Manage 100% Perform 50%</p> <p>Maintain driver records and implement a fleet safety policy and program.</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Manage 100% Perform 75%</p> <p>Administer a comprehensive fleet safety program</p>	<p>Adjust to meet service delivery needs, as required.</p> <p>Manage 100% Perform 75%</p> <p>Maintain compliance</p>
Maintenance Management	<ul style="list-style-type: none"> Maintain 36,000 asset records by collecting, reviewing and entering information. Maintain 19,000 work orders per year. Maintain 3,500 preventative maintenance plans. Data entry, analysis, monitoring and reporting Process 6,000 purchasing transactions per year. User support and training 	Eliminate existing back log of 720 hrs of data collection and review	Eliminate existing back log of 740 hrs of data input and maintenance plan creation	Maintain asset records and maintenance plans	Review & Assess
Safety Advisor Support	<ul style="list-style-type: none"> Provide Safety Program support to the IWS Department. 	Review & Assess	Adjust to meet service delivery needs, as required.	Review & Assess	Adjust to meet service delivery needs, as required.

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Administrative Support	7.29	7.29	8.29	8.29	8.29
Fleet Services	7	7	7	7	7
Maintenance Management	5	6	6	6	6
Safety Advisor	1	1	1	4 0	4
Total	20.29	21.29	22.29	21.29	21.29

2016

Fleet Clerk (No new FTE pending use of IWS Custodian position)

The administration required to maintain records for regulatory compliance, policy and maintenance planning requires an additional FTE. Areas of current noncompliance include driver records and hours of work for drivers, areas of backlog include vehicle records, maintenance data and asset data.

Maintenance Management Clerk

A Maintenance Management Clerk is required to maintain asset information and a related maintenance plan, provide transactional reports, monitoring and improve user support and documentation. This position will be essential to ensure the backlog of a maintenance plan setup is eliminated with all assets requiring operation and maintenance being included in the management system, then working closely with operations staff to administer the maintenance planning and maintenance work flow moving forward.

2017

1 FTE transferred from Watershed Protection to Customer & Technical Services (the total FTE count for IWS remains the same).

2018

1 FTE transferred from Customer & Technical Services to Human Resources.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Fleet Maintenance Study complete	Under take a study of industry practices to optimize best practices for CRD fleet maintenance.	Climate Change Regional Infrastructure Corporate Development	\$60,000 single supplementary
Fleet Management Software to be completed in 2018	To facilitate all aspects of fleet management in one platform. Review Fleet requirements and ability of existing ERP system to meet the needs and implement.	Climate Change Regional Infrastructure Corporate Development	\$150,000 capital project
Fleet Card (fuel/maintenance) on schedule for completion in 2017	Implement a single source fuel/maintenance procurement card system to improve fuel use tracking and reporting and management of external service provider agreements	Climate Change Regional Infrastructure Corporate Development	\$25,000 set up costs single supplementary and \$3.25 per month per vehicle continuous supplementary.
Maintenance Plans <i>Completion - ongoing</i>	The maintenance management clerks are responsible to ensure that each of the five service area's that use SAP PM receives the support needed to maintain assets and make informed decisions regarding maintenance programs. Create maintenance management plans for all assets in backlog. Improve access, reliability and effectiveness of SAP PM documentation, estimates on work orders Assist in SAP PM development projects such as effective use of Syclo, electronic document management and ongoing development and testing.	Climate Change Regional Infrastructure Corporate Development	\$80,000 continuous supplementary (1 x FTE for new Maintenance Management Clerk)
National Water and Wastewater Benchmarking Initiative (NWWBI) Ongoing initiative	Benchmark the Regional Water System and Juan De Fuca Distribution system to 45 utilities across Canada. The benchmarks represent business outcomes that are feasible, practical and useful	Regional Infrastructure	Core Budget

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
	to attain such goals as protection of the environment, reliable service and assets and meet service levels and economic efficient standards.		
2017			
Asset Data and Maintenance Plans completed	Capture and enter all data associated with critical IWS equipment, and associating preventative Maintenance scheduling (1,500hrs of combined backlog)	Climate Change Regional Infrastructure Corporate Development	Core budget (\$15,000 Labour allocation from IWS Ops to collect data and auxiliary resource to enter data)
2018			
Fleet Safety Program	Design, implement and administer a comprehensive Fleet Safety Program to ensure vehicle and driver records and training meet regulatory compliance. Review with the input from the Corporate Safety Manager.	Corporate Development	Funding requirements TBD in 2018.
2019			
Continuation of projects as above			

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Contribute to corporate climate action objectives	<ul style="list-style-type: none"> Number and impact of projects and partnerships that demonstrate support for reductions in greenhouse gas (GHG) emissions and for increased climate resiliency* Annual GHG emissions of corporate fleet* (baseline year 2016)
Increase knowledge and compliance with corporate fleet policies	<ul style="list-style-type: none"> Complete CRD Central Fleet Policies and Strategic Plan by end of 2018
Maintain high quality support to IWS and other CRD divisions	<ul style="list-style-type: none"> Increase administrative and business process documentation for divisional support to the IWS department annually (baseline 60% in 2015) Measure internal customer satisfaction rates with Administration, Centralized Fleet, Maintenance Management and Safety in 2018 (target minimum of 75% satisfaction rate annually)

*Corporate indicator – multiple divisions may contribute to this measure

Please see revised table below

KEY PERFORMANCE INDICATORS

Indicator Name	2016 Planned	2016 Projected	2017 Planned
Vehicle and equipment Policies and Procedures	Complete update of policies	Complete 10 Fleet policies related to GHG and a Green Fleet.	Appoint consultant to complete Fleet management policies
GHG emissions	Fuel card implementation to measure fuel use	Complete business case for implementation	Complete fuel card implementation
Fleet Maintenance Study	Complete study		Develop corporate initiatives from study results in 2018

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Service Plan for Infrastructure Engineering

2016-2019

Capital Regional District

Date submitted:

Revised: August 14, 2017



Making a difference...together

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1 Overview

1.1 Division & Service Summary

The Infrastructure Engineering Division provides water and wastewater utility planning, engineering services and capital project delivery for the Integrated Water Services Department. Technical services provided by the Division include:

- Strategic asset management planning
- Capital project delivery and project management
- Engineering design and drafting
- Survey and mapping
- Response to development servicing requests and underground utility referrals
- Engineering support to IWS Operations
- Dam safety inspections and administration
- Watershed hydrology and water supply planning

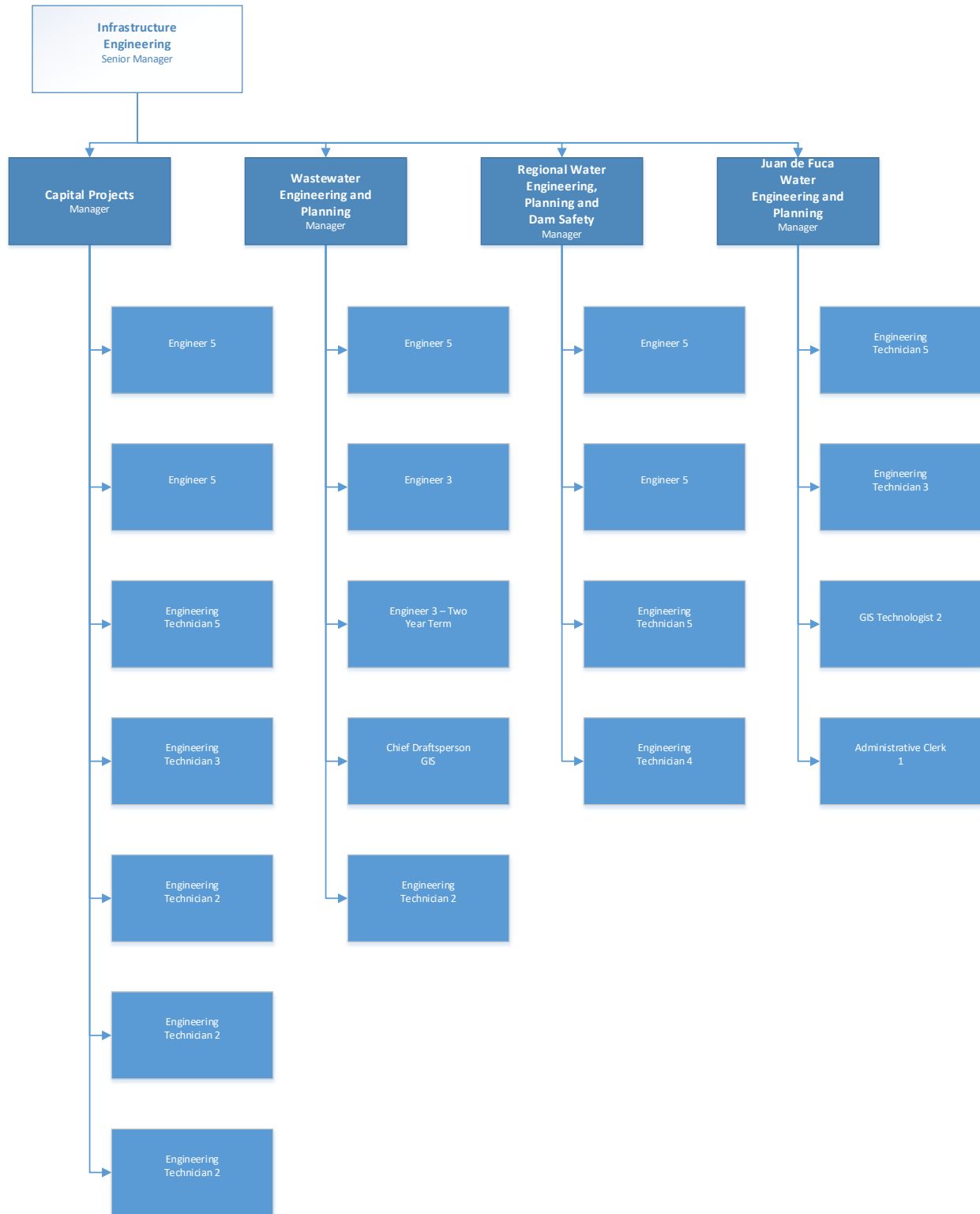
The above noted technical services are provided to the following CRD Services in the table below:

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Regional Water Supply Wholesale water supply to the 350,000 consumers in Greater Victoria supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> • 4 Core Municipalities (Saanich, Victoria/Esquimalt, Oak Bay) • Saanich Peninsula • JDF Distribution 	Funded through bulk water sales revenue	Regional Water Supply Commission (Standing)
Juan de Fuca Water Distribution Retail water supply to the six municipalities in the Western Communities, Sooke, and 4 First Nations supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> • 6 Municipalities (Langford, Colwood, View Royal, Metchosin, Sooke, portion of Highlands) • 4 First Nations • JDF Electoral Area 	Funded through retail water sales revenue	Juan de Fuca Water Distribution Commission (Standing)
Saanich Peninsula Water Wholesale water supply to residents in the three municipalities on the Saanich Peninsula supported through three key service areas: infrastructure planning, capital project delivery and engineering services.	<ul style="list-style-type: none"> • 3 Municipalities (Central Saanich, North Saanich, Sidney) 	Funded through wholesale water sales revenue	Saanich Peninsula Water Commission (Standing)

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Core Area Wastewater Sub-regional wastewater conveyance, treatment, and disposal services in the Core Area supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> • 7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal) • Songhees Nation • Esquimalt Nation 	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Core Area Liquid Waste Management Committee (Standing)</p>
<p>Saanich Peninsula Wastewater Sub-regional wastewater conveyance, treatment, and disposal services for the Saanich Peninsula municipalities, and other participants supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> • 3 Municipalities (Central Saanich, North Saanich, Sidney) • Peninsula First Nations • IOS and Victoria Airport 	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Saanich Peninsula Wastewater Commission (Standing)</p>
<p>Local Services Local services in the JDF, SGI, and SSI Electoral Areas including 12 water systems, 4 sewer systems, 1 septage facility, 11 harbour facilities supported through three key service areas: infrastructure planning, capital project delivery and engineering services.</p>	<ul style="list-style-type: none"> • Small service area customers within JDF, SGI, and SSI Electoral Areas 	<p>Funded through parcel tax and user charges (fixed and variable)</p>	<p>Various Harbour, Water and Wastewater Local Service Commissions (Advisory Commissions)</p>

1.2 Organization Chart

IWS Infrastructure Engineering



1.3 Key Trends, Issues & Risks – Service Specific

- **Infrastructure Renewal:** In general, sewer and water Infrastructure in North America has not been replaced at a sustainable rate. There is now an increased awareness of the “infrastructure deficit” and the need to replace system components, although funding is not in place for most services yet.
- **Climate Change:** As climate change occurs the summers are becoming hotter and drier and the winters are seeing more intense rain storms. This can lead towards water shortages in the summer and flooding and increased power outages in the winter. Therefore, water resources must be conserved and efficiently used throughout the region and infrastructure in flood prone areas needs to be designed with possible flooding in mind in addition to increased requirements for backup power.
- **Infrastructure Vulnerability and Emergency Preparedness:** As the region grows and the infrastructure networks age, key components of the system could become vulnerable to providing reliable service especially during an emergency situation. Plans need to be updated to mitigate risks, enhance reliability, and to be prepared.
- **Regulatory Changes:** Increased stringency of environmental, safety and electrical regulations are causing cost increases for capital projects and operating budgets. Of particular note are the Provincial requirements for dam safety and their impact on the variety of dams the service maintains and is required to improve.
- **Project Delivery:** To better meet the objectives and priorities of client's needs and deliver more projects on time and on budget, the IE Division is exploring a number of procurement strategy options for capital projects. The design-build of the Japan Gulch Treatment Upgrade is an example of an alternative procurement option.
- **Infrastructure Growth:** To maintain client service at current levels, additional financial and personnel resources are required to meet rapid growth in a number of areas. Major growth areas that are now impacting the service are the rapid expansion of the Juan de Fuca water system and the addition of the Core Area Sewage facilities that are being delivered from now through 2020.

1.4 Link to Priorities

INTEGRATED WASTE MANAGEMENT

- realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations

DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Infrastructure planning	<ul style="list-style-type: none"> Complete long term Strategic Asset Management Plans (SAMP) for all service/systems. Plans to include modeling, capacity analysis, vulnerability assessment, emergency preparedness, infrastructure renewal plans, and financial plan for infrastructure replacement financing for 23 water and wastewater services. 	Complete 9 service SAMP	Complete 8 service SAMP	Review and Assess	Adjust to meet service delivery needs, as required
Capital project delivery and project management	<ul style="list-style-type: none"> Complete project design, procurement, and delivery of capital projects planned each year, on time and budget. 2015 capital program value for 23 services – approximately \$20 million 	Complete \$15M - \$20M program	Complete \$20M - \$25M program Total capital program = \$34.2 M	Complete \$25M - \$30M program Total capital program = \$38.2 M	Complete \$25M-\$30M program
Engineering Design and Drafting	<ul style="list-style-type: none"> Ongoing services for development referrals; survey and mapping; engineering support to utility operations; Dam safety inspections and administration; Watershed hydrology and water supply planning 	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Regional Water Engineering, Planning & Dam Safety	6.33	7.33	7.33	5.25	5.25
Juan de Fuca Water Engineering & Planning				5.25	5.25
Wastewater Engineering & Planning	5.33	5.33	5.33	6.25	6.25
Capital Project Engineering	8.33	8.33	8.33	8.25	8.25
Total	20	21	21	25	25

Supplemental Budget includes an allowance for retaining 1 staff on 2-year term engineer position to address upcoming workload demands over the next two years and to support the growth in wastewater due to the Core Area Wastewater program. The new 2-year term FTE is funded from operational and capital budgets related to wastewater. At the end of 2015, the current 5 year term engineer position (established for 5-year JDF fire flow upgrade program 2012-2016) converted into a permanent position.

3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Wastewater Asset Management Plans	Complete Strategic Asset Management Plans for Core Area system and generate prioritized asset replacement in consideration of treatment program	Integrated Waste Management Regional Infrastructure Corporate Development	Capital Budgets
Small System Asset Management Plans	Complete Strategic Asset Management Plans for 9 Small Water and Wastewater Systems, generate prioritized asset replacement list; identify funding model for long-term asset replacement plans	Integrated Waste Management Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
Saanich Peninsula Water System Asset Management Plan	Complete plan to establish long term strategy for infrastructure upgrades and financial plan	Integrated Waste Management Regional Infrastructure Corporate Development	Capital Budgets

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
JDF Water Distribution System Asset Management Plan	Plan to establish long term strategy for annual main and service replacement program, fire flow related upgrades, pump station and reservoir upgrades	Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
JDF Water Distribution Water Audit	Complete system water audit that will review metering program and strategy, non-revenue water sources and quantification, demand analysis and water balance	Drinking Water	Capital Budgets
Regional Water Supply System - Strategic Plan	Complete studies to prepare for treatment and transmission sections of 2018-2019 strategic plan for water supply, including supply main condition assessment and replacement plan, hydraulic modeling and supply forecasting, water quality and filtration study, post disaster water supply requirements, supply system vulnerability update and dam safety improvements.	Drinking Water Corporate Development Regional Infrastructure	Capital Budgets
RWSC Upgrade Disinfection Process at Japan Gulch	Implement new methods of adding chlorine and ammonia to water for disinfection	Regional Infrastructure	Capital Budgets
2017			
Municipal Water and Wastewater Service Agreements	Establish master water and wastewater service agreements with municipalities across region.	Drinking Water Integrated Waste Management Corporate Development	Capital Budgets
Small System Asset Management Plans	Complete Strategic Asset Management Plans for 8 Small Water and Wastewater Systems, generate prioritized asset replacement list; identify funding model for long-term asset replacement plans	Integrated Waste Management Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
2018			
Regional Water Supply Strategic Plan	Work with other IWS divisions in completion and release of plan	Drinking Water Regional Infrastructure Corporate Development	Capital Budgets
2019			
Utility Infrastructure Replacements	Update service capital and financial plans with 2016-2018 asset management plan recommendations	Regional Infrastructure	Capital Budgets

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Reduce processing and response time	<ul style="list-style-type: none"> Annual processing and response time for development servicing applications and utility referrals (baseline in 2015: response provided within 65 days of receipt). Target response within 60 days in 2016; 45 days in 2017; 40 days in 2018; and 30 days in 2019.
Maintain strategic infrastructure investments	<ul style="list-style-type: none"> Number of infrastructure replacement projects* Total value of infrastructure investment annually* Strategic asset management plans in place* (baseline in 2015: 6 plans). Target completion of 9 plans in 2016 and 8 plans in 2017.
Ensure responsible delivery and completion of capital projects	<ul style="list-style-type: none"> Percentage of capital projects completed on time and on budget* (target minimum 85% annually)

*Corporate indicator – multiple divisions may contribute to this measure

Please see revised table below.

KEY PERFORMANCE INDICATORS

Indicator Name	2017 Planned (Annual Target from Service Plan)	2017 Projected (Projected to year end)	2018 Planned (Revised/New Annual Target)
Reduce processing and response time	45 days	45 days	40 days
Maintain strategic infrastructure investments	2015 – 3 plans 2016 - 4 plans 2017 – 5 plans 2018 – 4 plans	Previous 23 SAMP plans has been reduced to 16 plans with the elimination of Saltspring and the addition of SGI Harbours. Actual progress is: 2015 – 3 plans 2016 – 4 plans 2017 – 0 plans 2018 – 2 plans 2019 – 4 plans 2020 – 3 plans All 16 plans have been started and range in completion from 25% to 100%	2015 – 100% 2016 – 100% 2017 - 0% 2018 – 100% 2019 – 100% 2020 – 100%
Ensure responsible delivery and completion of capital projects	<i>80% of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans</i>	85% of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans	<i>85% of planned projects will have project plans and 90% will be delivered on budget and on schedule in accordance with the project plans</i>

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Service Plan for Infrastructure Operations

2016-2019
(2018)



Capital Regional District

Date submitted: October 7, 2015

Revised: August 2017



Making a difference...together

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3	Divisional Initiatives & Budget Implications.....	6
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1 Overview

1.1 Division & Service Summary

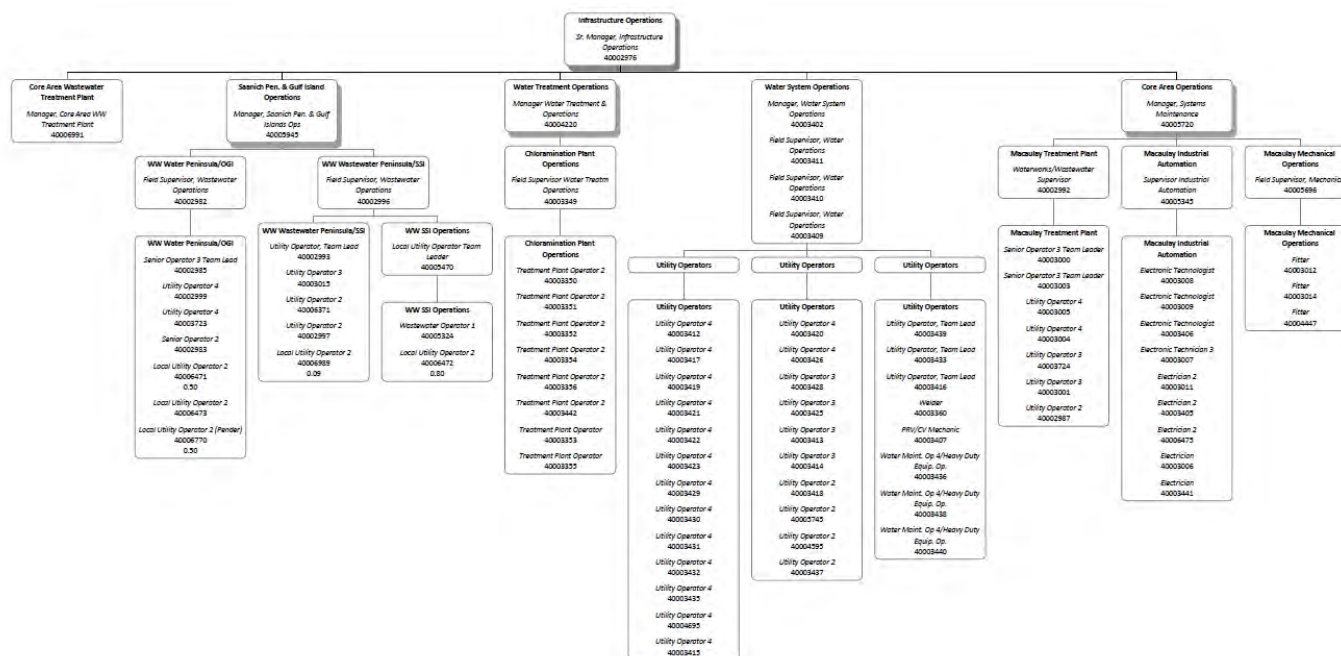
The Infrastructure Operations Division operates a number of drinking water and wastewater systems across the Capital Region, with a focus on providing clean and safe potable water, and wastewater collection and disposal services, while ensuring compliance with public health and environmental regulations.

The Division operates and proactively manages our infrastructure assets that exist in the following service areas: Regional Water Supply System, Juan de Fuca Water Distribution System Saanich Peninsula Water Supply System, Regional Trunk Wastewater, Saanich Peninsula Wastewater System, as well as 18 Local Service Area Small Water and Wastewater Systems in the electoral areas.

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Regional Water Supply Wholesale water supply to the 350,000 consumers in Greater Victoria supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> 4 Core Municipalities (Saanich, Victoria/Esquimalt, Oak Bay) Saanich Peninsula JDF Distribution 	<p>Funded through bulk water sales revenue</p>	<p>Regional Water Supply Commission (Standing)</p>
<p>Juan de Fuca Water Distribution Retail water supply to the six municipalities in the Western Communities, Sooke, and 4 First Nations supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> 6 Municipalities (Langford, Colwood, View Royal, Metchosin, Sooke, portion of Highlands) 4 First Nations JDF Electoral Area 	<p>Funded through retail water sales revenue</p>	<p>Juan de Fuca Water Distribution Commission (Standing)</p>
<p>Saanich Peninsula Water Wholesale water supply to residents in the three municipalities on the Saanich Peninsula supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> 3 Municipalities (Central Saanich, North Saanich, Sidney) 	<p>Funded through wholesale water sales revenue</p>	<p>Saanich Peninsula Water Commission (Standing)</p>

Service Purpose, Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
<p>Core Area Wastewater Sub-regional wastewater conveyance, treatment, and disposal services in the Core Area supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> • 7 Municipalities (Colwood, Langford, Esquimalt, Oak Bay, Saanich, Victoria, View Royal) • Songhees Nation • Esquimalt Nation 	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Core Area Liquid Waste Management Committee (Standing)</p>
<p>Saanich Peninsula Wastewater Sub-regional wastewater conveyance, treatment, and disposal services for the Saanich Peninsula municipalities, and other participants supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> • 3 Municipalities (Central Saanich, North Saanich, Sidney) • Peninsula First Nations • IOS and Victoria Airport 	<p>Funded through tax requisition based on each participant's flow or design capacity</p>	<p>Saanich Peninsula Wastewater Commission (Standing)</p>
<p>Local Services Local services in the JDF, SGI, and SSI Electoral Areas including 12 water systems, 4 sewer systems, 1 septage facility, and 11 harbour facilities supported through four key service areas: Water and Wastewater System Operations, Water and Wastewater System Maintenance, Emergency Response/System Failure, and Capital Works.</p>	<ul style="list-style-type: none"> • Small service area customers within JDF, SGI, and SSI Electoral Areas 	<p>Funded through parcel tax and user charges (fixed and variable)</p>	<p>Various Harbour, Water and Wastewater Local Service Commissions (Advisory Commissions)</p>

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

Core Area Wastewater Treatment Project – it is anticipated that Infrastructure Operations staff will be involved in the project, providing design input from an operational perspective in the early phases, to eventual commissioning and operation of the new facilities in the completion phases. Staffing requirements will increase as new facilities are completed.

Infrastructure Operations is anticipating increased staffing requirements related to the large amount of wastewater infrastructure planned or under construction in the Core Area. This staffing requirement will begin to roll out in 2018 and continue through to full commissioning of the facilities which is scheduled for the end of 2020. This will involve a combination of full time permanent position development as well as auxiliary positions in order to build the internal skill set in anticipation of hiring for permanent wastewater positions in 2019/20.

Local Service Area Operations and Capital Improvements – It is anticipated that Infrastructure Operations staff will be directly involved in the planning and completion of the many infrastructure improvement projects that are required across the Local Service Area water and wastewater systems, to address failing/aging infrastructure. The expected level of involvement will have an impact on available staff resources.

Worker Safety Regulatory Changes – Increasing worker safety regulatory changes result in increased training and certification requirements (i.e. crane safety training and certification, fleet service vehicle driver training) and operating procedural changes (i.e. confined space work procedures and safe excavation requirements) that have an impact on field productivity, but are critical to the work environment.

Workforce Planning – A focus on divisional workforce planning will be important to identify knowledge transfer opportunities and staffing levels necessary to operate new facilities requiring higher levels of EOCP certification and to backfill retirements in operating areas.

Water Operations: Additional financial resources are required to maintain the current level of service of operation and maintenance programs within the Greater Victoria Water Systems. The Juan de Fuca Water Distribution system is experiencing a high rate of water infrastructure expansion to accommodate the high rate of development and population growth. The Regional Water Supply system infrastructure is aging which is resulting in an increased amount of maintenance attention.

Water Treatment Operations: The Japan Gulch Water Treatment Plant upgrade will be completed in early 2018. The upgraded plant in addition to the recently commissioned emergency generator, will result in extra operating costs to the RWS.

1.4 Link to Priorities

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

INTEGRATED WASTE MANAGEMENT

- realign resources to effectively deliver on Board directives relating to integrated waste management and develop an overarching integrated plan
- implement an assessment framework on integration opportunities, consider innovative approaches and report on the effectiveness of programs

DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

CORPORATE DEVELOPMENT

- evaluate the use of innovative technologies and corporate support systems for continuous improvement and effective service delivery
- ensure CRD service delivery is effectively supported through the development of best practices
- enhance and ensure effective financial and audit reporting practices
- support continued investments in workforce education, training and development

2 Services

2.1 Service Levels

Service	Service Level Adjustments in Role/Scope				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Water and Wastewater System Operations	<ul style="list-style-type: none"> • Water and wastewater treatment; • supply and distribution system operation; • collection and transmission system operation; • system monitoring; • customer service 	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Water and Wastewater System Maintenance	<ul style="list-style-type: none"> System and facility maintenance Consumables management Component preventative maintenance 	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required
Emergency Response / System Failure	<ul style="list-style-type: none"> Water main breaks; wastewater overflows; unplanned service interruptions 	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required
Capital Works	<ul style="list-style-type: none"> Main installations; equipment replacement; capital projects support 	Review and Assess	Adjust to meet service delivery needs, as required	Review and Assess	Adjust to meet service delivery needs, as required

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Water Operations	36.5	36.5	36.5	37	37
Core Area Wastewater Operations	23.5	23.5	23.5	25	25
Saanich Peninsula & Gulf Islands Operations	16.8	16.8	16.8	17.3	17.3
Water Treatment Operations	10	10	10	10	10
Total	86.8	86.8	86.8	89.3	89.3

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Water and Wastewater Asset Management Plans To be completed by end of 2020	As part of the comprehensive asset management planning work, develop long term operations and maintenance plans and corresponding financial plans for each utility – JDF Water, Saanich Peninsula Water, Core Area Wastewater, 18 local services.	Integrated Waste Management Drinking Water Regional Infrastructure	Core Budget

Disaster Response Plan for water supply and distribution To be completed by end of 2017	Establish and implement disaster response plan and emergency water supply and distribution plan in collaboration with Infrastructure Engineering	Drinking Water Regional Infrastructure Protective Services	Capital Budget
Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016 - 2019			
Cross Sectional Training and Development Project To be completed annually though 2019	Work with employees that are interested in opportunities to enhance their skills and abilities in other Infrastructure Operations work sections.	Corporate Development	Core Budget
Standard Master Operating Procedure Manuals To be completed by end of 2019	Develop master operating procedure manuals for the major and small utility systems – Regional Water Supply System, Juan de Fuca Water, Saanich Peninsula Water, Core Area Waste Water, Saanich Peninsula Waste Water, Local Service Areas	Drinking Water Regional Infrastructure	Core Budget
Water Operations Review	Review of Operations and Maintenance programs to determine balance between preventative maintenance and capital projects in terms of labour and costs.	Drinking Water Regional Infrastructure	Core Budget

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Maintain high quality water and wastewater infrastructure	<ul style="list-style-type: none"> • Sustainable asset funding plans in place* • Complete 94% planned maintenance projects annually • Reduce the number of unplanned non-weather related wastewater overflows/bypasses annually (target no more than 1 overflow/bypasses annually by 2019) • Reduction in number of unplanned interruptions to water services each year* (baseline 2015)
Ensure compliance with all regulatory requirements	<ul style="list-style-type: none"> • Annual volume of drinking water supplied in compliance with water quality guidelines and regulations* • 100% Compliance with Island Health, Provincial and Federal drinking water health guidelines in all water service areas

	<ul style="list-style-type: none">• 100% Compliance rate with operating permit conditions for all wastewater system operating permits
Contribute to integrated resource management objectives	<ul style="list-style-type: none">• Qualitative observations on demonstrated progress toward integration of liquid and solid wastes*

*Corporate indicator – multiple divisions may contribute to this measure

Please see updated table of Performance Indicators below.

KEY PERFORMANCE INDICATORS

Indicator Name	2017 Planned	2017 Projected	2018 Planned																								
Maintenance: Planned Maintenance Completed	94%	92%	96 %																								
Regulatory Compliance: 1 # Regulatory Contraventions for drinking water quality	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	GVWS	0	JDF EA	0	SSI EA	0	SGI EA	0	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>1</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>1</td></tr> </table>	GVWS	0	JDF EA	1	SSI EA	0	SGI EA	1	<table border="1"> <tr><td>GVWS</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	GVWS	0	JDF EA	0	SSI EA	0	SGI EA	0
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Regulatory Compliance: 1 # Regulatory Contraventions for wastewater effluent quality exceedance	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	SPWWTP	0	JDF EA	0	SSI EA	0	SGI EA	0	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td>1</td></tr> <tr><td>SSI EA</td><td>5</td></tr> <tr><td>SGI EA</td><td>9</td></tr> </table>	SPWWTP	0	JDF EA	1	SSI EA	5	SGI EA	9	<table border="1"> <tr><td>SPWWTP</td><td>0</td></tr> <tr><td>JDF EA</td><td>0</td></tr> <tr><td>SSI EA</td><td>0</td></tr> <tr><td>SGI EA</td><td>0</td></tr> </table>	SPWWTP	0	JDF EA	0	SSI EA	0	SGI EA	0
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Safety: 2 Lost time incidents 2 # days lost 2 Avg days lost per claim	<p>≤ 8 ≤ 100 ≤ 12</p>	<p>6 70 12</p>	<p>≤ 7 ≤ 80 ≤ 10</p>																								
Financial: 3 Cost Recovery (Total Revenue/Total Costs)	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0	<table border="1"> <tr><td>RWS</td><td>1.0</td></tr> <tr><td>JDFWD</td><td>1.0</td></tr> <tr><td>SPWS</td><td>1.0</td></tr> </table>	RWS	1.0	JDFWD	1.0	SPWS	1.0						
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¹ Note that these KPI's have been updated from % compliance to number of Regulatory Contraventions.

² Note that these KPI's have been updated from only Lost Time Injuries to additional metrics to reflect the severity of the incident.

³ Note that this financial indicator is presented for each of the three Water Utility services, and is not limited solely to Infrastructure Operations. It relates to the expected financial performance of the relevant service as a whole.

Contact

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Service Plan for Watershed Protection

2016-2019
(2018)

Capital Regional District

Date submitted: October 15, 2015

Revised: September 8, 2016

Revised: November 23, 2016

Revised: July 25, 2017



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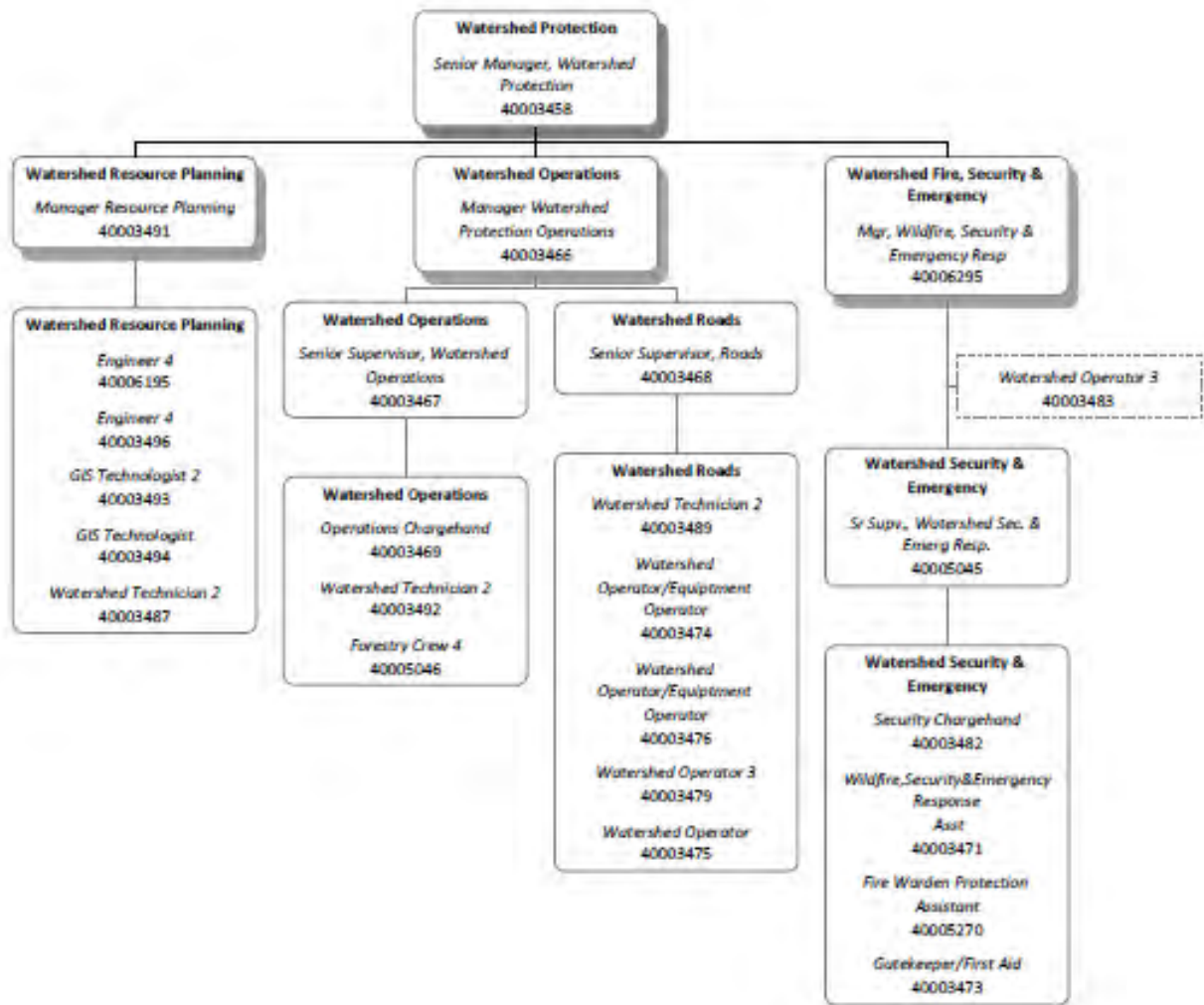
1 Overview

1.1 Division & Service Summary

The Watershed Protection Division provides forest land management of the 20,550 hectares of the Greater Victoria Water Supply Area to ensure high quality source drinking water for the Regional Water Supply System. The Division provides management in the following areas:

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Wildfire, Security & Emergency Response: <ul style="list-style-type: none"> • Watershed security • Wildfire and spill preparedness, prevention and response 	Regional Water Supply Service All municipalities	Bulk water rate	Regional Water Supply Commission; Water Advisory Committee
Watershed Operations <ul style="list-style-type: none"> • Silviculture, forest health and forest fuel management • Invasive plant management • Vegetation management (previously referred to as Facilities maintenance) • Road maintenance, upgrades and rehabilitation 	Regional Water Supply Service All municipalities	Bulk water rate	Regional Water Supply Commission; Water Advisory Committee
Resource Planning <ul style="list-style-type: none"> • Wildlife management • Watershed hydrology • Ecological inventories and analyses • Risk assessment and management • GIS and data management • Research and monitoring 	Regional Water Supply Service All municipalities	Bulk water rate	Regional Water Supply Commission; Water Advisory Committee

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

- **Closure of the Leech Water Supply Area (WSA)** to unrestricted access through amendment of the Greater Victoria Water Supply Area Protection Bylaw no. 2804 is expected to be the predominant issue for 2016 – 2019. Decisions made by the RWSC whether to fully close, allow recreational access by permit and other decisions will require implementation and may require new ways of doing business for Watershed Security.
- Preparation of the 2017 Regional Water Supply Strategic Plan has highlighted the need for detailed knowledge of the hydrological and biological parameters that affect future drinking water quantity and quality in the Leech Water Supply Area for the Regional Water Supply System.
- **First Nations** are increasingly interested in access into the GVWSA. There is uncertainty regarding the applicability of Douglas Treaty rights and the degree to which interests can be accommodated. Accommodation will require resources to implement. Negotiations between Regional Parks and First Nations may influence expectations for access to the GVWSA.
- The **opening of the Trans Canada Trail and Sea to Sea Regional Park** will increase trespass pressure and require greater security monitoring and infrastructure. Increased risk of trespass, wildfire, invasive species and other issues from changes in ownership, development and activities on adjacent lands (catchment and non-catchment) from sale of private forest lands and First Nations treaty settlements.
- **Climate Change** is expected to provide a longer period of high/extreme fire danger conditions and greater fuel availability within the GVWSA. Firefighting equipment upgrades will continue and there will be more emphasis in staff readiness (training, fitness and experience) for initial attack, and leadership development by gaining firefighting experience with the provincial Wildfire Management Branch. A warming climate also increases the risk of a large wildfire affecting the quality of source water. The large proportion of young stands in the Leech, and younger stands in the Goldstream and Sooke Water Supply Areas will continue to accumulate forest fuels in the short and medium term. Forest fuel management is laborious and therefore costly. There will be continued effort in the next 4 years to create fuel breaks in strategic locations to protect Sooke Lake Reservoir. Climate change has the potential to increase threats to water quality and forest health in the GVWSA and the potential for undesirable species to invade or expand their populations. Climate change will be considered in the watershed assessment and integrated into the risk assessment framework developed to protect water quality and ecosystem integrity in the GVWSA.
- There is a lack of comprehensive training and practical experience in responding to **hazardous materials spills** into water. Although the likelihood of a large spill into a source reservoir or main tributary is low, the potential consequences dictate a renewed emphasis on training and preparedness in the next four years.
- The effort and cost of **management of invasive plant and animal species** that may have a detrimental effect on water quality continues to rise. Public awareness and expectation regarding invasive species management is also growing in the Region. Greater emphasis will be placed on prevention of new species from entering and existing species from being spread within the GVWSA

1.4 Link to Priorities

FIRST NATIONS

- prepare agreements to enable traditional uses of CRD lands and identify First Nations partnership opportunities for economic development activities

CLIMATE CHANGE

- realign resources to effectively deliver on Board directives relating to climate change and implement policy and practices to demonstrate leadership in operations
- develop a climate framework to guide decision-making, establish a working group to identify climate change priorities and maximize partnerships

DRINKING WATER

- protect and maintain an adequate supply of safe, reliable drinking water
- invest in the renewal and replacement of aging infrastructure to deliver an adequate supply of safe, reliable drinking water

REGIONAL INFRASTRUCTURE

- ensure that resources are available for investment in current and future infrastructure, demonstrating efficiency and value for money and meeting regulatory and service requirements
- develop and implement asset management planning framework and tools to continue proactive and responsible management of assets and infrastructure, both natural and engineered

BIODIVERSITY & ECOLOGICAL HEALTH

- assess service needs, respond to issues that threaten ecological health such as wildlife and invasive species, and profile best practices
- integrate a climate lens in our land acquisition strategies

PUBLIC ENGAGEMENT & COMMUNICATIONS

- develop public participation strategies, including implications and performance metrics, as part of all major initiatives and implement more options for two-way dialogue and engagement
- share stories of collaboration and accomplishments

EDUCATION, OUTREACH & INFORMATION

- expand on successful education partnerships and program delivery to include innovative in-person outreach and educational programs
- demonstrate transparency and increase visibility through the provision of accessible, relevant, timely and usable data and information

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Wildfire, Security & Emergency Response	<ul style="list-style-type: none"> • Goldstream gate security and first aid: weekdays 7:30 – 4:30 • Watershed emergency duty officer (WEDO) standby: 24h/day 365/year • Security patrols: weekends and holidays year round • Maintenance of 11 km of security fencing and > 50 gates • Wildfire detection/suppression patrols during ≥ moderate fire hazard: daily • Wildfire suppression standby ≥ moderate fire hazard: daily • Wildfire detection air patrol: 1 – 2 times daily during high and extreme fire hazard • Monitoring and distribution of fire weather data and preparedness: daily May to Oct. • Delivery of capital projects 	<ul style="list-style-type: none"> • Transition Emergency Preparedness Asst to Security Asst 	<ul style="list-style-type: none"> • Addition of First Nations Environment and Culture Monitoring 	<ul style="list-style-type: none"> • Adjust to meet service delivery needs, as required 	<ul style="list-style-type: none"> • Adjust to meet service delivery needs, as required
Watershed Operations	<ul style="list-style-type: none"> • Winter road maintenance: 94km • Summer road maintenance: 367 km • New road construction: 1–2 km • Roads brushed: 125 km • Roads assessed and managed for danger trees: 210 km • Roads upgraded: 5 km • Roads reclaimed: 5 km • New bridges installed: 2 • Culverts installed/replaced: 25 	<ul style="list-style-type: none"> • Review & Assess 	<ul style="list-style-type: none"> • Adjust to meet service delivery needs, as required 	Additional road maintenance for Leech WSA: <ul style="list-style-type: none"> • 95 kms of road • 19 major drainage structures • 525 culverts 	<ul style="list-style-type: none"> • Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
	<ul style="list-style-type: none"> • Crossings maintenance: 20 bridges, 479 stream culverts and 1,122 drainage culverts • Invasive plants: 15-20 sites treated twice annually • Silviculture surveys: 50 ha per year • Silviculture brushing: 10 ha/year • Brushing: 18 ha dams and infrastructure once or twice per year as required; • Brushing/fire smarting facilities: 5 ha • Dams and reservoirs – inspection and removal of woody debris accumulations: monthly on 38 booms, dams, spillways • Delivery of capital projects 				
Resource Planning	<ul style="list-style-type: none"> • Ecosystem information updates e.g. wetland mapping, TEM, forest cover. • Orthophotography update: every 2 years • Forest health survey: annual • Risk assessment and management planning • Partnering in climate change and other research in the GVWSA. • Monitoring of weather station fire weather data: daily May to October • Monthly monitoring and management of beaver • Monitoring and management of American bullfrogs: 3 times weekly for 6 months • Monitoring and management of Canada geese: daily for 6 months • Public Tours – 18 tours over 6 days 	<ul style="list-style-type: none"> • Update of the Watershed Assessment • GVWSA Climate change adaptation strategy • Adjust to meet service delivery needs, as required 	<ul style="list-style-type: none"> • Update of the Watershed Assessment • GVWSA Management Plan • Assist with Regional Water Supply Strategic Plan • Plan forest hydrology program • Fish stream assessments • Adjust to meet service delivery needs, as required 	<ul style="list-style-type: none"> • Update of the Watershed Assessment • State of the GVWSA Report • Biosecurity strategy • Expanded public, First Nations and school tours program • Implement forest hydrology program • Fish stream assessments • forWater Network project planning • Adjust to meet service delivery 	<ul style="list-style-type: none"> • Report out on State of the GVWSA • Expanded public, First Nations and school tours program • Fish stream assessments • forWater Network project implementation • Adjust to meet service delivery needs, as required

Service Level Adjustments in Role/Scope					
				needs, as required	

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Wildfire, Security & Emergency Response	8.33	8.33	7.33	7.33	7.33
Watershed Operations	11.33	11.33	11.33	11.33	11.33
Resource Planning	6.33	6.33	6.33	7.33	7.33
Total	26 FTE	26 FTE	25 FTE	26 FTE	26 FTE

- 1.0 FTE decrease in 2017 in Wildfire, Security & Emergency Response with Resident Caretaker position moved to the Infrastructure Engineering division.
- 1.0 FTE increase in 2018 in Resource Planning for a Watershed Technologist/Information Officer to provide capacity for resource planning projects, hydrology field monitoring and public tour expansion.

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
2016			
Amendment of the Greater Victoria Water Supply Area Protection Bylaw no. 2804 April 2016	The Leech Water Supply Area is not included in Bylaw 2804. An amendment would incorporate the Leech WSA, make provision for authorized activities in the Leech and clarify existing Bylaw language.	Drinking Water	Core budget
Traditional Use Access Agreement April 2016	A traditional use access agreement is being developed with a local First Nation for the Leech WSA while not in use for drinking water supply.	First Nations	Core budget
Leech Watershed Restoration Dec 2016	<ul style="list-style-type: none"> • Deactivation of Survey Main (year 1) • Construction of Horton Connector and Worley Lake access 	Regional Infrastructure	Capital
Forest Fuel Management Projects 2016 - 2019	Establishment and maintenance of forest fuel breaks to help protect Sooke Lake Reservoir from the effects of large scale wildfire.	Climate Change	Core budget
2017			
Climate Change Adaptation Strategy for the GVWSA December 2017	Using a common framework, an adaptation strategy for climate change will be developed for the GVWSA. The strategy will become part of the larger climate change strategy for the Regional Water Supply System.	Climate Change Drinking Water	Core budget and external funding (assistance from 3 month intern position which was grant funded through Pacific Institute for Climate Solutions)

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Watershed Management Plan Nov 2017	The management of the GVWSA will be documented and results of the watershed assessment and climate change strategies will be incorporated.	Drinking Water Regional Infrastructure Climate Change Biodiversity & Ecological Health	Core Budget
Assessment of Streams in the GVWSA 2017-2019	A three year program to assess the fish habitat potential, channel stability, and proper functioning condition of streams in the GVWSA.	Biodiversity & Ecological Health	Capital
Leech Watershed Restoration Dec 2017	<ul style="list-style-type: none"> • Deactivation of Survey Main year 2 • Cragg Creek Bridge upgrade • Upgrade of Cragg Main and Horton Main running surface and minor culverts 	Regional Infrastructure	Capital
2018			
Biosecurity Strategy for the GVWSA December 2018	Increasing new and existing invasive species may affect drinking water quality. This strategy will provide new tools and standards for preventing the establishment of undesirable species in the GVWSA.	Biodiversity & Ecological Health Drinking Water	Core budget
Public tours expansion June 2018	A revised model of tour offerings over several months a year will provide more tour opportunities at better times for the public, First Nations and schools for lower overall cost.	Public Engagement & Communications Education, Outreach & Information	Continuous supplementary budget request for 1.0 FTE in Resource Planning.
Security upgrade – Goldstream Entrance to the GVWSA November 2018	The Goldstream entrance to the GVWSA was re-designed in 2015 and will be constructed in 2018 to address security and biosecurity needs.	Regional Infrastructure Biodiversity & Ecological Health Drinking Water	Capital

Title & Estimated Completion Date	Description	Priority Reference (if applicable)	Budget Implications
Update Watershed Assessment Dec 2018	Update the 1999 Watershed Assessment	Drinking Water Biodiversity & Ecological Health	Core budget support from supplementary budget request for 1.0 FTE in Resource Planning
State of the GVWSA Report Dec 2018	Development of a set of sustainability indicators for the health and management of the GVWSA.	Drinking Water Climate Change	Core budget
Leech forest hydrology monitoring network Nov 2018	Implementation of a network of hydrology monitoring stations in the Leech WSA	Regional Infrastructure	Capital and Core budget, support from supplementary budget request for 1.0 FTE in Resource Planning
Leech Watershed Restoration Dec 2018	Assessment and planning of road infrastructure in north Leech Leech road maintenance	Regional Infrastructure	Capital and continuous supplementary request for \$50,000 for Leech road maintenance.
Replacement of Goldstream Main bridge Oct 2018	The existing bridge is undersized and poses a risk to water quality and fish habitat and should be replaced with a longer concrete structure with greater clearance.	Regional Infrastructure	Capital
Waugh Creek Bank Stabilization Oct 2018	Waugh Creek is under cutting the fill slope of Kapoor Main which is the primary access to Sooke Lake Dam and the Water Supply Area. A stabilization project (rip-rap placement and slope reinforcement) is required to prevent further damage.	Regional Infrastructure Drinking Water	Capital
2019			
Leech Watershed Restoration Dec 2019	Leech road maintenance West Leech road upgrades/deactivation	Regional Infrastructure	Core budget (continuous supplemental request of \$50,000 in 2018) Capital

Title & Estimated Completion Date	Description	<i>Priority Reference</i> (if applicable)	Budget Implications
Leech River/Weeks Main Bridge replacement and Weeks North Bridge construction Oct 2019	<p>The Leech River crosses Weeks Main through a large culvert. The culvert is undersized and needs to be replaced with a concrete bridge to restore proper water flow and safe road passage.</p> <p>Upgrade of Weeks Main north access</p>	Regional Infrastructure	Capital

4 Goals & Performance Indicators

Service Goals	Indicators or Measures
Increase strategies and activities to protect the drinking water supply and improve access to catchment lands	<ul style="list-style-type: none"> • Bylaw 2804 Amended - Leech entrances secured and new enforcement procedures in place. • Increase the number of staff with fire suppression fitness and training as well as qualified and experienced initial attack crew leaders by 2018 (baseline 2015 levels) • # of kilometres of roads maintained, upgraded or reclaimed associated with drinking watershed operations annually* • Number of watershed forest fuel management projects completed annually* • % of capital projects completed on time and on budget* • Completion of Biosecurity Strategy by end of 2018.
Enhance information and data collection activities to support resource planning	<ul style="list-style-type: none"> • Completion of Watershed Assessment by end of 2018.
Contribute to corporate and regional climate action objectives	<ul style="list-style-type: none"> • Completion of GVWSA climate change adaptation strategy by end of 2017.
Increase public engagement and educational efforts	<ul style="list-style-type: none"> • Total participation in watershed public tours annually*

*Corporate indicator – multiple divisions may contribute to this measure.

Please see revised table below

KEY PERFORMANCE INDICATORS

Indicator Name	2017 Planned	2017 Projected	2018 Planned
Watershed roads:			
Maintained	367 km	300 km	367 km
Upgraded	5 km	5 km	5 km
Reclaimed	5 km	5 km	5 km
Capital projects			
% on time	100% on time	73 % on time	100% on time
% on budget	100% on budget	73 % on budget	100% on budget
Participation rates in CRD public tours annually			
2015 = 682	23 tours 700 participants	29 tours 880 participants	36 tours 1080 participants

Contact

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Service Plan for SEAPARC

2016 – 2019
(2018)



Capital Regional District

Date submitted: August 2017



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1 Overview

1.1 Division & Service Summary

Sooke & Electoral Area Parks and Recreation Commission (SEAPARC) is a regional recreation service established by Bylaw No. 4029 (amending Bylaw No. 152). Participating areas include the District of Sooke and portions of the Juan de Fuca Electoral Area (JdFEA). The JdFEA communities participating in the SEAPARC service include East Sooke, Otter Point, Shirley/Jordan River and Port Renfrew.

Sooke and Electoral Area Parks and Recreation (SEAPARC) provides recreational opportunities for the public through the planning, development and operation of recreation facilities, programs and activities with a focus on the citizens of the District of Sooke and the Juan de Fuca Electoral Area (Mission Statement, October 16, 1991).

Bylaw No. 152 delegated administrative authority to SEAPARC for the purpose of providing recreational and related community programs, equipment and facilities.

The commission is comprised of seven elected and appointed members from the District of Sooke and Juan de Fuca Electoral Area. Two elected members (the Mayor and one Councillor) represent the District of Sooke, as well as two appointed volunteer commissioners. The Electoral Area Director sits on the Commission and recommends appointment of one member from the Electoral Area. There is also one youth member who is registered in the secondary school program of Sooke School District 62 and is a resident of Juan de Fuca Electoral Area or the District of Sooke.

The service administers:

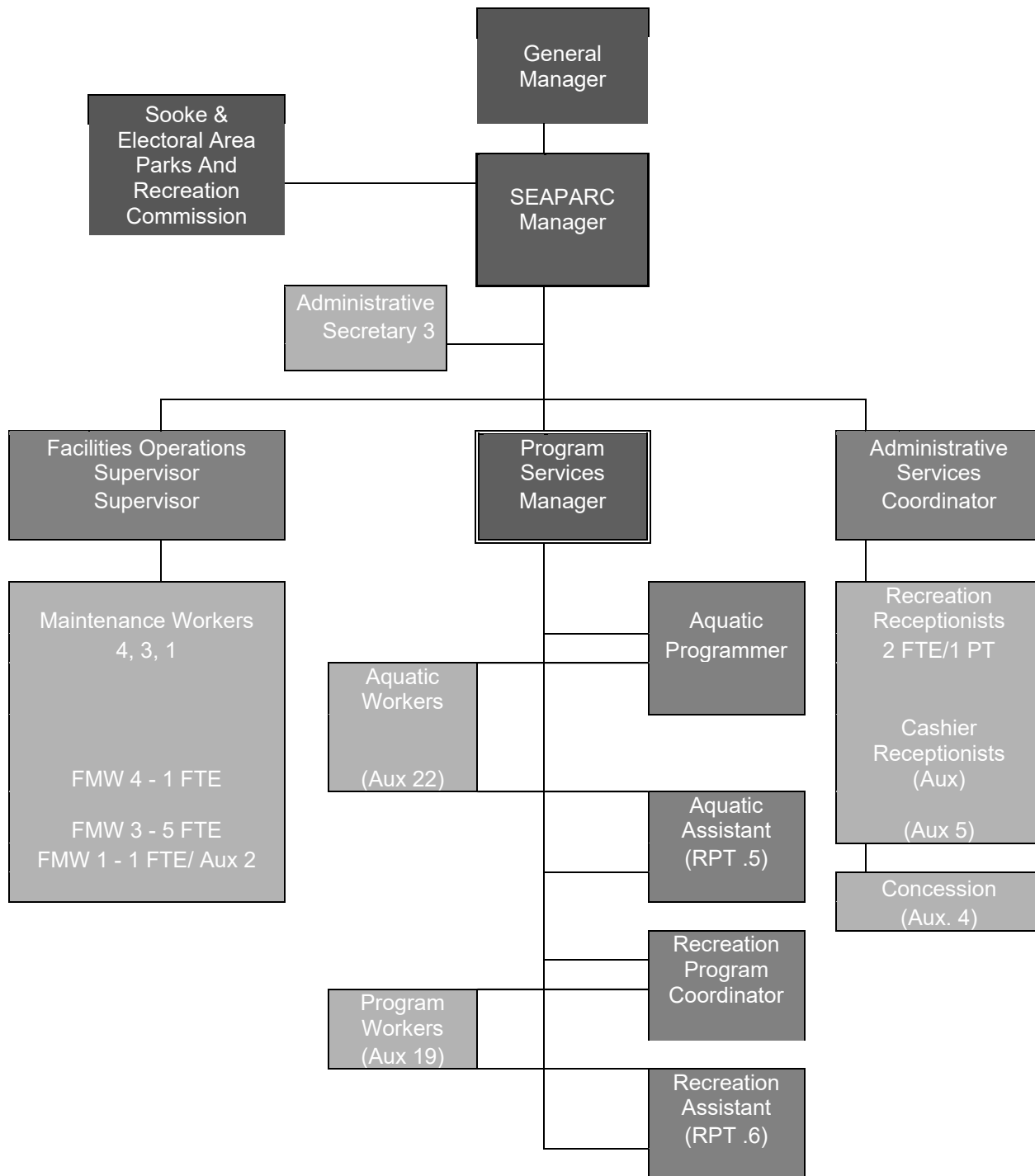
- Ice arena/ Dry Floor
- Aquatic Centre
- Community Recreation Programs
- Facility and grounds maintenance
- Program/ Multipurpose/ Boardroom spaces
- Slo-pitch field/ baseball diamond
- Bike park
- Skateboard park
- Joint Use Agreement with School District 62
- Community Events
- Multi-use trail
- DeMamiel Creek 9 Hole Golf Course

A broad range of recreational services are provided by the Commission, including provision of well-maintained facilities for public use, community recreational programs, community partnerships and facilitation services.

Annual cost for the SEAPARC service, net of grants and other revenues, is currently apportioned based on population. The District of Sooke pays approximately 75% of the cost of providing the service; JdFEA pays approximately 25%.

Service Purpose , Role or Overview	Participants	Funding Sources	CRD Board Committee and/or Commission Reporting Structure
Sooke and Electoral Area Parks and Recreation (SEAPARC) provides recreational opportunities for the public through the planning, development, and operation of recreation facilities, programs and activities with a focus on the citizens of the District of Sooke and the Juan de Fuca Electoral Area (Mission Statement October 16, 1991)	Sooke and Juan de Fuca Electoral area	Sooke 75% JdF 25% Requisition, grants, sponsorships, donations, non-tax revenue	Delegated administrative authority to SEAPARC

1.2 Organization Chart



1.3 Key Trends, Issues & Risks – Service Specific

SEAPARC provides recreational opportunities for the public through the planning, development, and operation of recreation facilities, programs and activities with a focus on the citizens of the District of Sooke and the Juan de Fuca Electoral Area.

Sooke's population continues to grow and young families continue to move to the region. According to Statistics Canada's 2016 Census data, the District of Sooke's population grew 13.7% over a five-year period (2011-2016), making it the second-fastest growing community on Vancouver Island and one of the fastest-growing cities in the province. This places increased demands on current programs and facilities. SEAPARC's population catchment has increased by nearly 60% in the past 25 years and is projected to increase in the next 25 years by almost 70%. This is higher than the CRD, provincial and national averages. However, the nature and composition of that growth will change as the proportion of older adults will increase more rapidly. Over the next 25 years, the plus-50 age cohorts will more than double, while the 19-under age groups will only increase by 20-30%. The information above is illustrated in the graph below.

SEAPARC will pursue grant opportunities to leverage development and growth.

Opportunities exist for SEAPARC to work and partner with various community recreation stakeholders including the Sooke School District 62, Sooke Community Association, District of Sooke, T'Sou-ke Nation and local sports associations. Development of greenways, bikeways and pathway systems is a key priority for community open space systems. These systems contribute to personal and environmental health.

Large facility assets are aging and will require investment in the next 15-20 years. This will have a significant financial impact. Efficient equipment upgrades that contribute to a reduction in energy consumption and contribute to reduction in CO₂ emissions are a priority.

A fitness facility addition has been identified as a priority for SEAPARC. Child and youth inactivity is considered a major health problem. Provision of programs and activities that foster active living through physical recreation are a priority. Investigating ways to increase inclusion and access to recreation for populations that face constraints to participation is another trend, along with finding new ways to help people connect to nature through recreation. SEAPARC will ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong caring communities.

SEAPARC will continue to work toward the continued growth and sustainability of recreation in the Sooke region

*Each strata represents a decade age cohort, with the total being the sum of all cohorts.

1.3 Link to Board Strategic Priorities

SEAPARC provides recreation services that improve the health and quality of life for those in the Sooke Region and Juan de Fuca electoral area. The service supports the following Board Strategic Priorities:

SEAPARC supports the priority of Changing Demographics, developing and implementing recreational programs and services that respond to and anticipate changes in seniors demographics.

SEAPARC supports the Climate Change priority by providing active transportation opportunities for programs and special events. SEAPARC will implement climate change adaptation when upgrading facilities and will ensure efficient equipment upgrades that contribute to a reduction in energy consumption and contribute to reduction in CO₂ emissions.

SEAPARC supports the priority of Public Engagement & Communications by providing engagement opportunities for residents to gather information on program development and provide evaluation of the delivery of programs and services.

2 Services

2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Recreation					
Administration	Provide and review financial data monthly: occurs monthly	No Change	No Change	No Change	No Change
	Provide customer service in person and via phone and respond to customer concerns and issues: 4,848 hrs	No Change	No Change	No Change	No Change
	Provide software updates, data base management, online registration, and direct payment options: occurs continuously	No Change	No Change	No Change	No Change
Arena	Operational hours per day (Ice): 16	No Change	No Change	No Change	No Change
	Operational hours per day (Dry Floor): 16	No Change	No Change	No Change	No Change
	# of skate lesson registrants: 254	3%	3%	3%	3%
	Hrs. of Rented Ice/ Dry Floor (Year): 2,000 ice, 950 dry	No Change	No Change	No Change	No Change
	Hrs. of Public Skating (Year): 308	No Change	No Change	No Change	No Change
	# of drop in arena admissions (year): 6089	3%	3%	3%	3%
	Sooke Fine Art Show hrs booked: 840	No Change	No Change	No Change	No Change
Aquatic Centre	Public Swim: 4,848 hrs. (year)	No Change	No Change	No Change	No Change
	100% compliance with pool legislated requirements	No Change	No Change	No Change	No Change
	# of drop in admissions (year): 29,554	3%	3%	3%	3%
	# of memberships sold (year): 1,630	3%	3%	3%	3%
	# of lesson registrants: 2,320	3%	3%	3%	3%
Fitness	# of program registrants (year): 881	3%	3%	3%	3%
	Fitness weight room open to public daily	n/a	n/a	n/a	16hrs
	# of fitness drop in admissions (year): 1,620	3%	3%	3%	3%

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Recreation Programs	Monitor, evaluate and balance joint use agreement with SD 62: 11K	No Change	No Change	12k	No Change
	Marketing and promotion of SEAPARC events services and programs: Occurs monthly	No Change	No Change	No Change	No Change
	Offer and operate number CR programs annually running: <ul style="list-style-type: none"> CR Preschool CR School Age CR Teen CR Adult 	40 68 3 62	45 70 5 65	50 75 10 70	55 80 15 75
	Offer community events: SEAPARC is involved in a number of community events each year: 7	No Change	8	No Change	9
Maintenance	Provide safe and clean facility that is maintained by staff 24/7 364 days per year	No Change	No Change	No Change	No Change
	Clean facility a min of once per day	No Change	No Change	No Change	No Change
	Maintain Exterior/Grounds	No Change	No Change	No Change	No Change
	SAP program maintenance	Launch Software	No Change	No Change	No Change
Multi-use Trail	Trail open 365 days a year	No Change	No Change	No Change	No Change
	Number of users accessing trail reported and recorded: 5,000 approx.	No Change	No Change	No Change	No Change
Golf Course Operation	Golf course operates seasonally	90days	150days	No Change	No Change
	Fees for service paid at SEAPARC front desk or golf course kiosk	Occurs	No Change	No Change	No Change
	Programs and lessons offered	n/a	Occurs	No Change	No Change

2.2 Workforce Considerations

Service	Workforce (FTEs)				
	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
Community Recreation	17	17	17	17	17
Supplementary FTEs	0	0	0	0	0
Total	17	17	17	17	17

3 Divisional Initiatives & Budget Implications

Title & Estimated Completion Date	Description	Board Strategic Priority Reference	Budget Implications
2016			
Artificial Turf Field Development/ Partnership	Pursue installation of artificial turf field installation in Sooke subject to grant funding	n/a	1.6 million grant funded
Class Software Replacement	Replacement of current registration and accounting software	n/a	25k Capital Reserve
Asset Management	Complete 25-year capital plan	n/a	Core
LED Light Replacement	LED replacement of high-energy-use lighting in facility	Climate Change	170k Capital Reserve
Natural Gas Boiler Replacement	Natural Gas replacement of Oil Burning Boilers	Climate Change	155k Capital Reserve
Play in the Parks	Provide increased opportunities for children to become active in local parks. Include a focus on active transportation.	Active - multi modal Transportation	Core
Bike Park Learn to Ride Programs (2016-2019)	Programs targeted to children and youth to encourage safe biking and bike park use	Active - multi modal Transportation	Core
Stan Jones Ball field grass improvements	Soil exchange to remove clay base soil and install sand base soil	n/a	15k Capital Reserve
Golf Course Operation	Operate seasonal golf course	n/a	Core
2017			
Fitness Expansion	5,200 sqf building expansion	n/a	750k Capital Reserve
Golf Course Operation	Operate seasonal golf course	n/a	Core
2018			
Fitness Expansion	5,200 sqf building expansion includes various fitness equipment	n/a	750k Capital Reserve 1.25 million grant funding
Fitness Service Provision	Staff and program new fitness amenity	n/a	Core

Title & Estimated Completion Date	Description	Board Strategic Priority Reference	Budget Implications
2019			
Multi Use Sport Box	Lacrosse, soccer, basketball, ball hockey sport court	n/a	150k Capital Reserve 50%grant funded

4 Goals & Performance Indicators

Service Goals	Performance Indicators
User funding without debt	>28%
Administration/Customer Service to implement new recreation management software	Implement online registration and new payment methods; EFT and Credit Card auto payment. Improve customer service, evaluate programs and services; increase internet registrations
Customers rate SEAPARC for speed/courtesy/service at/or above 90%	Customers rate SEAPARC for speed/courtesy/service at/or above 90% (ongoing)
Increase number of recreation programs offered to public	Program attendance increases 3% each year (2016-2019) Increase the number of programs offered 3% (2016-2019)
Maintenance/Facilities provides a safe/clean facility	Customers Rate SEAPARC Cleanliness at or above 90% (ongoing)
Customers Rate SEAPARC for cleanliness at or above 90%	
Deliver "Play in the Park" program with active transportation engagement	Collaborate with other CRD departments to encourage and support active transportation to the "Play in the Park" program. (2016-2019)
Program Evaluation	Distribute program survey to 100% Program participants. Create Email Program Evaluation form. Staff track and review feedback. (ongoing)
Increase "drop in" attendance	Increase "drop in" attendance by 3-5%
Participate in completing the Community Health & Well Being Plan and determine appropriate roles for implementation	Adoption by the Board; implementation
Participate with internal and external partners to establish a universally-accepted definition "seniors" for purposes of recreational programming alignments	Adoption by the Board; implementation
Operate Golf Course	90 days
User Funding without debt	>29%

Operate Golf Course	150 days (2017-2020)
Begin construction of new fitness service at SEAPARC	Start building 54,200sqf fitness facility
User Funding without debt	>30%
Complete construction of new fitness service at SEAPARC	Complete building 5,200sqf fitness facility
Operate new fitness facility	Run new fitness facility for 16 hrs a day on a program cost recovery basis.
User Funding without debt	>30%
Construction of Multi Use Sport Box	Sport Box is constructed and operates

Contact

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Title: Manager
Contact information: 250.642.8009

2018 Financial Plan Presentation & Report to the Board

2018 CRD Financial Plan

Presentation to Capital Regional District Board of Directors

Wednesday March 21, 2018

Financial Plan Summary

2018 OPERATING BUDGET



Capital Regional District

\$248.4M

2018 CAPITAL BUDGET



Capital Regional District

\$213.7M



Investing in the Future

Capital investment is almost 9x the rate of depreciation



Managing the Cost of Debt

Less than 12% of revenue is planned for long-term debt payments



Supporting Board and Corporate Priorities

Continued focus on CAWTP, Protective Services, and Active Multimodal Transportation



Diversifying Revenue Streams

Almost 1/2 of operating revenue comes from sale of services while just over 1/4 from requisition

Impacts of Growth & Inflation



\$1.4^B

OF BUILDING PERMITS ISSUED
IN 2017, A 31% INCREASE IN
VALUE & DWELLINGS



15%

OF PROVINCIAL GROWTH IN
HEALTHCARE & SOCIAL ASSISTANCE
JOBS ARE IN GREATER VICTORIA



1.9%

INFLATION RATE
IN VICTORIA



+3.5%

INCREASE IN
BC HYDRO
UTILITY RATES



33%

OF NEW CONSTRUCTION
JOBS IN THE PROVINCE
ARE IN VICTORIA



3.8%

LOWEST UNEMPLOYMENT
RATE IN CANADA

Impacts on Activity



+8%

**INCREASE IN TONNAGE
DRIVEN BY
CONSTRUCTION
GROWTH IN 2017**



+33% INCREASE IN VISITORS TO
CRD PARKS SINCE 2010



600+
NEW WATER CONNECTIONS
WITHIN THE JDF WATER
DISTRIBUTION SERVICE IN 2017



WTP

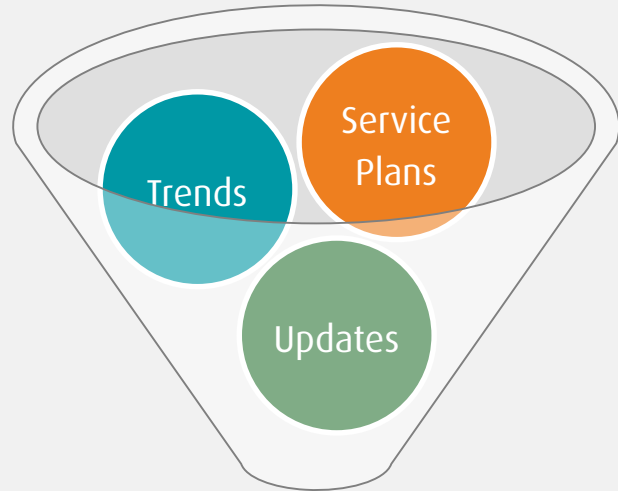
**CORE AREA WASTEWATER
TREATMENT PROJECT IN
CONSTRUCTION PHASE**

Impacts of 2018 Capital Plan

CRD



The CRD 2018 Capital Plan of \$213.7M is expected to generate 1,315 new jobs across British Columbia through the flow of goods and services among various industries.



Provisional Budget



Service Planning Process

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



Trends and Assumptions

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



Updates to Initiatives

Impacts related to changes in approved workplans including incremental, reduction & changes in scope



Surplus / Deficits



PILT / Timing



Scope Changes

2018 Final Budget

Budget Timeline

Operating 247.4M
(incl. 14.7M Municipal Debt)

Capital 213.3M

248.4M
(incl. 14.7M Municipal Debt)

213.7M

+1.0M, 0.4%

+0.4M, 0.2%

Service Plans
are developed
for the
upcoming year

Sep 2017

Provisional
Budget
approved by
Committee of
the Whole

Dec 2017

Final Budget
to be approved
by March 21
(operating &
capital)

Mar 2018

PUBLIC FEEDBACK

Service Plans
reviewed and
recommended by
committee &
commissions

Oct 2017

Year End
related
activities,
accruals,
adjustments,
etc.

Feb 2018

Audited Financial
Statements
to be approved by
June 30

Jun 2018

Operating Budget

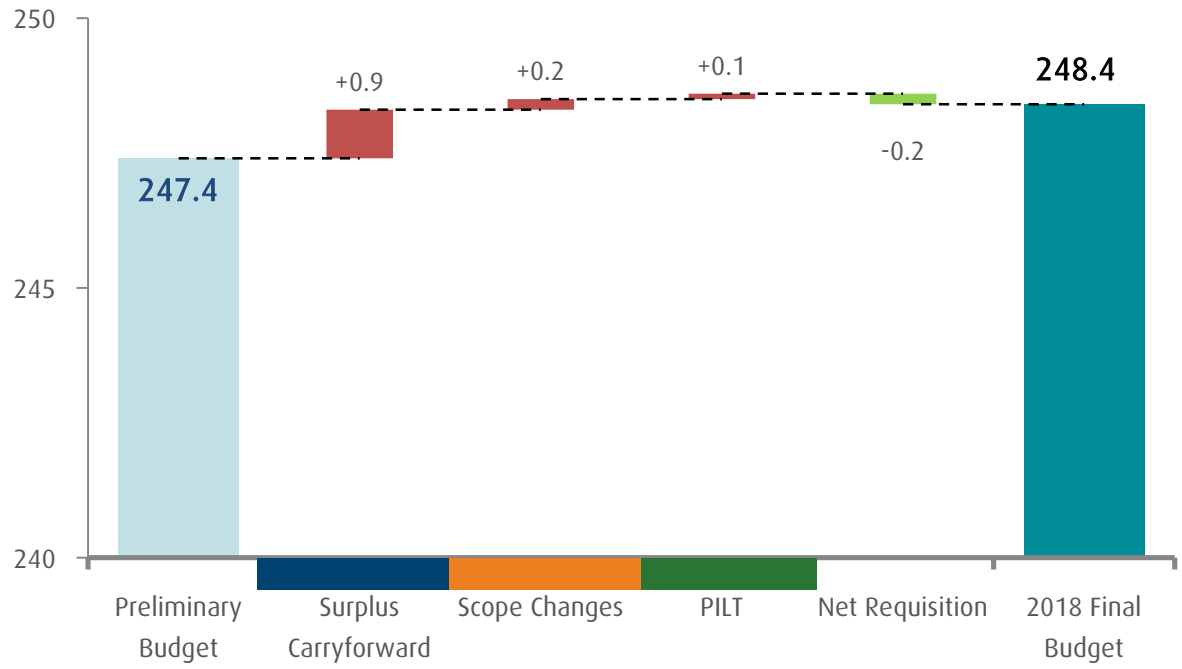
Operating cost drivers since preliminary budget

+1.2M

(0.2M)

+0.4%

Incremental revenue for operating budget totaled \$1.2M primarily related to surplus carry forward. As a result, requisition was decreased by (\$0.2M) to balance the plan.



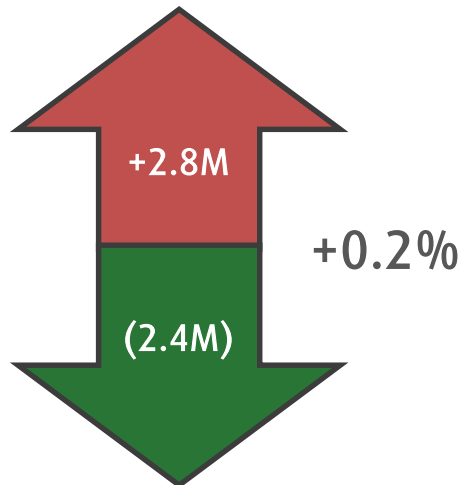
- Surplus Carryforward**
- 0.1M Legislative & General: due to staff vacancies
 - 0.1M Regional Housing Trust Fund: due to delayed Croftonbrook Project
 - 0.1M Environmental Services: due to labour
 - 0.1M Trunk Sewers Operating: unspent expenses related to office relocation
 - 0.2M Trunk Sewers Debt: higher than expected return of debt reserve funds
 - 0.1M Regional Source Control: staff vacancies and delayed program costs

- Scope Changes**
- (0.6M) Solid Waste Disposal / Core Area Project reduced funding
 - 0.8M Solid Waste Disposal transfer to operating reserve

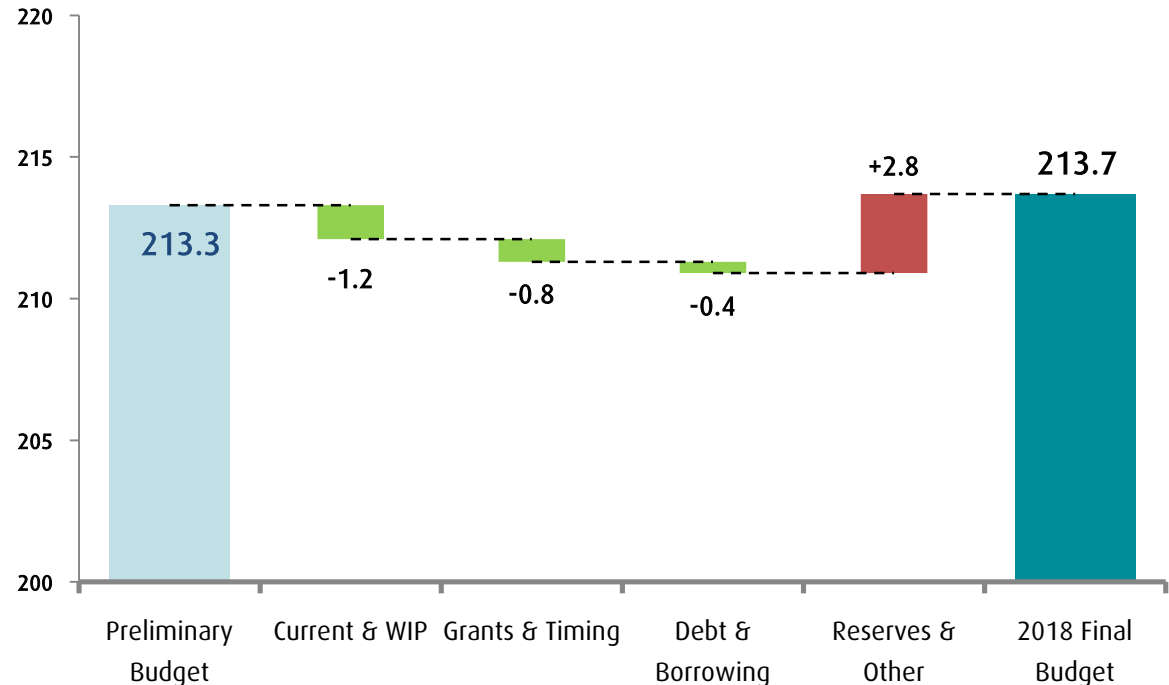
- PILT**
- 0.1M increase in actual PILT received above the estimate used in the preliminary budget which was equal to prior year actuals

Capital Budget

Capital cost drivers since preliminary budget



Additional capital projects of \$2.8M funded through reserves, offset by reduction in capital spend of (2.4M) due to grants and rephrasing of projects into later years



WIP, Grants and Debt (2.4M)

- 1.8M Facility Expansion at SEAPARC
- 0.5M Lyall Harbour for SGI Small Craft Harbour Facilities

Reserves and Other +2.8M

- 1.2M JDF Water DCC projects (McCallum Road water mains)
- 0.5M Environmental Protection (North East Trunk B Pipe Lining)
- 0.4M Regional Parks (multi-use tractor) and Royal & Macpherson Theatres (fire curtains and outdoor sign)

2018 CRD Budget

Operating Budget Summary (\$M)

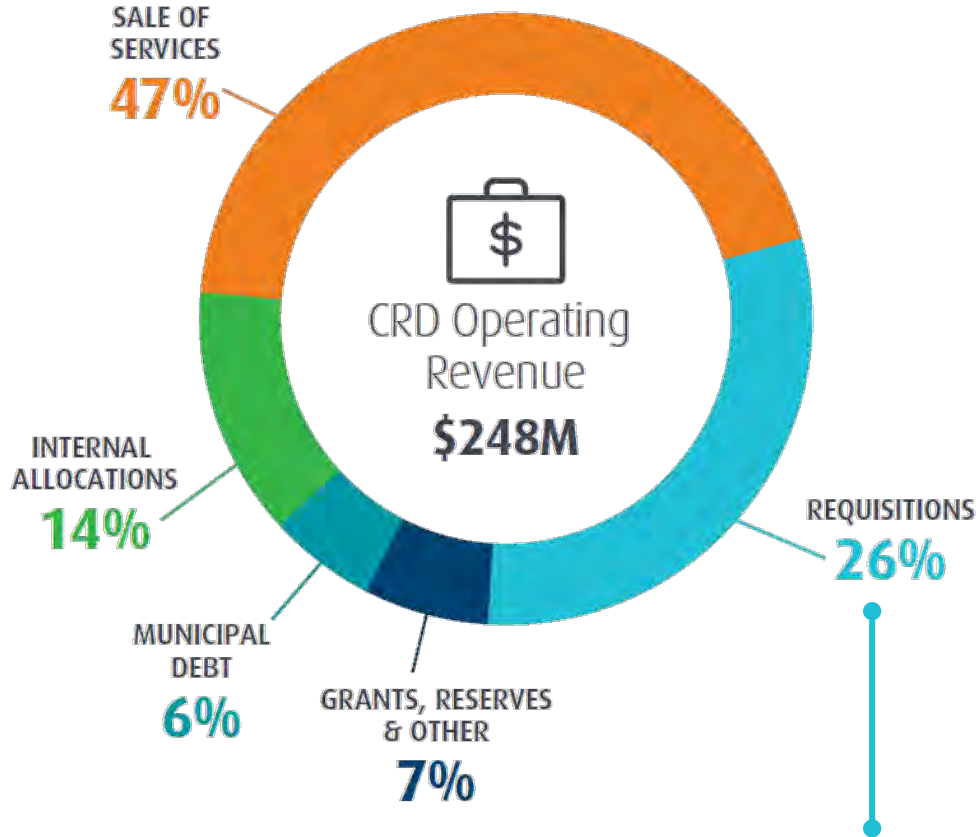
Expenditure Type	2018 Final Budget	2018 Preliminary	Δ \$	Δ %	2017 Budget
Operations	156.8	156.3	0.5	0.3%	146.0
Debt Servicing	22.4	22.1	0.3	1.4%	24.2
Municipal Debt	14.7	14.7	-	-	14.6
Capital Funding	40.6	41.2	(0.6)	(1.2%)	41.6
Transfer to Reserves	13.9	13.1	0.8	6.1%	11.8
Total	\$248.4	\$247.4	\$1.0	0.4%	\$238.2

Capital Budget Summary (\$M)

Expenditure Type	2018 Final Budget	2018 Preliminary	Δ \$	Δ %	2017 Budget*
CAWTP (Core Project)	134.7	134.7	-	-	65.5
Engineered Structures	48.5	46.3	2.2	4.8%	57.7
Buildings	18.5	21.2	(2.7)	(12.7%)	21.8
Equipment	8.7	8.0	0.7	8.7%	8.6
Land	1.5	1.4	0.1	7.1%	2.9
Vehicles	1.8	1.7	0.1	5.9%	2.0
Total	\$213.7	\$213.3	\$0.4	0.2%	\$158.5

* As at December 31, 2017

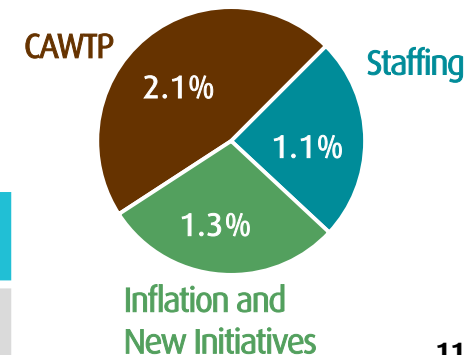
2018 Operating Revenue Sources



Sale of Services	116.2
Requisitions	63.7
Internal Allocations	34.2
Municipal Debt	14.7
Grants, Reserves & Other	19.6
Total	\$248M

Requisition (4.5% year-over-year increase, or 0.3% less than preliminary)

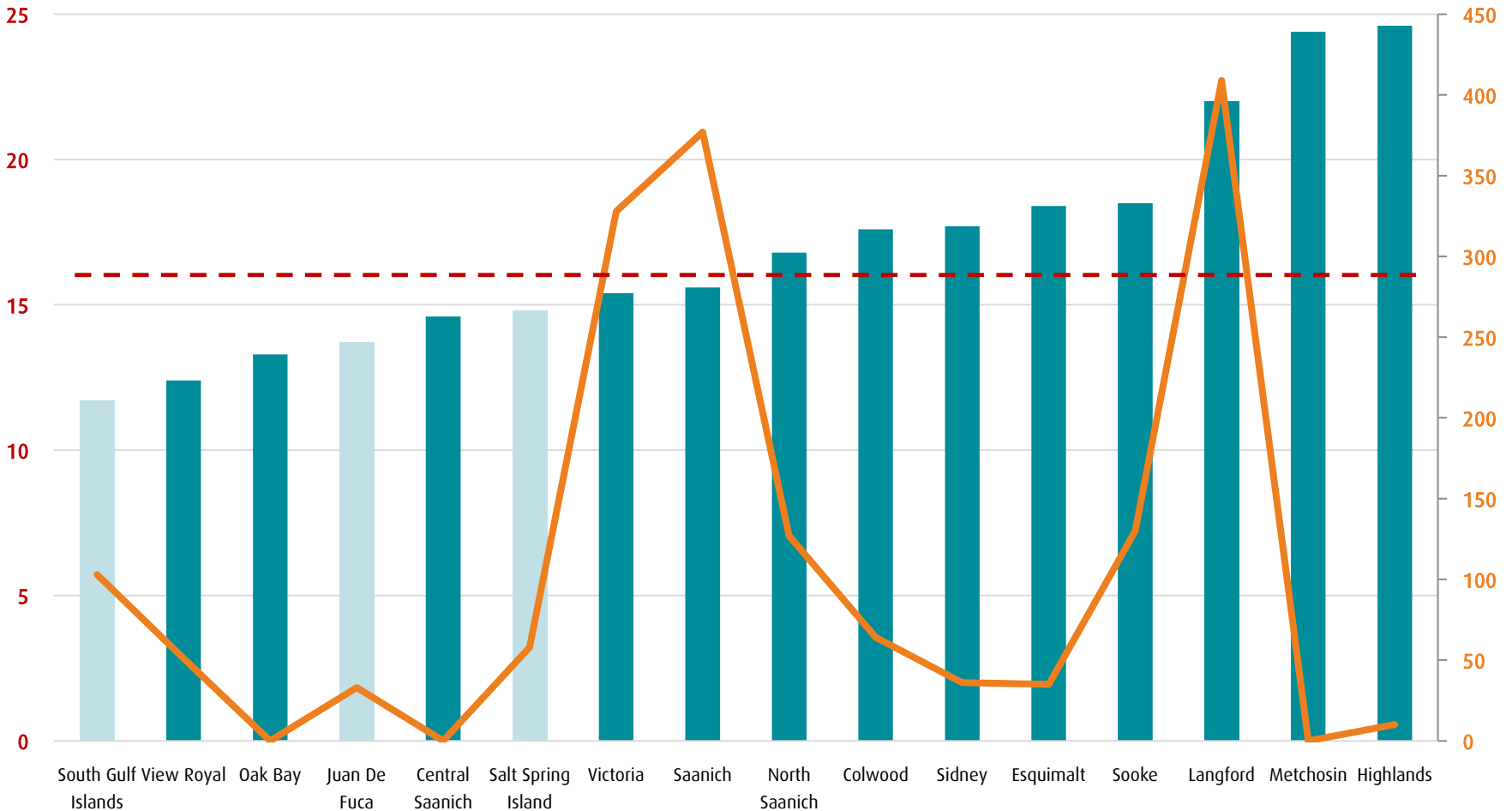
Description	Final Budget	Preliminary	Δ \$	Δ %
Total	\$63.7M	\$63.9M	(\$0.2M)	(0.3%)



Impacts on Cost Apportionment

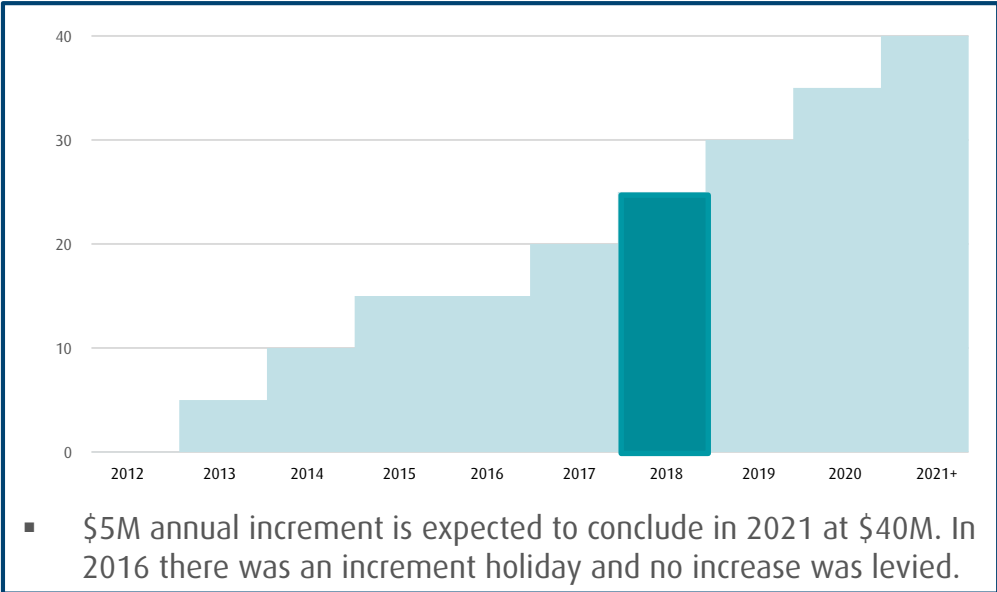
Change in Converted Assessments;
Regional Average = **16.1%**

Change in Number of Folios;
Regional Total = 1,774



2018 Requisition by Municipality

Municipality	2018 Final %	Participants in CAWTP	Requisition	Invoice
Colwood	11.8%	X	X	
Esquimalt	16.1%	X	X	
Langford	14.1%	X	X	
Oak Bay	3.7%	X		X
Saanich	2.1%	X		X
Victoria	2.9%	X		X
View Royal	10.0%	X	X	
Central Saanich	0.9%			
Highlands	9.1%			
Metchosin	8.1%			
North Saanich	3.5%			
Sidney	3.9%			
Sooke	1.8%			
Juan de Fuca	0.9%			
Salt Spring Island	2.3%			
Southern Gulf Islands	2.4%			
Total	4.5%			





Investing for the Future

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

Result: in 2018, the investment in capital will be \$79.0M* vs \$24.4M in amortization. This yields a 3.2x multiplier.

* excludes investment in CAWTP, otherwise investment = 213.7M with an 8.9x multiplier



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 2018, reserve contributions will total \$13.9M vs a \$233.7M* operating budget. The result is 5.9%.

* excludes municipal debt servicing costs, otherwise operating budget = 248.4M with 5.6% contribution rate





Debt Affordability

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

Result: in 2018, debt servicing costs will account for \$22.4M* out of the total revenue of \$194.6M**. This equates to 11.5%.

* excludes municipal debt (14.7M)

** excludes municipal debt (14.7M), internal allocations (34.2M), and surplus carryforward (4.9M)



Debt Management

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

Result: in 2018, debt will fund approximately 48% of total capital investment of \$213.7M*.

* Includes investment in CAWTP (134.7M)





Investing in the Future

Capital investment is almost 9x the rate of depreciation



Managing the Cost of Debt

Less than 12% of revenue is planned for long-term debt payments



Supporting Board and Corporate Priorities

Continued focus on CAWTP, Protective Services, and Active Multimodal Transportation



Diversifying Revenue Streams

Almost ½ of operating revenue comes from sale of services while just over ¼ from requisition

Requisition and Assessment

	Change in Requisition	Change in Converted Assessments	Change in Cost per		
			Change in Average Residential Assessments	Average Residential Assessment	Change in Number of Folios
Central Saanich	0.9%	14.6%	16.0%	2.1%	-0.2%
Colwood	11.8%	17.6%	17.6%	11.8%	1.1%
Esquimalt	16.1%	18.4%	18.5%	16.3%	0.7%
Highlands	9.1%	24.6%	18.8%	4.1%	1.1%
Langford	14.1%	22.0%	20.2%	12.4%	3.0%
Metchosin	8.1%	24.4%	25.1%	8.8%	-0.3%
North Saanich	3.5%	16.8%	12.2%	-0.6%	2.6%
Oak Bay	3.7%	13.3%	13.7%	4.1%	0.0%
Saanich	2.1%	15.6%	16.0%	2.4%	1.0%
Sidney	3.9%	17.7%	20.4%	6.3%	0.6%
Sooke	1.8%	18.5%	17.9%	1.3%	2.2%
Victoria	2.9%	15.4%	16.9%	4.2%	1.1%
View Royal	10.0%	12.4%	11.8%	9.5%	1.4%
Juan De Fuca	0.9%	13.7%	12.5%	0.3%	0.9%
Salt Spring Island	2.3%	14.8%	13.9%	1.6%	0.9%
Southern Gulf Islands	2.4%	11.7%	10.0%	3.0%	1.5%
Total	4.5%	16.1%	16.2%	4.6%	1.2%
	A	B	C	D	E

Converted Assessment values (B) will have a direct impact on the Requisition (A) for each municipality. If the Converted Assessment value for a municipality increases less than the average Converted Assessments for the region, then that municipality will receive less in requisition than those with Converted Assessments at or above the average for the region. If (B) is lower than the average, (A) will decrease for that municipality.

Requisition and Assessment

	Change in Requisition (in \$ millions)	Change in Converted Assessments (in \$ millions)	Change in Average Residential Assessments (in \$ millions)	Change in Cost per Average Residential Assessment	Change in Number of Folios
Central Saanich	0.040	74.9	0.100	11.36	-11
Colwood	0.226	62.0	0.090	32.99	64
Esquimalt	0.346	62.0	0.104	58.16	35
Highlands	0.018	15.1	0.121	8.32	10
Langford	0.810	200.5	0.093	36.14	409
Metchosin	0.027	25.6	0.151	16.70	-5
North Saanich	0.091	82.4	0.109	-2.77	127
Oak Bay	0.115	108.0	0.163	18.34	-1
Saanich	0.187	498.2	0.111	4.79	377
Sidney	0.091	71.2	0.105	18.87	36
Sooke	0.054	46.3	0.068	5.77	130
Victoria	0.255	457.1	0.110	8.11	328
View Royal	0.172	34.1	0.069	34.46	51
Juan De Fuca	0.036	24.6	0.055	1.93	33
Salt Spring Island	0.128	51.8	0.073	13.42	58
Southern Gulf Islands	0.133	31.1	0.039	9.28	103
Total	2.733	1844.9	1.561	275.86	1744

Report to the Board Plan Approval

**REPORT TO THE CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MARCH 21, 2018**

SUBJECT: Bylaw 4230: 2018 to 2022 Financial Plan Bylaw, 2018

ISSUE

This report summarizes final updates to the 2018 budget and requests approval of Bylaw No. 4230 regarding the Capital Regional District (CRD) five-year financial plan for the years 2018-2022.

BACKGROUND

The CRD provides a range of key services to over 383,000 people as well as businesses and visitors in the region. Regional services are provided through the entire CRD, sub-regional services are provided within groups of municipalities and electoral areas, and local services are provided to individual municipalities, electoral areas or smaller local service areas.

The CRD operates in a changing and dynamic environment. Some of the trends impacting the CRD and local government partners are service pressures related to: the economy, population growth, changing demographics, environmental considerations, increasing regulations, technological advancements and aging infrastructure. The financial resources in the budget were established based on core service delivery requirements in alignment with the Board approved Strategic Plan and in consideration of inflation, fixed operating costs, maximizing grant opportunities and the implementation of key initiatives while ensuring legislative and regulatory compliance.

Annually the CRD must develop a financial plan that includes the operating and capital expenditure plans for the next five years. The CRD Financial Plan consists of more than 200 service budgets funding delivery of regional, sub-regional and local services. 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 service plans provide necessary information to evaluate organizational requirements, new initiatives, proposed service levels and implications for the financial plan. They also provide information on initiatives that directly relate to the Board and corporate priorities. In October and November 2017, service plans were presented to the appropriate committee and commissions respectively, to allow a comprehensive assessment of the service delivery and work programs. This process provided committees and commissions the opportunity to consider work programs and resource requirements and make service amendments as necessary.

Service plans along with the 2018 Financial Plan were given preliminary approval by the Committee of the Whole (COW) on December 13, 2017 inclusive of committee directed reductions to funding for financial system enhancements, one-time park land acquisition public engagement process, liquid waste management planning and a reduction to requisition through the use of surplus to offset changes in the Arts Development Service.

Public Consultation

Section 375 of the *Local Government Act* (the Act) stipulates the following process for a financial plan:

1. A board must undertake a process of public consultation regarding the proposed financial plan before it is adopted.
2. The designated regional district officer must send a copy of the financial plan to each municipality in the regional district and to the inspector.

The Act does not specify or provide any information on the scope or type of public consultation that must be carried out and given the diversity of services the CRD utilizes a variety of mediums.

With CRD Commissions and Committees providing oversight and guidance on many of the CRD services, public input is received leading up to the preparation of budgets through these bodies during service plan reviews. Local and sub-regional Commissions include elected representatives and often rate payer representatives as well. Public input is also received in the form of user statistics, customer satisfaction surveys, advisory body reports, annual operational reports and from a wide variety of public engagement activities.

The financial information along with service plans and feedback forms have been made available on the CRD's public website and promoted on social media through the period of public consultation running from January to the end of February in the first year of the plan. In addition the consultation process was complemented with materials and infographics designed at increasing the understanding of the CRD's financial position. The public feedback as a result of consultation activities are shown in Appendix 2.

Overarching the aforementioned public consultation is the review of budgets in open Board meetings where the date and time of the meeting is advertised in local newspapers and on the CRD website.

Financial Plan Bylaw

At the conclusion of the public engagement period and, as legislatively required, the CRD annually develops the five year financial plan bylaw. The five year financial plan reflects service levels as laid out in the service plans and any adjustments to the 2018 budget year since preliminary approval.

Adjustments such as surplus/deficits, payments in lieu of taxes and updates to key assumptions and drivers have been made to the preliminary financial plan. A summary of the changes are provided in this report.

There will be a final adjustment made prior to billing, once assessed values for the region are released by BC Assessment after March 31. It is anticipated that no material change will result for the budgeted requisition amounts due to changes in the assessed values. Appendix 1 shows the change in the 2018 operating and capital plans versus 2017.

Under the budget direction provided by the Board, review and recommendation of all electoral area-only service budgets was delegated to the Electoral Area Services Committee (EASC), including the review of Local Service Commissions budgets. The Electoral Area Services Committee recommended approval of the Electoral Area only budgets on March 14, 2018.

ALTERNATIVES

Alternative 1

- 1) That Bylaw No. 4230, “2018 to 2022 Financial Plan Bylaw, 2018”, be introduced and read a first and second time;
- 2) That Bylaw No. 4230 be read a third time;
- 3) That Bylaw No. 4230 be adopted.
- 4) That the Staff Establishment Chart as attached in Appendix 6 be approved.

Alternative 2

That Bylaw No. 4230 be cited as “2018 to 2022 Financial Plan Bylaw, 2018” and be introduced and read a first time and second time, be amended and read a third time and adopted.

IMPLICATIONS

Budget Overview

The complete 2018 operating budget overview is provided in Appendix 3 and 4. The 2018 CRD budget includes \$248.4 million in operating expenditures, an increase of \$9.8 million or 4% over 2017, and \$213.7 million in capital investment, an increase of \$55 million or 35% primarily attributable to the increase to the Core Area Liquid Waste Treatment Project. Appendix 3 and 4 highlight the expenditures and sources of revenue for both operating and capital plans. A list of major capital projects is shown in Appendix 5.

Operating Expenditures

The following chart outlines the changes to the operating expenses between the 2018 preliminary and final budgets. The overall increase of \$1 million is primarily a result of carry forward project expenditures for work to be completed in 2018, funded by carry forward surpluses.

(in \$ millions)

Expenditure Type	2018 Final	2018 Prelim	\$ Change	% Change
Operations	156.8	156.3	0.5	0.3%
Debt Servicing	37.1	36.8	0.3	0.8%
Capital Funding	40.6	41.2	-0.6	-1.5%
Transfer to Reserves	13.9	13.1	0.8	6.9%
Total	\$248.4	\$247.4	\$1.0	0.4%

The total \$1 million increase is comprised of:

- \$126k in the Regional Housing Trust Fund Croftonbrook project,
- \$45k in the Arts Development Service to fund special project grant awards, fund the 2018 Arts Champions Summit and fund upgrades to the Landmark Public Art website.
- \$75k in Trunk Sewers & Sewage Disposal Service for the Macaulay Point Operations temporary office relocation, and
- \$839k in the Solid Waste Disposal Service related to additional surplus transfers to the reserve fund.

Operating Revenue

The following table summarizes the changes in revenue by source since the preliminary 2018 budget.

(in \$ millions)

Revenue Sources	2018 Final	2018 Prelim	\$ Change	%Change
Sale of Services	116.2	116.2	0.0	0.0%
Internal Allocations	34.2	34.2	0.0	0.0%
Transfer from Reserves	1.9	1.7	0.2	14.1%
Rentals and Other Revenue	7.8	7.8	0.0	-0.3%
Surplus Carryforward	4.9	4.0	0.9	24.5%
Grants and PILT	5.0	4.9	0.1	1.1%
Subtotal	170.0	168.8	1.2	0.71%
Requisitions*	78.4	78.6	-0.2	-0.2%
Total	\$248.4	\$247.4	\$1.0	0.41%

*includes municipal debt

The overall increase in revenue, from all sources, is \$1 million which is driven by an increase in surplus carryforward, reserve transfers and payments in lieu. The increase in planned revenue is primarily related to surplus carry forward from 2017 resulting in a reduction of requisition by \$0.2 million or 0.2%. The change in operating expenditures is outlined in the expenditure table later in this report.

2017 Surplus Carryforward

Surplus and deficits from 2017 year end results impact the current year budget as amounts carried forward are incorporated into the operating budget for each service. The total surplus carried forward from 2017 is \$4.9 million up from the preliminary estimate of \$4.0 million from the preliminary budget. The additional carryforward surpluses are a combination of the following drivers:

- Legislative and General: \$81k favorable due to staff vacancies.
- Regional Housing Trust Fund: \$120k related to the delayed Croftonbrook Project (Phase 1); the funds have been carried forward and will be expended in 2018.
- Environmental Services: \$82k favorable in labour. Surplus is carried forward to fund equipment purchases to support service delivery.
- Trunk Sewers Operating: \$92k favorable surplus due to unspent expenses related to the temporary office relocation of Macaulay Point Operations (\$75k) and lower than expected maintenance cost in other operating areas (\$17k).
- Trunk Sewers Debt: \$200k favorable related to debt servicing as a results of higher than expected return of debt reserve funds.
- Regional Source Control: \$105k favorable due to staff vacancies and program costs delayed into 2018.

Payments in Lieu

Payments in lieu of taxes (PILT) are payments recovered from tax exempt parcels owned by federal, provincial and crown agencies. These are a regular annual sources of funding received

by the CRD and which offset the cost of CRD services to participants where the properties are located.

Under the legislation, the class and value to be applied to property for the calculation of PILT is the value that would be attributable if the property was taxable. However, the amount of PILT can vary as the requirement to pay is primarily at the discretion of the Minister, Lieutenant Governor and heads of Crown Corporations. In addition, the local taxation authority must apply for PILT in most cases. As a result of uncertainty of the amount to be expected each year, a conservative approach is taken to incorporating PILT into the budget for CRD services. The current approach is to set expectations in line with prior year actuals.

When received by the regional district, PILT must be allocated proportionally to the services that are paid by the requisition per Section 389 of the *Local Government Act*.

The actual PILT received was consistent with the preliminary amount of \$3.1M.

Capital Investment

The 2018 Capital Plan is \$213.7 million which is funded through a combination of reserves, debt financing, grants, and operating budgets.

(in \$ millions)

Description	2018 Final	2018 Prelim	\$ Change	% Change
CAWTP*	134.7	134.7	0.0	0.0%
Engineered Structures	48.5	46.3	2.2	4.7%
Buildings	18.5	21.2	-2.7	-12.7%
Equipment	8.7	8.0	0.7	9.3%
Land	1.5	1.4	0.1	3.6%
Vehicles	1.8	1.7	0.1	8.4%
Total	\$213.7	\$213.3	\$0.4	0.2%

The net increase of \$0.4 million is due to revisions to the capital plan of:

- \$2.2 million in engineered structures primarily related to \$1.2 million for the JDF Water Distribution DCC projects (McCallum Road Water mains) and \$0.5 million for the Environmental Protection project (NET-B Pipe Lining) being advanced to 2018 vs. the preliminary budget approval timing of 2019.
- (\$2.7) million in buildings related to the spending plan for the \$1.8 million Facility Expansion at SEAPARC being re-phased from 2018 to 2019 and \$0.9 million VIHA leasehold improvements being delayed in favour of building assessment.
- \$1.0 million in net changes in equipment, vehicles and land primarily driven by Regional Parks (multi-use tractor) and the Royal & Macpherson Theatres (fire curtains and outdoor sign). The land relates to a change made in the capital plan for Regional Parks for the Thetis Lake Pistol Range remediation project.

Capital Funding

The following table provides information on changes between the 2018 preliminary and 2018 final budgets for various capital plan funding sources.

(in \$ millions)

Capital Plan Funding by Source	2018 Final	2018 Prelim	\$ Change	% Change
Current Operating and Work in Progress	43.9	45.1	-1.2	-2.8%
Grants	43.5	44.3	-0.8	-1.8%
Debenture Debt and Temporary Borrowing	102.3	102.7	-0.4	-0.4%
Reserve Funding	18.4	15.7	2.7	17.4%
Donations and Third Party Funding	0.6	0.9	-0.3	-28.4%
Equipment Replacement Fund	5.0	4.6	0.4	8.7%
Total	\$213.7	\$213.3	\$0.4	0.2%

The decrease in current operating and work in progress is due primarily to the Facility Expansion at SEAPARC being rephrased from 2018 to 2019.

The net increase of \$0.4 million is due to revisions to the capital funding of:

- The decreases in grants, debt and donations are primarily due to the Facility Expansion at SEAPARC (\$1.8 million) and the Lyall Harbour for SGI Small Craft Harbour Facilities (\$0.5 million) timing moving from 2018 to 2019.
- The increase of \$2.7 million in reserve funding driven primarily by the advancement of the JDF Water Distribution DCC projects (McCallum Road Water mains) and the Environmental Protection project (NET-B Pipe Lining).
- The increase in the funding from the Equipment Replacement Fund is driven by capital plan revisions for Regional Parks (multi-use tractor) and the Royal & Macpherson Theatres (fire curtains and outdoor sign).

The five year capital plan of over \$859 million continues to reflect a focus on critical utility infrastructure investments. A summary of CRD Capital Service Activity and Investment is included in Appendix 8.

The total impact of the operating and capital budget on the 2018 Financial Plan Summaries along with 2018 Individual Municipal and Electoral Area Requisitions is included in Appendix 9.

Reserves

The following tables provides high level information on the projected 2018 capital reserve activity:

**Total Capital Reserves
(in \$ millions)**

Reserve Activity – Capital	2018 Final	2018 Prelim
Opening Reserve Balance – Dec 13	59.4	59.4
Transfer from surplus (2017)	1.9	-
Opening Reserve Balance – Mar 21	61.3	59.4
Transfers to/from Operating	12.8	12.9
Interest Income	1.3	1.3
Transfer to Fund Capital Plan	-18.4	-15.7
Closing Reserve Balance	\$57.0	\$57.9

The total projected capital reserves have decreased since the preliminary budget due primarily to additional funding to the capital plan. The decrease is made up of an increase in \$1.9 million additional surplus and \$2.8 million transfer out to fund the capital plan.

Capital reserves reflect funds retained and segregated by an organization to fund future capital activities. The CRD currently manages over 70 individual service capital reserves. Detailed reserve schedules for each service were provided as part of the preliminary budget review process.

Staff Establishment Chart

The Staff Establishment Chart (SEC) is attached as Appendix 6 to outline the number of regular staff or Full Time Equivalent (FTE) employees that are included in the budget for each Department and Division within the CRD. The Staff Establishment has not changed since preliminary budget approval in December, which had shown a total 595.29 FTE's including term and regular ongoing staff (2017 571.79 FTE's).

Financial Indicators

The financial indicators relate directly to the CRD and the services provided to the communities in which the CRD operates. These indicators provide a measurement of financial capacity including debt servicing capacity relative to revenue and planned capital expenditures, the level of capital investment relative to depreciation, and the level of transfers to reserves relative to the net book value of assets and operating expenditures. A summary of the financial indicators is included in Appendix 7.

Financial Plan Bylaw

The Bylaw No. 4230, cited as “2018 to 2022 Financial Plan Bylaw, 2018” and inclusive of Schedules A and B, representing the operating and capital plans for the years 2018 to 2022, for the Board’s consideration and adoption, is included in Appendix 10.

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 2018 through 2022. The 2018 budget was preliminarily approved by the Board on December 13, 2017.

The 2018-2022 Financial Plan has been prepared to accommodate the Board’s prior decisions, the strategic priorities, and the increasing demand for services. Staff recommends approving the 2018-2022 Financial Plan bylaw as presented.

RECOMMENDATION

1. That Bylaw No. 4230, “2018 to 2022 Financial Plan Bylaw, 2018”, be introduced and read a first and second time;
2. That Bylaw No. 4230 be read a third time;
3. That Bylaw No. 4230 be adopted.
4. That the Staff Establishment Chart as attached in Appendix 6 be approved

Submitted By:	Rianna Lachance, BCom, CPA, CA Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

RL:ngm

Attachments

- Appendix 1: CRD 2018 Final vs. 2017 Final
- Appendix 2: Financial Plan Feedback
- Appendix 3: 2018 Operating Budget Overview
- Appendix 4: 2018 Capital Budget Overview
- Appendix 5: 2018 Major Capital Projects Listing
- Appendix 6: Staff Establishment Chart
- Appendix 7: 2018 Financial Indicators
- Appendix 8: CRD Capital Service Activity and Investment
- Appendix 9: 2018 Financial Plan Summaries and Individual Municipality and Electoral Area Requisitions
- Appendix 10: Bylaw No. 4230 cited as “2018 to 2022 Financial Plan Bylaw, 2018” inclusive of Schedules A and B

CRD 2018 Final vs. 2017 Final Budgets

The following charts summarizes the change in the operating and capital plan year over year after final adjustments to the 2018 budget.

Expenditures

(in \$ millions)

Expenditure Type	2018 Final	2017 Final	\$ Change	% Change
Operations	156.8	146.6	10.2	7%
Debt Servicing	37.1	38.6	-1.5	-4%
Capital Funding	40.6	41.6	-1.0	-2%
Transfers to Reserves	13.9	11.8	2.1	17%
Total	248.4	238.6	\$9.8	4%

Revenues

(in \$ millions)

Revenue Sources	2018 Final	2017 Final	\$ Change	% Change
Sale of Services	116.2	106.1	10.1	10%
Requisitions*	78.4	75.5	2.9	4%
Internal Allocations	34.2	31.8	2.3	7%
Transfer from Internal Reserve	1.9	10.9	-9.0	-83%
Rentals/Other Revenue	7.8	4.2	3.6	85%
Grants and PILT	5.0	5.8	-0.8	-14%
Surplus Carryforward	4.9	4.3	0.6	13%
Total	\$248.4	\$238.6	\$9.8	4%

*Includes Municipal Debt

Requisition

(in \$ millions)

Description	2018 Final	2017 Final	\$ Change	% Change
Electoral Areas Only	13.2	12.9	0.3	1.9%
Regional/Sub-Regional	50.5	48.0	2.5	5.2%
Total Before Municipal Debt	\$63.7	\$60.9	\$2.8	4.5%
Municipal Debt	14.7	14.5	0.2	1.2%
Total	\$78.4	\$75.4	\$3.0	3.8%

Reserves – Capital
 (in \$ millions)

Reserve Activity	2018 Final	2017 Final	\$ Change	% Change
Opening Balance	61.3	63.0	-1.7	-3%
Transfers from Operating	12.8	13.8	-1.0	-7%
Interest Income	1.3	1.4	-0.1	-7%
Transfers to Capital Projects	-18.4	-16.9	-1.5	9%
Ending Balance	\$57.0	\$61.3	-4.3	-7%

Reserves – Operating
 (in \$ millions)

Reserve Activity	2018 Final	2017 Final	\$ Change	% Change
Opening Balance	38.6	36.0	2.6	7%
Transfers from Operating	1.1	8.2	-7.1	-87%
Interest Income	0.8	0.8	0.0	0%
Transfers to Capital Projects	-1.9	-6.4	4.5	-70%
Ending Balance	\$38.6	\$38.6	0.0	0%

Capital Expenditures
 (in \$ millions)

Description	2018 Final (a)	2018 Prelim (b)	2017 Final (c)	\$ Change (a-c)	% Change [(a-c)/c]
CAWTP	134.7	134.7	67.2	67.5	100%
Engineered Structures	48.5	46.3	56.0	-7.5	-13%
Buildings	18.5	21.1	21.8	-3.3	-15%
Equipment	8.7	8.0	8.6	0.1	1%
Land	1.5	1.4	2.9	-1.4	-48%
Vehicles	1.8	1.7	2.0	-0.2	-10%
Ending Balance	\$213.7	\$213.3	\$158.5	\$55.2	35%

Financial Plan Feedback

1) Message:

I live in Central Saanich and have approximately 4 different garbage servers providing garbage pick up. In addition CRD pops by every two weeks. That's 5 large diesel spewing vehicles. Many municipalities especially in Strathcona Alberta have one truck a week to pick up all recyclables and one for garbage. Garbage is also routed thru for recycled items. We are NOT doing a good job in CRD, I know too many ppl who still do not recycle.

2) Message:

I will be sending in feedback. Thanks for posting. I just happened to see link on your facebook site.

I expect that you are aware that the CVRD is growing a proactive connected following of interested participants for their consultations including 2050 and watershed using BC-based award winning PlaceSpeak.com.

This could be helpful tool for your budget review as well as transportation, traffic, affordable housing, parks, environment, homelessness, housing, opiod crisis, safety, malahat, programs, policy, etc.

Federal govt is recently using for Ottawa River watershed consultation.

Great to support BC startup businesses in support of Innovation BC????

3) Message: *[Note: staff provided statements as requested]*

Hi CRD,

There are financial statements from 2012 to 2017 on the website. Is it possible to see financial reports from 2006 to 2011? Are these documents located elsewhere on the website or available in hardcopy at the CRD offices?

Thanks.



March 2018

Capital Regional District

625 Fisgard Street, PO Box 1000

Victoria, BC V8W 2S6



Purpose

This report serves as a summary of communication activities conducted during the financial planning process and will provide an overview of methods used to build awareness and collect feedback from residents.

Background

The CRD plays an essential role in helping its citizens and businesses enjoy and contribute to building a region that is vibrant, livable and sustainable. This means ensuring the right level of resources are in place to provide programs and services across the region.

The CRD provides services to over 383,000 people in the region. Regional services are provided to all residents, sub-regional services are provided to residents of participating municipalities and electoral areas, and local services are provided to individual municipalities, electoral areas or to groups of residents within local service areas. The Financial Plan outlines how the CRD will manage fiscal resources to support the efficient and effective delivery of these services.

The CRD budget consists of more than 200 individual service and sub-service budgets; some of which are recommended directly through Standing Committees of the Board, and others which are recommended by Commissions which have various degrees of delegated authority. Section 816 of the *Local Government Act (The Act)* stipulates the following process requirements for a financial plan:

- 1) A board must undertake a process of public consultation regarding the proposed financial plan before it is adopted.
- 2) The designated regional district officer must send a copy of the financial plan to each municipality in the regional district and to the inspector.



The Act does not specify or provide any information on the scope or type of public consultation that must be carried out. The CRD reviews budget information in open meetings for which notifications are given in local newspapers. The financial information is also made available on the CRD website. In addition, various CRD Commissions and Committees receive input leading up to the preparation of 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.

In addition to the above mentioned opportunities, the public consultation process was augmented with actions aimed at increasing awareness and understanding of the CRD's financial position.

The "[Budget in Brief](#)" web page objectives were to provide:

- a central location for residents to access current information easily
- public education information that encourages common understanding
- a link for residents to share feedback with the CRD

The objectives were accomplished by:

- Reviewing and updating the Budget in Brief page to include a feedback email form, infographics explaining the process and the proposed financial plan, as well as links to key documents
- Featuring the Budget in Brief page and opportunity to provide feedback on the home page
- Updating the "[Get Involved](#)" section on the website to highlight the budget in brief page alongside other feedback opportunities

The media and social media objectives were build awareness off:

- Highlights of the preliminary financial plan
- How financial plans are prepared and approved
- The opportunity to find details and provide comments online

The objectives were accomplished by:



- Sending a tweet ahead of Committee of the Whole meetings with a link to the live webcast
- Updating the Budget in Brief website as the process unfolded
- Media info bulletin immediately following preliminary financial plan approval, which focused on the opportunity to review details and provide comments
- Regularly scheduled social media posts using graphics and key messages from the web page and media bulleting

A dedicated financialplan@crd.bc.ca email feedback form was included in the web page and advertised in the media bulletin and on social media.

Social Media

The social media strategy for this initiative focused on sharing information to increase awareness of the budget and to direct residents to the web pages to learn more and provide feedback.

- Social media messaging was scheduled and shared from December 15, 2017 to February 28, 2017
- Twitter posts included the hashtag #crdbudget to help increase awareness and track activity
- The messages below were used throughout the time period.

Facebook posts reached 1,943 unique users (number of people who saw at least one post on their newsfeed) with total impressions of 3,451 (number of times posts appeared on newsfeeds). 89% of impressions (3,068 out of 3,451) were among people who currently follow the CRD Facebook page.

- Total post clicks: 11
- Likes: 2
- Shares: 1

Twitter activity resulted in 8,388 total impressions (number of times they appeared on newsfeeds).

- Engagements: 42

- Likes: 5
- Retweets: 5
- URL clicks: 14

Social Media Content

Platform	Content
Twitter	We want to hear from you on our preliminary 2018 financial plan. #crdbudget [link]
Twitter	Preliminary 2018 Financial Plan approved by Board responds to growing economy and regional priorities. Learn more and send feedback [link] #crdbudget
Twitter	We aim to advance regional priorities and maintain service levels with our preliminary financial plan. Take a look and share your feedback! #crdbudget [link]
Twitter	You are invited to share your feedback on the CRD preliminary financial plan for 2018 #crdbudget [link]
Twitter	Managing wastewater and protecting our local watershed and surrounding marine environment #crdbudget [link]
Twitter	Delivering and maintaining an adequate supply of safe and reliable drinking water #crdbudget [link]
Twitter	Providing affordable housing and coordinating affordable housing services #crdbudget [link]



Twitter	Investing and partnering in the development of health-related infrastructure #crdbudget [link]
Twitter	Managing natural areas and ensuring access to park and trails #crdbudget [link]
Twitter	The 2018 preliminary financial plan continues to support the implementation of wastewater treatment. #crdbudget [link]
Twitter	Share your feedback on our 2018 preliminary financial plan by email financialplan@crd.bc.ca or online [link] #crdbudget
Twitter	Thanks to everyone who provided input into the preliminary 2018 financial plan. #crdbudget
Twitter	Want a better understanding of planned revenue and expenses for the CRD? Check out the preliminary 2018 financial plan and provide feedback. http://ht.ly/V7C8S #crdbudget
Facebook	<p>The CRD provides a range of key services to over 383,000 people in the region and plays an essential role in helping its citizens and businesses enjoy and contribute to building a region that is vibrant, livable and sustainable. This means ensuring the right level of resources are in place to provide programs and services across the region.</p> <p>Learn more about our preliminary 2018 financial plan and provide feedback at [link]</p>
Facebook	The CRD's preliminary 2018 financial plan reflects a growing economy and important priorities for residents across the region. It shows a continued investment in crucial infrastructure while delivering services in our community, from affordable housing and reliable drinking water to climate



	action and a healthy environment. Learn about what impacts our budget at [link] .
Facebook	The operating portion of the 2018 preliminary financial plan pays for a range of services delivered to over 383,000 people in the region. In addition, the capital portion of the financial plan pays for significant capital projects. Learn more at [link]
Facebook	The preliminary 2018 Financial Plan will go to the CRD Board for approval in March. Learn more about it at [link] and send your feedback to financialplan@crd.bc.ca
Facebook	How does our financial plan affect the residents of the region? Check out our preliminary 2018 financial plan to learn more about the services we provide for over 383,000 people in the region. http://ht.ly/V7C8S
Facebook	What does the 2018 preliminary financial plan include? The financial plan is based on individual service and sub-service plans; some of which are recommended directly through standing committees to the CRD Board, and others which are recommended by sub-regional or local service commissions with various degrees of delegated authority. Each service has a budget that is prepared based on the service plan and brought forward as part of the preliminary financial plan. The final financial plan is then prepared ahead of presentation to the Board in March. Learn more and share your feedback with the Board: [link]

Summary

Several different tactics were utilized to share and solicit feedback on the budget, including:

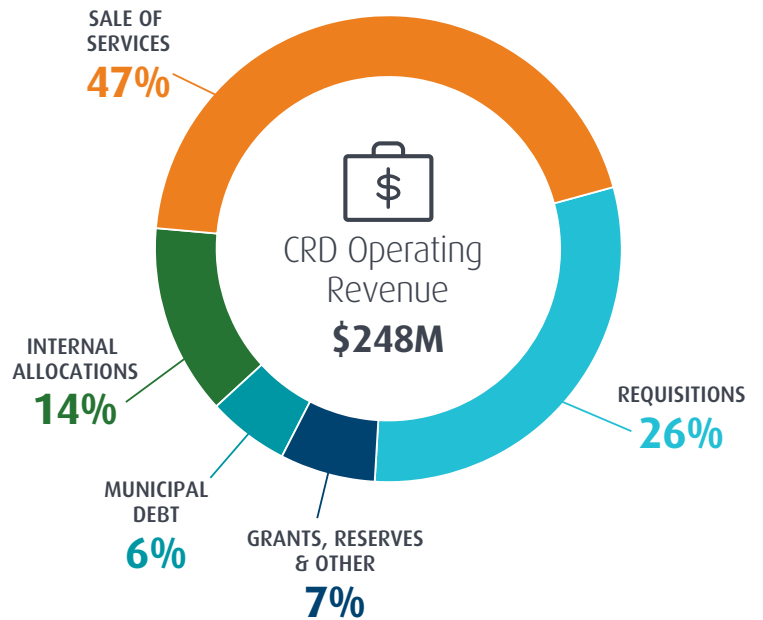
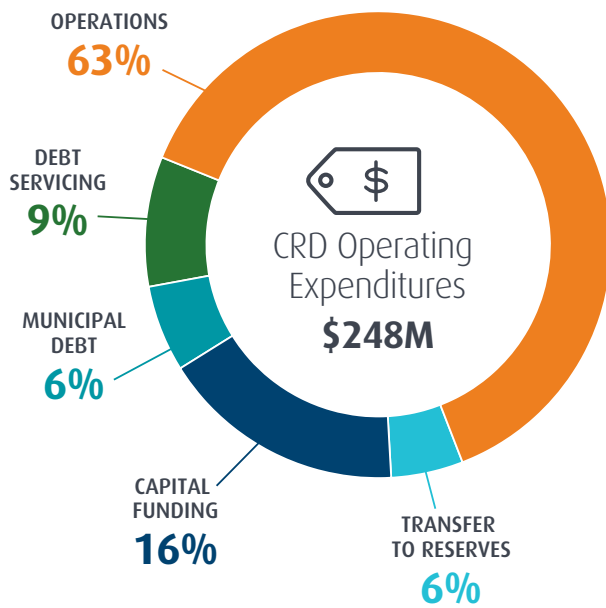
- [Media Info Bulletin](#): “CRD Preliminary Financial Plan Available Online for Public Feedback” issued December 15, 2017. The budget media release had 69 unique views in the media room.



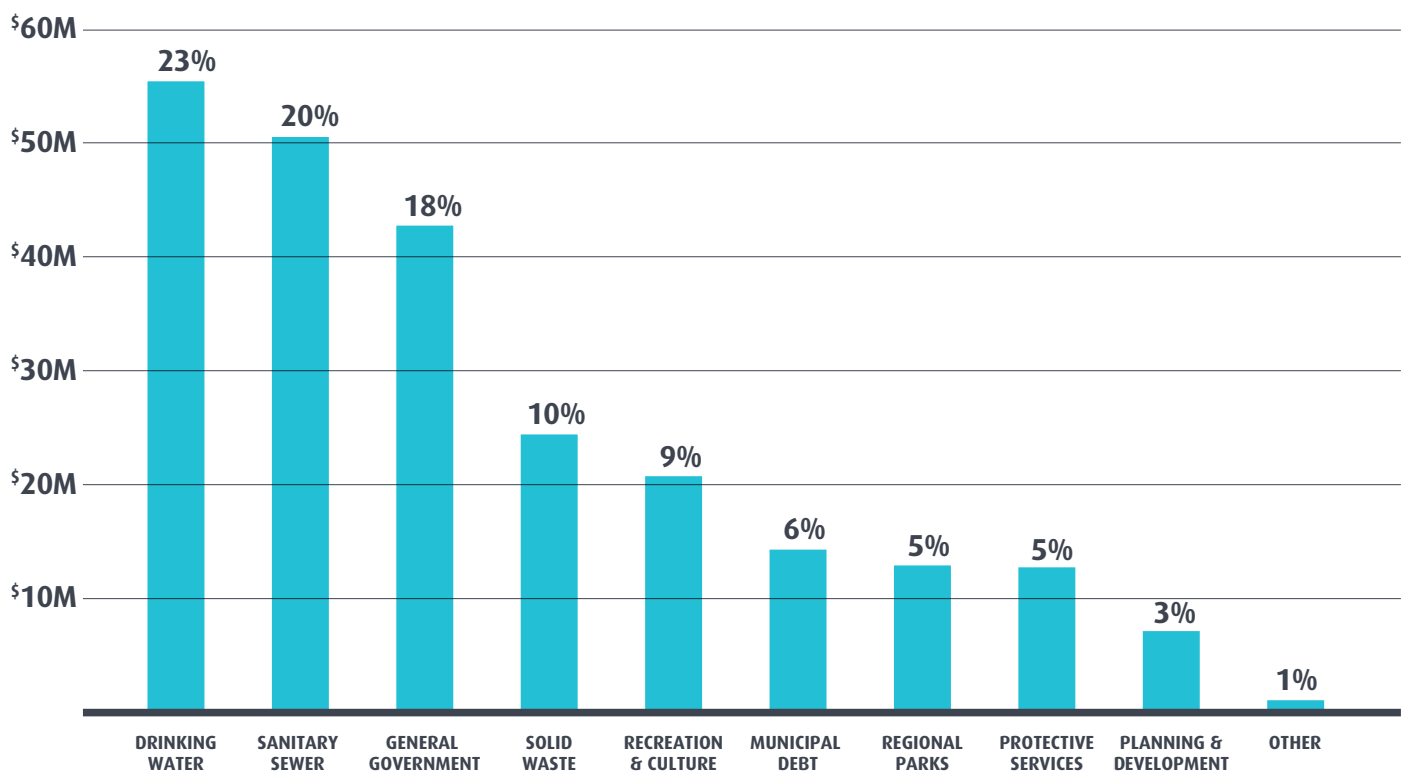
- [Website](#): Budget in Brief web page was featured on the home page and received 398 unique page views during the consultation period.
- Social Media: Regularly scheduled Twitter and Facebook posts throughout the feedback period appeared in newsfeeds 11,839 times, resulting in 80 interactions or engagements (clicking to view details, sharing, liking etc).
- Email: 3 emails were submitted via the website feedback link.

WHERE THE MONEY GOES

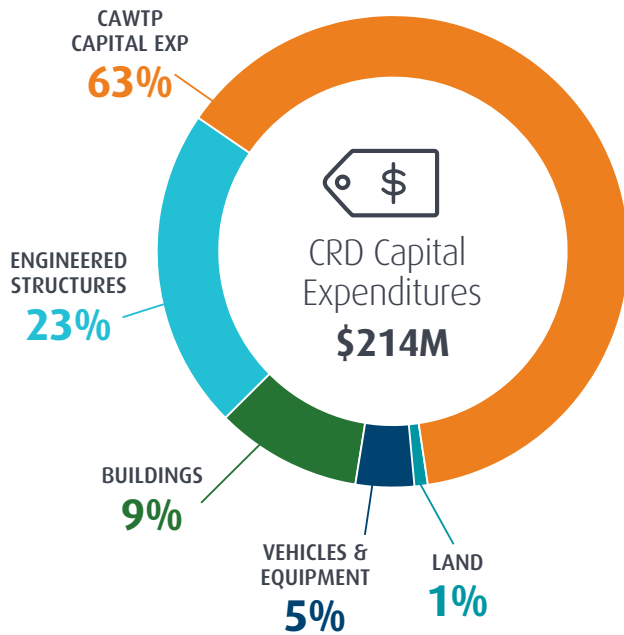
WHERE THE MONEY COMES FROM



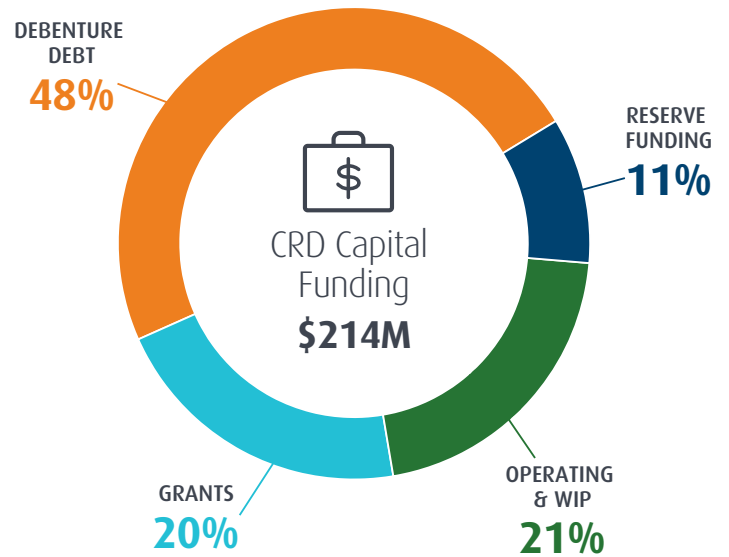
HOW THE MONEY IS SPENT



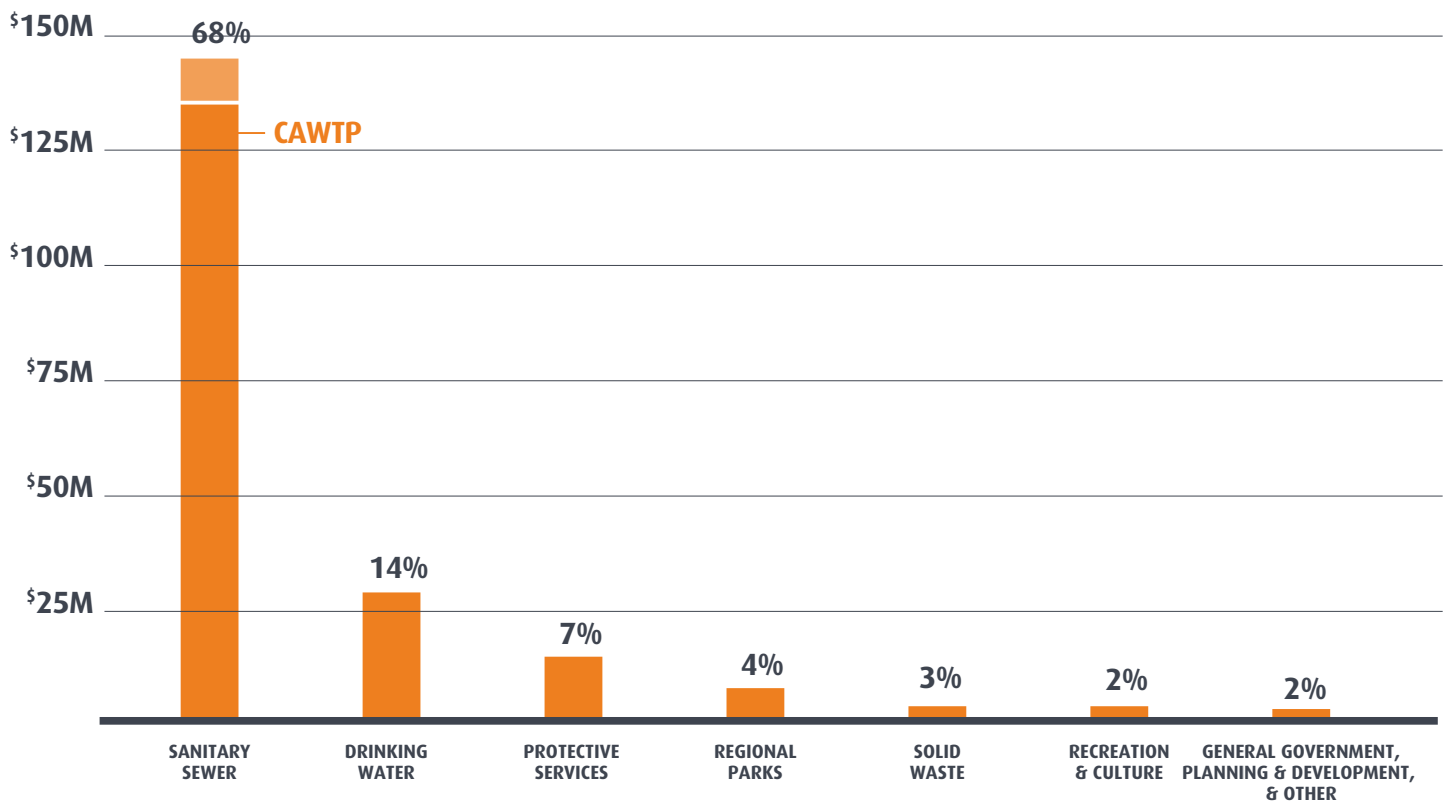
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Capital Projects Greater than \$500,000 (in \$ millions)

SERVICE AREA	\$	FUNDING SOURCE
Parks & Recreation		
REGIONAL PARKS		
Construct E&N Trail Phases 3 & 4	4.1	Capital Funds on Hand,Debt
Engineering - Todd Creek Trestle	1.2	Capital Funds on Hand, Reserves
Construct Elk/Beaver Lake Washrooms	0.6	Capital Funds on Hand
SEAPARC		
Facility Expansion	2.7	Grants, Capital Funds on Hand, Reserves
Integrated Water Services		
REGIONAL WATER SUPPLY		
Upgrade JG Chloramination System	1.2	Capital Funds on Hand, Debt
Sooke Intake Screens Condition Assessment & Replacement	1.7	Capital Funds on Hand, Debt
Lubbe Dam No. 4 Remediation	2.3	Capital Funds on Hand, Debt
Vehicle & Equipment Replacement	0.9	ERF
Sooke Lake Dam - Instrumentation System Improvements	0.5	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION		
Sun River Reservoir Rehabilitation	0.6	Capital Funds on Hand, Debt
Jacklin Rd - 900m of 600mm Pipe	1.6	Capital Funds on Hand, Debt
Sooke Rd Ph. 2 - 1,000m of 600mm Pipe - Cecil Blogg to Jacklin	0.8	Capital Funds on Hand, Debt
Annual Small Diameter Pipe Replacement Program	1.3	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION (DCC)		
McCallum Pump Station	1.2	Reserves
Millstream Extension	1.1	Reserves
McCallum Rd Supply & Distribution Mains	1.2	Reserves
SAANICH PENINSULA WATER SUPPLY		
Replace Deep Cove Permastran Main, 2300m	1.5	Reserves
Environmental Services		
MILLSTREAM SITE REMEDIATION		
Millstream Remediation	1.0	Grants, Capital Funds on Hand
ENVIRONMENTAL RESOURCE MANAGEMENT		
Aggregate Production for Internal Use	2.0	Capital Funds on Hand
Sewer Service		
CORE AREA WASTEWATER TREATMENT PROGRAM		
Wastewater Treatment Program	134.7	Grants, Capital Funds on Hand, Other
Protective Services		
911 CALL ANSWER		
Unified Call Answer Centre	13.6	Debt
TSUNAMI WARNING SYSTEM		
Port Renfrew/Pacheedaht Tsunami Warning System	0.6	Grants

Continued on following page

Salt Spring Island (SSI)		
GANGE SEWER UTILITY (SSI)		
Sewer System Rehabilitation	3.5	Debt
COMMUNITY TRANSPORTATION (SSI)		
North Ganages Transportation Plan	1.8	Reserves, Grants
<hr/>		
Total Projects > \$500K	181.7	
Projects < \$500K	32.0	
<hr/>		
Total 2018 Capital Projects	213.7	

Department	Division	2016	2017	2018
Executive Services	Executive Office			
	-ongoing	2.00	3.00	3.00
	-term	0.00	0.00	0.00
	Aboriginal Initiatives			
	-ongoing	1.50	1.50	1.50
	-term	0.00	0.00	0.00
	Corporate Communications			
	-ongoing	6.00	6.00	6.00
	-term	1.00	0.00	0.00
	Legislative & Corporate Svcs.			
	-ongoing	7.00	10.00	10.00
	-term	1.00	1.00	1.00
	Human Resources			
	-ongoing	7.00	8.00	10.00
	-term	0.00	1.00	0.00
	Finance & Technology	Financial Services		
-ongoing		38.50	36.50	37.50
-term		0.00	2.00	4.00
Asset and Risk Management				
-ongoing		0.00	5.00	6.00
-term		0.00	0.00	0.00
IT & GIS				
-ongoing		26.00	26.00	28.00
-term		0.00	0.00	0.00
Arts Development				
-ongoing		1.80	2.80	2.80
-term		0.00	0.00	0.00
Risk, Insurance and FM (to 2016)				
-ongoing		12.00	0.00	0.00
-term		0.00	0.00	0.00
Real Estate (to 2016)				
-ongoing	3.00	0.00	0.00	
-term	0.00	0.00	0.00	

CRD Staff Establishment - Regular Positions

Department	Division	2016	2017	2018
Integrated Water Services	Administration			
	-ongoing	4.00	5.00	4.00
	-term	0.00	0.00	0.00
	Customer & Technical Services			
	-ongoing	21.29	20.29	20.29
	-term	0.00	0.00	0.00
	Infrastructure Engineering			
	-ongoing	20.00	20.00	24.00
	-term	1.00	1.00	1.00
	Infrastructure Operations			
	-ongoing	85.89	85.89	87.39
	-term	0.00	0.00	0.00
	Watershed Protection			
	-ongoing	26.00	25.00	26.00
-term	0.00	0.00	0.00	
Parks and Environmental Services	Administration			
	-ongoing	5.00	3.00	3.00
	-term	1.00	0.00	2.00
	Facility Mgmt. & Engineering			
	-ongoing	0.00	21.00	21.00
	-term	0.00	0.00	0.00
	Environmental Protection			
	-ongoing	28.30	50.15	53.05
	-term	1.50	2.50	2.50
	Environmental Resource Mgmt			
	-ongoing	20.70	20.70	20.70
	-term	1.00	1.00	1.00
	JDFEA Parks and Recreation			
	-ongoing	0.80	0.80	0.60
-term	0.00	0.00	0.00	
Panorama Recreation				
-ongoing	31.35	31.35	31.35	
-term	0.00	0.00	0.00	

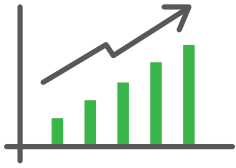
CRD Staff Establishment - Regular Positions

Department	Division	2016	2017	2018
Planning and Protective Services	Regional Parks			
	-ongoing	48.50	48.50	48.50
	-term	0.00	0.00	0.00
	SEAPARC			
	-ongoing	17.00	17.00	17.00
	-term	0.00	0.00	0.00
	Environmental Engineering (to 2016)			
	-ongoing	12.00	0.00	0.00
	-term	1.00	0.00	0.00
	Environmental Partnerships (to 2016)			
	-ongoing	20.85	0.00	0.00
	-term	1.00	0.00	0.00
	Administration			
	-ongoing	2.50	2.50	2.50
	-term	0.00	0.00	0.00
	Building Inspection			
	-ongoing	9.70	9.70	9.70
	-term	0.00	0.00	0.00
	Health & Capital Planning			
	-ongoing	2.00	2.00	2.00
	-term	1.00	1.00	1.00
	JDFEA Planning			
	-ongoing	3.50	3.50	3.70
	-term	0.00	0.00	0.00
Protective Services				
-ongoing	18.70	18.70	19.20	
-term	0.00	0.00	0.00	
Regional & Strategic Planning				
-ongoing	7.50	7.50	7.50	
-term	0.00	0.00	0.00	
Regional Housing				
-ongoing	27.77	27.77	28.77	
-term	2.00	2.00	2.00	

CRD Staff Establishment - Regular Positions

Department	Division	2016	2017	2018	
SSI Administration (Executive Services)	SGI Administration				
	-ongoing	1.00	1.00	1.00	
	-term	0.00	0.00	0.00	
	Administration				
	-ongoing	5.00	4.80	4.80	
	-term	0.00	0.00	0.00	
	SSI Parks and Recreation				
	-ongoing	3.00	5.34	9.94	
	-term	0.00	0.00	0.00	
	Core Area Wastewater Treatment Project	CAWTP			
	-ongoing	0.00	0.00	0.00	
	-term	14.75	30.00	30.00	
TOTAL CRD REGULAR POSITIONS					
	-ONGOING	527.15	530.29	550.79	
	-TERM	26.25	41.50	44.50	

BUILDING INFRASTRUCTURE

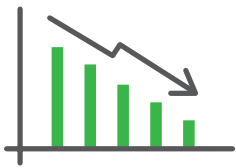


Investment on capital is **8.9x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2018, the investment in capital will be \$213.7M* compared to an amortization of \$24.4M*.

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

MANAGING DEBT



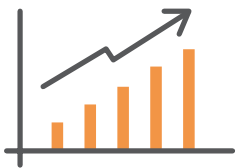
Debt servicing costs are **11.5%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2018, debt servicing costs will account for \$22.4M* out of total revenue of \$194.6M.**

**This excludes municipal borrowing.*

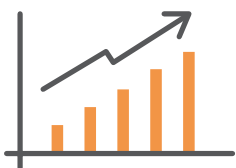
***This excludes municipal debt (14.7M), internal allocations (34.2M), and surplus carryforward (4.9M)*

SAVING FOR THE FUTURE



Reserve transfers make up **5.6%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2018, reserve transfers will total \$13.9M while the operating budget will total \$248.4M.*



Reserve transfers make up **1.5%** 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 2018, reserve transfers will total \$13.9M while the net book value will total \$954.2M.

Sanitary Sewer | *Managing wastewater and protecting local watersheds and surrounding marine environments.*



Since 2000, the CRD has invested **\$298M** in sewer infrastructure upgrades, including the construction of the Trent Street Pump Station, the Craigflower Pump Station and the Saanich Peninsula Wastewater Treatment Plant.

In **2018**, key projects include:

- ▶ continued upgrades to existing sewer conveyance and treatment infrastructure for the Core Area, Saanich Peninsula and electoral areas

Drinking Water | *Delivering and maintaining an adequate supply of safe and reliable drinking water.*



Since 1995, the CRD has invested **\$246M** into water infrastructure, including the increasing the capacity of the Sooke Lake Reservoir and expanding the water supply lands by acquiring the Leech Watershed. In 2017, \$28.3 million was invested across the 21 utility systems to ensure ongoing protection of the health of the public and the environment.

In **2018**, key projects include:

- ▶ continued upgrades to the regional water supply disinfection facility
- ▶ continued upgrades in the Juan de Fuca water systems

Social Housing | *Providing affordable housing and coordinating affordable housing services.*



Since 2005, the CRHC* has invested **\$23M** into capital replacement and added an additional 39 units of affordable housing, while the Regional Housing Trust Fund has provided **\$11.4M** in grants, allowing for development of 959 units of affordable housing.

In **2018**, key projects include:

- ▶ implementation of the Regional Housing First Program to support the development of affordable housing units in the region

Health Infrastructure | *Investing and partnering in the development of health-related infrastructure.*



Since 2005, the CRHD** has invested **\$211M** in health-related infrastructure, including contributions to significant projects like the Patient Care Centre at Royal Jubilee Hospital and the new emergency department at Victoria General Hospital.

In **2018**, key projects include:

- ▶ construction of The Summit at Quadra Village, a 320-unit residential care facility
- ▶ continued development of the Unit Dose Medication Distribution Hub at Royal Jubilee

Regional Parks | *Managing natural areas and ensuring access to parks and trails.*



Since 2000, the CRD has acquired **4608 ha** of parkland (valued at \$56.3M) made possible by the parks fund levy, which increased from \$10 to \$20 per average household assessed value during the same time period

In **2018**, key projects include:

- ▶ continued development of the E&N Rail Trail
- ▶ continued construction of the Todd Creek Trestle
- ▶ construction of the Elk/Beaver Lake Washrooms

This snapshot of the Capital Regional District's service activity is not all inclusive.

*CRHC = Capital Region Housing Corporation **CRHD = Capital Regional Hospital District

CAPITAL REGIONAL DISTRICT

2018 Financial Plan Summary

Prepared by CRD Financial Services

March 21, 2018

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CAPITAL REGIONAL DISTRICT - YEAR 2018 FINANCIAL PLAN

Regional	Gross Expenditure 2017	Gross Expenditure 2018	Carry Fwd. to 2018 Operating	Allocations to Other Services	Other revenue	Requisition 2018	Requisition 2017	Req. % Incr.
1.010 Legislative & General Government	16,178,569	18,414,727	321,000	10,524,287	1,257,060	6,312,380	5,876,781	7.41%
1.10X Facilities and Risk	2,697,335	2,765,487	0	2,457,291	177,061	131,135	243,664	-46.18%
1.101 G.I.S.	549,330	560,190	0	496,600	3,250	60,340	59,160	1.99%
1.112 Regional Grant in Aid	1,320,090	1,338,160	1,338,160	0	0	0	0	N/A
1.224 Community Health - Homeless Sec.	675,360	631,547	58,019	0	183,748	389,780	389,780	0.00%
1.226 Community Health (CHR) Facilities	1,728,258	1,715,743	0	0	1,715,743	0	0	N/A
1.280 Regional Parks	9,218,839	9,803,814	0	45,570	1,143,712	8,614,532	8,145,679	5.76%
1.280A Regional Parks - Land Acquisition	3,687,136	3,684,268	0	0	0	3,684,268	3,687,136	-0.08%
1.309 Climate Action and Adaptation	319,970	381,929	9,723	0	26,670	345,536	300,743	14.89%
1.310 Land Banking & Housing	1,776,253	1,843,158	38,853	245,213	328,987	1,230,105	1,143,840	7.54%
1.324 Regional Planning Services	1,878,750	1,398,760	0	155,200	114,300	1,129,260	1,172,870	-3.72%
1.327 Environmental Roundtable	17,144	0	0	0	0	0	0	N/A
1.335 Geo-Spatial Referencing System	180,060	181,280	0	0	16,900	164,380	161,160	2.00%
1.374 Regional Emergency Program Support	138,781	142,030	15,260	0	9,530	117,240	114,270	2.60%
1.375 Hazardous Material Incident Response	314,715	316,700	0	0	18,680	298,020	295,460	0.87%
1.521 SWMP - Solid Waste Disposal (Refuse Disposal)	30,529,637	25,008,351	0	0	25,008,351	0	0	N/A
1.525 Solid Waste Disposal - Debt	648,045	648,509	30,799	0	617,710	0	0	N/A
1.57X Environmental Services	16,002,505	17,046,735	82,245	16,868,165	96,325	0	0	N/A
1.911 911 Systems	1,820,023	1,723,730	0	0	1,607,810	115,920	113,650	2.00%
1.921 Regional CREST Contribution	1,584,610	1,622,360	0	0	106,710	1,515,650	1,488,370	1.83%
2.670 Regional Water Supply	29,315,810	30,519,450	0	0	30,519,450	0	0	N/A
21.ALL Feasibility Study Reserve Fund - All	150,934	156,400	153,400	0	3,000	0	0	N/A
Total Regional	120,732,154	119,903,328	2,047,459	30,792,326	62,954,997	24,108,546	23,192,563	3.95%
Sub-Regional	Gross Expenditure 2017	Gross Expenditure 2018	Carry Fwd. to 2018 Operating	Allocations to Other Services	Other revenue	Requisition 2018	Requisition 2017	Req. % Incr.
1.123 Prov. Court of B.C. (Family Court)	183,241	183,725	0	0	220,488	(36,763)	(36,763)	0.00%
1.126 Victoria Family Court Committee	16,030	15,974	10	0	964	15,000	15,000	0.00%
1.128 Greater Victoria Police Victim Services	269,000	274,744	156	0	14,700	259,888	253,460	2.54%
1.230 Traffic Safety Commission	134,110	93,470	20,370	0	3,720	69,380	69,380	0.00%
1.290 Royal Theatre	581,250	580,000	0	0	0	580,000	580,000	0.00%
1.295 McPherson Theatre	786,504	788,088	0	0	38,088	750,000	750,000	0.00%
1.297 Arts Grants	2,612,412	2,779,292	12,000	0	195,773	2,571,519	2,444,558	5.19%
1.298 Commonwealth Legacy Fund	10,665	0	0	0	0	0	0	N/A
1.311 Regional Housing Trust Fund	2,185,920	2,542,550	1,485,835	0	69,825	986,890	967,540	2.00%
1.330 Regional Growth Strategy	393,600	403,870	0	0	20,410	383,460	346,380	10.71%
1.40X SEAPARC	3,791,890	3,876,647	45,000	0	1,163,657	2,667,990	2,667,750	0.01%
1.429 West Shore - Public Building	0	0	27,740	0	0	(27,740)	0	N/A
1.430 West Shore - Public Building - Tech. Wing	0	0	2,305	0	0	(2,305)	0	N/A
1.44X Panorama Rec. Center.	8,581,780	8,959,562	0	0	4,227,692	4,731,870	4,618,880	2.45%
1.536 LWMP-Stormwater Quality Management-Core	675,381	748,605	0	0	150,602	598,003	584,827	2.25%
1.537 Stormwater Quality Management - Peninsula	107,804	117,310	7,753	0	4,366	105,191	104,767	0.40%
1.538 Source - Stormwater Quality - Peninsula	50,425	78,675	7,017	0	21,829	49,829	49,087	1.51%
1.912A 911 Call Answer - RCMP	577,153	573,400	28,960	430,540	4,780	108,760	108,760	0.00%
1.912B 911 Call Answer - Municipalities	66,090	112,420	0	865,480	(66,000)	(687,060)	(797,104)	-13.81%
1.913 913 Fire Dispatch	542,060	592,170	0	0	12,290	579,880	529,425	9.53%
2.610 Saanich Peninsula Water Supply	5,718,385	6,067,195	0	0	6,067,195	0	0	N/A
2.680 Juan de Fuca Water Distribution	15,754,806	17,442,909	0	6,000	17,436,909	0	0	N/A
3.700 Septage Disposal - Municipal	367,467	373,041	246,208	0	79,596	47,237	47,237	0.00%
3.701 Millstream Remediation Service	665,162	662,532	0	320,000	22,532	320,000	320,000	0.00%
3.707 On Site System Management Program - LWMP	186,208	208,650	22,500	0	8,725	177,425	174,186	1.86%
3.718 Peninsula Wastewater TP	3,492,873	3,613,016	0	137,910	1,974,989	1,500,117	1,492,160	0.53%
3.720 LWMP (Peninsula) - Implementation	11,436	11,658	0	0	234	11,424	11,202	1.98%
3.750 LWMP	969,158	484,579	0	0	232,244	252,335	541,315	-53.38%
3.752 Harbours Program	331,425	337,768	0	0	25,394	312,374	306,015	2.08%
3.755 Regional Source Control	1,523,828	1,650,193	105,000	45,000	199,266	1,300,927	1,300,927	0.00%
3.775 Debt - Saanich Pen. Waste Water System	0	0	64,202	0	(11,161)	(53,041)	(5,583)	850.05%
3.71X Trk Swrs & Swge Disp - oper	6,835,372	7,295,170	99,277	405,098	5,028,897	1,761,898	1,634,424	7.80%
3.7XX Trk Swrs - debt	25,307,186	31,153,281	135,482	0	24,192,794	6,825,005	5,516,768	23.71%
Total Sub-Regional	82,728,621	92,020,134	2,309,815	2,210,028	61,340,798	26,159,493	24,594,598	6.36%
Local Service	Gross Expenditure 2017	Gross Expenditure 2018	Carry Fwd. to 2018 Operating	Allocations to Other Services	Other revenue	Requisition 2018	Requisition 2017	Req. % Incr.
1.121 Sooke Regional Museum	174,340	181,970	10	0	320	181,640	173,983	4.40%
1.531 Stormwater Quality Management - Sooke	34,694	35,428	0	0	79	35,349	34,613	2.13%
Total Local	209,034	217,398	10	0	399	216,989	208,596	4.02%
Total CRD	203,669,809	212,140,860	4,357,284	33,002,354	124,296,194	50,485,028	47,995,757	5.19%
Total Electoral Areas Only	20,333,685	21,462,869	575,636	1,175,515	6,529,990	13,181,728	12,937,573	1.89%
Total CRD	224,003,494	233,603,729	4,932,920	34,177,869	130,826,184	63,666,756	60,933,330	4.49%
1.15X Municipalities' Own Debt - M.F.A.	14,612,997	14,787,191	0	0	73,280	14,713,911	14,546,207	1.15%
CRHD Capital Regional Hospital District	32,529,006	31,949,103	34,495	0	1,540,947	30,373,661	29,731,244	2.16%
Total CRD, CRHD & Municipal Debt	271,145,497	280,340,023	4,967,415	34,177,869	132,440,411	108,754,328	105,210,781	3.37%

CAPITAL REGIONAL DISTRICT - YEAR 2018 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function	Gross Expenditure 2017	Gross Expenditure 2018	Carry Fwd. to 2018 Operating	Allocations to Other Services	Other revenue	Requisition 2018	Requisition 2017	Req. % Incr.
Joint Electoral Area Services								
1.103 Elections	20,133	169,716	0	0	149,716	20,000	20,000	0.00%
1.104 U.B.C.M.	16,208	18,783	5,760	0	93	12,930	12,930	0.00%
1.313 Animal Care Services	1,115,747	1,115,210	0	0	711,250	403,960	395,230	2.21%
1.318 Building Inspection	1,244,180	1,475,970	224,050	44,250	817,100	390,570	390,570	0.00%
1.319 Soil Deposit Removal	5,300	5,480	0	0	100	5,380	5,180	3.86%
1.320 Noise Control	28,261	28,820	0	0	200	28,620	28,030	2.10%
1.322 Nuisances & Unsightly Premises	45,130	45,160	0	0	280	44,880	44,820	0.13%
1.323 By-Law Enforcement	433,090	465,490	0	441,310	24,180	0	0	N/A
1.372 Electoral Area Emergency Program	527,604	552,920	27,610	397,010	810	127,490	124,990	2.00%
21.E.A. Feasibility Study Reserve Fund - E.A.	273,095	273,095	0	66,235	206,860	0	0	N/A
TOTAL JOINT ELECTORAL AREA SERVICES	3,708,748	4,150,644	257,420	948,805	1,910,589	1,033,830	1,021,750	1.18%
Juan de Fuca Electoral Area								
1.109 Electoral Area Admin Exp - JDF	53,060	53,810	0	0	31,370	22,440	51,564	-56.48%
1.114 Grant-in-Aid - Juan de Fuca	41,110	41,180	21,800	0	220	19,160	14,700	30.34%
1.122 JDF Economic Development Commission	20,000	0	19,830	0	600	(20,430)	(22,604)	-9.62%
1.317 JDF Building Numbering	17,530	17,600	0	0	50	17,550	17,480	0.40%
1.325 Electoral Area Services - Planning	707,110	709,510	72,580	16,380	25,460	595,090	583,800	1.93%
1.370 Juan de Fuca Emergency Program	79,900	81,490	0	0	230	81,260	79,660	2.01%
1.377 JDF Search and Rescue	82,760	82,520	0	0	20,520	62,000	42,000	47.62%
1.405 JDF EA - Community Parks	172,889	176,660	0	0	770	175,890	172,060	2.23%
1.532 Stormwater Quality Management - JdF	0	0	0	0	0	0	(8,007)	-100.00%
1.924 Emergency Comm - CREST - J.D.F.	105,080	102,500	1,250	0	240	101,010	104,820	-3.63%
Total JDF Regional	1,279,439	1,265,270	115,460	16,380	79,460	1,053,970	1,035,473	1.79%
1.119 Vancouver Island Regional Library	295,260	297,590	0	0	570	297,020	294,625	0.81%
1.129 Vancouver Island Regional Library - Debt	108,060	313,620	0	0	313,620	0	0	N/A
1.133 Langford E.A. - Greater Victoria Public Library	29,090	29,710	10	0	120	29,580	28,930	2.25%
1.232 Port Renfrew Street Lighting	9,900	10,903	3,573	0	3,720	3,610	3,535	2.12%
1.350 Willis Point Fire Protect & Recreation	146,350	149,060	6,950	0	13,850	128,260	118,970	7.81%
1.353 Otter Point Fire Protection	388,670	399,770	0	0	300	399,470	388,330	2.87%
1.354 Malahat Fire Protection	54,750	69,790	10	0	0	69,780	54,750	27.45%
1.355 Durrance Road Fire Protection	2,520	3,410	0	0	0	3,410	2,520	35.32%
1.357 East Sooke Fire Protection	499,410	475,770	900	0	68,600	406,270	431,150	-5.77%
1.358 Port Renfrew Fire Protection	136,170	150,370	0	0	59,830	90,540	81,410	11.21%
1.360 Shirley Fire Protection	143,320	145,210	0	0	200	145,010	142,170	2.00%
1.369 Electoral Area Fire Services - JDF	80,229	66,727	0	0	100	66,627	66,169	0.69%
1.408 JDF EA - Community Recreation	85,900	89,320	5,300	0	20,150	63,870	62,620	2.00%
1.421 West Shore - Parks & Rec - Ice Arena	5,385	0	18	0	0	(18)	5,367	-100.34%
1.422 West Shore - Curling Rink	2,702	0	17	0	0	(17)	2,682	-100.63%
1.423 West Shore - Centennial Pool - EA	3,765	0	16	0	0	(16)	3,747	-100.43%
1.424 West Shore - Juan de Fuca Park	9,017	0	2,546	0	0	(2,546)	6,332	-140.21%
1.427 West Shore - Sr. Citizens Centre	1,696	0	9	0	0	(9)	1,682	-100.54%
1.428 West Shore - Community Rec / Comm Rec #2	10,625	0	47	0	68	(115)	10,500	-101.10%
1.523 Port Renfrew Refuse Disposal	77,789	80,906	0	15,000	34,650	31,256	31,200	0.18%
2.650 Port Renfrew Water	106,540	109,353	0	0	56,093	53,260	52,740	0.99%
2.655 Snuggery Cove (Port Renfrew)	23,805	23,880	0	0	20	23,860	23,785	0.32%
2.691 Wilderness Mountain Water Service	126,060	137,830	0	0	77,500	60,330	55,740	8.23%
3.700 Septage Disposal - JDF Service Area	285	285	0	0	0	285	285	0.00%
3.850 Port Renfrew Sewer	90,672	90,954	0	0	46,204	44,750	40,295	11.06%
Total JDF Local/Specified/Defined Services	2,437,970	2,644,458	19,396	15,000	695,595	1,914,467	1,909,534	0.26%
TOTAL JUAN DE FUCA ELECTORAL AREA	3,717,409	3,909,728	134,856	31,380	775,055	2,968,437	2,945,007	0.80%

CAPITAL REGIONAL DISTRICT - YEAR 2018 FINANCIAL PLAN

ELECTORAL AREAS ONLY

Function		Gross Expenditure 2017	Gross Expenditure 2018	Carry Fwd. to 2018 Operating	Allocations to Other Services	Other revenue	Requisition 2018	Requisition 2017	Req. % Incr.
Salt Spring Island Electoral Area									
1.111	Electoral Area Admin Exp - SSI	615,036	608,090	48,060	116,250	53,980	389,800	414,000	-5.85%
1.116	Grant-in-Aid - Salt Spring Island	36,280	26,360	19,400	0	600	6,360	1,860	241.94%
1.124	SSI Economic Development Commission	52,602	78,910	21,450	0	540	56,920	30,000	89.73%
1.234	S.S.I. Street Lighting	23,880	24,820	410	0	40	24,370	22,370	8.94%
1.236	Salt Spring Island Fernwood Dock	30,184	30,170	0	0	170	30,000	30,000	0.00%
1.141	Salt Spring Island Public Library	571,866	583,550	0	0	1,280	582,270	570,850	2.00%
1.238A	Community Transit (S.S.I.)	419,877	428,180	0	0	222,800	205,380	175,610	16.95%
1.238B	Community Transportation (S.S.I.)	397,116	396,730	0	0	480	396,250	396,250	0.00%
1.299	Salt Spring Island Arts	87,103	90,480	70	0	70	90,340	86,710	4.19%
1.316	SSI Building Numbering	13,200	13,030	3,710	0	30	9,290	13,007	-28.58%
1.371	S.S.I. Emergency Program	98,820	100,880	0	0	270	100,610	98,560	2.08%
1.378	S.S.I. Search and Rescue	19,030	17,660	0	0	90	17,570	14,500	21.17%
1.455	Salt Spring Island - Community Parks	471,823	484,550	0	0	114,120	370,430	363,170	2.00%
1.458	Salt Spring Is.- Community Rec	115,797	130,390	4,090	0	82,960	43,340	42,490	2.00%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,700,160	1,782,108	0	69,080	255,998	1,457,030	1,423,970	2.32%
1.535	Stormwater Quality Management - S.S.I.	21,107	21,510	0	0	30	21,480	21,060	1.99%
1.925	Emergency Comm - CREST - S.S.I.	85,120	83,310	0	0	120	83,190	84,800	-1.90%
Total S.S.I. Regional		4,759,001	4,900,728	97,190	185,330	733,578	3,884,630	3,789,207	2.52%
2.620	SSI Highland Water System	37,180	37,280	50	0	0	37,230	37,137	0.25%
2.621	Highland / Fernwood Water - SSI	371,565	385,346	0	0	330,346	55,000	55,000	0.00%
2.622	Cedars of Tuam	27,160	29,877	0	0	29,877	0	0	N/A
2.624	Beddis Water	226,950	231,060	0	0	158,820	72,240	71,590	0.91%
2.626	Fulford Water	209,240	209,703	0	0	134,910	74,793	74,790	0.00%
2.628	Cedar Lane Water (S.S.I.)	61,570	62,136	0	0	40,870	21,266	22,660	-6.15%
2.660	Fernwood Water	19,270	19,370	20	0	0	19,350	19,250	0.52%
3.705	S.S.I. Septage/Composting	690,564	721,750	0	0	415,910	305,840	304,790	0.34%
3.810	Ganges Sewer	875,130	924,040	0	0	869,910	54,130	54,130	0.00%
3.820	Maliview Estates Sewer System	137,660	144,640	0	0	144,640	0	0	N/A
Total S.S.I. Local/Specified/Defined Services		2,656,289	2,765,202	70	0	2,125,283	639,849	639,347	0.08%
TOTAL S.S.I. ELECTORAL AREA		7,415,290	7,665,930	97,260	185,330	2,858,861	4,524,479	4,428,554	2.17%
Southern Gulf Islands Electoral Area									
1.110	Electoral Area Admin Exp - SGI	248,296	368,150	15,490	0	73,280	279,380	235,140	18.81%
1.117	Grant-in-Aid - Southern Gulf Islands	78,997	87,520	0	0	790	86,730	78,200	10.91%
1.125	SGI Economic Development Commission	42,298	44,680	0	0	520	44,160	41,780	5.70%
1.138	Southern Gulf Islands Regional Library	166,140	177,520	2,800	0	1,700	173,020	164,480	5.19%
1.235	S. G. I. Small Craft Harbour Facilities	320,960	337,380	0	0	93,100	244,280	241,860	1.00%
1.314	SGI House Numbering	12,970	12,840	0	0	140	12,700	12,673	0.21%
1.373	S.G.I. Emergency Program	213,340	217,520	0	0	4,220	213,300	209,110	2.00%
1.533	Stormwater Quality Management - Outer Gulf Is.	42,287	43,060	0	0	420	42,640	41,870	1.84%
1.923	Emergency Comm - CREST - S.G.I.	153,780	155,110	0	0	1,650	153,460	152,140	0.87%
Total Southern Gulf Islands Regional		1,279,068	1,443,780	18,290	0	175,820	1,249,670	1,177,253	6.15%
1.137	Galiano Island Library Service	55,960	57,090	0	0	200	56,890	55,770	2.01%
1.170	Gossip Island Electric Power Supply	57,660	58,050	0	0	320	57,730	57,477	0.44%
1.228	Galiano Health Service	94,190	86,580	10	0	80	86,490	94,132	-8.12%
1.352	South Galiano Fire Protection	254,590	282,680	0	0	250	282,430	254,440	11.00%
1.356	Pender Fire Protection	858,973	886,110	0	0	8,960	877,150	850,310	3.16%
1.359	N. Galiano Fire Protection	173,300	209,710	11,860	0	520	197,330	172,790	14.20%
1.363	Saturna Island Fire	152,430	152,580	400	0	7,070	145,110	145,740	-0.43%
1.364	N. Pender Fire - 2nd Service - Debt	0	0	0	0	0	0	(17,250)	-100.00%
1.369	Electoral Area Fire Services - SGI	92,061	75,563	0	0	0	75,563	76,021	0.69%
1.465	Saturna Island Comm. Parks	31,009	24,570	0	0	1,150	23,420	23,420	0.00%
1.468	Saturna Island - Community Rec.	10,367	11,060	3,080	0	490	7,490	9,660	-22.46%
1.475	Mayne Is. Com. Parks & Rec	80,400	81,700	0	0	2,970	78,730	77,398	1.72%
1.476	Mayne Is. Comm. Parks (reserve)	17,890	21,870	17,860	0	4,010	0	0	N/A
1.478	Mayne Is. Community Rec.	34,911	36,710	4,290	0	90	32,330	32,330	0.00%
1.485	North & South Pender Com. Parks	107,987	108,040	0	0	1,140	106,900	106,900	0.00%
1.488	North & South Pender Com. Rec	56,836	57,980	0	0	740	57,240	56,120	2.00%
1.495	Galiano Parks	54,040	66,050	0	0	80	65,970	53,967	22.24%
1.498	Galiano Community Recreation	28,440	36,090	0	0	30	36,060	28,417	26.90%
2.630	Magic Lakes Estate Water System	881,310	909,059	0	0	340,070	568,989	568,990	0.00%
2.635	Magic Lakes Estate Water (2)	80,761	0	30,310	0	50	(30,360)	42,247	-171.86%
2.640	Saturna Island Water System (Lyall Harbour)	196,170	204,739	0	0	94,429	110,310	110,310	0.00%
2.642	Skana Water (Mayne)	59,120	65,055	0	0	41,985	23,070	19,350	19.22%
2.665	Sticks Allison Water (Galiano)	45,760	48,543	0	0	43,543	5,000	5,000	0.00%
2.667	Surfside Park Estates (Mayne)	100,970	105,954	0	0	72,804	33,150	33,150	0.00%
3.830	Magic Lake Estates Sewer System	688,035	707,004	0	10,000	188,684	508,320	508,320	0.00%
Total S.G.I. Local/Specified/Defined Services		4,213,170	4,292,787	67,810	10,000	809,665	3,405,312	3,365,009	1.20%
TOTAL S.G.I. ELECTORAL AREA		5,492,238	5,736,567	86,100	10,000	985,485	4,654,982	4,542,262	2.48%
TOTAL FOR ELECTORAL AREAS ONLY		20,333,685	21,399,433	495,513	1,251,515	6,481,503	13,170,902	12,937,573	1.80%

CENTRAL SAANICH		2018 C SAANICH	Cost per Avg. Residential Assessment	2017 C SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.101	Legislative & General Government	283,978	\$34.99	273,219	\$33.26	10,759	1.72	5.17%
1.101	G.I.S.	2,661	\$0.33	2,642	\$0.32	19	0.01	1.91%
1.224	Community Health - Homeless Sec.	17,190	\$2.12	17,409	\$2.12	(218)	0.00	-0.08%
1.280	Regional Parks	379,926	\$46.81	363,807	\$44.29	16,119	2.51	5.67%
1.280A	Regional Parks - Land Acquisition	162,487	\$20.02	164,677	\$20.05	(2,190)	-0.03	-0.16%
1.309	Climate Action and Adaptation	15,173	\$1.87	13,340	\$1.62	1,833	0.25	15.09%
1.310	Land Banking & Housing	54,251	\$6.68	51,087	\$6.22	3,164	0.46	7.46%
1.324	Regional Planning Services	49,804	\$6.14	52,383	\$6.38	(2,580)	-0.24	-3.79%
1.335	Geo-Spatial Referencing System	7,266	\$0.90	7,217	\$0.88	49	0.02	1.88%
1.374	Regional Emergency Program Support	5,148	\$0.63	5,069	\$0.62	79	0.02	2.77%
1.375	Hazardous Material Incident response	13,087	\$1.61	13,106	\$1.60	(20)	0.02	1.04%
1.911	Call Answer	5,068	\$0.62	5,007	\$0.61	61	0.01	2.43%
1.921	Regional CREST Contribution	66,880	\$8.24	66,185	\$8.06	695	0.18	2.25%
Total Regional		1,062,920	\$130.95	1,035,148	\$126.03	27,772	4.92	3.90%
1.126	Victoria Family Court Committee	698	\$0.09	710	\$0.09	(13)	0.00	-0.62%
1.128	Greater Victoria Police Victim Services	13,187	\$1.62	13,036	\$1.59	151	0.04	2.36%
1.230	Traffic Safety Commission	3,191	\$0.39	3,227	\$0.39	(37)	0.00	0.03%
1.311	Regional Housing Trust Fund	50,802	\$6.26	50,120	\$6.10	682	0.16	2.57%
1.330	Regional Growth Strategy	17,849	\$2.20	16,349	\$1.99	1,500	0.21	10.48%
1.44X	Panorama Recreation Center	1,846,011	\$227.42	1,820,592	\$221.66	25,419	5.77	2.60%
1.537	Stormwater Quality Management - Peninsula	26,676	\$3.29	26,569	\$3.23	108	0.05	1.60%
1.538	Source - Stormwater Quality - Peninsula	20,942	\$2.58	20,771	\$2.53	171	0.05	2.02%
1.912B	Call Answer - Municipalities	(45,669)	(\$5.63)	(53,079)	(\$6.46)	7,410	0.84	12.94%
3.700	Septage Disposal	1,663	\$0.20	1,663	\$0.20	0	0.00	1.19%
3.701	Millstream Remediation	15,821	\$1.95	15,879	\$1.93	(57)	0.02	0.82%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	65,576	\$8.08	65,250	\$7.94	326	0.13	1.69%
3.718	Peninsula Wastewater TP	1,392,818	\$171.59	1,392,503	\$169.54	315	2.05	1.21%
3.720	L.V.M.P. (Peninsula) - Implementation	4,774	\$0.59	4,791	\$0.58	(17)	0.00	0.83%
3.755	Regional Source Control Program	48,914	\$6.03	48,914	\$5.96	0	0.07	0.00%
3.775	Debt - Saanich Pen. Waste Water System	(26,710)	(\$3.29)	(2,812)	(\$0.34)	(23,898)	-2.95	861.29%
Total Sub Regional		3,436,543	\$423.37	3,424,484	\$416.93	12,059	6.44	1.55%
Total Capital Regional District		4,499,463	\$554.32	4,459,632	\$542.96	39,831	11.36	2.09%
% Change						0.89%		
Cost/average residential property		\$554.32		\$542.96		\$11.36		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	893,434	\$110.07	893,434	\$108.78	0	1.29	1.19%
CRHD	Capital Regional Hospital District	1,339,568	\$165.03	1,327,873	\$161.67	11,695	3.36	2.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT		6,732,465	\$829.42	6,680,939	\$813.40	51,526	16.02	1.97%

Average residential assessment - 2018/2017

724,657

624,910

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.72	0.21%
Regional Parks	\$2.51	0.31%
Panorama Recreation Center	\$5.77	0.71%
Peninsula Wastewater TP	\$2.05	0.25%
CRHD	\$3.36	0.41%
Various	\$0.60	0.07%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$16.02	1.97%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$1.72	0.32%
Regional Parks	\$2.51	0.46%
Panorama Recreation Center	\$5.77	1.06%
Peninsula Wastewater TP	\$2.05	0.38%
Various	(\$0.69)	-0.13%
Total CRD	\$11.36	2.09%

CAPITAL REGIONAL DISTRICT

**Capital Regional District
Sewers Operating - 2018**

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total C. Saanich	Share of Budget
3.714 C. Saanich	65,250	65,576	326	65,576	100%
3.718 Peninsula Wastewater	3,355,430	3,439,058	83,628	1,392,818	41%
Sewer Operating	3,420,680	3,504,634		1,458,394	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total C. Saanich	Share of Budget
3.775 SPWWT System	(6,757)	(64,191)	(57,434)	(26,710)	42%
Sewer Debt	(6,757)	(64,191)		(26,710)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

COLWOOD		2018 COLWOOD	Cost per Avg. Residential Assessment	2017 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	200,505	\$29.12	188,054	\$27.30	12,451	1.82	6.67%
1.101	G.I.S.	1,879	\$0.27	1,819	\$0.26	60	0.01	3.36%
1.224	Community Health - Homeless Sec.	12,137	\$1.76	11,982	\$1.74	155	0.02	1.34%
1.280	Regional Parks	268,251	\$38.96	250,405	\$36.35	17,846	2.61	7.17%
1.280A	Regional Parks - Land Acquisition	114,726	\$16.66	113,346	\$16.46	1,380	0.21	1.26%
1.309	Climate Action and Adaptation	13,061	\$1.90	11,265	\$1.64	1,797	0.26	16.00%
1.310	Land Banking & Housing	38,305	\$5.56	35,163	\$5.10	3,142	0.46	8.98%
1.324	Regional Planning Services	35,164	\$5.11	36,055	\$5.23	(891)	-0.13	-2.43%
1.335	Geo-Spatial Referencing System	5,130	\$0.75	4,967	\$0.72	163	0.02	3.33%
1.374	Regional Emergency Program Support	4,432	\$0.64	4,280	\$0.62	152	0.02	3.59%
1.375	Hazardous Material Incident response	11,265	\$1.64	11,067	\$1.61	198	0.03	1.84%
1.911	Call Answer	5,154	\$0.75	5,020	\$0.73	134	0.02	2.71%
1.921	Regional CREST Contribution	68,014	\$9.88	66,362	\$9.63	1,652	0.24	2.53%
Total Regional		778,024	\$113.00	739,784	\$107.40	38,240	5.60	5.21%
1.126	Victoria Family Court Committee	593	\$0.09	596	\$0.09	(3)	0.00	-0.45%
1.128	Greater Victoria Police Victim Services	9,311	\$1.35	8,972	\$1.30	338	0.05	3.81%
1.330	Regional Growth Strategy	12,603	\$1.83	11,253	\$1.63	1,350	0.20	12.04%
1.429	JdF - Public Building	(6,660)	(\$0.97)	0	\$0.00	(6,660)	-0.97	0.00%
1.536	Stormwater Quality Management - Core Area	27,354	\$3.97	26,574	\$3.86	780	0.11	2.98%
1.912A	Call Answer - RCMP	14,314	\$2.08	14,386	\$2.09	(72)	-0.01	-0.46%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,114,140	\$161.82	904,134	\$131.26	210,006	30.56	23.28%
3.700	Septage Disposal	2,234	\$0.32	2,234	\$0.32	0	0.00	0.04%
3.701	Millstream Remediation	49,658	\$7.21	49,611	\$7.20	48	0.01	0.14%
3.707	On Site System Management Program	70,236	\$10.20	68,954	\$10.01	1,282	0.19	1.90%
3.750	LWMP	17,057	\$2.48	36,590	\$5.31	(19,534)	-2.83	-53.36%
3.752	Stage 3 Harbour Studies	18,918	\$2.75	18,412	\$2.67	506	0.07	2.79%
3.755	Regional Source Control Program	37,673	\$5.47	37,673	\$5.47	0	0.00	0.04%
Total Sub Regional		1,367,431	\$198.61	1,179,389	\$171.22	188,042	27.39	15.99%
Total Capital Regional District		2,145,455	\$311.61	1,919,173	\$278.62	226,282	32.99	11.84%
% Change						11.79%		
Cost/average residential property		\$311.61		\$278.62		\$32.99		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	1,311,947	\$190.55	1,311,947	\$190.46	0	0.08	0.04%
CRHD	Capital Regional Hospital District	945,815	\$137.37	913,962	\$132.69	31,853	4.68	3.53%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,403,217	\$639.52	4,145,082	\$601.77	258,135	37.75	6.27%

Average residential assessment - 2018/2017

603,198

512,885

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.82	0.30%
Regional Parks	\$2.61	0.43%
W.W. (Trk Swrs & Swge Disp) - Operating	\$30.56	5.08%
CRHD	\$4.68	0.78%
Various	(\$1.92)	-0.32%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$37.75	6.27%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$1.82	0.65%
Regional Parks	\$2.61	0.94%
W.W. (Trk Swrs & Swge Disp)	\$30.56	10.97%
Various	(\$2.00)	-0.72%
Total CRD	\$ 32.99	11.84%

CAPITAL REGIONAL DISTRICT

**Capital Regional District
Sewers Operating - 2018**

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Colwood	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	220,643	7.60%
(invoice) Sewer Operating	2,793,129	2,902,086		220,643	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Colwood	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	16,890	18,473	1,583	5,723	31%
3.769 Macaulay - Genset	14,410	14,599	189	3,401	23%
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(1,458)	4%
3.773 Grndwtr Relief & Flow Mntrg	(7,571)	4,420	11,991	48	1%
3.776 W. Communities Trunk	(4,403)	(14,468)	(10,065)	(4,230)	29%
3.777 Esq Trunk Upgrade	(905)	(6,236)	(5,331)	(2,139)	34%
3.779 LWMP	0	(300)	(300)	(17)	6%
3.792 Craigflower PS	64,693	68,517	3,824	22,110	32%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	49,986	5%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	41,646	4%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	999,071	4%
Sewer Debt	22,247,635	27,162,756		1,114,140	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

ESQUIMALT		2018 ESQUIMALT	Cost per Avg. Residential Assessment	2017 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.1010	Legislative & General Government	193,069	\$32.12	179,856	\$29.87	13,213	2.24	7.51%
1.1011	G.I.S.	1,809	\$0.30	1,739	\$0.29	70	0.01	4.18%
1.224	Community Health - Homeless Sec.	11,687	\$1.94	11,460	\$1.90	228	0.04	2.14%
1.280	Regional Parks	258,302	\$42.97	239,489	\$39.78	18,813	3.19	8.02%
1.280A	Regional Parks - Land Acquisition	110,471	\$18.38	108,404	\$18.00	2,066	0.37	2.07%
1.309	Climate Action and Adaptation	13,089	\$2.18	11,377	\$1.89	1,712	0.29	15.22%
1.310	Land Banking & Housing	36,884	\$6.14	33,630	\$5.59	3,254	0.55	9.85%
1.324	Regional Planning Services	33,860	\$5.63	34,483	\$5.73	(623)	-0.09	-1.65%
1.335	Geo-Spatial Referencing System	4,940	\$0.82	4,751	\$0.79	189	0.03	0.00%
1.374	Regional Emergency Program Support	4,441	\$0.74	4,323	\$0.72	118	0.02	2.89%
1.375	Hazardous Material Incident response	11,289	\$1.88	11,177	\$1.86	112	0.02	1.16%
1.911	Call Answer	5,306	\$0.88	5,257	\$0.87	49	0.01	1.09%
1.921	Regional CREST Contribution	70,021	\$11.65	69,495	\$11.54	526	0.11	0.91%
Total Regional		755,167	\$125.62	715,441	\$118.83	39,726	6.79	5.72%
1.123	Victoria Family Court Building	(3,897)	(\$0.65)	(3,897)	(\$0.65)	0	0.00	0.16%
1.126	Victoria Family Court Committee	593	\$0.10	603	\$0.10	(10)	0.00	-1.52%
1.128	Greater Victoria Police Victim Services	8,965	\$1.49	8,581	\$1.43	384	0.07	4.64%
1.230	Traffic Safety Commission	2,169	\$0.36	2,125	\$0.35	45	0.01	2.26%
1.297	Arts Grants	146,106	\$24.30	105,596	\$17.54	40,510	6.77	38.58%
1.311	Regional Housing Trust Fund	43,984	\$7.32	42,918	\$7.13	1,066	0.19	2.64%
1.330	Regional Growth Strategy	12,135	\$2.02	10,762	\$1.79	1,373	0.23	12.93%
1.536	Stormwater Quality Management - Core Area	53,630	\$8.92	52,108	\$8.65	1,522	0.27	3.08%
1.912B	Call Answer - Municipalities	(47,814)	(\$7.95)	(55,733)	(\$9.26)	7,920	1.30	14.08%
3.700	Septage Disposal	855	\$0.14	855	\$0.14	0	0.00	0.16%
3.701	Millstream Remediation	8,823	\$1.47	8,906	\$1.48	(83)	-0.01	-0.77%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	183,146	\$30.47	174,313	\$28.95	8,833	1.51	5.23%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,203,602	\$200.22	924,829	\$153.60	278,773	46.61	30.35%
3.750	LWMP	29,679	\$4.94	63,668	\$10.57	(33,989)	-5.64	-53.31%
3.752	Stage 3 Harbour Studies	19,477	\$3.24	19,281	\$3.20	195	0.04	1.17%
3.755	Regional Source Control Program	82,823	\$13.78	82,823	\$13.76	0	0.02	0.16%
Total Sub Regional		1,744,277	\$290.16	1,437,738	\$238.79	306,539	51.37	21.51%
Total Capital Regional District % Change		2,499,444	\$415.78	2,153,179	\$357.62	346,266	58.16	16.26%
Cost/average residential property		\$415.78		\$357.62		\$58.16		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	916,189	\$152.41	916,189	\$152.17	0	0.24	0.16%
CRHD	Capital Regional Hospital District	910,736	\$151.50	874,119	\$145.18	36,617	6.32	4.35%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,326,369	\$719.68	3,943,487	\$654.97	382,883	64.71	9.88%
Average residential assessment - 2018/2017		665,241		561,183				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.24	0.34%
Regional Parks	\$3.19	0.49%
Call Answer - Municipalities	\$1.30	0.20%
W.W. (Trk Swrs & Swge Disp) - Operating	\$1.51	0.23%
W.W. (Trk Swrs & Swge Disp) - Debt	\$46.61	7.12%
Arts Grants	\$6.77	1.03%
LWMP	(\$5.64)	-0.86%
CRHD	\$6.32	0.96%
Various	\$2.40	0.37%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$64.71	9.88%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$2.24	0.63%
Regional Parks	\$3.19	0.89%
Call Answer - Municipalities	\$1.30	0.36%
W.W. Operations	\$1.51	0.42%
W.W. Debt	\$46.61	13.03%
Arts Grants	\$6.77	1.89%
LWMP	(\$5.64)	-1.58%
Various	\$2.16	0.60%
Total CRD	\$ 58.16	16.26%

CAPITAL REGIONAL DISTRICT

**Capital Regional District
Sewers Operating - 2018**

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Esquimalt	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	183,146	6%
Sewer Operating	2,793,129	2,902,086		183,146	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Esquimalt	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	16,890	18,473	1,583	4,331	23%
3.769 Macaulay - Genset	14,410	14,599	189	4,901	34%
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(18,480)	52%
3.773 Grndwtr Relief & Flow Mntrg	(7,571)	4,420	11,991	4,393	99%
3.776 W. Communities Trunk	(4,403)	(14,468)	(10,065)	(832)	6%
3.777 Esq Trunk Upgrade	(905)	(6,236)	(5,331)	(958)	15%
3.779 LWMP	0	(300)	(300)	(16)	5%
3.792 Craigflower PS	64,693	68,517	3,824	437	1%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	37,971	4%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	56,594	5%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	1,115,260	4%
Sewer Debt	22,247,635	27,162,756		1,203,602	

* Denotes borrowings subject to Facilities Assistance Grants

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

HIGHLANDS		2018 HIGHLANDS	Cost per Avg. Residential Assessment	2017 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	36,970	\$36.78	32,724	\$34.12	4,247	2.66	7.79%
1.101	G.I.S.	346	\$0.34	316	\$0.33	30	0.01	4.45%
1.224	Community Health - Homeless Sec.	2,238	\$2.23	2,085	\$2.17	153	0.05	2.40%
1.280	Regional Parks	49,461	\$49.20	43,573	\$45.43	5,888	3.77	8.30%
1.280A	Regional Parks - Land Acquisition	21,154	\$21.04	19,723	\$20.57	1,430	0.48	2.33%
1.309	Climate Action and Adaptation	2,027	\$2.02	1,681	\$1.75	346	0.26	15.05%
1.374	Regional Emergency Program Support	688	\$0.68	639	\$0.67	49	0.02	2.74%
1.375	Hazardous Material Incident response	1,748	\$1.74	1,651	\$1.72	97	0.02	1.00%
1.911	Call Answer	695	\$0.69	663	\$0.69	32	0.00	0.01%
1.310	Land Banking & Housing	7,063	\$7.03	6,119	\$6.38	944	0.65	10.13%
1.324	Regional Planning Services	6,484	\$6.45	6,274	\$6.54	210	-0.09	-1.40%
1.335	Geo-Spatial Referencing System	946	\$0.94	864	\$0.90	82	0.04	4.41%
1.921	Regional CREST Contribution	9,165	\$9.12	8,758	\$9.13	407	-0.01	-0.16%
Total Regional		138,985	\$138.26	125,071	\$130.41	13,914	7.85	6.02%
3.700	Septage Disposal	11,453	\$11.39	11,453	\$11.94	0	-0.55	-4.59%
1.128	Greater Victoria Police Victim Services	1,717	\$1.71	1,561	\$1.63	155	0.08	4.91%
1.297	Arts Grants	6,772	\$6.74	6,527	\$6.81	245	-0.07	-1.01%
1.311	Regional Housing Trust Fund	6,790	\$6.75	6,321	\$6.59	469	0.16	2.48%
1.126	Victoria Family Court Committee	89	\$0.09	90	\$0.09	(0)	0.00	-5.06%
1.313	Animal Care Services	21,963	\$21.85	20,015	\$20.87	1,948	0.98	4.69%
1.912A	Call Answer - RCMP	1,929	\$1.92	1,899	\$1.98	30	-0.06	-3.08%
1.913	Fire Dispatch	17,308	\$17.22	15,618	\$16.28	1,690	0.93	5.73%
1.330	Regional Growth Strategy	2,324	\$2.31	1,958	\$2.04	366	0.27	13.22%
1.230	Traffic Safety Commission	415	\$0.41	387	\$0.40	29	0.01	2.52%
3.701	Millstream Remediation	3,072	\$3.06	3,045	\$3.18	27	-0.12	-3.75%
Total Sub Regional		72,660	\$72.28	68,873	\$71.81	3,786	1.63	0.65%
Total Capital Regional District % Change		211,645	\$210.54	193,944	\$202.22	17,701	9.49	4.11%
Cost/average residential property		\$210.54		\$202.22		\$8.32	8.10	
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	85,089	\$84.64	85,089	\$88.72	0	-4.08	-4.59%
CRHD	Capital Regional Hospital District	174,394	\$173.48	159,040	\$165.83	15,354	7.66	4.62%
TOTAL CRD, CRHD & MUNICIPAL DEBT		471,128	\$468.67	438,073	\$456.77	33,055	13.07	2.61%

Average residential assessment - 2018/2017

761,777

640,987

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.66	0.53%
Regional Parks	\$3.77	0.75%
Fire Dispatch	\$0.93	0.19%
CRHD	\$7.66	1.53%
Various	(\$1.95)	-0.39%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$13.07	2.61%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$2.66	1.15%
Regional Parks	\$3.77	1.64%
Fire Dispatch	\$0.93	0.40%
Various	\$2.12	0.92%
Total CRD	\$ 9.49	4.11%

LANGFORD		2018 LANGFORD	Cost per Avg. Residential Assessment	2017 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	536,231	\$26.87	484,526	\$24.65	51,705	2.21	8.98%
1.101	G.I.S.	5,025	\$0.25	4,686	\$0.24	339	0.01	5.60%
1.224	Community Health - Homeless Sec.	32,460	\$1.63	30,872	\$1.57	1,588	0.06	3.54%
1.280	Regional Parks	717,408	\$35.95	645,174	\$32.83	72,234	3.12	9.50%
1.280A	Regional Parks - Land Acquisition	306,822	\$15.37	292,038	\$14.86	14,784	0.51	3.46%
1.309	Climate Action and Adaptation	30,812	\$1.54	25,834	\$1.31	4,977	0.23	17.44%
1.310	Land Banking & Housing	102,442	\$5.13	90,597	\$4.61	11,845	0.52	11.35%
1.324	Regional Planning Services	94,043	\$4.71	92,897	\$4.73	1,147	-0.01	-0.31%
1.335	Geo-Spatial Referencing System	13,721	\$0.69	12,799	\$0.65	922	0.04	5.57%
1.374	Regional Emergency Program Support	10,454	\$0.52	9,816	\$0.50	638	0.02	4.88%
1.375	Hazardous Material Incident response	26,575	\$1.33	25,381	\$1.29	1,194	0.04	3.10%
1.911	Call Answer	11,020	\$0.55	10,524	\$0.54	496	0.02	3.11%
1.921	Regional CREST Contribution	145,420	\$7.29	139,116	\$7.08	6,304	0.21	2.93%
Total Regional		2,032,432	\$101.84	1,864,259	\$94.86	168,173	6.98	7.36%
1.126	Victoria Family Court Committee	1,375	\$0.07	1,376	\$0.07	(1)	0.00	-1.62%
1.128	Greater Victoria Police Victim Services	24,900	\$1.25	23,118	\$1.18	1,783	0.07	6.07%
1.230	Traffic Safety Commission	6,025	\$0.30	5,724	\$0.29	301	0.01	3.65%
1.330	Regional Growth Strategy	33,704	\$1.69	28,993	\$1.48	4,711	0.21	14.47%
1.536	Stormwater Quality Management - Core Area	53,672	\$2.69	52,471	\$2.67	1,201	0.02	0.73%
1.912A	Call Answer - RCMP	30,604	\$1.53	30,158	\$1.53	446	0.00	-0.07%
1.913	Fire Dispatch	274,617	\$13.76	248,073	\$12.62	26,544	1.14	9.01%
3.700	Septage Disposal	3,897	\$0.20	3,897	\$0.20	0	0.00	-1.53%
3.701	Millstream Remediation	43,213	\$2.17	42,801	\$2.18	412	-0.01	-0.58%
3.707	On Site System Management Program	57,045	\$2.86	56,004	\$2.85	1,041	0.01	0.30%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	3,409,760	\$170.85	2,777,734	\$141.34	632,026	29.51	20.88%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	454,923	\$22.79	429,342	\$21.85	25,581	0.95	4.34%
3.750	LWMP	29,303	\$1.47	62,862	\$3.20	(33,559)	-1.73	-54.10%
3.752	Stage 3 Harbour Studies	40,449	\$2.03	38,598	\$1.96	1,851	0.06	3.20%
3.755	Regional Source Control Program	81,920	\$4.10	81,920	\$4.17	0	-0.06	-1.53%
Total Sub Regional		4,525,292	\$226.75	3,883,070	\$197.59	642,222	29.16	14.76%
Total Capital Regional District % Change		6,557,723	\$328.59	5,747,329	\$292.45	810,395	36.14	12.36%
Cost/average residential property		\$328.59		\$292.45		\$36.14		
CRHD	Capital Regional Hospital District	2,529,484	\$126.74	2,354,847	\$119.82	174,637	6.92	5.77%
TOTAL CRD, CRHD & MUNICIPAL DEBT		9,087,207	\$455.33	8,102,176	\$412.27	985,031	43.06	10.44%
Average residential assessment - 2018/2017		556,542		463,170				

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD, CRHD & MUNICIPAL DEBT		
Legislative & General Government	\$2.21	0.54%
Regional Parks	\$3.12	0.76%
Fire Dispatch	\$1.14	0.28%
W.W. (Trk Swrs & Swge Disp) - Operating	\$0.95	0.23%
W.W. (Trk Swrs & Swge Disp) - Debt	\$29.51	7.16%
CRHD	\$6.92	1.68%
Various	(\$0.79)	-0.19%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 43.06	10.44%

	Increase in \$/ Avg. Hshld	% of Total Increase
TOTAL CRD		
Legislative & Gen Government	\$2.21	0.76%
Regional Parks	\$3.12	1.07%
Fire Dispatch	\$1.14	0.39%
W.W. - Operating	\$0.95	0.32%
W.W. Debt	\$29.51	10.09%
Various	(\$0.79)	-0.27%
Total CRD	\$ 36.14	12.36%

CAPITAL REGIONAL DISTRICT

**Capital Regional District
Sewers Operating - 2018**

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Langford	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	454,923	16%
Sewer Operating	2,793,129	2,902,086		454,923	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Langford	Share of Budget
3.768 NWT - Vortex / Siphon Upgrade	16,890	18,473	1,583	8,419	46%
3.769 Macaulay - Genset	14,410	14,599	189	5,789	40%
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(875)	2%
3.773 Grndwtr Relief & Flow Mntrg	(7,571)	4,420	11,991	(16)	-0.4%
3.776 W. Communities Trunk	(4,403)	(14,468)	(10,065)	(8,404)	58%
3.777 Esq Trunk Upgrade	(905)	(6,236)	(5,331)	(2,573)	41%
3.779 LWMP	0	(300)	(300)	(16)	5%
3.792 Craigflower PS	64,693	68,517	3,824	26,984	39%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	54,356	5%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	80,068	7%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	3,246,028	13%
Sewer Debt	22,247,635	27,162,756		3,409,760	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

METCHOSIN		2018 METCHOSIN	Cost per Avg. Residential Assessment	2017 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	63,154	\$36.20	55,989	\$31.89	7,165	4.30	13.50%
1.101	G.I.S.	592	\$0.34	541	\$0.31	50	0.03	9.98%
1.224	Community Health - Homeless Sec.	3,823	\$2.19	3,567	\$2.03	256	0.16	7.83%
1.280	Regional Parks	84,492	\$48.43	74,552	\$42.47	9,939	5.96	14.03%
1.280A	Regional Parks - Land Acquisition	36,136	\$20.71	33,746	\$19.22	2,389	1.49	7.74%
1.309	Climate Action and Adaptation	3,814	\$2.19	3,231	\$1.84	582	0.35	18.76%
1.310	Land Banking & Housing	12,065	\$6.91	10,469	\$5.96	1,596	0.95	15.96%
1.324	Regional Planning Services	11,076	\$6.35	10,735	\$6.11	341	0.23	3.82%
1.335	Geo-Spatial Referencing System	1,616	\$0.93	1,479	\$0.84	137	0.08	9.94%
1.374	Regional Emergency Program Support	1,294	\$0.74	1,228	\$0.70	66	0.04	6.05%
1.375	Hazardous Material Incident response	3,289	\$1.89	3,174	\$1.81	115	0.08	4.26%
1.911	Call Answer	1,422	\$0.81	1,402	\$0.80	20	0.02	2.05%
1.921	Regional CREST Contribution	18,762	\$10.75	18,532	\$10.56	230	0.20	1.87%
Total Regional		241,534	\$138.43	218,646	\$124.54	22,888	13.89	11.15%
1.126	Victoria Family Court Committee	169	\$0.10	175	\$0.10	(6)	0.00	-2.78%
1.128	Greater Victoria Police Victim Services	2,933	\$1.68	2,671	\$1.52	261	0.16	10.46%
1.297	Arts Grants	12,755	\$7.31	13,536	\$7.71	(781)	-0.40	-5.18%
1.311	Regional Housing Trust Fund	12,794	\$7.33	12,173	\$6.93	621	0.40	5.75%
1.313	Animal Care Services	37,518	\$21.50	34,245	\$19.51	3,273	2.00	10.24%
1.330	Regional Growth Strategy	3,969	\$2.28	3,350	\$1.91	619	0.37	19.22%
1.912A	Call Answer - RCMP	3,949	\$2.26	4,017	\$2.29	(69)	-0.03	-1.10%
1.913	Fire Dispatch	35,432	\$20.31	33,047	\$18.82	2,385	1.48	7.88%
3.700	Septage Disposal	1,711	\$0.98	1,711	\$0.97	0	0.01	0.62%
3.701	Millstream Remediation	10,208	\$5.85	10,220	\$5.82	(12)	0.03	0.50%
Total Sub Regional		119,339	\$68.40	115,145	\$65.59	4,194	2.81	4.29%
Total Capital Regional District % Change		360,873	\$206.83	333,791	\$190.13	27,082	16.70	8.78%
Cost/average residential property		\$206.83		\$190.13		\$16.70		
CRHD	Capital Regional Hospital District	297,907	\$170.74	272,112	\$155.00	25,795	15.75	10.16%
TOTAL CRD, CRHD & MUNICIPAL DEBT		658,780	\$377.57	605,903	\$345.12	52,876	32.45	9.40%
Average residential assessment - 2018/2017		749,728		599,117				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$4.30	1.25%
Regional Parks	\$5.96	1.73%
Regional Parks Land Acquisition	\$1.49	0.43%
Fire Dispatch	\$1.48	0.43%
CRHD	\$15.75	4.56%
Various	\$3.46	1.00%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$32.45	9.40%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$4.30	2.26%
Regional Parks	\$5.96	3.13%
Regional Parks Land Acquisition	\$1.49	0.78%
Fire Dispatch	\$1.48	0.78%
Various	\$3.46	1.82%
Total CRD	\$16.70	8.78%

NORTH SAANICH		2018 N SAANICH	Cost per Avg. Residential Assessment	2017 N SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.101	Legislative & General Government	276,541	\$48.33	261,058	\$47.51	15,483	0.82	1.73%
1.101	G.I.S.	2,591	\$0.45	2,525	\$0.46	67	-0.01	-1.43%
1.224	Community Health - Homeless Sec.	16,740	\$2.93	16,634	\$3.03	107	-0.10	-3.35%
1.280	Regional Parks	369,976	\$64.65	347,613	\$63.26	22,363	1.40	2.21%
1.280A	Regional Parks - Land Acquisition	158,232	\$27.65	157,347	\$28.63	885	-0.98	-3.43%
1.309	Climate Action and Adaptation	12,533	\$2.19	10,849	\$1.97	1,684	0.22	10.93%
1.374	Regional Emergency Program Support	4,252	\$0.74	4,122	\$0.75	130	-0.01	-0.94%
1.375	Hazardous Material Incident response	10,809	\$1.89	10,658	\$1.94	151	-0.05	-2.61%
1.911	Call Answer	3,430	\$0.60	3,350	\$0.61	81	-0.01	-1.65%
1.921	Regional CREST Contribution	45,270	\$7.91	44,279	\$8.06	991	-0.15	-1.82%
1.310	Land Banking & Housing	52,830	\$9.23	48,813	\$8.88	4,018	0.35	3.93%
1.324	Regional Planning Services	48,499	\$8.48	50,052	\$9.11	(1,552)	-0.63	-6.95%
1.335	Geo-Spatial Referencing System	7,076	\$1.24	6,896	\$1.25	180	-0.02	-1.46%
Total Regional		1,008,781	\$176.28	964,194	\$175.46	44,586	0.83	0.47%
3.700	Septage Disposal	3,279	\$0.57	3,279	\$0.60	0	-0.02	-3.97%
3.701	Millstream Remediation	15,684	\$2.74	15,665	\$2.85	19	-0.11	-3.85%
1.330	Regional Growth Strategy	17,382	\$3.04	15,621	\$2.84	1,761	0.19	6.85%
1.126	Victoria Family Court Committee	571	\$0.10	567	\$0.10	3	0.00	-3.39%
1.311	Regional Housing Trust Fund	41,832	\$7.31	40,631	\$7.39	1,201	-0.08	-1.13%
1.44X	Panorama Recreation Center	1,502,418	\$262.55	1,459,609	\$265.61	42,809	-3.06	-1.15%
1.537	Stormwater Quality Management - Peninsula	34,029	\$5.95	33,892	\$6.17	137	-0.22	-3.58%
1.538	Source - Stormwater Quality - Peninsula	14,175	\$2.48	13,897	\$2.53	279	-0.05	-2.04%
3.720	L.W.M.P. (Peninsula) - Implementation	1,671	\$0.29	1,667	\$0.30	4	-0.01	-3.71%
1.912A	Call Answer - RCMP	9,527	\$1.66	9,599	\$1.75	(72)	-0.08	-4.69%
1.230	Traffic Safety Commission	3,107	\$0.54	3,084	\$0.56	23	-0.02	-3.25%
3.755	Regional Source Control Program	17,016	\$2.97	17,016	\$3.10	0	-0.12	-3.97%
Total Sub Regional		1,660,692	\$290.21	1,614,527	\$293.80	46,165	-3.60	-1.22%
Total Capital Regional District % Change		2,669,473	\$466.49	2,578,722	\$469.26	90,751	-2.77	-0.59%
Cost/average residential property		\$466.49		\$469.26		(\$2.77)		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	1,041,704	\$182.04	1,041,704	\$189.56	0	-7.53	-3.97%
CRHD	Capital Regional Hospital District	1,304,485	\$227.96	1,268,767	\$230.88	35,718	-2.92	-1.27%
TOTAL CRD, CRHD & MUNICIPAL DEBT		5,015,661	\$876.48	4,889,192	\$889.71	126,469	-13.22	-1.49%
Average residential assessment - 2018/2017		1,000,975		892,451				

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$0.82	0.09%
Regional Parks	\$1.40	0.16%
Panorama Recreation Center	(\$3.06)	-0.34%
CRHD	(\$2.92)	-0.33%
Various	(\$9.45)	-1.06%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ (13.22)	-1.49%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$0.82	0.17%
Regional Parks	\$1.40	0.30%
Panorama Recreation Center	(\$3.06)	-0.65%
Various	(\$1.92)	-0.41%
Total CRD	\$ (2.77)	-0.59%

CAPITAL REGIONAL DISTRICT

Capital Regional District Sewers Operating - 2018		Total Service Budget			Municipality's Share	
Service		2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total N. Saanich	Share of Budget
3.718	Peninsula Wastewater	3,355,430	3,439,058	83,628	487,315	14%
(invoice)	Sewer Operating	3,355,430	3,439,058		487,315	

Sewers Debt - 2018		Total Service Budget			Municipality's Share	
Service		2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total N. Saanich	Share of Budget
3.775	SPWWT System	(6,757)	(64,191)	(57,434)	(11,150)	17%
(invoice)	Sewer Debt	(6,757)	(64,191)		(11,150)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

OAK BAY		2018 OAK BAY	Cost per Avg. Residential Assessment	2017 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.101	Legislative & General Government	442,809	\$65.24	430,736	\$63.27	12,073	1.98	3.12%
1.101	G.I.S.	4,150	\$0.61	4,166	\$0.61	(16)	0.00	-0.07%
1.224	Community Health - Homeless Sec.	26,805	\$3.95	27,445	\$4.03	(640)	-0.08	-2.03%
1.280	Regional Parks	592,422	\$87.29	573,549	\$84.24	18,873	3.04	3.61%
1.280A	Regional Parks - Land Acquisition	253,368	\$37.33	259,617	\$38.13	(6,249)	-0.80	-2.10%
1.309	Climate Action and Adaptation	19,995	\$2.95	17,717	\$2.60	2,278	0.34	13.21%
1.310	Land Banking & Housing	84,594	\$12.46	80,539	\$11.83	4,055	0.63	5.36%
1.324	Regional Planning Services	77,659	\$11.44	82,584	\$12.13	(4,924)	-0.69	-5.67%
1.335	Geo-Spatial Referencing System	11,330	\$1.67	11,378	\$1.67	(47)	0.00	-0.11%
1.374	Regional Emergency Program Support	6,784	\$1.00	6,732	\$0.99	53	0.01	1.10%
1.375	Hazardous Material Incident response	17,245	\$2.54	17,405	\$2.56	(160)	-0.02	-0.61%
1.911	Call Answer	5,444	\$0.80	5,388	\$0.79	56	0.01	1.36%
1.921	Regional CREST Contribution	71,841	\$10.59	71,223	\$10.46	0	0.12	1.18%
Total Regional		1,614,448	\$237.87	1,588,478	\$233.32	25,352	4.56	1.95%
1.123	Victoria Family Court Building	(3,897)	(\$0.57)	(3,897)	(\$0.57)	0	0.00	0.31%
1.126	Victoria Family Court Committee	927	\$0.14	881	\$0.13	46	0.01	5.60%
1.128	Greater Victoria Police Victim Services	20,562	\$3.03	20,551	\$3.02	11	0.01	0.37%
1.230	Traffic Safety Commission	4,975	\$0.73	5,088	\$0.75	(113)	-0.01	-1.92%
1.290	Royal Theatre	61,385	\$9.04	54,609	\$8.02	6,776	1.02	12.76%
1.297	Arts Grants	222,067	\$32.72	214,358	\$31.49	7,709	1.23	3.92%
1.311	Regional Housing Trust Fund	66,734	\$9.83	66,338	\$9.74	397	0.09	0.91%
1.330	Regional Growth Strategy	27,832	\$4.10	25,774	\$3.79	2,058	0.32	8.32%
1.536	Stormwater Quality Management - Core Area	57,603	\$8.49	57,942	\$8.51	(338)	-0.02	-0.27%
1.912B	Call Answer - Municipalities	(49,057)	(\$7.23)	(57,119)	(\$8.39)	8,063	1.16	13.85%
3.700	Septage Disposal	48	\$0.01	48	\$0.01	0	0.00	0.31%
3.701	Millstream Remediation	8,255	\$1.22	8,331	\$1.22	(76)	-0.01	-0.60%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	814,793	\$120.05	736,705	\$108.21	78,088	11.84	10.95%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	193,288	\$28.48	166,359	\$24.43	26,929	4.04	16.55%
3.750	LWMP	35,431	\$5.22	76,007	\$11.16	(40,576)	-5.94	-53.24%
3.755	Regional Source Control Program	107,618	\$15.86	107,618	\$15.81	0	0.05	0.31%
Total Sub Regional		1,568,564	\$231.11	1,479,591	\$217.32	88,973	13.79	6.34%
Total Capital Regional District % Change		3,183,013	\$468.98	3,068,069	\$450.64	114,325	18.34	4.07%
Cost/average residential property		\$468.98		\$450.64		\$18.34		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	255,754	\$37.68	255,754	\$37.57	0	0.12	0.31%
CRHD	Capital Regional Hospital District	2,088,800	\$307.76	2,093,421	\$307.48	(4,621)	0.28	0.09%
TOTAL CRD, CRHD & MUNICIPAL DEBT		5,527,567	\$814.43	5,417,244	\$795.69	109,704	18.74	2.36%

Average residential assessment - 2018/2017

1,351,399

1,188,543

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.98	0.25%
Regional Parks	\$3.04	0.38%
Arts Grants	\$1.23	0.16%
Call Answer - Municipalities	\$1.16	0.15%
W.W. (Trk Swrs & Swge Disp) - Operating	\$11.84	1.49%
W.W. (Trk Swrs & Swge Disp) - Debt	\$4.04	0.51%
CRHD	\$0.28	0.04%
Various	(\$4.84)	-0.61%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$18.74	2.36%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$1.98	0.44%
Regional Parks	\$3.04	0.68%
Arts Grants	\$1.23	0.27%
Call Answer - Municipalities	\$1.16	0.26%
W.W. - Operating	\$11.84	2.63%
W.W. Debt	\$4.04	0.90%
Various	(\$4.96)	-1.10%
Total CRD	\$ 18.34	4.07%

CAPITAL REGIONAL DISTRICT

Capital Regional District
Sewers Operating - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Oak Bay	Share of Budget
3.712 NE Trunk	1,984,440	2,132,269	147,829	393,190	18%
3.713 East Coast Interceptor	867,367	942,968	75,601	289,868	31%
3.715 NE Trunk #2 - Bowker	446,048	486,644	40,596	131,735	27%
Sewer Operating	3,297,855	3,561,881		814,793	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Oak Bay	Share of Budget
3.771 NET Bowker	121,706	153,586	31,880	60,728	40%
3.779 LWMP	0	(300)	(300)	(19)	6%
3.770 NET & ECI Upgrade	732,566	821,428	88,862	132,578	16%
3.770A NET & ECI Upgrade	1,134,971	1,094,747	(40,224)	176,692	16%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	62,855	6%
3.798 Core - Sewage Integrated T.F. (100%)		0		(62,855)	Invoice
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	97,161	9%
3.798B Core - Sewage Integrated T.F. (100%)		0		(97,161)	Invoice
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	1,658,520	7%
3.798C Core - Wastewater Treatment Program				(1,658,520)	Invoice
3.799 Oak Bay - Humber / Rutland	43,654	41,454	(2,200)	41,454	100%
3.799 Oak Bay - Humber / Rutland (100%)		0		(41,454)	Invoice
Sewer Debt	23,973,840	29,070,322		193,288	

* Denotes borrowings subject to Facilities Assistance Grants

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

SAANICH		2018 SAANICH	Cost per Avg. Residential Assessment	2017 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.101	Legislative & General Government	1,783,863	\$39.01	1,701,634	\$37.08	82,229	1.93	5.20%
1.101	G.I.S.	16,717	\$0.37	16,456	\$0.36	261	0.01	1.94%
1.224	Community Health - Homeless Sec.	107,985	\$2.36	108,422	\$2.36	(437)	0.00	-0.05%
1.280	Regional Parks	2,386,581	\$52.19	2,265,821	\$49.38	120,760	2.82	5.70%
1.280A	Regional Parks - Land Acquisition	1,020,694	\$22.32	1,025,622	\$22.35	(4,928)	-0.03	-0.13%
1.309	Climate Action and Adaptation	99,190	\$2.17	86,800	\$1.89	12,389	0.28	14.68%
1.310	Land Banking & Housing	340,790	\$7.45	318,173	\$6.93	22,617	0.52	7.49%
1.324	Regional Planning Services	312,852	\$6.84	326,248	\$7.11	(13,397)	-0.27	-3.77%
1.335	Geo-Spatial Referencing System	45,644	\$1.00	44,948	\$0.98	697	0.02	1.91%
1.374	Regional Emergency Program Support	33,655	\$0.74	32,981	\$0.72	674	0.02	2.41%
1.375	Hazardous Material Incident response	85,550	\$1.87	85,276	\$1.86	274	0.01	0.68%
1.911	Call Answer	34,438	\$0.75	33,990	\$0.74	447	0.01	1.68%
1.921	Regional CREST Contribution	454,454	\$9.94	449,318	\$9.79	5,136	0.15	1.50%
Total Regional		6,722,412	\$147.02	6,495,689	\$141.56	226,723	5.46	3.86%
1.536	Stormwater Quality Management - Core Area	194,955	\$4.26	190,915	\$4.16	4,040	0.10	2.48%
3.700	Septage Disposal	3,374	\$0.07	3,374	\$0.07	0	0.00	0.35%
1.128	Greater Victoria Police Victim Services	82,835	\$1.81	81,188	\$1.77	1,647	0.04	2.39%
3.701	Millstream Remediation	72,666	\$1.59	73,009	\$1.59	(344)	0.00	-0.12%
1.123	Victoria Family Court Building	(9,496)	(\$0.21)	(9,496)	(\$0.21)	0	0.00	0.35%
1.126	Victoria Family Court Committee	4,539	\$0.10	4,524	\$0.10	15	0.00	0.70%
1.290	Royal Theatre	300,681	\$6.58	283,517	\$6.18	17,164	0.40	6.43%
1.230	Traffic Safety Commission	20,042	\$0.44	20,101	\$0.44	(59)	0.00	0.06%
1.297	Arts Grants	1,104,785	\$24.16	1,091,048	\$23.78	13,737	0.38	1.62%
1.311	Regional Housing Trust Fund	332,333	\$7.27	326,359	\$7.11	5,974	0.16	2.19%
1.330	Regional Growth Strategy	112,124	\$2.45	101,822	\$2.22	10,302	0.23	10.51%
1.912B	Call Answer - Municipalities	(310,324)	(\$6.79)	(360,344)	(\$7.85)	50,020	1.07	13.58%
3.707	On Site System Management Program	48,790	\$1.07	47,899	\$1.04	891	0.02	2.22%
3.750	LWMP	126,727	\$2.77	271,858	\$5.92	(145,131)	-3.15	-53.22%
3.752	Stage 3 Harbour Studies	126,408	\$2.76	124,663	\$2.72	1,745	0.05	1.76%
3.755	Regional Source Control Program	358,398	\$7.84	358,398	\$7.81	0	0.03	0.35%
Total Sub Regional		2,568,835	\$56.18	2,608,835	\$56.85	(39,999)	-0.67	-1.18%
Total Capital Regional District % Change		9,291,247	\$203.20	9,104,523	\$198.41	186,724	4.79	2.41%
Cost/average residential property		\$203.20		\$198.41		\$4.79		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	3,588,334	\$78.48	3,420,630	\$74.55	167,704	3.93	5.27%
CRHD	Capital Regional Hospital District	8,414,757	\$184.03	8,270,110	\$180.23	144,646	3.80	2.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT		21,294,338	\$465.71	20,795,264	\$453.19	499,074	12.52	2.76%
Average residential assessment - 2018/2017		808,088		696,657				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.93	0.43%
Regional Parks	\$2.82	0.62%
Debt Service - M.F.A.	\$3.93	0.87%
CRHD	\$3.80	0.84%
Various	\$0.04	0.01%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$12.52	2.76%

TOTAL CRD	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$1.93	0.97%
Regional Parks	\$2.82	1.42%
Various	\$0.04	0.02%
Total CRD	\$4.79	2.41%

CAPITAL REGIONAL DISTRICT

**Capital Regional District
Sewers Operating - 2018**

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Saanich	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	1,336,817	46%
3.712 NE Trunk	1,984,440	2,132,269	147,829	416,645	20%
3.713 East Coast Interceptor	867,367	942,968	75,601	306,936	33%
3.715 NE Trunk #2 - Bowker	446,048	486,644	40,596	22,483	5%
(Invoice) Sewer Operating	6,090,984	6,463,967		2,082,882	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Saanich	Share of Budget
3.771 NET Bowker	121,706	153,586	31,880	10,475	7%
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(8,021)	23%
3.779 LWMP	0	(300)	(300)	(93)	31%
3.770 NET & ECI Upgrade	732,566	821,428	88,862	184,575	22%
3.770A NET & ECI Upgrade	1,134,971	1,094,747	(40,224)	245,990	22%
3.794 Saanich (no grant)	15,203	12,986	(2,217)	12,986	100%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	315,097	32%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	347,513	31%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	7,852,899	31%
(Invoice) Sewer Debt	24,047,261	29,006,612		8,961,420	

* Denotes borrowings subject to Facilities Assistance Grants

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

SIDNEY		2018 SIDNEY	Cost per Avg. Residential Assessment	2017 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	228,376	\$29.94	213,915	\$27.41	14,461	2.53	9.23%
1.101	G.I.S.	2,140	\$0.28	2,069	\$0.27	71	0.02	5.85%
1.224	Community Health - Homeless Sec.	13,825	\$1.81	13,630	\$1.75	195	0.07	3.78%
1.280	Regional Parks	305,538	\$40.06	284,840	\$36.50	20,698	3.56	9.75%
1.280A	Regional Parks - Land Acquisition	130,673	\$17.13	128,933	\$16.52	1,740	0.61	3.69%
1.309	Climate Action and Adaptation	11,434	\$1.50	9,857	\$1.26	1,577	0.24	18.68%
1.310	Land Banking & Housing	43,629	\$5.72	39,998	\$5.13	3,631	0.59	11.60%
1.324	Regional Planning Services	40,052	\$5.25	41,013	\$5.26	(961)	0.00	-0.08%
1.335	Geo-Spatial Referencing System	5,844	\$0.77	5,650	\$0.72	193	0.04	5.81%
1.374	Regional Emergency Program Support	3,880	\$0.51	3,745	\$0.48	134	0.03	5.98%
1.375	Hazardous Material Incident response	9,862	\$1.29	9,684	\$1.24	178	0.05	4.19%
1.911	Call Answer	3,560	\$0.47	3,476	\$0.45	85	0.02	4.81%
1.921	Regional CREST Contribution	46,983	\$6.16	45,944	\$5.89	1,039	0.27	4.63%
Total Regional		845,795	\$110.90	802,754	\$102.87	43,041	8.02	7.80%
1.126	Victoria Family Court Committee	519	\$0.07	525	\$0.07	(7)	0.00	1.04%
1.128	Greater Victoria Police Victim Services	10,605	\$1.39	10,206	\$1.31	399	0.08	6.31%
1.230	Traffic Safety Commission	2,566	\$0.34	2,527	\$0.32	39	0.01	3.89%
1.297	Arts Grants	38,153	\$5.00	15,000	\$1.92	23,153	3.08	160.24%
1.311	Regional Housing Trust Fund	38,239	\$5.01	36,992	\$4.74	1,246	0.27	5.76%
1.330	Regional Growth Strategy	14,354	\$1.88	12,800	\$1.64	1,554	0.24	14.74%
1.44X	Panorama Recreation Center	1,383,442	\$181.39	1,338,679	\$171.55	44,762	9.84	5.73%
1.537	Stormwater Quality Management - Peninsula	30,263	\$3.97	30,141	\$3.86	122	0.11	2.73%
1.538	Source - Stormwater Quality - Peninsula	14,712	\$1.93	14,419	\$1.85	293	0.08	4.39%
1.912A	Call Answer - RCMP	9,888	\$1.30	9,960	\$1.28	(72)	0.02	1.57%
3.700	Septage Disposal	238	\$0.03	238	\$0.03	0	0.00	2.31%
3.701	Millstream Remediation	5,585	\$0.73	5,563	\$0.71	21	0.02	2.71%
3.720	L.V.M.P. (Peninsula) - Implementation	4,979	\$0.65	4,744	\$0.61	235	0.04	7.37%
3.755	Regional Source Control Program	48,432	\$6.35	48,432	\$6.21	0	0.14	2.31%
3.775	Debt - Saanich Pen. Waste Water System	(26,331)	(\$3.45)	(2,772)	(\$0.36)	(23,559)	-3.10	871.97%
Total Sub Regional		1,575,642	\$206.59	1,527,456	\$195.74	48,186	10.85	5.54%
Total Capital Regional District % Change		2,421,437	\$317.49	2,330,209	\$298.62	91,227	18.87	6.32%
Cost/average residential property		\$317.49		\$253.69		\$63.80		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	247,896	\$32.50	247,896	\$31.77	0	0.74	2.31%
CRHD	Capital Regional Hospital District	1,077,285	\$141.25	1,039,649	\$133.23	37,636	8.02	6.02%
TOTAL CRD, CRHD & MUNICIPAL DEBT		3,746,617	\$491.24	3,617,754	\$463.62	128,863	27.62	5.96%

Average residential assessment - 2018/2017

620,229

514,992

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in \$/ Avg. Hshid	% of Total Increase
Legislative & General Government	\$2.53	0.55%
Regional Parks	\$3.56	0.77%
Arts Grants	\$3.08	0.66%
Panorama Recreation Center	\$9.84	2.12%
CRHD	\$8.02	1.73%
Various	\$0.60	0.13%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 27.62	5.96%

TOTAL CRD	Increase in \$/ Avg. Hshid	% of Total Increase
Legislative & Gen Government	\$2.53	0.85%
Regional Parks	\$3.56	1.19%
Arts Grants	\$3.08	1.03%
Panorama Recreation Center	\$9.84	3.29%
Various	(\$0.14)	-0.05%
Total CRD	\$ 18.87	6.32%

CAPITAL REGIONAL DISTRICT

Capital Regional District Sewers Operating - 2018		Total Service Budget			Municipality's Share	
Service		2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Sidney	Share of Budget
3.718	Peninsula Wastewater	3,355,430	3,439,058	83,628	1,451,626	42%
(Invoice)	Sewer Operating	3,355,430	3,439,058		1,451,626	

Sewers Debt - 2018		Total Service Budget			Municipality's Share	
Service		2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Sidney	Share of Budget
3.775	SPWWT System	(6,757)	(64,191)	(57,434)	(26,331)	41%
	Sewer Debt	(6,757)	(64,191)		(26,331)	

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

SOOKE		2018 SOOKE	Cost per Avg. Residential Assessment	2017 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	143,038	\$21.79	133,079	\$20.39	9,959	1.41	6.89%
1.101	G.I.S.	1,340	\$0.20	1,287	\$0.20	53	0.01	3.58%
1.224	Community Health - Homeless Sec.	8,659	\$1.32	8,479	\$1.30	179	0.02	1.56%
1.280	Regional Parks	191,366	\$29.16	177,202	\$27.15	14,164	2.01	7.40%
1.280A	Regional Parks - Land Acquisition	81,844	\$12.47	80,210	\$12.29	1,633	0.18	1.48%
1.309	Climate Action and Adaptation	9,814	\$1.50	8,393	\$1.29	1,420	0.21	16.28%
1.310	Land Banking & Housing	27,326	\$4.16	24,883	\$3.81	2,443	0.35	9.21%
1.324	Regional Planning Services	25,086	\$3.82	25,515	\$3.91	(429)	-0.09	-2.22%
1.335	Geo-Spatial Referencing System	3,660	\$0.56	3,515	\$0.54	145	0.02	3.55%
1.374	Regional Emergency Program Support	3,330	\$0.51	3,189	\$0.49	141	0.02	3.84%
1.375	Hazardous Material Incident response	8,464	\$1.29	8,246	\$1.26	218	0.03	2.08%
1.911	Call Answer	4,010	\$0.61	3,871	\$0.59	138	0.02	3.00%
1.921	Regional CREST Contribution	52,912	\$8.06	51,176	\$7.84	1,737	0.22	2.83%
Total Regional		560,848	\$85.45	529,045	\$81.05	31,802	4.40	5.43%
1.126	Victoria Family Court Committee	444	\$0.07	451	\$0.07	(7)	0.00	-2.17%
1.230	Traffic Safety Commission	1,607	\$0.24	1,572	\$0.24	35	0.00	1.67%
1.311	Regional Housing Trust Fund	32,985	\$5.03	31,662	\$4.85	1,323	0.17	3.61%
1.313	Animal Care Services	84,974	\$12.95	81,396	\$12.47	3,578	0.48	3.82%
1.330	Regional Growth Strategy	8,991	\$1.37	7,963	\$1.22	1,027	0.15	12.28%
1.913	Fire Dispatch	99,922	\$15.22	91,257	\$13.98	8,665	1.24	8.89%
3.700	Septage Disposal	3,041	\$0.46	3,041	\$0.47	0	0.00	-0.55%
3.701	Millstream Remediation	21,853	\$3.33	21,765	\$3.33	88	0.00	-0.15%
1.40X	SEAPARC	2,009,998	\$306.25	2,009,817	\$307.91	181	-1.66	-0.54%
1.912A	Call Answer - RCMP	11,136	\$1.70	11,094	\$1.70	42	0.00	-0.18%
Total Sub Regional		2,274,950	\$346.62	2,260,019	\$346.25	14,931	0.37	0.11%
1.120	Sooke Regional Museum #2	0	\$0.00	0	\$0.00	0	0.00	0.00%
1.121	Sooke Regional Museum	114,512	\$17.45	107,904	\$16.53	6,608	0.92	5.54%
1.531	Stormwater Quality Management	35,349	\$5.39	34,613	\$5.30	736	0.08	1.57%
Total Local		149,861	\$22.83	142,517	\$21.83	7,344	1.00	4.58%
Total Capital Regional District % Change		2,985,658	\$454.91	2,931,581	\$449.13	54,077	5.77	1.29%
Cost/average residential property		\$454.91		\$449.13		\$5.77		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	498,135	\$75.90	498,135	\$76.32	0	-0.42	-0.55%
CRHD	Capital Regional Hospital District	674,730	\$102.80	646,776	\$99.09	27,955	3.72	3.75%
TOTAL CRD, CRHD & MUNICIPAL DEBT		4,158,524	\$633.61	4,076,492	\$624.54	82,032	9.07	1.45%
Average residential assessment - 2018/2017		451,420		383,019				

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$1.41	0.23%
Regional Parks	\$2.01	0.32%
Fire Dispatch	\$1.24	0.20%
CRHD	\$3.72	0.59%
Various	\$0.70	0.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$9.07	1.45%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$1.41	0.31%
Regional Parks	\$2.01	0.45%
Fire Dispatch	\$1.24	0.28%
Various	\$1.12	0.25%
Total CRD	\$ 5.77	1.29%

VICTORIA		2018 VICTORIA	Cost per Avg. Residential Assessment	2017 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Household \$	Change in Cost per Household %
1.010	Legislative & General Government	1,649,681	\$36.91	1,575,605	\$34.82	74,075	2.09	6.00%
1.101	G.I.S.	15,459	\$0.35	15,237	\$0.34	222	0.01	2.72%
1.224	Community Health - Homeless Sec.	99,862	\$2.23	100,392	\$2.22	(530)	0.02	0.71%
1.280	Regional Parks	2,207,062	\$49.38	2,098,007	\$46.37	109,055	3.02	6.50%
1.280A	Regional Parks - Land Acquisition	943,917	\$21.12	949,662	\$20.99	(5,744)	0.13	0.63%
1.309	Climate Action and Adaptation	82,999	\$1.86	72,531	\$1.60	10,468	0.25	15.85%
1.310	Land Banking & Housing	315,156	\$7.05	294,608	\$6.51	20,547	0.54	8.30%
1.324	Regional Planning Services	289,319	\$6.47	302,085	\$6.68	(12,766)	-0.20	-3.04%
1.335	Geo-Spatial Referencing System	42,211	\$0.94	41,619	\$0.92	592	0.02	2.68%
1.374	Regional Emergency Program Support	28,161	\$0.63	27,559	\$0.61	603	0.02	3.46%
1.375	Hazardous Material Incident response	71,585	\$1.60	71,257	\$1.57	329	0.03	1.71%
1.911	Call Answer	25,990	\$0.58	25,547	\$0.56	443	0.02	3.00%
1.921	Regional CREST Contribution	342,970	\$7.67	337,701	\$7.46	5,269	0.21	2.82%
Total Regional		6,114,372	\$136.81	5,911,809	\$130.66	202,562	6.16	4.71%
1.123	Victoria Family Court Building	(19,473)	(\$0.44)	(19,473)	(\$0.43)	0	-0.01	1.24%
1.126	Victoria Family Court Committee	3,804	\$0.09	3,824	\$0.08	(20)	0.00	0.71%
1.128	Greater Victoria Police Victim Services	76,604	\$1.71	75,175	\$1.66	1,429	0.05	3.17%
1.230	Traffic Safety Commission	18,534	\$0.41	18,612	\$0.41	(78)	0.00	0.82%
1.290	Royal Theatre	217,935	\$4.88	241,874	\$5.35	(23,940)	-0.47	-8.78%
1.295	McPherson Theatre	750,000	\$16.78	750,000	\$16.58	0	0.21	1.24%
1.297	Arts Grants	923,238	\$20.66	905,032	\$20.00	18,206	0.66	3.28%
1.311	Regional Housing Trust Fund	277,597	\$6.21	272,200	\$6.02	5,397	0.20	3.25%
1.330	Regional Growth Strategy	103,690	\$2.32	94,281	\$2.08	9,409	0.24	11.35%
1.536	Stormwater Quality Management - Core Area	169,744	\$3.80	165,957	\$3.67	3,787	0.13	3.55%
1.912B	Call Answer - Municipalities	(234,197)	(\$5.24)	(270,829)	(\$5.99)	36,632	0.75	12.45%
3.700	Septage Disposal	15,302	\$0.34	15,302	\$0.34	0	0.00	1.24%
3.701	Millstream Remediation	42,977	\$0.96	43,081	\$0.95	(103)	0.01	1.00%
3.752	Stage 3 Harbour Studies	95,398	\$2.13	93,695	\$2.07	1,704	0.06	3.08%
3.755	Regional Source Control Program	461,998	\$10.34	461,998	\$10.21	0	0.13	1.24%
Total Sub Regional		2,903,151	\$64.96	2,850,728	\$63.00	52,423	1.96	3.10%
Total Capital Regional District % Change		9,017,523	\$201.77	8,762,538	\$193.66	254,985	8.11	4.19%
Cost/average residential property		\$201.77		\$193.66		\$8.11		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	5,308,326	\$118.78	5,308,326	\$117.32	0	1.46	1.24%
CRHD	Capital Regional Hospital District	7,781,798	\$174.12	7,657,601	\$169.24	124,197	4.88	2.88%
TOTAL CRD, CRHD & MUNICIPAL DEBT		22,107,647	\$494.68	21,728,465	\$480.23	379,182	14.45	3.01%

Average residential assessment - 2017

654,188

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$2.09	0.44%
Regional Parks	\$3.02	0.63%
Arts Grants	\$0.66	0.14%
Call Answer - Municipalities	\$0.75	0.16%
CRHD	\$4.88	1.02%
Various	\$3.06	0.64%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 14.45	3.01%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$2.09	1.08%
Regional Parks	\$3.02	1.56%
Arts Grants	\$0.66	0.34%
Call Answer - Municipalities	\$0.75	0.38%
Various	\$1.60	0.83%
Total CRD	\$ 8.11	4.19%

CAPITAL REGIONAL DISTRICT

Capital Regional District
Sewers Operating - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Victoria	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	463,097	16%
3.712 NE Trunk	1,984,440	2,132,269	147,829	1,322,433	62%
3.713 East Coast Interceptor	867,367	942,968	75,601	346,164	37%
3.715 NE Trunk #2 - Bowker	446,048	486,644	40,596	332,427	68%
Total Sewer Operating	6,090,984	6,463,967	372,983	2,464,120	
(Invoice) Sewer Operating	0	0		2,464,120	
Net Sewer Operating	6,090,984	6,463,967		0	

L.W.M.P. - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Victoria	Share of Budget
3.750 LWMP	905,921	422,297	(483,624)	169,962	40%
Total L.W.M.P.	905,921	422,297	(483,624)	169,962	
(Invoice) L.W.M.P.	0	0		169,962	
Net L.W.M.P.	905,921	422,297		0	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total Victoria	Share of Budget
3.771 NET Bowker	121,706	153,586	31,880	82,384	54%
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(6,328)	18%
3.773 Grndwtr Relief & Flow Mntrg	(7,571)	4,420	11,991	(5)	0%
3.776 W. Communities Trunk	(4,403)	(14,468)	(10,065)	(977)	7%
3.779 LWMP	0	(300)	(300)	(125)	42%
3.770 NET & ECI Upgrade	732,566	821,428	88,862	504,275	61%
3.770A NET & ECI Upgrade	1,134,971	1,094,747	(40,224)	672,065	61%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	425,357	43%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	466,067	42%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	9,321,139	37%
Total Sewer Debt	24,141,790	29,137,164	4,995,374	11,463,851	
(Invoice) Sewer Operating	0	0		11,463,851	
Net Sewer Debt	24,141,790	29,137,164		0	

* Denotes borrowings subject to Facilities Assistance Grants

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

VIEW ROYAL		2018	Cost per Avg.	2017	Cost per Avg.	Difference Increase/ (Decrease)	Change in Cost	Change in Cost
		VIEW ROYAL	Residential Assessment	VIEW ROYAL	Residential Assessment		per Household \$	per Household %
1.010	Legislative & General Government	149,233	\$31.36	146,416	\$30.92	2,818	0.44	1.42%
1.101	G.I.S.	1,398	\$0.29	1,416	\$0.30	(17)	-0.01	-1.72%
1.224	Community Health - Homeless Sec.	9,034	\$1.90	9,329	\$1.97	(295)	-0.07	-3.64%
1.280	Regional Parks	199,655	\$41.96	194,961	\$41.18	4,695	0.78	1.91%
1.280A	Regional Parks - Land Acquisition	85,389	\$17.95	88,249	\$18.64	(2,860)	-0.69	-3.72%
1.309	Climate Action and Adaptation	8,764	\$1.84	7,700	\$1.63	1,065	0.22	13.27%
1.310	Land Banking & Housing	28,510	\$5.99	27,377	\$5.78	1,133	0.21	3.63%
1.324	Regional Planning Services	26,172	\$5.50	28,072	\$5.93	(1,899)	-0.43	-7.22%
1.335	Geo-Spatial Referencing System	3,818	\$0.80	3,867	\$0.82	(49)	-0.01	-1.75%
1.374	Regional Emergency Program Support	2,974	\$0.63	2,926	\$0.62	48	0.01	1.15%
1.375	Hazardous Material Incident response	7,559	\$1.59	7,564	\$1.60	(5)	-0.01	-0.56%
1.911	Call Answer	3,194	\$0.67	3,099	\$0.65	95	0.02	2.55%
1.921	Regional CREST Contribution	42,149	\$8.86	40,969	\$8.65	1,180	0.21	2.38%
Total Regional		567,851	\$119.35	561,944	\$118.69	5,907	0.66	0.56%
1.126	Victoria Family Court Committee	406	\$0.09	397	\$0.08	10	0.00	1.91%
1.128	Greater Victoria Police Victim Services	6,930	\$1.46	6,986	\$1.48	(56)	-0.02	-1.29%
1.230	Traffic Safety Commission	1,677	\$0.35	1,730	\$0.37	(53)	-0.01	-3.53%
1.297	Arts Grants	97,684	\$20.53	93,461	\$19.74	4,223	0.79	4.01%
1.311	Regional Housing Trust Fund	29,391	\$6.18	28,965	\$6.12	427	0.06	0.98%
1.330	Regional Growth Strategy	9,380	\$1.97	8,761	\$1.85	619	0.12	6.54%
1.536	Stormwater Quality Management - Core Area	38,350	\$8.06	37,512	\$7.92	838	0.14	1.73%
1.912A	Call Answer - RCMP	8,870	\$1.86	8,881	\$1.88	(11)	-0.01	-0.61%
3.700	Septage Disposal	143	\$0.03	143	\$0.03	0	0.00	-0.49%
3.701	Millstream Remediation	9,133	\$1.92	9,086	\$1.92	47	0.00	0.02%
3.707	On Site System Management Program	1,354	\$0.28	1,329	\$0.28	25	0.00	1.36%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	164,117	\$34.49	152,370	\$32.18	11,747	2.31	7.18%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	904,297	\$190.06	743,271	\$156.98	161,026	33.07	21.07%
3.750	LWMP	11,056	\$2.32	23,717	\$5.01	(12,661)	-2.69	-53.61%
3.752	Stage 3 Harbour Studies	11,724	\$2.46	11,367	\$2.40	357	0.06	2.64%
3.755	Regional Source Control Program	29,457	\$6.19	29,457	\$6.22	0	-0.03	-0.49%
Total Sub Regional		1,323,969	278	1,157,432	244	166,537	33.80	13.83%
Total Capital Regional District		1,891,820	\$397.61	1,719,376	\$363.14	172,444	34.46	9.49%
% Change						10.03%		
Cost/average residential property		\$397.61		\$363.14		\$34.46		
1.15X *	Debt Service - M.F.A. (not included in CRD % Change)	567,103	\$119.19	567,103	\$119.78	0	-0.59	-0.49%
CRHD	Capital Regional Hospital District	703,957	\$147.95	711,595	\$150.29	(7,637)	-2.34	-1.56%
TOTAL CRD, CRHD & MUNICIPAL DEBT		3,162,880	\$664.75	2,998,073	\$633.21	164,807	31.53	4.98%

Average residential assessment - 2018/2017

649,662

580,945

Major Impacts

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & General Government	\$0.44	0.07%
Regional Parks	\$0.78	0.12%
Arts Grants	\$0.79	0.12%
W.W. (Trk Swrs & Swge Disp) - Operating	\$2.31	0.36%
W.W. (Trk Swrs & Swge Disp) - Debt	\$33.07	5.22%
CRHD	(\$2.34)	-0.37%
Various	(\$3.53)	-0.56%
TOTAL CRD, CRHD & MUNICIPAL DEBT	\$ 31.53	4.98%

	Increase in \$/ Avg. Hshld	% of Total Increase
Legislative & Gen Government	\$0.44	0.12%
Regional Parks	\$0.78	0.22%
Arts Grants	\$0.79	0.22%
W.W. - Operating	\$2.31	0.64%
W.W. - Debt	\$33.07	9.11%
Various	(\$2.94)	-0.81%
Total CRD	\$ 34.46	9.49%

CAPITAL REGIONAL DISTRICT

Capital Regional District
Sewers Operating - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total View Royal	Share of Budget
3.710 N W Trunk	2,793,129	2,902,086	108,957	164,117	6%
Sewer Operating	2,793,129	2,902,086		164,117	

Sewers Debt - 2018

Service	Total Service Budget			Municipality's Share	
	2017 Requisition	2018 Requisition	Increase (Decrease)	2018 Total View Royal	Share of Budget
3.772 NWT Upgrade	101,872	(35,242)	(137,114)	(78)	0.2%
3.779 LWMP	0	(300)	(300)	(15)	5%
3.792 Craigflower PS	64,693	68,517	3,824	18,985	28%
3.798 Core - Sewage Integrated T.F.	973,393	994,231	20,838	48,609	5%
3.798B Core - Sewage Integrated T.F.	1,089,256	1,118,762	29,506	29,713	3%
3.798C Core - Wastewater Treatment Program	20,000,000	25,000,000	5,000,000	807,083	3%
Sewer Debt	22,229,214	27,145,968		904,297	

* Denotes borrowings subject to Facilities Assistance Grants

Cost sharing: with the exception of the East Coast Interceptor (ECI) all of the above debt is cost shared on the basis of design capacity. The ECI is cost shared on the basis of current year taxable assessments for the benefiting area converted by the prior year municipal multiples.

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	
	2018		2017			\$	%
1.010 Legislative & General Government	98,623	\$23.85	95,630	\$23.38	2,993	\$0.47	2.03%
1.101 G.I.S.	924	\$0.22	925	\$0.23	(1)	(\$0.00)	-1.13%
1.224 Community Health - Homeless Sec.	5,970	\$1.44	6,093	\$1.49	(123)	(\$0.05)	-3.07%
1.280 Regional Parks	131,945	\$31.91	127,337	\$31.13	4,608	\$0.78	2.51%
1.280A Regional Parks - Land Acquisition	56,430	\$13.65	57,639	\$14.09	(1,209)	(\$0.44)	-3.14%
1.309 Climate Action and Adaptation	4,860	\$1.18	4,265	\$1.04	594	\$0.13	12.72%
1.310 Land Banking & Housing	18,841	\$4.56	17,881	\$4.37	960	\$0.19	4.25%
1.324 Regional Planning Service	17,296	\$4.18	18,335	\$4.48	(1,038)	(\$0.30)	-6.67%
1.335 Geo-Spatial Referencing System	2,523	\$0.61	2,526	\$0.62	(3)	(\$0.01)	-1.17%
1.374 Regional Emergency Program Support	1,649	\$0.40	1,621	\$0.40	28	\$0.00	0.66%
1.375 Hazardous Material Incident Response	4,191	\$1.01	4,191	\$1.02	1	(\$0.01)	-1.04%
1.911 Call Answer	1,485	\$0.36	1,447	\$0.35	38	\$0.01	1.53%
1.921 Regional CREST Contribution	19,599	\$4.74	19,130	\$4.68	469	\$0.06	1.36%
Total Regional	364,337	\$88.11	357,020	\$87.27	7,317	\$0.84	0.96%
1.126 Victoria Family Court Committee	225	\$0.05	231	\$0.06	(6)	(\$0.00)	-3.72%
1.128 Greater Victoria Police Victim Services	658	\$1.62	642	\$1.57	16	\$0.04	2.57%
1.230 Traffic Safety Commission	1,108	\$0.27	1,130	\$0.28	(22)	(\$0.01)	-2.96%
1.313 Animal Care Services	58,588	\$14.17	58,491	\$14.30	97	(\$0.13)	-0.90%
1.330 Regional Growth Strategy	6,199	\$1.50	5,722	\$1.40	477	\$0.10	7.17%
1.40X SEAPARC	657,992	\$175.14	657,933	\$177.77	59	(\$2.62)	-1.48%
1.912A Call Answer - RCMP	4,125	\$1.00	4,147	\$1.01	(22)	(\$0.02)	-1.60%
1.913 Fire Dispatch	37,012	\$8.95	34,113	\$8.34	2,899	\$0.61	7.34%
3.700 Septage Disposal - JDF Service Area	285	\$3.47	285	\$0.08	-	\$3.40	4468.73%
3.701 Millstream Remediation	13,052	\$3.16	13,039	\$3.19	13	(\$0.03)	-0.97%
3.755 Regional Source Control - Port Renfrew Sewer	825	\$8.84	825	\$8.82	-	\$0.02	0.23%
Total Sub-Regional	780,068	\$218.17	776,558	\$216.81	3,510	\$1.36	0.63%
1.103 Elections	4,433	\$1.07	4,414	\$1.08	19	(\$0.01)	-0.63%
1.104 U.B.C.M.	2,919	\$0.71	2,914	\$0.71	6	(\$0.01)	-0.88%
1.318 Building Inspection	88,178	\$21.33	88,009	\$21.51	170	(\$0.19)	-0.88%
1.320 Noise Control	6,461	\$1.56	6,316	\$1.54	145	\$0.02	1.21%
1.322 Nuisances & Unsightly Premises	10,132	\$2.45	10,099	\$2.47	33	(\$0.02)	-0.74%
1.372 Electoral Area Emergency Program	28,783	\$6.96	28,164	\$6.88	619	\$0.08	1.11%
Total Joint Electoral Area	140,908	\$34.08	139,916	\$34.20	992	(\$0.12)	-0.36%
1.109 Electoral Area Admin Exp-JDF	22,440	\$5.43	51,564	\$12.60	(29,124)	(\$7.18)	-56.95%
1.114 Grants in Aid - Juan de Fuca	19,160	\$4.63	14,700	\$3.59	4,460	\$1.04	28.95%
1.122 JDF Economic Development Commission	(20,430)	(\$4.94)	(22,604)	(\$5.53)	2,174	\$0.58	0.00%
1.317 JDF Building Numbering	17,550	\$4.24	17,480	\$4.27	70	(\$0.03)	-0.67%
1.319 Soil Deposit Removal	5,380	\$1.30	5,180	\$1.27	200	\$0.03	2.75%
1.325 Electoral Area Services - Planning	595,090	\$143.92	583,800	\$142.71	11,290	\$1.21	0.85%
1.370 Juan de Fuca Emergency Program	81,260	\$19.65	79,660	\$19.47	1,600	\$0.18	0.92%
1.377 JDF Search and Rescue	62,000	\$14.99	42,000	\$10.27	20,000	\$4.73	46.05%
1.405 JDF EA - Community Parks	175,890	\$42.54	172,060	\$42.06	3,830	\$0.48	1.14%
1.924 Emergency Comm - Crest - J.D.F.	101,010	\$24.43	104,820	\$25.62	(3,810)	(\$1.19)	-4.66%
Total JDF Electoral Area	1,059,350	\$256.20	1,048,660	\$256.35	10,690	(\$0.15)	-0.06%
Total Capital Regional District	2,344,663	\$596.56	2,322,154	\$594.63	22,510	\$1.93	0.32%
Cost/average residential property	\$596.56		\$594.63		\$1.93		
CRHD Capital Regional Hospital District	465,219	\$112.51	464,772	\$113.61	447	(\$1.10)	-0.97%
Total CRD and CRHD	2,809,882	\$709.07	2,786,926	\$708.24	22,956	\$0.83	0.12%

Average residential assessment (2018/2017)

494,038 439,161

Major Impacts**Increase in Cost per Avg Hshld**

	\$	% of total incr
REGIONAL		
Legislative & General Government	\$0.47	0.07%
Regional Parks	\$0.78	0.11%
SUB-REGIONAL		
SEAPARC	(\$2.62)	-0.37%
Langford Fire Dispatch	\$0.61	0.09%
JDF EA		
Grants in Aid - Juan de Fuca	\$1.04	0.15%
Electoral Area Services - Planning	\$1.21	0.17%
Emergency Program	\$0.18	0.03%
Search and Rescue	\$4.73	0.67%
Community Parks	\$0.48	0.07%
Capital Regional Hospital District	(\$1.10)	-0.16%
Other	(\$4.95)	-0.70%
Total	\$0.83	0.12%

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	
	2018	2017	2018	2017		\$	%
1.119 Vancouver Island Regional Library	297,020	\$79.06	294,625	\$79.60	2,395	(\$0.54)	-0.68%
1.121 Sooke Regional Museum	67,128	\$17.87	66,079	\$17.85	1,049	\$0.01	0.08%
1.133 Langford E.A. - Greater Victoria Public Library	29,580	\$72.62	28,930	\$70.96	650	\$1.65	2.33%
1.232 Port Renfrew Street Lighting	3,610	\$43.18	3,535	\$42.28	75	\$0.90	2.13%
1.350 Willis Point Fire Protection	136,870	\$586.24	127,151	\$543.94	9,719	\$42.31	7.78%
1.353 Otter Point Fire Protection	422,320	\$362.73	411,065	\$354.79	11,255	\$7.93	2.24%
1.354 Malahat Fire Protection	69,780	\$753.06	54,750	\$603.36	15,030	\$149.70	24.81%
1.355 Durrance Road Fire Protection	3,410	\$398.79	2,520	\$294.70	890	\$104.09	35.32%
1.357 East Sooke Fire Protection	429,469	\$497.85	454,423	\$546.93	(24,954)	(\$49.07)	-8.97%
1.358 Port Renfrew Fire Protection	94,753	\$253.09	85,552	\$232.51	9,201	\$20.57	8.85%
1.360 Shirley Fire Protection	152,766	\$467.89	150,008	\$451.64	2,758	\$16.25	3.60%
1.408 JdF EA - Community Recreation	63,870	\$17.00	62,620	\$16.92	1,250	\$0.08	0.48%
1.421 JdF - Parks & Rec - Ice Arena	(18)	(\$0.12)	5,367	\$36.13	(5,385)	(\$36.25)	-100.34%
1.422 JdF - Curling Rink	(17)	(\$0.12)	2,682	\$18.05	(2,699)	(\$18.17)	-100.65%
1.423 JdF - Centennial Pool - EA	(16)	(\$0.11)	3,747	\$25.22	(3,763)	(\$25.33)	-100.44%
1.424 JdF - Juan de Fuca Park	(2,546)	(\$17.60)	6,332	\$42.62	(8,878)	(\$60.22)	-141.29%
1.427 JdF - Sr. Citizens Centre	(9)	(\$0.06)	1,682	\$11.32	(1,691)	(\$11.38)	-100.55%
1.428 JdF - Community Recreation Progs.	(115)	(\$0.28)	10,500	\$25.76	(10,615)	(\$26.04)	-101.10%
1.523 Port Renfrew Refuse Disposal	31,256	\$83.21	31,200	\$84.62	56	(\$1.41)	-1.67%
1.532 Stormwater Quality Management - JdF	-	\$0.00	(8,007)	(\$1.96)	8,007	\$1.96	-100.00%
2.650 Port Renfrew Water	53,260	\$276.14	52,740	\$280.35	520	(\$4.21)	-1.50%
2.655 Snuggery Cove Water	23,860	\$139.56	23,785	\$140.46	75	(\$0.90)	-0.64%
2.691 Wilderness Mountain	60,330	\$774.36	55,740	\$715.44	4,590	\$58.92	8.24%
3.850 Port Renfrew Sewer	44,750	\$535.22	40,295	\$481.94	4,455	\$53.28	11.06%
Total JdF Local/Specified/Defined Requisition	1,981,311		1,967,321		13,990		
Average residential assessment (2018/2017)	494,038		439,161				

Electoral Area	Cost per Avg. Parcel		Cost per Avg. Parcel		Difference (Decrease)	Change in cost per avg household/Parcel	
	2018	2017	2018	2017		\$	%
Salt Spring Island							
1.010 Legislative & General Government	194,462	\$29.00	186,811	\$28.07	7,651	\$0.93	3.31%
1.101 G.I.S.	1,822	\$0.27	1,807	\$0.27	16	\$0.00	0.11%
1.224 Community Health - Homeless Sec.	11,772	\$1.76	11,903	\$1.79	(131)	(\$0.03)	-1.85%
1.280 Regional Parks	260,165	\$38.79	248,750	\$37.37	11,416	\$1.42	3.80%
1.280A Regional Parks - Land Acquisition	111,268	\$16.59	112,596	\$16.92	(1,329)	(\$0.33)	-1.93%
1.309 Climate Action and Adaptation	9,990	\$1.49	8,751	\$1.31	1,238	\$0.17	13.29%
1.310 Land Banking & Housing	37,150	\$5.54	34,930	\$5.25	2,220	\$0.29	5.55%
1.324 Regional Planning Service	34,105	\$5.09	35,817	\$5.38	(1,712)	(\$0.30)	-5.50%
1.335 Geo-Spatial Referencing System	4,976	\$0.74	4,935	\$0.74	41	\$0.00	0.07%
1.374 Regional Emergency Program Support	3,389	\$0.51	3,325	\$0.50	64	\$0.01	1.16%
1.375 Hazardous Material Incident Response	8,616	\$1.28	8,598	\$1.29	18	(\$0.01)	-0.55%
1.911 Call Answer	3,202	\$0.48	3,144	\$0.47	58	\$0.01	1.08%
1.921 Regional CREST Contribution	42,252	\$6.30	41,555	\$6.24	697	\$0.06	0.91%
Total Regional	723,169	\$107.83	702,921	\$105.61	20,247	\$2.22	2.10%
1.230 Traffic Safety Commission	2,185	\$0.33	2,207	\$0.33	(22)	(\$0.01)	-1.74%
1.311 Regional Housing Trust Fund	33,424	\$4.98	32,854	\$4.94	571	\$0.05	0.97%
1.313 Animal Care Services	115,523	\$17.23	114,261	\$17.17	1,263	\$0.06	0.34%
1.912A Call Answer - RCMP	8,892	\$1.33	9,009	\$1.35	(116)	(\$0.03)	-2.04%
1.913 Fire Dispatch	79,791	\$11.90	74,102	\$11.13	5,689	\$0.76	6.86%
3.755 Regional Source Control - Ganges/Maliview Sewer	6,319	\$13.52	6,319	\$13.39	-	\$0.12	1.69%
Total Sub-Regional	246,134	\$49.27	238,751	\$48.31	7,384	\$0.96	1.99%
1.103 Elections	8,741	\$1.30	8,622	\$1.30	119	\$0.01	0.61%
1.104 U.B.C.M.	5,756	\$0.86	5,692	\$0.86	64	\$0.00	0.37%
1.318 Building Inspection	173,868	\$25.92	171,923	\$25.83	1,946	\$0.09	0.37%
1.320 Noise Control	12,741	\$1.90	12,338	\$1.85	402	\$0.05	2.48%
1.322 Nuisances & Unsanitary Premises	19,979	\$2.98	19,729	\$2.96	250	\$0.01	0.50%
1.372 Electoral Area Emergency Program	56,754	\$8.46	55,019	\$8.27	1,736	\$0.20	2.37%
Total Joint Electoral Area	277,839	\$41.43	273,322	\$41.06	4,517	\$0.36	0.88%
1.111 Electoral Area Admin Exp-SSI	389,800	\$58.12	414,000	\$62.20	(24,200)	(\$4.08)	-6.56%
1.116 Grants in Aid - Salt Spring Island	6,360	\$0.95	1,860	\$0.28	4,500	\$0.67	239.34%
1.124 SSI Economic Development Commission	56,920	\$8.49	30,000	\$4.51	26,920	\$3.98	88.30%
1.141 Salt Spring Island Public Library	582,270	\$86.82	570,850	\$85.77	11,420	\$1.05	1.23%
1.236 Salt Spring Island Fernwood Dock	30,000	\$5.41	30,000	\$5.41	-	\$0.00	0.00%
1.238A Community Transit (S.S.I.)	205,380	\$30.62	175,610	\$26.38	29,770	\$4.24	16.07%
1.238B Community Transportation (S.S.I.)	396,250	\$59.08	396,250	\$59.53	-	(\$0.45)	-0.76%
1.299 Salt Spring Island Arts	90,340	\$13.47	86,710	\$13.03	3,630	\$0.44	3.40%
1.316 SSI House Numbering	9,290	\$1.39	13,007	\$1.95	(3,717)	(\$0.57)	-29.12%
1.371 S.S.I. Emergency Program	100,610	\$15.00	98,560	\$14.81	2,050	\$0.19	1.31%
1.378 SSI Search and Rescue	17,570	\$2.62	14,500	\$2.18	3,070	\$0.44	20.25%
1.455 Salt Spring Island Community Parks	370,430	\$55.23	363,170	\$54.56	7,260	\$0.67	1.23%
1.458 Salt Spring Island Community Rec	43,340	\$6.46	42,490	\$6.38	850	\$0.08	1.23%
1.459 Salt Spring Island Park, Land & Rec Prog	1,457,030	\$217.25	1,423,970	\$213.94	33,060	\$3.31	1.55%
1.535 Stormwater Quality Management - S.S.I.	21,480	\$3.20	21,060	\$3.16	420	\$0.04	1.22%
1.925 Emergency Comm - Crest - S.S.I.	83,190	\$12.40	84,800	\$12.74	(1,610)	(\$0.34)	-2.64%
3.705 S.S.I. Septage/Composting**	305,840	\$55.12	304,790	\$54.92	1,050	\$0.20	0.36%
Total SSI Electoral Area	4,166,100	\$631.64	4,071,627	\$621.76	94,473	\$9.87	1.59%
Total Capital Regional District	5,413,242	\$830.17	5,286,621	\$816.75	126,621	\$13.42	1.64%
Cost/average residential property	\$830.17		\$816.75		\$13.42		
CRHD Capital Regional Hospital District	917,308	\$136.77	907,922	\$136.41	9,386	\$0.37	0.27%
Total CRD and CRHD	6,330,550	\$966.94	6,194,543	\$953.16	136,007	\$13.78	1.45%

Average residential assessment (2018/2017)

600,584

527,274

Major Impacts**Increase in Cost per Avg Hshld**
\$ % of total incr**REGIONAL**

Legislative & General Government

\$0.93 0.10%

Regional Parks

\$1.42 0.15%

SUB-REGIONAL

Langford Fire Dispatch

\$0.76 0.08%

SSI EA

Electoral Area Admin Exp-SSI

(\$4.08) -0.43%

Grants in Aid

\$0.67 0.07%

Salt Spring Island Public Library

\$1.05 0.11%

Community Transit (S.S.I.)

\$4.24 0.44%

Salt Spring Island Community Parks

\$0.67 0.07%

Salt Spring Island Park, Land & Rec Prog

\$3.31 0.35%

Capital Regional Hospital District

\$0.37 0.04%

Other

\$4.45 0.47%

Total**\$13.78 1.45%**

Salt Spring Island 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	
		2018	2017	2017	2018		\$	%
1.234	Salt Spring Island Street Lighting	24,370	\$3.72	22,370	\$3.44	2,000	\$0.28	8.17%
2.620	SSI Highland Water System	37,230	\$154.27	37,137	\$153.88	93	\$0.39	0.25%
2.621	Highland / Fernwood Water - SSI	55,000	\$173.84	55,000	\$173.84	-	\$0.00	0.00%
2.624	Beddis Water	72,240	\$554.98	71,590	\$549.98	650	\$5.00	0.91%
2.626	Fulford Water	74,793	\$771.77	74,790	\$771.74	3	\$0.03	0.00%
2.628	Cedar Lane Water	21,266	\$604.94	22,660	\$644.59	(1,394)	(\$39.65)	-6.15%
2.660	Fernwood Water	19,350	\$257.80	19,250	\$256.46	100	\$1.34	0.52%
3.810	Ganges Sewer	54,130	\$136.62	54,130	\$136.30	-	\$0.32	0.23%
Total Local/Specified/Defined Services		358,379		356,927		1,452		
Average residential assessment (2018/2017)		600,584		527,274				

Electoral Area	Cost per Avg. Res Asst/ Parcel		Cost per Avg. Res Asst/ Parcel		Difference Increase/ (Decrease)	Change in cost per avg household/Parcel	
	2018	2017	2018	2017		\$	%
Southern Gulf Islands							
1.101 Legislative & General Government	143,746	\$20.54	141,952	\$20.58	1,794	(\$0.05)	-0.22%
1.101 G.I.S.	1,347	\$0.19	1,373	\$0.20	(26)	(\$0.01)	-3.32%
1.224 Community Health - Homeless Sec.	8,702	\$1.24	9,045	\$1.31	(343)	(\$0.07)	-5.21%
1.280 Regional Parks	192,314	\$27.48	189,017	\$27.41	3,297	\$0.07	0.25%
1.280A Regional Parks - Land Acquisition	82,249	\$11.75	85,559	\$12.41	(3,310)	(\$0.66)	-5.28%
1.309 Climate Action and Adaptation	5,998	\$0.86	5,354	\$0.78	644	\$0.08	10.39%
1.310 Land Banking & Housing	27,461	\$3.92	26,542	\$3.85	919	\$0.07	1.94%
1.324 Regional Planning Service	25,210	\$3.60	27,216	\$3.95	(2,006)	(\$0.34)	-8.73%
1.335 Geo-Spatial Referencing System	3,678	\$0.53	3,750	\$0.54	(72)	(\$0.02)	-3.35%
1.374 Regional Emergency Program Support	2,035	\$0.29	2,034	\$0.29	1	(\$0.00)	-1.43%
1.375 Hazardous Material Incident Response	5,173	\$0.74	5,260	\$0.76	(86)	(\$0.02)	-3.09%
1.911 Call Answer	1,437	\$0.21	1,409	\$0.20	27	\$0.00	0.45%
1.921 Regional CREST Contribution	18,957	\$2.71	18,626	\$2.70	330	\$0.01	0.28%
Total Regional	518,307	\$74.05	517,136	\$74.99	1,170	(\$0.93)	-1.25%
1.230 Traffic Safety Commission	1,615	\$0.23	1,677	\$0.24	(62)	(\$0.01)	-5.10%
1.297 Arts Grants	19,959	\$2.85	-	\$0.00	19,959	\$2.85	6.29%
1.311 Regional Housing Trust Fund	19,984	\$2.86	20,007	\$2.90	(23)	(\$0.05)	-1.58%
1.313 Animal Care Services	85,395	\$12.20	86,823	\$12.59	(1,428)	(\$0.39)	-3.09%
1.912A Call Answer - RCMP	3,980	\$0.57	4,038	\$0.59	(48)	(\$0.02)	-2.65%
1.913 Fire Dispatch	35,799	\$5.11	33,215	\$4.82	2,584	\$0.30	6.20%
3.755 Regional Source Control - Magic Lake Estates	3,144	\$4.35	3,144	\$4.39	-	(\$0.04)	-0.93%
Total Sub-Regional	169,885	\$28.17	148,904	\$25.53	20,981	\$2.65	10.37%
1.103 Elections	6,461	\$0.92	6,552	\$0.95	(90)	(\$0.03)	-2.83%
1.104 U.B.C.M.	4,255	\$0.61	4,325	\$0.63	(70)	(\$0.02)	-3.06%
1.318 Building Inspection	128,523	\$18.36	130,639	\$18.94	(2,115)	(\$0.58)	-3.06%
1.320 Noise Control	9,418	\$1.35	9,376	\$1.36	42	(\$0.01)	-1.02%
1.322 Nuisances & Unsanitary Premises	14,768	\$2.11	14,991	\$2.17	(223)	(\$0.06)	-2.94%
1.372 Electoral Area Emergency Program	41,953	\$5.99	41,807	\$6.06	146	(\$0.07)	-1.13%
Total Joint Electoral Area	205,378	\$29.34	207,689	\$30.12	(2,311)	(\$0.77)	-2.57%
1.110 Electoral Area Admin Exp-SGI	279,380	\$39.92	235,140	\$34.10	44,240	\$5.82	17.07%
1.117 Grants in Aid - Southern Gulf Islands	86,730	\$12.39	78,200	\$11.34	8,530	\$1.05	9.28%
1.125 SGI Economic Development Commission	44,160	\$6.31	41,780	\$6.06	2,380	\$0.25	4.14%
1.138 Southern Gulf Islands - Public Library	173,020	\$24.72	164,480	\$23.85	8,540	\$0.87	3.65%
1.235 SGI Small Craft Harbour Facilities**	244,280	\$41.67	241,860	\$41.34	2,420	\$0.33	0.80%
1.314 SGI House Numbering	12,700	\$1.81	12,673	\$1.84	27	(\$0.02)	-1.26%
1.373 Southern Gulf Islands. Emergency Program	213,300	\$30.47	209,110	\$30.32	4,190	\$0.15	0.50%
1.533 Stormwater Quality Management - Southern Gulf Is.	42,640	\$6.09	41,870	\$6.07	770	\$0.02	0.34%
1.923 Emergency Comm - Crest - S.G.I.	153,460	\$21.93	152,140	\$22.06	1,320	(\$0.14)	-0.61%
Total SGI Electoral Area	1,249,670	\$185.31	1,177,253	\$176.98	72,417	\$8.34	4.71%
Total Capital Regional District	2,143,240	\$316.88	2,050,983	\$307.61	92,258	\$9.28	3.02%
Cost/average residential property	\$316.88		\$307.61		\$20.77		
CRHD Capital Regional Hospital District	678,073	\$96.88	689,902	\$100.04	(11,829)	(\$3.16)	-3.16%
Total CRD and CRHD	2,821,313	\$413.76	2,740,884	\$407.64	80,429	\$6.12	1.50%
Average residential assessment (2017/2016)	425,397		386,687				
Major Impacts							
REGIONAL							
Legislative & General Government		(\$0.05)		-0.01%			
Regional Parks		\$0.07		0.02%			
SUB-REGIONAL							
Langford Fire Dispatch		\$0.30		0.07%			
SGI EA							
Electoral Area Admin Exp-SGI		\$5.82		1.43%			
Southern Gulf Islands - Public Library		\$0.87		0.21%			
Southern Gulf Islands. Emergency Program		\$0.15		0.04%			
Capital Regional Hospital District		(\$3.16)		-0.78%			
Other		\$2.11		0.52%			
Total		\$6.12		1.50%			

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	
		2018	2017	2018	2017		\$	%
1.137	Galiano Island Library Service	56,890	\$36.60	55,770	\$36.74	1,120	(\$0.15)	-0.40%
1.170	Gossip Island Electric Power Supply	57,730	\$1,085.01	57,477	\$1,080.26	253	\$4.75	0.44%
1.228	Galiano Health Service	86,490	\$55.64	94,132	\$62.02	(7,642)	(\$6.38)	-10.28%
1.352	South Galiano Fire Protection	301,996	\$320.51	273,812	\$296.02	28,185	\$24.49	8.27%
1.356	Pender Fire Protection	924,098	\$361.75	897,910	\$354.05	26,188	\$7.70	2.17%
1.359	N. Galiano Fire Protection	206,378	\$73.08	181,840	\$72.87	24,539	\$0.21	0.29%
1.363	Saturna Is. Fire Protection	145,110	\$220.54	145,740	\$223.81	(630)	(\$3.27)	-1.46%
1.364	N. Pender Fire - 2nd Service - Debt	-	\$0.00	(17,250)	(\$7.80)	17,250	\$7.80	-100.00%
1.465	Saturna Is Community Parks	23,420	\$35.70	23,420	\$36.07	-	(\$0.37)	-1.03%
1.468	Saturna Is Community Recreation	7,490	\$11.42	9,660	\$14.88	(2,170)	(\$3.46)	-23.27%
1.475	Mayne Is Community Parks	78,730	\$45.78	77,398	\$45.47	1,332	\$0.32	0.70%
1.478	Mayne Is Community Rec	32,330	\$18.80	32,330	\$18.99	-	(\$0.19)	-1.01%
1.485	N & S Pender Community Parks	106,900	\$41.52	106,900	\$41.82	-	(\$0.30)	-0.72%
1.488	N & S Pender Community Rec	57,240	\$22.23	56,120	\$21.96	1,120	\$0.28	1.27%
1.495	Galiano Parks	65,970	\$48.76	53,967	\$40.43	12,003	\$8.33	20.59%
1.498	Galiano Community Recreation	36,060	\$26.65	28,417	\$21.29	7,643	\$5.36	25.19%
2.630	Magic Lakes Estate Water System	568,989	\$498.22	568,990	\$497.81	(1)	\$0.41	0.08%
2.635	Magic Lakes Estate (2)	(30,360)	(\$34.12)	42,247	\$49.90	(72,607)	(\$84.02)	-168.38%
2.640	Lyll Harbour/Boot Cove Water	110,310	\$667.25	110,310	\$667.25	-	\$0.00	0.00%
2.642	Skana Water	23,070	\$332.62	19,350	\$278.99	3,720	\$53.63	19.22%
2.665	Sticks Allison Water	5,000	\$138.49	5,000	\$138.49	-	\$0.00	0.00%
2.667	Surfside Park Estates Water	33,150	\$332.29	33,150	\$332.29	-	\$0.00	0.00%
3.830	Magic Lake Estates Sewer System	508,320	\$750.37	508,320	\$750.37	-	\$0.00	0.00%
Total Local/Specified/Defined Services		3,405,312		3,365,009		40,302		
Average residential assessment (2018/2017)		425,397		386,687				

CAPITAL REGIONAL DISTRICT 2018 FINANCIAL PLAN

Schedule A

		Expenditures					Revenue								
		2018 Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2018	Surplus 2017	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax
1.010	Legislative & General Government	18,414,727	17,901,347			275,100	238,280	18,414,727	321,000	10,524,287	49,190	1,161,230	46,640	6,312,380	6,312,380
1.10X	Facilities and Risk	2,765,487	2,676,417				89,070	2,765,487		2,457,291		177,061		131,135	131,135
1.101	G.I.S.	560,190	537,660			22,530		560,190		496,600		3,250		60,340	60,340
1.103	Elections	169,716	169,716					169,716			49,600	100,116		20,000	20,000
1.104	U.B.C.M.	18,783	18,783					18,783	5,760			93		12,930	12,930
1.109	Electoral Area Admin Exp - JDF	53,810	52,860	950				53,810			31,270	100		22,440	22,440
1.110	Electoral Area Admin Exp - SGI	368,150	342,150			25,000	1,000	368,150	15,490		61,690	11,590		279,380	279,380
1.111	Electoral Area Admin Exp - SSI	608,090	576,580				31,510	608,090	48,060	116,250	53,340	640		389,800	389,800
1.112	Regional Grant in Aid	1,338,160	1,338,160					1,338,160	1,338,160						
1.114	Grant-in-Aid - Juan de Fuca	41,180	41,180					41,180	21,800			220		19,160	19,160
1.116	Grant-in-Aid - Salt Spring Island	26,360	26,360					26,360	19,400			600		6,360	6,360
1.117	Grant-in-Aid - Southern Gulf Islands	87,520	78,990	8,530				87,520	790			790		86,730	86,730
1.119	Vancouver Island Regional Library	297,590	297,480	110				297,590				570		297,020	297,020
1.121	Sooke Regional Museum	181,970	181,970					181,970	10			320		181,640	181,640
1.122	JDF Economic Development Commission	-	-					-	19,830			600		(20,430)	(20,430)
1.123	Prov. Court of B.C. (Family Court)	183,725	118,942				64,783	183,725				220,488		(36,763)	(36,763)
1.124	SSI Economic Development Commission	78,910	78,910					78,910	21,450			540		56,920	56,920
1.125	SGI Economic Development Commission	44,680	42,300	2,380				44,680				520		44,160	44,160
1.126	Victoria Family Court Committee	15,974	15,974					15,974	10			964		15,000	15,000
1.128	Greater Victoria Police Victim Services	274,744	274,744					274,744	156			14,700		259,888	259,888
1.129	Vancouver Island Regional Library - Debt	313,620	300,000	283,620				313,620				313,620			
1.133	Langford E.A. - Greater Victoria Public Library	29,710	29,710					29,710	10			120		29,580	29,580
1.137	Galiano Island Library Service	57,090	29,670	27,420				57,090				200		56,890	56,890
1.138	Southern Gulf Islands Regional Library	177,520	177,520					177,520	2,800			1,700		173,020	173,020
1.141	Salt Spring Island Public Library	583,550	379,590	197,340			6,620	583,550				1,280		582,270	582,270
1.15X	Municipalities' Own Debt - M.F.A.	14,787,191	73,280	14,713,911				14,787,191				73,280		14,713,911	14,713,911
1.170	Gossip Island Electric Power Supply	58,050	1,560	56,450	40			58,050				320	57,730		57,730
1.224	Community Health - Homeless Sec.	631,547	631,547					631,547	58,019			183,748		389,780	389,780
1.226	Community Health (CHR) Facilities	1,715,743	1,192,133				523,610	1,715,743				1,715,743			
1.228	Galiano Health Service	86,580	86,580					86,580	10			80		86,490	86,490
1.230	Traffic Safety Commission	93,470	93,470					93,470	20,370			3,720		69,380	69,380
1.232	Port Renfrew Street Lighting	10,903	10,903					10,903	3,573			110	3,610	3,610	
1.234	S.S.I. Street Lighting	24,820	24,820					24,820	410			40		24,370	24,370
1.235	S. G. I. Small Craft Harbour Facilities	337,380	181,360				156,020	337,380				5,600	87,500	244,280	244,280
1.236	Salt Spring Island Fernwood Dock	30,170	19,570				10,600	30,170				170	30,000		30,000
1.238A	Community Transit (S.S.I.)	428,180	419,350				8,830	428,180			15,220	207,580		205,380	205,380
1.238B	Community Transportation (S.S.I.)	396,730	65,330				331,400	396,730				480		396,250	396,250
1.280	Regional Parks	9,803,814	8,135,720	154,710		108,000	1,405,384	9,803,814		45,570	103,690	775,922	264,100	8,614,532	8,614,532
1.280A	Regional Parks - Land Acquisition	3,684,268					3,684,268	3,684,268						3,684,268	3,684,268
1.290	Royal Theatre	580,000	100,000			128,000	352,000	580,000						580,000	580,000
1.295	McPherson Theatre	788,088	350,000			104,000	334,088	788,088				38,088		750,000	750,000
1.297	Arts Grants	2,779,292	2,777,962				1,330	2,779,292	12,000			155,773		2,571,519	2,571,519
1.299	Salt Spring Island Arts	90,480	90,480					90,480	70			70		90,340	90,340
1.309	Climate Action and Adaptation	381,929	381,929					381,929	9,723		7,964	18,706		345,536	345,536
1.310	Land Banking & Housing	1,843,158	831,695	1,009,463			2,000	1,843,158	38,853	245,213	20,000	275,147	33,840	1,230,105	1,230,105
1.311	Regional Housing Trust Fund	2,542,550	2,542,550					2,542,550	1,485,835			69,825		986,890	986,890
1.313	Animal Care Services	1,115,210	1,104,980	30			10,200	1,115,210				666,880	44,370	403,960	403,960
1.314	SGI House Numbering	12,840	12,820	20				12,840				140		12,700	12,700
1.316	SSI Building Numbering	13,030	13,030					13,030	3,710			30		9,290	9,290
1.317	JDF Building Numbering	17,600	17,550	50				17,600				50		17,550	17,550
1.318	Building Inspection	1,475,970	1,445,970				30,000	1,475,970	224,050	44,250		1,910	815,190	390,570	390,570
1.319	Soil Deposit Removal	5,480	5,430	50				5,480				100		5,380	5,380
1.320	Noise Control	28,820	28,820					28,820				200		28,620	28,620
1.322	Nuisances & Unsightly Premises	45,160	45,160					45,160				280		44,880	44,880
1.323	By-Law Enforcement	465,490	450,060				15,430	465,490				24,180		-	
1.324	Regional Planning Services	1,398,760	1,388,760				10,000	1,398,760		155,200	48,000	66,300		1,129,260	1,129,260
1.325	Electoral Area Services - Planning	709,510	631,670				77,840	709,510	72,580	16,380		2,460	23,000	595,090	595,090
1.330	Regional Growth Strategy	403,870	403,870					403,870				20,410		383,460	383,460
1.335	Geo-Spatial Referencing System	181,280	142,900				38,380	181,280				16,900		164,380	164,380
1.350	Willis Point Fire Protect & Recreation	149,060	94,510			6,050	48,500	149,060	6,950			13,850		128,260	128,260
1.352	South Galiano Fire Protection	282,680	202,600			6,730	73,350	282,680				250		282,430	282,430
1.353	Otter Point Fire Protection	399,770	268,490			4,380	126,900	399,770				300		399,470	399,470
1.354	Malahat Fire Protection	69,790	69,790					69,790	10					69,780	69,780
1.355	Durrance Road Fire Protection	3,410	3,030	380				3,410					3,410		3,410
1.356	Pender Fire Protection	886,110	754,530				131,580	886,110				8,960		877,150	877,150
1.357	East Sooke Fire Protection	475,770	190,160	155,110		10,500	120,000	475,770	900			23,160	45,440	406,270	406,270
1.358	Port Renfrew Fire Protection	150,370	115,130	3,650			31,590	150,370				1,200	58,630	90,540	90,540
1.359	N. Galiano Fire Protection	209,710	154,030	48,880		6,800		209,710	11,860			520	24,440	172,890	197,330
1.360	Shirley Fire Protection	145,210	75,550					145,210				200		145,010	145,010
1.363	Saturna Island Fire	152,580	152,580					152,580	400			7,070		145,110	145,110
1.369	Electoral Area Fire Services - JDF	66,727	62,290			4,437		66,727				100		66,627	66,627
1.369	Electoral Area Fire Services - SGI	75,563	70,530			5,033		75,563						75,563	75,563
1.370	Juan de Fuca Emergency Program	81,490	64,500				16,990	81,490				230		81,260	81,260
1.371	S.S.I. Emergency Program	100,880	100,880					100,880				270		100,610	100,610
1.372	Electoral Area Emergency Program	552,920	552,920					552,920	27,610	397,010		810		127,490	127,490
1.373	S.G.I. Emergency Program	217,520	210,290				7,230	217,520				4,220		213,300	213,300

CAPITAL REGIONAL DISTRICT 2018 FINANCIAL PLAN

Schedule A

		Expenditures						Revenue							
		2018 Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	2018 Total	Surplus 2017	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax
1.374	Regional Emergency Program Support	142,030	142,030					142,030	15,260			9,530		117,240	117,240
1.375	Hazardous Material Incident Response	316,700	306,700				10,000	316,700				18,680		298,020	298,020
1.377	J.D.F. Search and Rescue	82,520	82,520					82,520	0			20,520		62,000	62,000
1.378	S.S.I. Search and Rescue	17,660	17,460		200			17,660	0			90		17,570	17,570
1.40X	SEAPARC	3,876,647	3,362,440	53,970			460,237	3,876,647	45,000		15,000	424,697	723,960	2,667,990	2,667,990
1.405	JDF EA - Community Parks	176,647	156,840			19,820		176,660				770		175,890	175,890
1.408	JDF EA - Community Recreation	89,320	81,990				7,330	89,320	5,300			20,150		63,870	63,870
1.421	West Shore - Parks & Rec - Ice Arena	-	-					-	18			-		(18)	(18)
1.422	West Shore - Curling Rink	-	-					-	17			-		(17)	(17)
1.423	West Shore - Centennial Pool - EA	-	-					-	16			-		(16)	(16)
1.424	West Shore - Juan de Fuca Park	-	-					-	2,546			-		(2,546)	(2,546)
1.427	West Shore - Sr. Citizens Centre	-	-					-	9			-		(9)	(9)
1.428	West Shore - Community Rec / Comm Rec #2	-	-					-	47			68		(115)	(115)
1.429	JDFPUB.BA Juan de Fuca Parks & Rec Public Building	-	-					-	27,740			-		(27,740)	(27,740)
1.430	JDFTW.BA Juan de Fuca Parks & Rec Tech Wing	-	-					-	2,305			-		(2,305)	(2,305)
1.44X	Panorama Rec. Center	8,959,562	7,281,695	969,580		3,000	705,287	8,959,562				1,329,242	2,898,450	4,731,870	4,731,870
1.455	Salt Spring Island - Community Parks	484,550	476,890				7,660	484,550				114,120		370,430	370,430
1.458	Salt Spring Is.- Community Rec	130,390	130,390					130,390	4,090			460	82,500	43,340	43,340
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,782,108	1,367,639	190,579			223,890	1,782,108		69,080		6,138	249,860	1,457,030	1,457,030
1.465	Saturna Island Comm. Parks	24,570	18,410				6,160	24,570				1,150		23,420	23,420
1.468	Saturna Island - Community Rec.	11,060	11,060					11,060	3,080			490		7,490	7,490
1.475	Mayne Is. Com. Parks & Rec	81,700	81,700					81,700				2,970		78,730	78,730
1.476	Mayne Is. Comm. Parks (reserve)	21,870	21,870					21,870	17,860			3,630	380	-	-
1.478	Mayne Is. Community Rec.	36,710	36,710					36,710	4,290			90		32,330	32,330
1.485	North & South Pender Com. Parks	108,040	100,110			7,930		108,040				1,140		106,900	106,900
1.488	North & South Pender Com. Rec	57,980	57,980					57,980				740		57,240	57,240
1.495	Galiano Parks	66,050	64,160				1,890	66,050				80		65,970	65,970
1.498	Galiano Community Recreation	36,090	36,090					36,090				30		36,060	36,060
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,008,351	19,292,351			4,509,000	1,207,000	25,008,351			893,631	7,121,750	16,992,970	-	-
1.523	Port Renfrew Refuse Disposal	80,906	68,906				12,000	80,906		15,000		34,650		31,256	31,256
1.525	Solid Waste Disposal - Debt	648,509	6,004	642,505				648,509	30,799			2,280	615,430	-	-
1.531	Stormwater Quality Management - Sooke	35,428	35,428					35,428				79		35,349	35,349
1.533	Stormwater Quality Management - S.G.I.	43,060	43,060					43,060				420		42,640	42,640
1.535	Stormwater Quality Management - S.S.I.	21,510	21,510					21,510				30		21,480	21,480
1.536	LWMP-Stormwater Quality Management-Core	748,605	748,605					748,605			60,000	90,602		598,003	598,003
1.537	Stormwater Quality Management - Peninsula	117,310	117,310					117,310	7,753			4,366		105,191	105,191
1.538	Source - Stormwater Quality - Peninsula	78,675	78,675					78,675	7,017		20,000	1,829		49,829	49,829
1.57X	Environmental Services	17,046,735	16,604,795			70,000	371,940	17,046,735	82,245	16,868,165		96,325		-	-
1.911	911 Systems	1,723,730	1,710,100				13,630	1,723,730				1,407,810	200,000	115,920	115,920
1.912A	911 Call Answer - RCMP	573,040	573,040					573,040	28,960	400,540		4,780		108,760	108,760
1.912B	911 Call Answer - Municipalities	112,420		112,420				112,420		865,480		(66,000)		(687,060)	(687,060)
1.913	913 Fire Dispatch	592,170	584,780				7,390	592,170				12,290		579,880	579,880
1.921	Regional CREST Contribution	1,622,360	1,619,300	3,060				1,622,360				106,710		1,515,650	1,515,650
1.923	Emergency Comm - CREST - S.G.I.	155,110	154,910	200				155,110				1,650		153,460	153,460
1.924	Emergency Comm - CREST - J.D.F.	102,500	102,500					102,500	1,250			240		101,010	101,010
1.925	Emergency Comm - CREST - S.S.I.	83,310	83,150	160				83,310				120		83,190	83,190
2.610	Saanich Peninsula Water Supply	6,067,195	5,567,195				500,000	6,067,195				500	6,066,695	-	-
2.620	SSI Highland Water System	37,280	1,820	35,460				37,280	50				37,230	37,230	37,230
2.621	Highland / Fernwood Water - SSI	385,346	271,586	41,220			72,540	385,346			600	329,746	55,000	55,000	55,000
2.622	Cedars of Tuam	29,877	25,637	1,610			2,630	29,877				60	29,817	-	-
2.624	Beddies Water	231,060	155,220	66,290			9,550	231,060				100	158,720	72,240	72,240
2.626	Fulford Water	209,703	136,583	55,220			17,900	209,703				600	134,310	74,793	74,793
2.628	Cedar Lane Water (S.S.I.)	62,136	45,886	14,250			2,000	62,136				240	40,630	21,266	21,266
2.630	Magic Lakes Estate Water System	909,059	581,999	219,670			107,390	909,059			20,000	8,870	311,200	568,989	568,989
2.635	Magic Lakes Estate Water (2)	-	-					-	30,310			50	(30,360)	(30,360)	(30,360)
2.640	Saturna Island Water System (Lyal Harbour)	204,739	141,909	39,900			22,930	204,739				820	93,609	110,310	110,310
2.642	Skana Water (Mayne)	65,055	46,625	14,360			4,070	65,055				100	41,885	23,070	23,070
2.650	Port Renfrew Water	109,353	98,823	5,360			5,170	109,353				1,080	55,013	53,260	53,260
2.655	Snuggery Cove (Port Renfrew)	23,880	980	22,860	40			23,880				20		23,860	23,860
2.660	Fernwood Water	19,370	1,720	17,650				19,370	20				19,350	19,350	19,350
2.665	Sticks Allison Water (Galiano)	48,543	40,543				8,000	48,543				100	43,443	5,000	5,000
2.667	Surfside Park Estates (Mayne)	105,954	80,644	18,510			6,800	105,954		2,279		100	70,425	33,150	33,150
2.670	Regional Water Supply	30,519,450	14,570,537	10,378,776		5,301,214	268,923	30,519,450				621,450	29,898,000	-	-
2.680	Juan de Fuca Water Distribution	17,442,909	11,267,333	1,485,038	4,320	4,444,346	246,192	17,442,909		6,000	251,136	179,970	17,005,803	-	-
2.691	Wilderness Mountain Water Service	137,830	109,930	23,580				137,830				130	77,730	60,330	60,330
3.700	Septage Disposal - Municipal	373,041	373,041					373,041	246,208			77,746	1,850	47,237	47,237
3.700	Septage Disposal - JDF Service Area	285	285					285						285	285
3.701	Millstream Remediation Service	662,532	7,400	144,904		510,228		662,532		320,000		22,532		320,000	320,000
3.705	S.S.I. Septage/Composting	721,750	507,517	194,014			20,219	721,750				910	415,000	305,840	305,840
3.707	On Site System Management Program - LWMP	208,650	208,650					208,650	22,500			8,725		177,425	177,425
3.71X	Trk Swrs & Swge Disp - oper	10,908,186	10,408,302				499,884	10,908,186	99,277	543,008		30,000	6,973,886	3,262,015	3,262,015
3.7XX	Trk Swrs - debt	31,153,281	614,445	5,476,718	4,954	25,057,164		31,153,281	199,684			24,181,633		6,771,964	6,771,964
3.720	LWMP (Peninsula) - Implementation	11,658	11,658					11,658				234		11,424	11,424
3.750	LWMP	484,579	484,579					484,579				232,244		252,335	252,335
3.752	Harbours Program	337,768	337,768					337,768				25,394		312,374	312,374
3.755	Regional Source Control	1,650,193	1,650,193					1,650,193	105,000	45,000	28,325	107,941	63,000	1,300,927	1,300,927
3.810	Ganges Sewer	924,040	622,538	224,872			76,630	924,040				1,170	868,740	54,130	54,130
3.820	Maliview Estates Sewer System	144,640	100,092	4,658			39,890	144,640				27,150	117,490	-	-
3.830	Magic Lake Estates Sewer System	707,004	462,934	107,600			136,470	707,004		10,000		1,530	187,154	508,320	508,320
3.850	Port Renfrew Sewer	90,954	87,954				3,000	90,954				1,340	44,864	44,750	44,750
21.ALL	Feasibility Study Reserve Fund - All	156,400	156,400					156,400	153,400			3,000		-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	273,095	273,095					273,095		66,235		206,860		-	-

CAPITAL REGIONAL DISTRICT 2019 FINANCIAL PLAN

		Expenditures						Revenue						Schedule A		
		2019		Interest &			Transfers to	Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition
		Total	Operations	Principal	Deficit	Capital	Reserves	2019	2018	other services	Reserves	revenue	Charges	Tax	Value Tax	2019
1.010	Legislative & General Government	18,346,590	17,849,780			275,100	221,710	18,346,590		9,852,280	23,210	1,063,220	16,050		7,391,830	7,391,830
1.10X	Facilities and Risk	2,831,727	2,741,670				90,057	2,831,727		2,518,592		179,377			133,758	133,758
1.101	G.I.S.	571,390	545,820			25,570		571,390		506,530		3,310			61,550	61,550
1.103	Elections	20,150	20,150					20,150				150			20,000	20,000
1.104	U.B.C.M.	18,920	18,920					18,920				100			18,820	18,820
1.109	Electoral Area Admin Exp - JDF	55,050	54,050				1,000	55,050				240			54,810	54,810
1.110	Electoral Area Admin Exp - SGI	314,140	313,140				1,000	314,140				11,290			302,850	302,850
1.111	Electoral Area Admin Exp - SSI	617,030	585,470				31,560	617,030		160,010		1,040			455,980	455,980
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	41,200	41,200					41,200				260			40,940	40,940
1.116	Grant-in-Aid - Salt Spring Island	31,390	31,390					31,390				610			30,780	30,780
1.117	Grant-in-Aid - Southern Gulf Islands	79,020	79,020					79,020				790			78,230	78,230
1.119	Vancouver Island Regional Library	303,430	303,430					303,430				830			302,600	302,600
1.121	Sooke Regional Museum	189,610	189,610					189,610				320			189,290	189,290
1.122	JDF Economic Development Commission	-	-					-							-	-
1.123	Prov. Court of B.C. (Family Court)	183,103	119,928				63,175	183,103				219,866			(36,763)	(36,763)
1.124	SSI Economic Development Commission	57,460	57,460					57,460				540			56,920	56,920
1.125	SGI Economic Development Commission	43,140	43,140					43,140				520			42,620	42,620
1.126	Victoria Family Court Committee	16,000	16,000					16,000				1,000			15,000	15,000
1.128	Greater Victoria Police Victim Services	280,229	280,229					280,229				15,630			264,599	264,599
1.129	Vancouver Island Regional Library - Debt	306,120	-		306,120			306,120				306,120			-	-
1.133	Langford E.A. - Greater Victoria Public Library	30,310	30,310					30,310				130			30,180	30,180
1.137	Galiano Island Library Service	58,220	30,800		27,420			58,220				190			58,030	58,030
1.138	Southern Gulf Islands Regional Library	178,090	178,090					178,090				1,560			176,530	176,530
1.141	Salt Spring Island Public Library	594,940	389,800		197,340		7,800	594,940				1,020			593,920	593,920
1.15X	Municipalities' Own Debt - M.F.A.	14,150,433	73,280		14,077,153			14,150,433				73,280			14,077,153	14,077,153
1.170	Gossip Island Electric Power Supply	57,810	1,360		56,450			57,810				100			57,710	57,710
1.224	Community Health - Homeless Sec.	523,080	523,080					523,080				122,760			400,320	400,320
1.226	Community Health (CHR) Facilities	1,476,245	932,603				543,642	1,476,245				1,476,245				
1.228	Galiano Health Service	86,610	86,610					86,610				130			86,480	86,480
1.230	Traffic Safety Commission	75,630	75,630					75,630				3,680			71,950	71,950
1.232	Port Renfrew Street Lighting	8,250	8,250					8,250				30	4,110	4,110	4,110	4,110
1.234	S.S.I. Street Lighting	25,660	25,660					25,660				30			25,630	25,630
1.235	S. G. I. Small Craft Harbour Facilities	339,360	188,610		2,990		147,760	339,360				2,700	87,500	249,160	249,160	249,160
1.236	Salt Spring Island Fernwood Dock	30,570	19,970				10,600	30,570				180			30,390	30,390
1.238A	Community Transit (S.S.I.)	436,720	427,720				9,000	436,720				211,890			224,830	224,830
1.238B	Community Transportation (S.S.I.)	146,730	66,570				80,160	146,730				480			146,250	146,250
1.280	Regional Parks	10,376,184	8,315,320		445,210	106,120	1,509,534	10,376,184		45,945	16,830	789,623	267,430		9,256,356	9,256,356
1.280A	Regional Parks - Land Acquisition	3,687,140	-				3,687,140	3,687,140							3,687,140	3,687,140
1.290	Royal Theatre	580,000	100,000			97,000		580,000							580,000	580,000
1.295	McPherson Theatre	786,504	350,000			84,000		786,504				36,504			750,000	750,000
1.297	Arts Grants	2,789,947	2,788,591				1,357	2,789,947				148,000			2,616,944	2,616,944
1.299	Salt Spring Island Arts	92,140	92,140					92,140				160			91,980	91,980
1.309	Climate Action and Adaptation	372,058	372,058					372,058				19,612			352,447	352,447
1.310	Land Banking & Housing	1,709,927	698,464		1,009,463		2,000	1,709,927		249,923			34,480		1,247,664	1,247,664
1.311	Regional Housing Trust Fund	1,055,690	1,055,690					1,055,690				68,800			986,890	986,890
1.313	Animal Care Services	1,137,520	1,124,100				13,420	1,137,520				680,230	45,250		412,040	412,040
1.314	SGI House Numbering	13,090	13,090					13,090				170			12,920	12,920
1.316	SSI Building Numbering	13,300	13,300					13,300				20			13,280	13,280
1.317	JDF Building Numbering	17,900	17,900					17,900				20			17,880	17,880
1.318	Building Inspection	1,414,580	1,384,580				30,000	1,414,580		45,140	120,140	2,160	848,760		398,380	398,380
1.319	Soil Deposit Removal	5,530	5,530					5,530				120			5,410	5,410
1.320	Noise Control	29,390	29,390					29,390				230			29,160	29,160
1.322	Nuisances & Unsightly Premises	46,000	46,000					46,000				320			45,680	45,680
1.323	By-Law Enforcement	474,790	457,610				17,180	474,790				24,660			-	-
1.324	Regional Planning Services	1,411,250	1,401,250				10,000	1,411,250		158,300	88,000	69,860			1,095,090	1,095,090
1.325	Electoral Area Services - Planning	701,590	623,750				77,840	701,590		16,380			23,460		659,030	659,030
1.330	Regional Growth Strategy	411,960	411,960					411,960				22,070			389,890	389,890
1.335	Geo-Spatial Referencing System	184,920	145,770				39,150	184,920				17,250			167,670	167,670
1.350	Willis Point Fire Protect & Recreation	150,500	95,810			6,190		150,500				14,380			136,120	136,120
1.352	South Galiano Fire Protection	296,700	207,110			6,870		296,700				150			296,550	296,550
1.353	Otter Point Fire Protection	413,270	279,330			4,470		413,270				340			412,930	412,930
1.354	Malahat Fire Protection	71,190	71,190					71,190							71,190	71,190
1.355	Durrance Road Fire Protection	3,030	3,030					3,030							3,030	3,030
1.356	Pender Fire Protection	899,270	765,730				133,540	899,270				8,960			890,310	890,310
1.357	East Sooke Fire Protection	474,310	182,130		155,110	5,530		474,310				27,600	46,350		400,360	400,360
1.358	Port Renfrew Fire Protection	153,170	117,410		3,650			153,170				1,060	59,810		92,300	92,300
1.359	N. Galiano Fire Protection	210,820	145,000		48,880		6,940	210,820				510			185,870	185,870
1.360	Shirley Fire Protection	149,060	79,400					149,060				1,150		24,440	147,910	147,910
1.363	Saturna Island Fire	152,630	152,630					152,630				6,690			145,940	145,940
1.369	Electoral Area Fire Services - JDF	66,727	63,349				3,378	66,727				100			66,627	66,627
1.369	Electoral Area Fire Services - SGI	75,563	71,731				3,832	75,563							75,563	75,563
1.370	Juan de Fuca Emergency Program	83,120	65,770					83,120				240			82,880	82,880
1.371	S.S.I. Emergency Program	102,860	102,860					102,860				360			102,500	102,500
1.372	Electoral Area Emergency Program	560,390	560,390					560,390		429,540		810			130,040	130,040
1.373	S.G.I. Emergency Program	221,790	214,500					221,790				4,230			217,560	217,560

CAPITAL REGIONAL DISTRICT 2020 FINANCIAL PLAN

Schedule A

		Expenditures						Revenue								
		2020		Interest &		Transfers to	Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition	
		Total	Operations	Principal	Deficit	Capital	Reserves	2020	2019	other services	Reserves	revenue	Charges	Tax	Value Tax	2020
1.010	Legislative & General Government	18,566,860	18,069,910			275,100	221,850	18,566,860		9,964,780	22,170	1,063,630	16,050		7,500,230	7,500,230
1.10X	Facilities and Risk	2,885,370	2,794,288				91,082	2,885,370		2,567,097		181,739			136,534	136,534
1.101	G.I.S.	582,750	554,100			28,650		582,750		516,660		3,310			62,780	62,780
1.103	Elections	20,150	20,150					20,150				150			20,000	20,000
1.104	U.B.C.M.	19,300	19,300					19,300				100			19,200	19,200
1.109	Electoral Area Admin Exp - JDF	56,150	55,650				500	56,150				240			55,910	55,910
1.110	Electoral Area Admin Exp - SGI	319,730	318,730				1,000	319,730				11,290			308,440	308,440
1.111	Electoral Area Admin Exp - SSI	624,360	592,710				31,650	624,360		158,690		1,040			464,630	464,630
1.112	Regional Grant in Aid	-	-					-							-	-
1.114	Grant-in-Aid - Juan de Fuca	41,220	41,220					41,220				260			40,960	40,960
1.116	Grant-in-Aid - Salt Spring Island	31,420	31,420					31,420				610			30,810	30,810
1.117	Grant-in-Aid - Southern Gulf Islands	79,050	79,050					79,050				790			78,260	78,260
1.119	Vancouver Island Regional Library	309,500	309,500					309,500				830			308,670	308,670
1.121	Sooke Regional Museum	193,400	193,400					193,400				320			193,080	193,080
1.122	JDF Economic Development Commission	-	-					-							0	-
1.123	Prov. Court of B.C. (Family Court)	184,512	121,908				62,604	184,512				221,275			(36,763)	(36,763)
1.124	SSI Economic Development Commission	57,470	57,470					57,470				550			56,920	56,920
1.125	SGI Economic Development Commission	43,990	43,990					43,990				520			43,470	43,470
1.126	Victoria Family Court Committee	16,000	16,000					16,000				1,000			15,000	15,000
1.128	Greater Victoria Police Victim Services	285,816	285,816					285,816				15,944			269,872	269,872
1.129	Vancouver Island Regional Library - Debt	306,120		306,120				306,120				306,120				
1.133	Langford E.A. - Greater Victoria Public Library	30,920	30,920					30,920				130			30,790	30,790
1.137	Galiano Island Library Service	59,380	31,960	27,420				59,380				190			59,190	59,190
1.138	Southern Gulf Islands Regional Library	181,640	181,640					181,640				1,560			180,080	180,080
1.141	Salt Spring Island Public Library	606,820	401,580	197,340			7,900	606,820				1,020			605,800	605,800
1.15X	Municipalities' Own Debt - M.F.A.	13,820,225	73,280	13,746,945				13,820,225				73,280			13,746,945	13,746,945
1.170	Gossip Island Electric Power Supply	57,830	1,380	56,450				57,830				100	57,730		57,730	57,730
1.224	Community Health - Homeless Sec.	523,450	523,450					523,450				122,760			400,690	400,690
1.226	Community Health (CHR) Facilities	1,497,059	947,670				549,389	1,497,059				1,497,059				
1.228	Galiano Health Service	86,640	86,640					86,640				130			86,510	86,510
1.230	Traffic Safety Commission	77,070	77,070					77,070				3,680			73,390	73,390
1.232	Port Renfrew Street Lighting	8,410	8,410					8,410				30	4,190	4,190	4,190	4,190
1.234	S.S.I. Street Lighting	26,420	26,420					26,420				30			26,390	26,390
1.235	S. G. I. Small Craft Harbour Facilities	362,130	204,990	38,440			118,700	362,130				2,700	92,500	266,930	266,930	266,930
1.236	Salt Spring Island Fernwood Dock	30,960	20,360					30,960				180		30,780	30,780	30,780
1.238A	Community Transit (S.S.I.)	445,260	436,260					9,000				216,110			229,150	229,150
1.238B	Community Transportation (S.S.I.)	146,730	67,820					78,910				480			146,250	146,250
1.280	Regional Parks	10,488,779	8,310,803	541,480		108,242	1,528,254	10,488,779		46,327	10,000	805,415	270,827		9,356,210	9,356,210
1.280A	Regional Parks - Land Acquisition	3,687,140					3,687,140	3,687,140							3,687,140	3,687,140
1.290	Royal Theatre	580,000	100,000			97,000	383,000	580,000							580,000	580,000
1.295	McPherson Theatre	786,504	350,000			84,000	352,504	786,504				36,504			750,000	750,000
1.297	Arts Grants	2,845,746	2,844,363				1,384	2,845,746				150,963			2,694,783	2,694,783
1.299	Salt Spring Island Arts	93,980	93,980					93,980				160			93,820	93,820
1.309	Climate Action and Adaptation	379,500	379,500					379,499				20,004			359,496	359,496
1.310	Land Banking & Housing	2,089,875	745,442	1,342,433			2,000	2,089,875		254,733		195,180	2,000		1,637,962	1,637,962
1.311	Regional Housing Trust Fund	717,400	717,400					717,400				63,480			653,920	653,920
1.313	Animal Care Services	1,160,060	1,143,550				16,510	1,160,060				693,630	46,150		420,280	420,280
1.314	SGI House Numbering	13,360	13,360					13,360				170			13,190	13,190
1.316	SSI Building Numbering	13,580	13,580					13,580				20			13,560	13,560
1.317	JDF Building Numbering	18,260	18,260					18,260				20			18,240	18,240
1.318	Building Inspection	1,434,950	1,404,950				30,000	1,434,950		46,040		2,160	865,440		521,310	521,310
1.319	Soil Deposit Removal	5,640	5,640					5,640				120			5,520	5,520
1.320	Noise Control	29,970	29,970					29,970				230			29,740	29,740
1.322	Nuisances & Unsightly Premises	46,860	46,860					46,860				320			46,540	46,540
1.323	By-Law Enforcement	484,280	465,300				18,980	484,280				25,150				
1.324	Regional Planning Services	1,466,370	1,456,370				10,000	1,466,370		161,460	120,000	71,270			1,113,640	1,113,640
1.325	Electoral Area Services - Planning	708,898	631,058				77,840	708,898				2,770	23,930		665,820	665,820
1.330	Regional Growth Strategy	418,940	418,940					418,940				22,500			396,440	396,440
1.335	Geo-Spatial Referencing System	188,270	148,680				39,590	188,270				17,250			171,020	171,020
1.350	Willis Point Fire Protect & Recreation	152,750	97,970			6,280	48,500	152,750				14,590			138,160	138,160
1.352	South Galiano Fire Protection	311,530	211,740			7,020	92,770	311,530				150			311,380	311,380
1.353	Otter Point Fire Protection	426,870	290,260			4,550	132,060	426,870				340			426,530	426,530
1.354	Malahat Fire Protection	72,610	72,610					72,610							72,610	72,610
1.355	Durrance Road Fire Protection	3,030	3,030					3,030					3,030		3,030	3,030
1.356	Pender Fire Protection	912,620	777,080				135,540	912,620				8,960			903,660	903,660
1.357	East Sooke Fire Protection	483,460	184,130	155,110		5,560	138,660	483,460				28,050	47,280		408,130	408,130
1.358	Port Renfrew Fire Protection	156,170	119,740	3,650				32,780				1,060	61,010		94,100	94,100
1.359	N. Galiano Fire Protection	213,860	147,900	48,880		7,080	10,000	213,860				510	24,440		188,910	213,350
1.360	Shirley Fire Protection	152,020	82,360					152,020				1,150			150,870	150,870
1.363	Saturna Island Fire	152,690	152,690					152,690				6,690			146,000	146,000
1.369	Electoral Area Fire Services - JDF	66,727	64,619				2,109	66,727				100			66,627	66,627
1.369	Electoral Area Fire Services - SGI	75,563	73,171				2,391	75,563							75,563	75,563
1.370	Juan de Fuca Emergency Program	84,780	67,060					84,780				240			84,540	84,540
1.371	S.S.I. Emergency Program	104,880	104,880					104,880				360			104,520	104,520
1.372	Electoral Area Emergency Program	567,980	567,980					567,980		434,530		810			132,640	132,640
1.373	S.G.I. Emergency Program	226,140	218,760				7,380	226,140				4,230			221,910	221,910

CAPITAL REGIONAL DISTRICT 2020 FINANCIAL PLAN

Schedule A

Table with columns: 2020 Total, Operations, Interest & Principal, Deficit, Capital, Transfers to Reserves, Total 2020, Surplus 2019, Recovery from other services, Transfers from Reserves, Revenue Other, Fee & Charges, Parcel Tax, Property Value Tax, Requisition 2020. Rows include various projects like Regional Emergency Program Support, Hazardous Material Incident Response, etc.

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN

Schedule A

		Expenditures						Revenue							
		2021			Interest &	Transfers to	Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition
		Total	Operations	Principal	Deficit	Capital	Reserves	2021	2020	other services	Reserves	revenue	Tax	Value Tax	2021
1.010	Legislative & General Government	18,835,047	18,337,957			275,100	221,990	18,835,047		10,123,957	21,080	1,064,050	16,050	7,609,910	7,609,910
1.10X	Facilities and Risk	2,940,362	2,848,070				92,292	2,940,362		2,617,050		184,149		139,163	139,163
1.101	G.I.S.	594,340	562,510			31,830		594,340		526,990		3,310		64,040	64,040
1.103	Elections	20,150	20,150					20,150				150		20,000	20,000
1.104	U.B.C.M.	19,680	19,680					19,680				100		19,580	19,580
1.109	Electoral Area Admin Exp - JDF	57,270	56,770				500	57,270				240		57,030	57,030
1.110	Electoral Area Admin Exp - SGI	325,390	324,390				1,000	325,390				11,290		314,100	314,100
1.111	Electoral Area Admin Exp - SSI	631,770	600,020				31,750	631,770		157,280		1,040		473,450	473,450
1.112	Regional Grant in Aid	-	-					-						-	-
1.114	Grant-in-Aid - Juan de Fuca	41,240	41,240					41,240				260		40,980	40,980
1.116	Grant-in-Aid - Salt Spring Island	31,450	31,450					31,450				610		30,840	30,840
1.117	Grant-in-Aid - Southern Gulf Islands	79,080	79,080					79,080				790		78,290	78,290
1.119	Vancouver Island Regional Library	315,690	315,690					315,690				830		314,860	314,860
1.121	Sooke Regional Museum	197,270	197,270					197,270				320		196,950	196,950
1.122	JDF Economic Development Commission	-	-					-						-	-
1.123	Prov. Court of B.C. (Family Court)	185,951	124,034				61,917	185,951				222,714		(36,763)	(36,763)
1.124	SSI Economic Development Commission	57,480	57,480					57,480				560		56,920	56,920
1.125	SGI Economic Development Commission	44,860	44,860					44,860				520		44,340	44,340
1.126	Victoria Family Court Committee	16,000	16,000					16,000				1,000		15,000	15,000
1.128	Greater Victoria Police Victim Services	291,504	291,504					291,504				16,265		275,239	275,239
1.129	Vancouver Island Regional Library - Debt	306,120		306,120				306,120				306,120		-	-
1.133	Langford E.A. - Greater Victoria Public Library	31,540	31,540					31,540				130		31,410	31,410
1.137	Galiano Island Library Service	60,560	33,140	27,420				60,560				190		60,370	60,370
1.138	Southern Gulf Islands Regional Library	185,260	185,260					185,260				1,560		183,700	183,700
1.141	Salt Spring Island Public Library	618,940	413,600	197,340			8,000	618,940				1,020		617,920	617,920
1.15X	Municipalities' Own Debt - M.F.A.	13,461,179	73,280	13,387,899				13,461,179				73,280		13,387,899	13,387,899
1.170	Gossip Island Electric Power Supply	57,850	1,400	56,450				57,850				100	57,750	57,650	57,750
1.224	Community Health - Homeless Sec.	523,830	523,830					523,830				122,760		401,070	401,070
1.226	Community Health (CHR) Facilities	1,518,290	967,720				550,570	1,518,290				1,518,290		86,540	86,540
1.228	Galiano Health Service	86,670	86,670					86,670				130		86,540	86,540
1.230	Traffic Safety Commission	78,540	78,540					78,540				3,680		74,860	74,860
1.232	Port Renfrew Street Lighting	8,570	8,570					8,570				30	4,270	4,270	4,270
1.234	S.S.I. Street Lighting	27,200	27,200					27,200				30		27,170	27,170
1.235	S. G. I. Small Craft Harbour Facilities	378,500	212,340	54,420			111,740	378,500				2,700	96,500	279,300	279,300
1.236	Salt Spring Island Fernwood Dock	31,360	20,760				10,600	31,360				180	31,180	31,180	31,180
1.238A	Community Transit (S.S.I.)	453,970	444,970				9,000	453,970				220,410		233,560	233,560
1.238B	Community Transportation (S.S.I.)	146,730	69,100				77,630	146,730				480		146,250	146,250
1.280	Regional Parks	10,665,627	8,466,880	541,480		110,407	1,546,860	10,665,627		46,717		821,524	275,871	9,521,515	9,521,515
1.280A	Regional Parks - Land Acquisition	3,687,140					3,687,140	3,687,140						3,687,140	3,687,140
1.290	Royal Theatre	580,000	100,000			101,000	379,000	580,000						580,000	580,000
1.295	McPherson Theatre	786,504	350,000			88,000	348,504	786,504				36,504		750,000	750,000
1.297	Arts Grants	2,902,662	2,901,251				1,411	2,902,662				153,984		2,748,678	2,748,678
1.299	Salt Spring Island Arts	95,860	95,860					95,860				160		95,700	95,700
1.309	Climate Action and Adaptation	387,089	387,089					387,089				20,404		366,686	366,686
1.310	Land Banking & Housing	2,708,557	707,384	1,999,173			2,000	2,708,557		259,633		210,370	2,000	2,236,554	2,236,554
1.311	Regional Housing Trust Fund	-	-					-						-	-
1.313	Animal Care Services	1,181,670	1,163,430				18,240	1,181,670				705,900	47,080	428,690	428,690
1.314	SGI House Numbering	13,630	13,630					13,630				170		13,460	13,460
1.316	SSI Building Numbering	13,850	13,850					13,850				20		13,830	13,830
1.317	JDF Building Numbering	18,620	18,620					18,620				20		18,600	18,600
1.318	Building Inspection	1,455,650	1,425,650				30,000	1,455,650		46,960		2,160	874,790	531,740	531,740
1.319	Soil Deposit Removal	5,750	5,750					5,750				120		5,630	5,630
1.320	Noise Control	30,561	30,561					30,561				231		30,330	30,330
1.322	Nuisances & Unsightly Premises	47,730	47,730					47,730				320		47,410	47,410
1.323	By-Law Enforcement	493,947	473,137				20,810	493,948		468,298		25,650		1,131,100	1,131,100
1.324	Regional Planning Services	1,548,470	1,538,470				10,000	1,548,470		164,670	180,000	72,700		1,131,100	1,131,100
1.325	Electoral Area Services - Planning	719,673	641,833				77,840	719,673		16,383		2,820	24,410	676,060	676,060
1.330	Regional Growth Strategy	426,050	426,050					426,050				22,950		403,100	403,100
1.335	Geo-Spatial Referencing System	191,690	151,660				40,030	191,690				17,250		174,440	174,440
1.350	Willis Point Fire Protect & Recreation	155,040	100,170			6,370	48,500	155,040				14,810		140,230	140,230
1.352	South Galiano Fire Protection	317,760	215,960			7,160	94,640	317,760				150		317,610	317,610
1.353	Otter Point Fire Protection	440,630	301,280			4,640	134,710	440,630				340		440,290	440,290
1.354	Malahat Fire Protection	74,060	74,060					74,060						74,060	74,060
1.355	Durrance Road Fire Protection	3,030	3,030					3,030					3,030	3,030	3,030
1.356	Pender Fire Protection	926,180	788,600				137,580	926,180				8,960		917,220	917,220
1.357	East Sooke Fire Protection	492,780	187,940	155,110		5,600	144,130	492,780				28,510	48,220	416,050	416,050
1.358	Port Renfrew Fire Protection	159,230	122,130	3,650			33,450	159,230				1,060	62,230	95,940	95,940
1.359	N. Galiano Fire Protection	216,930	150,830	48,880		7,220	10,000	216,930				510	24,440	191,980	216,420
1.360	Shirley Fire Protection	155,040	85,380				69,660	155,040				1,150		153,890	153,890
1.363	Saturna Island Fire	152,740	152,740					152,740				6,690		146,050	146,050
1.369	Electoral Area Fire Services - JDF	117,788	36,237			81,551		117,788				100		117,688	117,688
1.369	Electoral Area Fire Services - SGI	133,472	40,983			92,489		133,472						133,472	133,472
1.370	Juan de Fuca Emergency Program	86,470	68,370				18,100	86,470				240		86,230	86,230
1.371	S.S.I. Emergency Program	106,970	106,970					106,970				360		106,610	106,610
1.372	Electoral Area Emergency Program	575,670	575,670					575,670		439,570		810		135,290	135,290
1.373	S.G.I. Emergency Program	230,580	223,100				7,480	230,580				4,230		226,350	226,350

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN

Schedule A

		Expenditures					Revenue								
		2021					Total	Surplus	Recovery from	Transfers from	Other	Fee &	Parcel	Property	Requisition
		Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	2021	2020	other services	Reserves	revenue	Charges	Tax	Value Tax
1.374	Regional Emergency Program Support	135,760	135,760				135,760				9,640			126,120	126,120
1.375	Hazardous Material Incident Response	336,070	326,070			10,000	336,070				19,260			316,810	316,810
1.377	J.D.F. Search and Rescue	82,610	82,610				82,610				20,610			62,000	62,000
1.378	S.S.I. Search and Rescue	18,510	18,510				18,510				110			18,400	18,400
1.40X	SEAPARC	4,095,587	3,558,621	53,966		483,000	4,095,587				453,520	783,800		2,858,267	2,858,267
1.405	JDF EA - Community Parks	187,500	166,780		20,720		187,500				830			186,670	186,670
1.408	JDF EA - Community Recreation	95,030	87,250			7,780	95,030				21,380			73,650	73,650
1.421	West Shore - Parks & Rec - Ice Arena	-	-				-				-			-	-
1.422	West Shore - Curling Rink	-	-				-				-			-	-
1.423	West Shore - Centennial Pool - EA	-	-				-				-			-	-
1.424	West Shore - Juan de Fuca Park	-	-				-				-			-	-
1.427	West Shore - Sr. Citizens Centre	-	-				-				-			-	-
1.428	West Shore - Community Rec / Comm Rec #2	-	-				-				-			-	-
1.429	JDFPUB.BA Juan de Fuca Parks & Rec Public Building	-	-				-				-			-	-
1.430	JDFTW.BA Juan de Fuca Parks & Rec Tech Wing	-	-				-				-			-	-
1.44X	Panorama Rec. Center.	9,484,212	7,771,767	969,580		742,865	9,484,212			51,000	1,361,568	3,020,461		5,051,183	5,051,183
1.455	Salt Spring Island - Community Parks	514,550	501,490			13,060	514,550				121,440			393,110	393,110
1.458	Salt Spring Is.- Community Rec	138,410	138,410				138,410				530	87,550		50,330	50,330
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,980,160	1,380,204	164,206		435,750	1,980,160		69,080		7,950	265,160		1,637,970	1,637,970
1.465	Saturna Island Comm. Parks	25,970	19,850			6,120	25,970				1,110			24,860	24,860
1.468	Saturna Island - Community Rec.	11,990	11,990				11,990				450			11,540	11,540
1.475	Mayne Is. Com. Parks & Rec	86,670	86,670				86,670				2,950			83,720	83,720
1.476	Mayne Is. Comm. Parks (reserve)	4,010	4,010				4,010				3,630	380		-	-
1.478	Mayne Is. Community Rec.	34,410	34,410				34,410				90			34,320	34,320
1.485	North & South Pender Com. Parks	114,530	106,600		7,930		114,530				1,090			113,440	113,440
1.488	North & South Pender Com. Rec	61,470	61,470				61,470				720			60,750	60,750
1.495	Galiano Parks	70,080	64,510			5,570	70,080				70			70,010	70,010
1.498	Galiano Community Recreation	36,190	36,190				36,190				20			36,170	36,170
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	28,583,694	19,391,694		7,985,000	1,207,000	28,583,694			5,000,000	6,071,750	17,511,944		33,180	33,180
1.523	Port Renfrew Refuse Disposal	84,720	72,720			12,000	84,720		15,000		36,540			-	-
1.525	Solid Waste Disposal - Debt	648,736	6,231	642,505			648,736				2,280	646,456		-	-
1.531	Stormwater Quality Management - Sooke	48,658	48,658				48,658			11,960	166			36,532	36,532
1.533	Stormwater Quality Management - S.G.I.	45,739	45,739				45,739				469			45,270	45,270
1.535	Stormwater Quality Management - S.S.I.	22,840	22,840				22,840				60			22,780	22,780
1.536	LWMP-Stormwater Quality Management-Core	732,793	732,793				732,793				98,187			634,606	634,606
1.537	Stormwater Quality Management - Peninsula	116,262	116,262				116,262				3,249			113,013	113,013
1.538	Source - Stormwater Quality - Peninsula	54,838	54,838				54,838				1,463			53,375	53,375
1.57X	Environmental Services	17,222,904	16,949,372			273,532	17,222,904		17,154,349	68,555				-	-
1.911	911 Systems	3,457,600	1,813,630	1,629,170		14,800	3,457,600				3,122,350	212,240		123,010	123,010
1.912A	911 Call Answer - RCMP	601,590	601,590				601,590				456,900			144,690	144,690
1.912B	911 Call Answer - Municipalities	-	-				-		918,460		(45,000)			(873,460)	(873,460)
1.913	913 Fire Dispatch	701,970	699,250			2,720	701,970				12,630			689,340	689,340
1.921	Regional CREST Contribution	1,718,350	1,718,350				1,718,350				107,290			1,611,060	1,611,060
1.923	Emergency Comm - CREST - S.G.I.	164,880	164,880				164,880				1,640			163,240	163,240
1.924	Emergency Comm - CREST - J.D.F.	111,550	111,550				111,550				260			111,290	111,290
1.925	Emergency Comm - CREST - S.S.I.	90,970	90,970				90,970				120			90,850	90,850
2.610	Saanich Peninsula Water Supply	7,028,698	6,178,698			850,000	7,028,698				500	7,028,198		-	-
2.620	SSI Highland Water System	37,390	1,930	35,460			37,390						37,390	-	-
2.621	Highland / Fernwood Water - SSI	394,480	287,493	41,217		65,770	394,480				600	338,880	55,000	55,000	55,000
2.622	Cedars of Tuam	31,630	27,090	4,540			31,630				50	31,580		-	-
2.624	Beddis Water	240,010	164,670	43,796		31,544	240,010				100	170,610	69,300	69,300	69,300
2.626	Fulford Water	218,420	144,890	55,220		18,310	218,420				600	143,030	74,790	74,790	74,790
2.628	Cedar Lane Water (S.S.I.)	70,900	54,650	9,860		6,390	70,900			6,000	240	42,590	22,070	22,070	22,070
2.630	Magic Lakes Estate Water System	988,520	615,639	306,961		65,920	988,520			20,000	8,400	311,200	648,920	648,920	648,920
2.635	Magic Lakes Estate Water (2)	-	-				-							-	-
2.640	Saturna Island Water System (Lyall Harbour)	218,780	150,617	44,523		23,640	218,780				190	97,430	121,160	121,160	121,160
2.642	Skana Water (Mayne)	105,290	49,392	44,338		11,560	105,290				100	44,920	60,270	60,270	60,270
2.650	Port Renfrew Water	114,026	104,026			10,000	114,026				546	56,740	56,740	56,740	56,740
2.655	Snuggery Cove (Port Renfrew)	-	-				-							-	-
2.660	Fernwood Water	19,480	1,830	17,650			19,480						19,480	19,480	19,480
2.665	Sticks Allison Water (Galiano)	56,135	47,955			8,180	56,135				100	46,035	5,000	5,000	5,000
2.667	Surfside Park Estates (Mayne)	110,850	85,430	4,320		21,100	110,850			5,000	100	74,310	34,440	34,440	34,440
2.670	Regional Water Supply	34,229,008	15,245,121	11,898,504		6,800,000	34,229,008				621,450	33,607,558		-	-
2.680	Juan de Fuca Water Distribution	20,307,419	12,357,557	2,188,601		5,500,000	20,307,419		6,000	81,292	181,070	20,039,057		-	-
2.691	Wilderness Mountain Water Service	257,600	121,160	136,440			257,600				130	137,255	120,215	120,215	120,215
3.700	Septage Disposal - Municipal	298,641	298,641				298,641	172,245			77,309	1,850		47,237	47,237
3.700	Septage Disposal - JDF Service Area	285	285				285							285	285
3.701	Millstream Remediation Service	152,725	7,821	144,904			152,725			62,884	26,957			62,884	62,884
3.705	S.S.I. Septage/Composting	856,810	538,465	295,835		22,510	856,810				740	446,080	409,990	409,990	409,990
3.707	On Site System Management Program - LWMP	196,811	196,811				196,811				11,964		184,847	184,847	184,847
3.71X	Trk Swrs & Swge Disp - oper	12,355,862	11,019,425	821,157		515,280	12,355,862		576,263		7,944,149			3,735,450	3,735,450
3.7XX	Trk Swrs - debt	45,557,552	14,179,830	27,075,288		4,302,434	45,557,552				34,822,323			10,735,229	10,735,229
3.720	LWMP (Peninsula) - Implementation	12,357	12,357				12,357				234			12,123	12,123
3.750	LWMP	969,158	969,158				969,158				427,843			541,315	541,315
3.752	Harbours Program	356,570	356,570				356,570				25,411			331,159	331,159
3.755	Regional Source Control	1,628,462	1,628,462				1,628,462		45,000	23,345	116,506	63,000		1,380,611	1,380,611
3.810	Ganges Sewer	1,080,107	740,667	261,320		78,120	1,080,107			80,000	1,030	944,947	54,130	54,130	54,130
3.820	Maliview Estates Sewer System	258,280	106,100	122,770			258,280				27,150	231,130		-	-
3.830	Magic Lake Estates Sewer System	1,176,110	506,260	656,050		13,800	1,176,110		10,000		810	210,480	954,820	954,820	954,820
3.850	Port Renfrew Sewer														

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN

Schedule A

		Expenditures						Revenue								
		2022 Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	2022	Surplus 2021	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022
1.010	Legislative & General Government	18,649,598	18,152,368			275,100	222,130	18,649,598		9,719,098	19,960	1,064,470	16,050		7,830,020	7,830,020
1.10X	Facilities and Risk	2,996,831	2,903,329				93,502	2,996,831		2,668,117		186,609			142,105	142,105
1.101	G.I.S.	606,160	571,060			35,100		606,160		537,530		3,310			65,320	65,320
1.103	Elections	186,640	186,640					186,640			56,490	110,150			20,000	20,000
1.104	U.B.C.M.	20,070	20,070					20,070				100			19,970	19,970
1.109	Electoral Area Admin Exp - JDF	58,410	57,910				500	58,410				240			58,170	58,170
1.110	Electoral Area Admin Exp - SGI	331,210	330,210				1,000	331,210				11,290			319,920	319,920
1.111	Electoral Area Admin Exp - SSI	612,990	607,510				5,480	612,990		129,510		1,040			482,440	482,440
1.112	Regional Grant in Aid															
1.114	Grant-in-Aid - Juan de Fuca	41,260	41,260					41,260				260			41,000	41,000
1.116	Grant-in-Aid - Salt Spring Island	31,480	31,480					31,480				610			30,870	30,870
1.117	Grant-in-Aid - Southern Gulf Islands	79,110	79,110					79,110				790			78,320	78,320
1.119	Vancouver Island Regional Library	322,000	322,000					322,000				830			321,170	321,170
1.121	Sooke Regional Museum	201,210	201,210					201,210				320			200,890	200,890
1.122	JDF Economic Development Commission															
1.123	Prov. Court of B.C. (Family Court)	187,418	126,080				61,338	187,418				224,181			(36,763)	(36,763)
1.124	SSI Economic Development Commission	57,490	57,490					57,490				570			56,920	56,920
1.125	SGI Economic Development Commission	45,750	45,750					45,750				520			45,230	45,230
1.126	Victoria Family Court Committee	16,000	16,000					16,000				1,000			15,000	15,000
1.128	Greater Victoria Police Victim Services	297,294	297,294					297,294				16,589			280,705	280,705
1.129	Vancouver Island Regional Library - Debt	306,120		306,120				306,120				306,120				
1.133	Langford E.A. - Greater Victoria Public Library	32,170	32,170					32,170				130			32,040	32,040
1.137	Galiano Island Library Service	61,770	34,350	27,420				61,770				190			61,580	61,580
1.138	Southern Gulf Islands Regional Library	188,960	188,960					188,960				1,560			187,400	187,400
1.141	Salt Spring Island Public Library	631,300	445,320	173,730			12,250	631,300				1,020			630,280	630,280
1.15X	Municipalities' Own Debt - M.F.A.	13,062,065	73,280	12,988,785				13,062,065				73,280			12,988,785	12,988,785
1.170	Gossip Island Electric Power Supply	57,870	1,420	56,450				57,870				100	57,770		57,770	57,770
1.224	Community Health - Homeless Sec.	524,220	524,220					524,220				122,760			401,460	401,460
1.226	Community Health (CHR) Facilities	1,539,945	986,414				553,531	1,539,945				1,539,945				
1.228	Galiano Health Service	86,700	86,700					86,700				130			86,570	86,570
1.230	Traffic Safety Commission	80,040	80,040					80,040				3,680			76,360	76,360
1.232	Port Renfrew Street Lighting	8,750	8,750					8,750				30	4,360	4,360		
1.234	S.S.I. Street Lighting	28,000	28,000					28,000				30			27,970	27,970
1.235	S. G. I. Small Craft Harbour Facilities	384,090	219,140	85,690			79,260	384,090				2,700	96,500	284,890	284,890	284,890
1.236	Salt Spring Island Fernwood Dock	31,760	21,160				10,600	31,760				180		31,580	31,580	31,580
1.238A	Community Transit (S.S.I.)	462,850	453,850				9,000	462,850				224,800			238,050	238,050
1.238B	Community Transportation (S.S.I.)	146,730	70,400				76,330	146,730				480			146,250	146,250
1.280	Regional Parks	10,856,973	8,636,021	541,480		112,615	1,566,857	10,856,973		47,115		837,954	279,405		9,692,499	9,692,499
1.280A	Regional Parks - Land Acquisition	3,687,140					3,687,140	3,687,140							3,687,140	3,687,140
1.290	Royal Theatre	580,000	100,000			101,000	379,000	580,000				580,000			580,000	580,000
1.295	McPherson Theatre	786,504	350,000			88,000	348,504	786,504				36,504			750,000	750,000
1.297	Arts Grants	2,960,716	2,959,276				1,440	2,960,716				157,064			2,803,652	2,803,652
1.299	Salt Spring Island Arts	97,770	97,770					97,770				160			97,610	97,610
1.309	Climate Action and Adaptation	394,831	394,831					394,831				20,812			374,019	374,019
1.310	Land Banking & Housing	3,002,406	670,943	2,329,463			2,000	3,002,406		264,633		530,370	2,000		2,205,403	2,205,403
1.311	Regional Housing Trust Fund															
1.313	Animal Care Services	1,204,870	1,183,700				21,170	1,204,870				719,590	48,020		437,260	437,260
1.314	SGI House Numbering	13,900	13,900					13,900				170			13,730	13,730
1.316	SSI Building Numbering	14,130	14,130					14,130				20			14,110	14,110
1.317	JDF Building Numbering	18,990	18,990					18,990				20			18,970	18,970
1.318	Building Inspection	1,476,630	1,446,630				30,000	1,476,630		47,900		2,160	884,200		542,370	542,370
1.319	Soil Deposit Removal	5,870	5,870					5,870				120			5,750	5,750
1.320	Noise Control	31,170	31,170					31,170				230			30,940	30,940
1.322	Nuisances & Unsightly Premises	48,620	48,620					48,620				320			48,300	48,300
1.323	By-Law Enforcement	503,825	481,125				22,700	503,825		477,675		26,150				
1.324	Regional Planning Services	1,930,990	1,920,990				10,000	1,930,990		167,960	540,000	74,160			1,148,870	1,148,870
1.325	Electoral Area Services - Planning	749,826	671,986				77,840	749,826				2,870	24,900		705,680	705,680
1.330	Regional Growth Strategy	433,330	433,330					433,330				23,410			409,920	409,920
1.335	Geo-Spatial Referencing System	195,180	154,680				40,500	195,180				17,250			177,930	177,930
1.350	Willis Point Fire Protect & Recreation	157,360	102,390			6,470	48,500	157,360				15,030			142,330	142,330
1.352	South Galiano Fire Protection	324,110	220,260			7,300	96,550	324,110				150			323,960	323,960
1.353	Otter Point Fire Protection	454,500	312,370			4,740	137,390	454,500				340			454,160	454,160
1.354	Malahat Fire Protection	75,540	75,540					75,540							75,540	75,540
1.355	Durrance Road Fire Protection	3,030	3,030					3,030					3,030		3,030	3,030
1.356	Pender Fire Protection	939,940	800,300				139,640	939,940				8,960			930,980	930,980
1.357	East Sooke Fire Protection	503,130	191,270	155,110		5,600	151,150	503,130				28,980	50,630		423,520	423,520
1.358	Port Renfrew Fire Protection	162,360	124,560	3,850			34,150	162,360				1,060	63,470		97,830	97,830
1.359	N. Galiano Fire Protection	220,070	153,830	48,880		7,360	10,000	220,070				510		24,440	195,120	219,560
1.360	Shirley Fire Protection	158,120	88,460				69,660	158,120				1,150			156,970	156,970
1.363	Saturna Island Fire	152,790	152,790					152,790				6,690			146,100	146,100
1.369	Electoral Area Fire Services - JDF	66,727	66,727					66,727				100			66,627	66,627
1.369	Electoral Area Fire Services - SGI	75,563	75,563					75,563							75,563	75,563
1.370	Juan de Fuca Emergency Program	88,190	69,740				18,450	88,190				240			87,950	87,950
1.371	S.S.I. Emergency Program	109,100	109,100					109,100				360			108,740	108,740
1.372	Electoral Area Emergency Program	583,450	583,450					583,450		444,640		810			138,000	138,000
1.373	S.G.I. Emergency Program	235,110	227,510				7,600	235,110				4,230			230,880	230,880

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN

		Expenditures						Revenue							Schedule A		
		2022							Total	Surplus	Recovery from	Transfers from	Other	Fee & Charges	Parcel Tax	Property Value Tax	Requisition
		Total	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	2022	2021	other services	Reserves	revenue				2022	
1.374	Regional Emergency Program Support	138,910	138,910					138,910				9,640			129,270	129,270	
1.375	Hazardous Material Incident Response	342,580	332,580				10,000	342,580				19,260			323,320	323,320	
1.377	J.D.F. Search and Rescue	82,610	82,610					82,610				20,610			62,000	62,000	
1.378	S.S.I. Search and Rescue	18,870	18,870					18,870				110			18,760	18,760	
1.40X	SEAPARC	4,160,936	3,623,970	53,966			483,000	4,160,936				462,330	797,870		2,900,736	2,900,736	
1.405	JDF EA - Community Parks	191,230	170,100			21,130		191,230				830			190,400	190,400	
1.408	JDF EA - Community Recreation	96,920	88,990				7,930	96,920				21,800			75,120	75,120	
1.421	West Shore - Parks & Rec - Ice Arena	-	-					-				-			-	-	
1.422	West Shore - Curling Rink	-	-					-				-			-	-	
1.423	West Shore - Centennial Pool - EA	-	-					-				-			-	-	
1.424	West Shore - Juan de Fuca Park	-	-					-				-			-	-	
1.427	West Shore - Sr. Citizens Centre	-	-					-				-			-	-	
1.428	West Shore - Community Rec / Comm Rec #2	-	-					-				-			-	-	
1.429	JDFPUB.BA Juan de Fuca Parks & Rec Public Building	-	-					-				-			-	-	
1.430	JDFTW.BA Juan de Fuca Parks & Rec Tech Wing	-	-					-				-			-	-	
1.44X	Panorama Rec. Center.	9,569,382	7,850,390	969,580			749,412	9,569,382				1,368,491	3,055,252		5,145,639	5,145,639	
1.455	Salt Spring Island - Community Parks	524,840	510,040				14,800	524,840				123,870			400,970	400,970	
1.458	Salt Spring Is. - Community Rec	141,180	141,180					141,180				540	89,300		51,340	51,340	
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,999,260	1,405,720	137,230			456,310	1,999,260		69,080		8,100	270,470		1,651,610	1,651,610	
1.465	Saturna Island Comm. Parks	26,470	20,350				6,120	26,470				1,110			25,360	25,360	
1.468	Saturna Island - Community Rec.	12,230	12,230					12,230				450			11,780	11,780	
1.475	Mayne Is. Com. Parks & Rec	88,400	88,400					88,400				2,950			85,450	85,450	
1.476	Mayne Is. Comm. Parks (reserve)	4,010	4,010					4,010				3,630	380		-	-	
1.478	Mayne Is. Community Rec.	35,100	35,100					35,100				90			35,010	35,010	
1.485	North & South Pender Com. Parks	116,800	108,870			7,930		116,800				1,090			115,710	115,710	
1.488	North & South Pender Com. Rec	62,700	62,700					62,700				720			61,980	61,980	
1.495	Galiano Parks	71,480	54,630				16,850	71,480				70			71,410	71,410	
1.498	Galiano Community Recreation	36,240	36,240					36,240				20			36,220	36,220	
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,833,615	19,416,615			4,210,000	1,207,000	24,833,615			1,250,000	6,071,750	17,511,865		-	-	
1.523	Port Renfrew Refuse Disposal	86,040	74,040				12,000	86,040		15,000		37,200			33,840	33,840	
1.525	Solid Waste Disposal - Debt	648,815	6,310	642,505				648,815				2,280	646,535		-	-	
1.531	Stormwater Quality Management - Sooke	59,687	59,687					59,687			22,257	167			37,263	37,263	
1.533	Stormwater Quality Management - S.G.I.	46,652	46,652					46,652				472			46,180	46,180	
1.535	Stormwater Quality Management - S.S.I.	23,290	23,290					23,290				60			23,230	23,230	
1.536	LWMP-Stormwater Quality Management-Core	747,447	747,447					747,447				100,150			647,298	647,298	
1.537	Stormwater Quality Management - Peninsula	118,588	118,588					118,588				3,315			115,274	115,274	
1.538	Source - Stormwater Quality - Peninsula	55,935	55,935					55,934				1,492			54,442	54,442	
1.57X	Environmental Services	17,560,156	17,281,940				278,215	17,560,156		17,490,222	69,934				-	-	
1.911	911 Systems	3,494,010	1,850,040	1,629,170			14,800	3,494,010				3,152,060	216,480		125,470	125,470	
1.912A	911 Call Answer - RCMP	611,100	611,100					611,100					466,040		145,060	145,060	
1.912B	911 Call Answer - Municipalities	-	-					-		936,830		(45,000)			(891,830)	(891,830)	
1.913	913 Fire Dispatch	715,800	713,240				2,560	715,800				12,630			703,170	703,170	
1.921	Regional CREST Contribution	1,752,720	1,752,720					1,752,720				109,440			1,643,280	1,643,280	
1.923	Emergency Comm - CREST - S.G.I.	168,180	168,180					168,180				1,640			166,540	166,540	
1.924	Emergency Comm - CREST - J.D.F.	113,780	113,780					113,780				260			113,520	113,520	
1.925	Emergency Comm - CREST - S.S.I.	92,800	92,800					92,800				120			92,680	92,680	
2.610	Saanich Peninsula Water Supply	7,348,962	6,398,962				950,000	7,348,962				500	7,348,462		-	-	
2.620	SSI Highland Water System	37,430	1,970	35,460				37,430						37,430	-	-	
2.621	Highland / Fernwood Water - SSI	400,820	293,211	41,219			66,390	400,820				600	345,220	55,000		55,000	
2.622	Cedars of Tuam	32,240	27,600					32,240				50	32,190		-	-	
2.624	Beddis Water	243,170	167,969	52,958			22,243	243,170				100	174,060	69,010		69,010	
2.626	Fulford Water	221,440	147,770	14,150			59,520	221,440				600	146,050	74,790		74,790	
2.628	Cedar Lane Water (S.S.I.)	65,840	49,600	9,860			6,380	65,840				240	43,260	22,340		22,340	
2.630	Magic Lakes Estate Water System	997,790	607,549	324,001			66,240	997,790				8,400	311,200	678,190		678,190	
2.635	Magic Lakes Estate Water (2)	-	-					-							-	-	
2.640	Saturna Island Water System (Lyal Harbour)	239,310	159,637	55,963			23,710	239,310		6,000		190	98,750	134,370		134,370	
2.642	Skana Water (Mayne)	108,500	52,364	44,346			11,790	108,500		2,000		100	46,130	60,270		60,270	
2.650	Port Renfrew Water	115,875	105,875				10,000	115,875				545	57,640	57,690		57,690	
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-	
2.660	Fernwood Water	19,520	1,870	17,650				19,520						19,520		19,520	
2.665	Sticks Allison Water (Galiano)	52,027	43,787				8,240	52,027				100	46,927	5,000		5,000	
2.667	Surfside Park Estates (Mayne)	110,540	85,074	(4)			25,470	110,540				100	75,550	34,890		34,890	
2.670	Regional Water Supply	35,596,009	15,540,815	12,364,104		7,400,000	291,090	35,596,009				621,450	34,974,559		-	-	
2.680	Juan de Fuca Water Distribution	21,149,957	12,726,558	2,156,913		6,000,000	266,486	21,149,957		6,000	36,271	181,070	20,926,616		-	-	
2.691	Wilderness Mountain Water Service	262,090	123,570	138,520				262,090				130	139,500	122,460		122,460	
3.700	Septage Disposal - Municipal	268,039	268,039					268,039	141,643			77,309	1,850		47,237	47,237	
3.700	Septage Disposal - JDF Service Area	285	285					285							285	285	
3.701	Millstream Remediation Service	152,871	7,967	144,904				152,871		62,946		26,979			62,946	62,946	
3.705	S.S.I. Septage/Composting	867,660	549,229	295,831			22,600	867,660				740	456,870	410,050		410,050	
3.707	On Site System Management Program - LWMP	200,508	200,508					200,508				11,964		188,544		188,544	
3.71X	Trk Swrs & Swge Disp - oper	12,748,910	11,187,319	1,040,972			520,619	12,748,910		587,791		50,000	8,238,763		3,872,357	3,872,357	
3.7XX	Trk Swrs - debt	44,956,428	14,446,800	26,488,780		4,020,848		44,956,428				34,322,234			10,634,194	10,634,194	
3.720	LWMP (Peninsula) - Implementation	12,599	12,599					12,599				234			12,365	12,365	
3.750	LWMP	969,158	969,158					969,158				427,843			541,315	541,315	
3.752	Harbours Program	363,192	363,192					363,192				25,410			337,782	337,782	
3.755	Regional Source Control	1,656,673	1,656,673					1,656,673		45,000	22,409	118,041	63,000		1,408,223	1,408,223	
3.810	Ganges Sewer	1,023,853	683,853	261,320			78,680	1,023,853			10,000	1,020	958,703	54,130		54,130	
3.820	Maliview Estates Sewer System	260,760	108,191	122,769													

BYLAW NO: 4230

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)		2018	2019	2020	2021	2022	TOTAL
EXPENDITURE							
B	Buildings	18,462,022	11,846,399	12,629,264	9,486,000	2,960,000	55,383,685
E	Equipment	8,744,019	4,585,339	3,802,366	3,424,202	2,602,601	23,158,527
L	Land	1,455,158	2,196,866	1,444,414	200,000	600,000	5,896,439
S	Engineered Structures	183,151,173	237,939,279	254,238,000	58,439,000	32,104,000	765,871,452
V	Vehicles	1,881,400	1,840,450	1,523,000	952,500	861,500	7,058,850
		213,693,772	258,408,333	273,637,044	72,501,702	39,128,101	857,368,953
SOURCE OF FUNDS							
C	Capital Funds on Hand	43,861,885	40,165,564	43,874,000	12,215,000	11,510,000	151,626,449
D	Debenture Debt (New Debt Only)	102,251,000	153,174,000	(111,934,000)	12,759,000	17,464,000	173,714,000
E	Equipment Replacement Fund	4,962,570	3,725,081	3,663,366	3,200,902	2,666,401	18,218,320
G	Grants (Federal, Provincial)	43,536,430	51,045,151	328,947,414	32,525,000	2,425,000	458,478,996
O	Donations / Third Party Funding	629,384	744,708	49,000	1,236,300	109,700	2,769,092
R	Reserve Fund	18,452,503	9,553,829	9,037,264	10,565,500	4,953,000	52,562,096
		213,693,772	258,408,333	273,637,044	72,501,702	39,128,101	857,368,953

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2018														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	3,420	0	0	0	0	3,420	0	0	3,420	0	0	0	3,420
1.015	Real Estate	950	0	0	0	0	950	0	0	950	0	0	0	950
1.016	Human Resources	9,400	0	0	0	0	9,400	0	0	9,400	0	0	0	9,400
1.017	Finance	30,350	0	0	0	0	30,350	0	0	30,350	0	0	0	30,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	440,000	0	0	0	0	440,000	0	0	440,000	0	0	0	440,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	35,700	0	0	0	0	35,700	0	0	35,700	0	0	0	35,700
1.105	Facility Management	4,200	35,000	0	0	0	39,200	0	0	39,200	0	0	0	39,200
1.106	Facilities and Risk	100,000	0	120,953	0	0	220,953	0	0	0	220,953	0	0	220,953
1.107	Corporate Satellite Facilities	15,000	0	26,000	0	0	41,000	0	0	0	41,000	0	0	41,000
1.111	SSI Admin. Expenditures	2,000	0	0	0	0	2,000	0	0	2,000	0	0	0	2,000
1.118	Corporate Communications	1,540	0	0	0	0	1,540	0	0	1,540	0	0	0	1,540
1.123	Family Court Building	0	0	45,000	0	0	45,000	0	0	0	45,000	0	0	45,000
1.141	SSI Public Library	9,000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	162,000	0	249,214	0	0	411,214	0	30,000	0	381,214	0	0	411,214
1.235	SGI Small Craft Harbour Facilities	0	0	0	1,030,000	0	1,030,000	0	782,500	0	247,500	0	0	1,030,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	20,000	0	20,000	0	15,000	0	5,000	0	0	20,000
1.238B	Community Transportation (SSI)	0	0	0	1,818,000	0	1,818,000	0	0	0	1,132,720	685,280	0	1,818,000
1.280	Regional Parks	808,780	283,000	80,000	7,675,357	69,899	8,917,036	4,035,000	2,843,036	491,000	1,413,000	0	135,000	8,917,036
1.290	Royal Theatre	257,393	0	364,244	0	0	621,637	0	126,637	0	428,000	0	67,000	621,637
1.295	McPherson Theatre	200,000	0	576,358	0	0	776,358	0	131,358	0	645,000	0	0	776,358
1.297	Arts Grants and Development	1,890	0	0	0	0	1,890	0	0	1,890	0	0	0	1,890
1.310	Land Banking and Housing	3,000	0	0	0	0	3,000	0	0	3,000	0	0	0	3,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	0	0	0	0	0	0	0	0	0	0	0	0	0
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	2,800	0	0	0	0	2,800	0	0	2,800	0	0	0	2,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.352	South Galiano Fire	25,000	0	40,000	0	0	65,000	0	0	25,000	0	40,000	0	65,000
1.353	Otter Point Fire	25,000	0	0	0	0	25,000	0	0	0	25,000	0	0	25,000
1.356	Pender Island Fire	45,500	85,000	168,000	20,000	0	318,500	0	0	130,500	188,000	0	0	318,500
1.357	East Sooke Fire	9,200	0	0	0	0	9,200	0	0	9,200	0	0	0	9,200
1.358	Port Renfrew Fire	555,000	0	10,000	0	0	565,000	0	0	5,000	10,000	550,000	0	565,000
1.359	North Galiano Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.360	Shirley Fire Department	0	0	40,000	0	0	40,000	0	0	0	40,000	0	0	40,000
1.369	Electoral Area Fire Services	5,000	30,000	0	0	0	35,000	0	0	0	30,000	0	5,000	35,000
1.370	JDF Emergency Program	4,870	0	0	0	0	4,870	0	0	4,870	0	0	0	4,870
1.372	Emergency Planning Coordination	0	30,000	0	0	0	30,000	0	0	30,000	0	0	0	30,000
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	183,265	0	1,190,720	0	0	1,373,985	0	202,285	128,200	843,500	200,000	0	1,373,985
1.405	JDF EA Community Parks & Recreation	0	0	0	0	166,000	166,000	0	20,000	0	0	146,000	0	166,000
1.44X	Panorama Recreation	488,961	35,000	1,205,533	15,000	0	1,744,494	0	868,944	315,350	545,200	15,000	0	1,744,494
1.459	SSI Park Land & Rec Programs	40,000	0	275,000	193,000	30,000	538,000	0	250,000	0	105,000	183,000	0	538,000
1.521	Environmental Resource Management	253,000	30,000	0	4,509,000	0	4,792,000	0	3,973,000	283,000	536,000	0	0	4,792,000
1.575	Environmental Administration Services	20,850	0	0	0	0	20,850	0	0	20,850	0	0	0	20,850
1.576	Environmental Engineering Services	37,000	35,000	0	0	0	72,000	0	0	72,000	0	0	0	72,000
1.577	IW - Environmental Operations	546,000	0	0	0	0	546,000	0	0	546,000	0	0	0	546,000
1.578	Environmental Protection	112,950	48,400	0	0	0	161,350	0	0	91,350	0	0	70,000	161,350
1.911	911 Call Answer	1,413,000	0	12,187,000	0	0	13,600,000	13,600,000	0	0	0	0	0	13,600,000
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	1,650,000	1,605,000	0	3,255,000	0	0	50,000	3,205,000	0	0	3,255,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2018														
		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debtenture Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
2.620	Highland Water (SSI)	0	0	0	95,561	0	95,561	0	80,000	0	0	15,561	0	95,561
2.621	Highland & Fernwood Water (SSI)	0	0	0	20,000	0	20,000	0	0	0	20,000	0	0	20,000
2.622	Cedars of Tuam Water (SSI)	0	0	0	9,100	0	9,100	0	9,100	0	0	0	0	9,100
2.624	Beddis Water (SSI)	0	0	0	37,130	0	37,130	0	0	0	20,000	17,130	0	37,130
2.626	Fulford Water (SSI)	0	0	0	55,162	0	55,162	0	24,162	0	31,000	0	0	55,162
2.628	Cedar Lane Water (SSI)	5,000	0	0	10,000	0	15,000	0	0	0	10,000	5,000	0	15,000
2.630	Magic Lake Estates Water (Pender)	125,000	0	0	435,000	0	560,000	0	0	0	560,000	0	0	560,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	2,000	0	0	100,000	0	102,000	0	5,000	0	64,616	0	32,384	102,000
2.642	Skana Water (Mayne)	400,000	0	0	35,000	0	435,000	400,000	0	0	35,000	0	0	435,000
2.650	Port Renfrew Water	0	0	0	499,000	0	499,000	0	21,000	0	0	158,000	320,000	499,000
2.660	Fernwood Water (SSI)	5,000	0	0	0	0	5,000	0	5,000	0	0	0	0	5,000
2.665	Sticks Allison Water (Galiano)	0	0	0	6,000	0	6,000	0	0	0	6,000	0	0	6,000
2.667	Surfside Park Estates (Mayne)	20,000	0	0	30,200	0	50,200	0	0	0	50,200	0	0	50,200
2.670	Regional Water Supply	1,872,500	865,000	194,000	10,430,063	185,000	13,546,563	7,700,000	4,911,563	935,000	0	0	0	13,546,563
2.680	JDF Water Distribution	407,500	405,000	40,000	10,877,100	0	11,729,600	5,200,000	2,717,500	405,000	4,057,100	0	(650,000)	11,729,600
2.691	Wilderness Mountain Water Service	0	0	0	25,000	2,500	27,500	0	2,500	0	10,000	15,000	0	27,500
3.701	Millstream Site Remediation	0	0	0	0	1,001,759	1,001,759	0	842,300	0	0	159,459	0	1,001,759
3.705	SSI Septage / Composting	0	0	0	175,000	0	175,000	70,000	105,000	0	0	0	0	175,000
3.710	North West Trunk Sewer	0	0	0	690,000	0	690,000	0	135,000	100,000	455,000	0	0	690,000
3.712	North East Trunk Sewer	0	0	0	125,000	0	125,000	0	0	100,000	25,000	0	0	125,000
3.713	East Coast Interceptor	0	0	0	795,000	0	795,000	0	70,000	0	725,000	0	0	795,000
3.715	North East Trunk 2 (Bowker)	0	0	0	820,000	0	820,000	0	0	0	820,000	0	0	820,000
3.718	Saanich Peninsula Wastewater	0	0	0	2,157,500	0	2,157,500	0	140,000	595,000	1,422,500	0	0	2,157,500
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	134,691,000	0	134,691,000	68,446,000	24,933,000	0	0	41,312,000	0	134,691,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	3,450,000	0	3,450,000	3,450,000	0	0	0	0	0	3,450,000
3.820	Malview Sewer Utility (SSI)	0	0	0	43,000	0	43,000	0	8,000	0	0	35,000	0	43,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	625,000	0	625,000	0	610,000	0	15,000	0	0	625,000
3.850	Port Renfrew Sewer	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
TOTAL		8,744,019	1,881,400	18,462,022	183,151,173	1,455,158	213,693,772	102,901,000	43,861,885	4,962,570	18,452,503	43,536,430	(20,616)	213,693,772

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														Schedule B
2019		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debtenture Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	970	0	0	0	0	970	0	0	970	0	0	0	970
1.016	Human Resources	3,880	0	0	0	0	3,880	0	0	3,880	0	0	0	3,880
1.017	Finance	22350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	1000	0	0	0	0	1,000	0	0	1,000	0	0	0	1,000
1.022	Information Technology	490000	0	0	0	0	490,000	0	0	490,000	0	0	0	490,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	7325	0	0	0	0	7,325	0	0	7,325	0	0	0	7,325
1.105	Facility Management	23400	0	0	0	0	23,400	0	0	23,400	0	0	0	23,400
1.106	Facilities and Risk	0	0	34,729	0	0	34,729	0	0	0	34,729	0	0	34,729
1.107	Corporate Satellite Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	S&I Admin. Expenditures	1200	0	0	0	0	1,200	0	0	1,200	0	0	0	1,200
1.111	S&I Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	6,240	0	0	0	0	6,240	0	0	6,240	0	0	0	6,240
1.123	Family Court Building	0	0	50,000	0	0	50,000	0	0	0	50,000	0	0	50,000
1.141	S&I Public Library	9000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	S&I Small Craft Harbour Facilities	0	0	0	1,146,000	0	1,146,000	359,000	0	0	437,000	0	350,000	1,146,000
1.236	S&I Small Craft Harbour (Fernwood Dock)	0	0	0	22,500	0	22,500	0	0	0	22,500	0	0	22,500
1.238B	Community Transportation (S&I)	0	0	0	52,000	0	52,000	0	0	0	52,000	0	0	52,000
1.280	Regional Parks	42000	90,500	250,000	2,760,000	20,000	3,162,500	2,015,000	0	132,500	1,015,000	0	0	3,162,500
1.290	Royal Theatre	30000	0	145,000	0	0	175,000	0	0	0	175,000	0	0	175,000
1.295	McPherson Theatre	0	0	1,000,000	0	0	1,000,000	0	0	0	1,000,000	0	0	1,000,000
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	5,070,000	0	0	5,070,000	5,070,000	0	0	0	0	0	5,070,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	35000	0	0	0	0	35,000	0	0	35,000	0	0	0	35,000
1.323	ByLaw Services	15000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.324	Regional Planning Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.325	Community Planning	2500	0	0	0	0	2,500	0	0	2,500	0	0	0	2,500
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.352	South Galiano Fire	0	0	2,460,000	0	0	2,460,000	2,460,000	0	0	0	0	0	2,460,000
1.353	Otter Point Fire	218900	0	0	0	0	218,900	0	0	188,900	30,000	0	0	218,900
1.356	Pender Island Fire	12000	68,750	0	0	0	80,750	0	0	80,750	0	0	0	80,750
1.357	East Sooke Fire	7000	80,000	0	0	0	87,000	0	0	87,000	0	0	0	87,000
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	7208	0	0	0	0	7,208	0	0	0	0	0	7,208	7,208
1.370	JDF Emergency Program	4970	0	0	0	0	4,970	0	0	4,970	0	0	0	4,970
1.372	Emergency Planning Coordination	43000	0	0	0	0	43,000	0	0	0	0	0	43,000	43,000
1.375	Hazardous Material Incident Response	10000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	73700	0	2,137,670	0	0	2,211,370	0	0	27,700	1,141,000	1,042,670	0	2,211,370
1.405	JDF EA Community Parks & Recreation	0	0	0	0	129,000	129,000	0	49,000	0	0	80,000	0	129,000
1.44X	Panorama Recreation	263800	215,000	349,000	113,600	0	941,400	0	0	419,300	477,600	0	44,500	941,400
1.459	S&I Park Land & Rec Programs	0	0	300,000	100,000	630,000	1,030,000	0	0	0	1,030,000	0	0	1,030,000
1.521	Environmental Resource Management	253000	30,000	0	2,445,000	0	2,728,000	0	1,945,000	283,000	500,000	0	0	2,728,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	37000	35,000	0	0	0	72,000	0	0	72,000	0	0	0	72,000
1.577	IW - Environmental Operations	520500	0	0	0	0	520,500	0	0	520,500	0	0	0	520,500
1.578	Environmental Protection	48396	113,200	0	0	0	161,596	0	0	161,596	0	0	0	161,596
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														Schedule B
2019		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.913	913 Fire Dispatch	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	770,000	0	770,000	0	0	50,000	720,000	0	0	770,000
2.620	Highland Water (SSI)	0	0	0	93,623	0	93,623	0	93,623	0	0	0	0	93,623
2.621	Highland & Fernwood Water (SSI)	0	0	0	150,000	0	150,000	0	0	0	150,000	0	0	150,000
2.622	Cedars of Tuam Water (SSI)	0	0	0	5,000	0	5,000	0	0	0	5,000	0	0	5,000
2.624	Beddis Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	90000	0	0	0	0	90,000	0	0	0	90,000	0	0	90,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	36000	0	0	20,000	0	56,000	16,000	0	0	40,000	0	0	56,000
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.650	Port Renfrew Water	0	0	0	300,000	0	300,000	0	0	0	0	0	300,000	300,000
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.670	Regional Water Supply	1747500	208,000	25,000	11,215,000	275,000	13,470,500	8,300,000	4,962,500	208,000	0	0	0	13,470,500
2.680	JDF Water Distribution	477500	425,000	25,000	7,275,000	0	8,202,500	3,100,000	3,507,500	425,000	1,170,000	0	0	8,202,500
2.691	Wilderness Mountain Water Service	0	0	0	110,000	0	110,000	100,000	0	0	10,000	0	0	110,000
3.701	Millstream Site Remediation	0	0	0	0	1,142,866	1,142,866	0	845,941	0	0	296,925	0	1,142,866
3.705	SSI Septage / Composting	0	0	0	1,040,000	0	1,040,000	1,000,000	0	0	40,000	0	0	1,040,000
3.710	North West Trunk Sewer	0	250,000	0	2,370,000	0	2,620,000	2,230,000	290,000	100,000	0	0	0	2,620,000
3.712	North East Trunk Sewer	0	0	0	400,000	0	400,000	0	0	100,000	300,000	0	0	400,000
3.713	East Coast Interceptor	0	150,000	0	300,000	0	450,000	450,000	0	0	0	0	0	450,000
3.715	North East Trunk 2 (Bowker)	0	175,000	0	390,000	0	565,000	565,000	0	0	0	0	0	565,000
3.718	Saanich Peninsula Wastewater	0	0	0	1,235,000	0	1,235,000	0	0	200,000	1,035,000	0	0	1,235,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	202,779,000	0	202,779,000	124,709,000	28,472,000	0	0	49,598,000	0	202,779,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	27,556	0	27,556	0	0	0	0	27,556	0	27,556
3.820	Malview Sewer Utility (SSI)	0	0	0	300,000	0	300,000	300,000	0	0	0	0	0	300,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	2,500,000	0	2,500,000	2,500,000	0	0	0	0	0	2,500,000
3.850	Port Renfrew Sewer	0	0	0	20,000	0	20,000	0	0	0	20,000	0	0	20,000
TOTAL		4,585,339	1,840,450	11,846,399	237,939,279	2,196,866	258,408,333	153,174,000	40,165,564	3,725,081	9,553,829	51,045,151	744,708	258,408,333

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														Schedule B
2020		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	2970	0	0	0	0	2,970	0	0	2,970	0	0	0	2,970
1.016	Human Resources	1,610	0	0	0	0	1,610	0	0	1,610	0	0	0	1,610
1.017	Finance	22350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	415000	0	0	0	0	415,000	0	0	415,000	0	0	0	415,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	7450	0	0	0	0	7,450	0	0	7,450	0	0	0	7,450
1.105	Facility Management	2700	70,000	0	0	0	72,700	0	0	72,700	0	0	0	72,700
1.106	Facilities and Risk	20000	0	0	0	0	20,000	0	0	0	20,000	0	0	20,000
1.107	Corporate Satellite Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0
1.109	JDF Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	3,200.00	0	0	0	0	3,200	0	0	3,200	0	0	0	3,200
1.123	Family Court Building	0	0	149,764	0	0	149,764	0	0	0	149,764	0	0	149,764
1.141	SSI Public Library	9000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	SGI Small Craft Harbour Facilities	0	0	0	143,000	0	143,000	143,000	0	0	0	0	0	143,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
1.238B	Community Transportation (SSI)	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
1.280	Regional Parks	74000	406,000	150,000	590,000	20,000	1,240,000	0	0	480,000	760,000	0	0	1,240,000
1.290	Royal Theatre	0	0	1,350,000	0	0	1,350,000	0	0	0	850,000	500,000	0	1,350,000
1.295	McPherson Theatre	0	0	500,000	0	0	500,000	0	0	0	500,000	0	0	500,000
1.297	Arts Grants and Development	1550	0	0	0	0	1,550	0	0	1,550	0	0	0	1,550
1.310	Land Banking and Housing	2000	0	10,000,000	0	0	10,002,000	10,000,000	0	2,000	0	0	0	10,002,000
1.313	Animal Care Services	15000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.318	Building Inspection	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	6800	0	0	0	0	6,800	0	0	6,800	0	0	0	6,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	30,000	0	0	0	0	30,000	0	0	30,000	0	0	0	30,000
1.352	South Galiano Fire	9000	0	0	0	0	9,000	0	0	9,000	0	0	0	9,000
1.353	Otter Point Fire	39000	0	0	0	0	39,000	0	0	9,000	30,000	0	0	39,000
1.356	Pender Island Fire	15000	187,500	0	0	0	202,500	0	0	202,500	0	0	0	202,500
1.357	East Sooke Fire	191200	160,000	0	0	0	351,200	0	0	351,200	0	0	0	351,200
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.370	JDF Emergency Program	11710	0	0	0	0	11,710	0	0	11,710	0	0	0	11,710
1.372	Emergency Planning Coordination	9000	0	0	0	0	9,000	0	0	0	0	0	9,000	9,000
1.375	Hazardous Material Incident Response	10000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.377	JDF Search and Rescue	0	0	0	0	0	0	0	0	0	0	0	0	0
1.40X	SEAPARC	292700	30,000	9,500	35,000	0	367,200	0	0	60,700	236,500	70,000	0	367,200
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	232980	180,000	95,000	0	0	507,980	0	0	372,980	95,000	0	40,000	507,980
1.459	SSI Park Land & Rec Programs	0	0	25,000	1,000,000	530,000	1,555,000	1,000,000	0	0	555,000	0	0	1,555,000
1.521	Environmental Resource Management	253000	30,000	0	4,935,000	0	5,218,000	0	1,935,000	283,000	3,000,000	0	0	5,218,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	266000	0	0	0	0	266,000	0	0	266,000	0	0	0	266,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													Schedule B	
2020		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.578	Environmental Protection	67146	22,500	0	0	0	89,646	0	0	89,646	0	0	0	89,646
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.913	913 Fire Dispatch	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	500,000	0	500,000	0	0	50,000	450,000	0	0	500,000
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.621	Highland & Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.624	Beddis Water (SSI)	0	0	0	40,000	0	40,000	0	0	0	40,000	0	0	40,000
2.626	Fulford Water (SSI)	0	0	0	50,000	0	50,000	0	0	0	50,000	0	0	50,000
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	15000	0	0	0	0	15,000	0	0	0	15,000	0	0	15,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	27000	0	0	0	0	27,000	20,000	0	0	7,000	0	0	27,000
2.642	Skana Water (Mayne)	0	0	0	25,000	0	25,000	0	0	0	25,000	0	0	25,000
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	0
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.670	Regional Water Supply	1217500	367,000	325,000	7,185,000	200,000	9,294,500	4,000,000	4,927,500	367,000	0	0	0	9,294,500
2.680	JDF Water Distribution	482500	70,000	25,000	6,875,000	0	7,452,500	1,900,000	3,462,500	70,000	2,020,000	0	0	7,452,500
2.691	Wilderness Mountain Water Service	0	0	0	550,000	0	550,000	550,000	0	0	0	0	0	550,000
3.701	Millstream Site Remediation	0	0	0	0	694,414	694,414	0	514,000	0	0	180,414	0	694,414
3.705	SSI Septage / Composting	0	0	0	75,000	0	75,000	0	0	0	75,000	0	0	75,000
3.710	North West Trunk Sewer	0	0	0	450,000	0	450,000	350,000	0	100,000	0	0	0	450,000
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	100,000
3.713	East Coast Interceptor	0	0	0	570,000	0	570,000	570,000	0	0	0	0	0	570,000
3.715	North East Trunk 2 (Bowker)	0	0	0	890,000	0	890,000	890,000	0	0	0	0	0	890,000
3.718	Saanich Peninsula Wastewater	0	0	0	290,000	0	290,000	0	0	200,000	90,000	0	0	290,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	226,880,000	0	226,880,000	(134,352,000)	33,035,000	0	0	328,197,000	0	226,880,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
3.820	Maliview Sewer Utility (SSI)	0	0	0	860,000	0	860,000	860,000	0	0	0	0	0	860,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	2,000,000	0	2,000,000	2,000,000	0	0	0	0	0	2,000,000
3.850	Port Renfrew Sewer	0	0	0	135,000	0	135,000	135,000	0	0	0	0	0	135,000
TOTAL		3,802,366	1,523,000	12,629,264	254,238,000	1,444,414	273,637,044	(111,934,000)	43,874,000	3,663,366	9,037,264	328,947,414	49,000	273,637,044

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														Schedule B
2021		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	5,900	0	0	0	0	5,900	0	0	5,900	0	0	0	5,900
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	0	0	0	0	0	0	0	0	0	0	0	0	0
1.016	Human Resources	1,640	0	0	0	0	1,640	0	0	1,640	0	0	0	1,640
1.017	Finance	22,350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	7,000	0	0	0	0	7,000	0	0	7,000	0	0	0	7,000
1.022	Information Technology	370,000	0	0	0	0	370,000	0	0	370,000	0	0	0	370,000
1.024	GM - Planning & Protective Services	3,100	0	0	0	0	3,100	0	0	3,100	0	0	0	3,100
1.025	Corporate Emergency	7,575	0	0	0	0	7,575	0	0	7,575	0	0	0	7,575
1.105	Facility Management	2,700	68,000	0	0	0	70,700	0	0	70,700	0	0	0	70,700
1.106	Facilities and Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
1.107	Corporate Satellite Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0
1.109	JDF Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	2,160	0	0	0	0	2,160	0	0	2,160	0	0	0	2,160
1.123	Family Court Building	0	0	0	0	0	0	0	0	0	0	0	0	0
1.141	SSI Public Library	0	0	0	0	0	0	0	0	0	0	0	0	0
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	SGI Small Craft Harbour Facilities	0	0	0	280,000	0	280,000	280,000	0	0	0	0	0	280,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.238B	Community Transportation (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.280	Regional Parks	40,000	140,000	0	2,775,000	20,000	2,975,000	0	0	180,000	795,000	2,000,000	0	2,975,000
1.290	Royal Theatre	0	0	2,000,000	0	0	2,000,000	0	0	0	400,000	500,000	1,100,000	2,000,000
1.295	McPherson Theatre	0	0	500,000	0	0	500,000	0	0	0	400,000	100,000	0	500,000
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	4,930,000	0	0	4,930,000	4,930,000	0	0	0	0	0	4,930,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	8,600	0	0	0	0	8,600	0	0	8,600	0	0	0	8,600
1.325	Community Planning	2,500	0	0	0	0	2,500	0	0	2,500	0	0	0	2,500
1.335	Geo-Spatial Referencing	45,000	0	0	0	0	45,000	0	0	45,000	0	0	0	45,000
1.352	South Galiano Fire	28,300	0	0	0	0	28,300	0	0	28,300	0	0	0	28,300
1.353	Otter Point Fire	28,300	0	0	0	0	28,300	0	0	28,300	0	0	0	28,300
1.356	Pender Island Fire	0	187,500	6,000	0	0	193,500	0	0	193,500	0	0	0	193,500
1.357	East Sooke Fire	7,300	0	0	0	0	7,300	0	0	7,300	0	0	0	7,300
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	126,300	0	0	0	0	126,300	0	0	0	0	126,300	0	126,300
1.370	JDF Emergency Program	7,470	0	0	0	0	7,470	0	0	7,470	0	0	0	7,470
1.372	Emergency Planning Coordination	0	0	0	0	0	0	0	0	0	0	0	0	0
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	67,200	0	0	1,000,000	0	1,067,200	0	0	27,200	540,000	500,000	0	1,067,200
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	327,200	107,000	300,000	0	0	734,200	0	0	363,700	360,500	0	10,000	734,200
1.459	SSI Park Land & Rec Programs	0	0	0	310,000	30,000	340,000	0	0	0	340,000	0	0	340,000
1.521	Environmental Resource Management	253,000	30,000	0	7,985,000	0	8,268,000	0	2,985,000	283,000	5,000,000	0	0	8,268,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	242,000	0	0	0	0	242,000	0	0	242,000	0	0	0	242,000
1.578	Environmental Protection	63,607	25,000	0	0	0	88,607	0	0	88,607	0	0	0	88,607

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2021													Schedule B	
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other		
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	5,000	
2.610	Saanich Peninsula Water Supply	0	0	0	1,500,000	0	1,500,000	0	0	50,000	1,450,000	0	1,500,000	
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
2.621	Highland & Fernwood Water (SSI)	0	0	0	50,000	0	50,000	0	0	0	50,000	0	50,000	
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
2.624	Beddis Water (SSI)	0	0	0	100,000	0	100,000	100,000	0	0	0	0	100,000	
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
2.630	Magic Lake Estates Water (Pender)	25,000	0	0	1,000,000	0	1,025,000	1,025,000	0	0	0	0	1,025,000	
2.640	Lyll Harbour Boot Cove Water (Saturna)	20,000	0	0	85,000	0	105,000	105,000	0	0	0	0	105,000	
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	
2.670	Regional Water Supply	1,417,500	185,000	1,725,000	6,650,000	150,000	10,127,500	4,900,000	5,042,500	185,000	0	0	10,127,500	
2.680	JDF Water Distribution	232,500	210,000	25,000	4,950,000	0	5,417,500	0	4,187,500	210,000	1,020,000	0	5,417,500	
2.691	Wilderness Mountain Water Service	0	0	0	500,000	0	500,000	500,000	0	0	0	0	500,000	
3.701	Millstream Site Remediation	0	0	0	0	0	0	0	0	0	0	0	0	
3.705	SSI Septage / Composting	0	0	0	0	0	0	0	0	0	0	0	0	
3.710	North West Trunk Sewer	0	0	0	400,000	0	400,000	0	0	400,000	0	0	400,000	
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	100,000	
3.713	East Coast Interceptor	0	0	0	1,190,000	0	1,190,000	1,190,000	0	0	0	0	1,190,000	
3.715	North East Trunk 2 (Bowker)	0	0	0	600,000	0	600,000	600,000	0	0	0	0	600,000	
3.718	Saanich Peninsula Wastewater	0	0	0	410,000	0	410,000	0	0	200,000	210,000	0	410,000	
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	27,054,000	0	27,054,000	(2,371,000)	0	0	29,425,000	0	27,054,000	
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
3.820	Maliview Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	1,500,000	0	1,500,000	1,500,000	0	0	0	0	1,500,000	
3.850	Port Renfrew Sewer	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL		3,424,202	952,500	9,486,000	58,439,000	200,000	72,501,702	12,759,000	12,215,000	3,200,902	10,565,500	32,525,000	1,236,300	72,501,702

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2022														Schedule B
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	1,030	0	0	0	0	1,030	0	0	1,030	0	0	0	1,030
1.016	Human Resources	4,860	0	0	0	0	4,860	0	0	4,860	0	0	0	4,860
1.017	Finance	22,350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	350,000	0	0	0	0	350,000	0	0	350,000	0	0	0	350,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	12,500	0	0	0	0	12,500	0	0	12,500	0	0	0	12,500
1.105	Facility Management	8,400	0	0	0	0	8,400	0	0	8,400	0	0	0	8,400
1.106	Facilities and Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
1.107	Corporate Satellite Facilities	0	0	0	0	0	0	0	0	0	0	0	0	0
1.109	JDF Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	1,670	0	0	0	0	1,670	0	0	1,670	0	0	0	1,670
1.123	Family Court Building	0	0	0	0	0	0	0	0	0	0	0	0	0
1.141	SSI Public Library	0	0	0	0	0	0	0	0	0	0	0	0	0
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	SGI Small Craft Harbour Facilities	0	0	0	545,000	0	545,000	545,000	0	0	0	0	0	545,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.238B	Community Transportation (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.280	Regional Parks	48,000	170,000	0	2,700,000	20,000	2,938,000	0	0	218,000	720,000	2,000,000	0	2,938,000
1.290	Royal Theatre	0	0	800,000	0	0	800,000	0	0	0	300,000	400,000	100,000	800,000
1.295	McPherson Theatre	0	0	0	0	0	0	0	0	0	0	0	0	0
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	0	0	0	0	0	0	0	0	0	0	0
1.313	Animal Care Services	15,000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.318	Building Inspection	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	12,800	0	0	0	0	12,800	0	0	12,800	0	0	0	12,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.352	South Galiano Fire	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.353	Otter Point Fire	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.356	Pender Island Fire	8,000	187,500	0	0	0	195,500	0	0	195,500	0	0	0	195,500
1.357	East Sooke Fire	7,400	0	0	0	0	7,400	0	0	7,400	0	0	0	7,400
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.370	JDF Emergency Program	0	0	0	0	0	0	0	0	0	0	0	0	0
1.372	Emergency Planning Coordination	9,700	0	0	0	0	9,700	0	0	0	0	0	9,700	9,700
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	61,000	0	0	0	400,000	461,000	400,000	0	21,000	40,000	0	0	461,000
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	295,300	0	110,000	70,000	0	475,300	0	0	232,300	243,000	0	0	475,300
1.459	SSI Park Land & Rec Programs	0	0	0	50,000	30,000	80,000	0	0	0	80,000	0	0	80,000
1.521	Environmental Resource Management	253,000	30,000	0	4,210,000	0	4,493,000	0	2,960,000	283,000	1,250,000	0	0	4,493,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	150,000	0	0	0	0	150,000	0	0	150,000	0	0	0	150,000
1.578	Environmental Protection	51,591	0	0	0	0	51,591	0	0	51,591	0	0	0	51,591

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2022														Schedule B
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	500,000	0	500,000	0	0	50,000	450,000	0	0	500,000
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.621	Highland & Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.624	Beddis Water (SSI)	30,000	0	0	0	0	30,000	0	30,000	0	0	0	0	30,000
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	200,000	0	0	0	0	200,000	200,000	0	0	0	0	0	200,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	0	0	0	170,000	0	170,000	170,000	0	0	0	0	0	170,000
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	0
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	45,000	0	0	0	0	45,000	0	0	0	45,000	0	0	45,000
2.670	Regional Water Supply	677,500	0	2,025,000	6,080,000	150,000	8,932,500	3,900,000	5,032,500	0	0	0	0	8,932,500
2.680	JDF Water Distribution	182,500	474,000	25,000	3,855,000	0	4,536,500	400,000	3,487,500	474,000	175,000	0	0	4,536,500
2.691	Wilderness Mountain Water Service	0	0	0	25,000	0	25,000	0	0	0	0	25,000	0	25,000
3.701	Millstream Site Remediation	0	0	0	0	0	0	0	0	0	0	0	0	0
3.705	SSI Septage / Composting	0	0	0	0	0	0	0	0	0	0	0	0	0
3.710	North West Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	100,000
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	100,000
3.713	East Coast Interceptor	0	0	0	1,910,000	0	1,910,000	1,510,000	0	0	400,000	0	0	1,910,000
3.715	North East Trunk 2 (Bowker)	0	0	0	1,350,000	0	1,350,000	100,000	0	0	1,250,000	0	0	1,350,000
3.718	Saanich Peninsula Wastewater	0	0	0	200,000	0	200,000	0	0	200,000	0	0	0	200,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	7,539,000	0	7,539,000	7,539,000	0	0	0	0	0	7,539,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
3.820	Maliview Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	1,500,000	0	1,500,000	1,500,000	0	0	0	0	0	1,500,000
3.850	Port Renfrew Sewer	0	0	0	1,200,000	0	1,200,000	1,200,000	0	0	0	0	0	1,200,000
TOTAL		2,602,601	861,500	2,960,000	32,104,000	600,000	39,128,101	17,464,000	11,510,000	2,666,401	4,953,000	2,425,000	109,700	39,128,101

Committee of the Whole Package – Approval

NOTE: Committee of the Whole Budget Package was presented November 29, 2017 and contains preliminary budget figures, not finalized. Finalized budgets are presented by March 31 each year and account for year-end surpluses and deficits by service.

BUDGET REVIEW PACKAGE

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

December 13, 2017

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW AGENDA

1. Introduction/Overview

1.0 Budget Report

2. Executive Services

2.1 Board Expenditures
2.2 C.A.O. & Legislative Services
2.3 Human Resources
2.4 Aboriginal Initiatives
2.5 Corporate Communications

3. Financial Services

3.1 Finance
3.2 Vic Family Court & Youth Justice Committee
3.3 Greater Victoria Police Victims Services
3.4 Traffic Safety
3.5 Royal Theatre
3.6 McPherson Theatre
3.7 Regional Grant in Aid
3.8 Feasibility Study Reserve
3.9 Real Estate
3.10 Arts Grants and Development

4. Technology and Initiatives

4.1 Information Systems
4.2 GIS Information Systems
4.3 Geo-Spatial Referencing

5. Parks and Recreation

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

BUDGET REVIEW PACKAGE

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

December 13, 2017

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW AGENDA

6. Environmental Services

- 6.1
 - 6.1.1 GM - Environmental Services
 - 6.1.2 Environmental Administration Services

- 6.2 **Environmental Resource Management**
 - 6.2.1 Environmental Resource Management

- 6.3 **Environmental Protection and Water Quality**
 - 6.3.1 Environmental Protection
 - 6.3.2 Regional Source Control Program
 - 6.3.3 Climate Action and Adaptation
 - 6.3.4 Core and West Shore Stormwater Quality Management
 - 6.3.5 L.W.M.P - On Site Systems Management Program
 - 6.3.6 L.W.M.P. (Peninsula)
 - 6.3.7 L.W.M.P. - Core and West Shore
 - 6.3.8 L.W.M.P. - Harbour Studies
 - 6.3.9 Saanich Peninsula - Stormwater Quality Management
 - 6.3.10 Saanich Peninsula - Source Control Stormwater Sooke
 - 6.3.11 Stormwater Quality Management
 - 6.3.12 Septage Disposal - Regional
 - 6.3.13 Millstream Site Remediation

- 6.4 **Facilities Management & Engineering**
 - 6.4.1 Environmental Engineering Services
 - 6.4.2 I & I Enhancement Program
 - 6.4.3 Facility Management
 - 6.4.4 Facilities and Risk
 - 6.4.5 Corporate Satellite Facilities
 - 6.4.6 Family Court Building
 - 6.4.7 Health Facilities - VIHA

BUDGET REVIEW PACKAGE

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

December 13, 2017

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW AGENDA

7. Planning and Protective Services

- 7.1 GM - Planning & Protective Services
- 7.2 **Hospital District, Health & Capital Planning Strategies**
 - 7.2.1 Health & Capital Planning Strategies
 - 7.2.2 Community Health
- 7.3 **Regional Housing**
 - 7.3.1 Land Banking and Housing (Regional Housing)
 - 7.3.2 Regional Housing Trust Fund
- 7.4 **Regional and Strategic Planning**
 - 7.4.1 Regional Planning Services
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- 7.5 **Emergency Services**
 - 7.5.1 Corporate Emergency
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 - 7.5.4 911 Call Answer
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- 7.6 **Building Inspection**
 - Building Inspection

BUDGET REVIEW PACKAGE

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE

December 13, 2017

Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW AGENDA

8. Integrated Water Services

8.1 Water Services

8.1.1 Regional Water Supply

8.1.2 JDF Water Distribution

8.2 IW - Environmental Operations

8.3 Liquid Waste Disposal - Core

Cost Sharing Allocation

8.3.1 North West Trunk Sewer

8.3.2 North East Trunk Sewer

8.3.3 East Coast Interceptor

8.3.4 North East Trunk 2 (Bowker)

8.4 Saanich Peninsula Liquid Waste & Water Operations

8.4.1 Saanich Peninsula Water Supply

8.4.2 Central Saanich Odour Management

8.4.3 Saanich Peninsula Wastewater

8.5 Core Area Wastewater Treatment Plant

CAWTP

9. 2018-2022 Capital Plan

10. Adjournment

CAPITAL REGIONAL DISTRICT

2018 BUDGET

EXECUTIVES SERVICES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE

December 13, 2017

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Executive Services

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Service: 1.011 Board Expenditures

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Native Bands.

MAXIMUM LEVY:

IN/A

MAXIMUM CAPITAL DEBT:

IN/A

COMMITTEE:

Finance, Corporate and Intergovernmental

FUNDING:

Requisition

BOARD EXPENDITURES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Directors' Remuneration	587,890	589,040	600,820	-	-	600,820	612,840	625,100	637,600	650,350
Allocations	164,270	164,730	168,220	-	-	168,220	171,580	175,010	178,510	182,080
Legal Expenses	35,000	30,000	35,700	-	-	35,700	36,410	37,140	37,880	38,640
Contract for Services	59,000	20,000	65,180	-	-	65,180	66,480	67,810	69,170	70,550
Software Licenses	50,880	47,660	48,610	-	-	48,610	49,580	50,570	51,580	52,610
Meetings & Printing	36,570	17,310	25,000	-	-	25,000	25,500	26,010	26,530	27,060
Scholarship Programs	15,700	15,700	15,700	-	-	15,700	15,700	15,700	15,700	15,700
Other Operating Expenses	34,150	30,620	45,820	-	-	45,820	46,720	47,640	48,580	49,540
TOTAL OPERATING COSTS	983,460	915,060	1,005,050	-	-	1,005,050	1,024,810	1,044,980	1,065,550	1,086,530
*Percentage Increase over prior year						2.2%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Purchases Equipment	16,590	16,590	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	15,000	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
TOTAL CAPITAL / RESERVES	31,590	31,590	15,000	-	-	15,000	15,000	15,000	15,000	15,000
TOTAL COSTS	1,015,050	946,650	1,020,050	-	-	1,020,050	1,039,810	1,059,980	1,080,550	1,101,530
*Percentage increase over prior year requisition						0.5%	1.9%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.011 Board Expenditures	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0
Equipment	5900	0	0	0	5900	0	5,900
Land	0	0	0	0	0	0	0
Engineered Structures	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
	5,900	0	0	0	5,900	0	5,900

SOURCE OF FUNDS

Capital Funds on Hand	0	0	0	0	0	0	0
Debenture Debt (New Debt Only)	0	0	0	0	0	0	0
Equipment Replacement Fund	5,900	0	0	0	5,900	0	5,900
Grants (Federal, Provincial)	0	0	0	0	0	0	0
Donations / Third Party Funding	0	0	0	0	0	0	0
Reserve Fund	0	0	0	0	0	0	0
Short Term Loans	0	0	0	0	0	0	0
	5,900	0	0	0	5,900	0	5,900

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.011
Service Name: Board Expenditures

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-02	Replacement	Computer	Computer Replacement (1 Laptop; 3 Desktops)	\$5,900	E	ERF	\$5,900		\$0	\$0	\$5,900	\$0	\$5,900
GRAND TOTAL				\$5,900			\$5,900	\$0	\$0	\$0	\$5,900	\$0	\$5,900

Service: 1.011

Board Expenditures

Proj. No. 17-02

Capital Project Title Computer

Capital Project Description Computer Replacement (1 Laptop; 3 Desktops)

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

Reserve Schedule

Reserve Fund: 1.011 Board

Boardroom Technology - The Board of Director assets include IPADs, computers, equipment and furniture used to support the Board and for activities held in the Boardroom. The total historical value as of December 31, 2016 was \$162k.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413

ERF Group: BOARD.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	74,346	79,504	94,504	109,504	124,504	133,604
Actual Purchases	(9,843)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	(5,900)	-
Transfer from Operating Budget	15,000	15,000	15,000	15,000	15,000	15,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	79,504	94,504	109,504	124,504	133,604	148,604

Assumptions/Background:

Service: 1.014 Chief Administrative Officer

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Requisition

CAO AND LEGISLATIVE SERVICES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,319,330	1,285,060	1,412,190	-	-	1,412,190	1,392,970	1,410,350	1,427,940	1,445,750
Allocations	129,020	129,240	144,160	-	-	144,160	137,010	139,760	142,550	145,400
Legal Expenses	8,320	8,320	8,500	-	-	8,500	8,670	8,840	9,020	9,200
Contract for Services	20,000	-	-	-	-	-	-	-	-	-
Software Licenses	14,940	14,940	15,240	-	-	15,240	15,540	15,850	16,170	16,490
Other Operating Expenses	60,150	73,100	79,380	-	-	79,380	71,180	72,590	74,030	75,500
TOTAL OPERATING COSTS	1,551,760	1,510,660	1,659,470	-	-	1,659,470	1,625,370	1,647,390	1,669,710	1,692,340
*Percentage Increase over prior year						6.9%				
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	10,000	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	10,000	10,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL COSTS	1,561,760	1,520,660	1,664,470	-	-	1,664,470	1,630,370	1,652,390	1,674,710	1,697,340
Internal Recovery from CAWTP	-	(50,000)	(25,500)	-	-	(25,500)	-	-	-	-
Transfer from Internal Reserve	(30,000)	(30,000)	(23,300)	-	-	(23,300)	-	-	-	-
TOTAL COSTS NET OF INTERNAL RECOVERIES	1,531,760	1,440,660	1,615,670	-	-	1,615,670	1,630,370	1,652,390	1,674,710	1,697,340
*Percentage increase over prior year requisition			5.5%			5.5%	0.9%	1.4%	1.4%	1.4%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	10.0	10.0	10.0	-	-	10.0	10.0	10.0	10.0	10.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.014 Chief Administrative Officer	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0
Equipment	950	3420	0	0	0	0	3,420
Land	0	0	0	0	0	0	0
Engineered Structures	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
	950	3,420.0	0	0	0	-	3,420

SOURCE OF FUNDS

Capital Funds on Hand	0	0	0	0	0	0	0
Debenture Debt (New Debt Only)	0	0	0	0	0	0	0
Equipment Replacement Fund	950	3,420	0	0	0	0	3,420
Grants (Federal, Provincial)	0	0	0	0	0	0	0
Donations / Third Party Funding	0	0	0	0	0	0	0
Reserve Fund	0	0	0	0	0	0	0
Short Term Loans	0	0	0	0	0	0	0
	950	3,420.0	0	0	0	-	3,420

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.014
Service Name: Chief Administrative Officer

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Computer	Computer Replacement	\$3,420	E	ERF	\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420
GRAND TOTAL				\$3,420			\$950	\$3,420	\$0	\$0	\$0	\$0	\$3,420

Service: 1.014

Chief Administrative Officer

Proj. No. 18-01

Capital Project Title Computer

Capital Project Description Computer Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

Reserve Schedule

Reserve Fund: 1.014 CAO

Reserve Cash Flow

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

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	44,333	47,333	51,383	52,963	57,963	62,963
Actual Purchases	(7,000)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(950)	(3,420)	-	-	(1,030)
Transfer from Operating Budget	10,000	5,000	5,000	5,000	5,000	5,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	47,333	51,383	52,963	57,963	62,963	66,933

Assumptions/Background:

Service: 1.016 Human Resources

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Requisition and internal recoveries

HUMAN RESOURCES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	952,850	1,007,140	1,235,470	94,260	-	1,329,730	1,346,300	1,363,080	1,380,050	1,397,220
Allocations	63,340	63,510	109,410	-	-	109,410	111,610	113,850	116,130	118,450
Legal Expenses	15,000	15,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Staff Training and Membership Dues	97,060	76,700	80,100	-	-	80,100	81,700	83,330	84,990	86,690
Contract for Services	275,200	125,000	165,000	-	-	165,000	168,300	171,670	175,100	178,600
Software Licenses	5,750	2,290	2,500	-	-	2,500	2,550	2,600	2,650	2,700
Other Operating Expenses	64,740	127,830	122,110	-	-	122,110	124,490	126,920	129,380	131,900
TOTAL OPERATING COSTS	1,473,940	1,417,470	1,729,590	94,260	-	1,823,850	1,850,250	1,877,060	1,904,220	1,931,800
*Percentage Increase over prior year			17.3%			23.7%	1.4%	1.4%	1.4%	4.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	7,500	7,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	7,500	7,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL COSTS	1,481,440	1,424,970	1,737,090	94,260	-	1,831,350	1,857,750	1,884,560	1,911,720	1,939,300
Recovery Costs	(4,500)	(12,710)	(20,000)	-	-	(20,000)	(20,400)	(20,810)	(21,230)	(21,650)
First Aid Recovery	(4,200)	(4,200)	(4,200)	-	-	(4,200)	(4,200)	(4,200)	(4,200)	(4,200)
Safety Officer Recovery	-	-	(137,720)	-	-	(137,720)	(140,470)	(143,280)	(146,150)	(149,070)
TOTAL INTERNAL RECOVERIES	(8,700)	(16,910)	(161,920)	-	-	(161,920)	(165,070)	(168,290)	(171,580)	(174,920)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,472,740	1,408,060	1,575,170	94,260	-	1,669,430	1,692,680	1,716,270	1,740,140	1,764,380
AUTHORIZED POSITIONS:			7.0%			13.4%	1.4%	1.4%	1.4%	1.4%
Salaried	7.0	7.0	9.0	1.0	-	10.0	10.0	10.0	10.0	10.0

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CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.016 Human Resources	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	0
Equipment	-	9,400.00	3,880.00	1,610.00	1,640.00	4,860.00	21,390
Land	-	-	-	-	-	-	0
Engineered Structures	-	-	-	-	-	-	0
Vehicles	-	-	-	-	-	-	0
	-	9,400	3,880	1,610	1,640	4,860	21,390

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	0
Debenture Debt (New Debt Only)	-	-	-	-	-	-	0
Equipment Replacement Fund	-	9,400.00	3,880.00	1,610.00	1,640.00	4,860.00	21,390
Grants (Federal, Provincial)	-	-	-	-	-	-	0
Donations / Third Party Funding	-	-	-	-	-	-	0
Reserve Fund	-	-	-	-	-	-	0
Short Term Loans	-	-	-	-	-	-	0
	-	9,400	3,880	1,610	1,640	4,860	21,390

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.016
 Service Name: Human Resources

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	3 desktops; 1 laptop computer	Computer Replacement	4,400	E	ERF		4,400	-	-	-		\$4,400
18-02	Replacement	Replace furniture for new advisor	Computer Replacement	5,000	E	ERF		5,000					\$5,000
19-01	Replacement	4 desktop computers	Computer Replacement	3,880	E	ERF		-	3,880	-	-		\$3,880
17-04	Replacement	1 laptop computer	Computer Replacement	1,610	E	ERF		-		1,610			\$1,610
17-05	Replacement	1 laptop computer	Computer Replacement	1,640	E	ERF		-			1,640		\$1,640
18-01	Replacement	3 desktops; 1 laptop computer	Computer Replacement	4,860	E	ERF						4,860	\$4,860
GRAND TOTAL				\$21,390			\$0	\$9,400	\$3,880	\$1,610	\$1,640	\$4,860	\$21,390

Service: 1.016

Human Resources

Proj. No.	18-01	Capital Project Title	3 desktops; 1 laptop computer	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The</i>					

Proj. No.	18-02	Capital Project Title	Replace furniture for new advisor	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	19-01	Capital Project Title	4 desktop computers	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	17-04	Capital Project Title	1 laptop computer	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	17-05	Capital Project Title	1 laptop computer	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	18-01	Capital Project Title	3 desktops; 1 laptop computer	Capital Project Description	Computer Replacement
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Reserve Schedule

Reserve Fund: 1.016 Human Resources

Reserve Cash Flow

Fund: 1022 Fund Center: 101419

ERF Group: HR.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	11,754	17,641	15,741	19,361	25,251	31,111
Actual Purchases	(1,614)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(4,400) (5,000)	(3,880)	(1,610)	(1,640)	(4,860)
Transfer from Operating Budget	7,500	7,500	7,500	7,500	7,500	7,500
Interest Income	-	-	-	-	-	-
Ending Balance \$	17,641	15,741	19,361	25,251	31,111	33,751

Assumptions/Background:

Service: 1.027 Aboriginal Initiatives

Committee: Finance & Corporate Services

DEFINITION:

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

SERVICE DESCRIPTION:

This service is funded through allocations from Planning & Protective Services, Integrated Water Systems, Environmental Sustainability, Regional Parks, and Executive Services. It was created to provide for 1) the management of intergovernmental relations, primarily First Nations, through a process of consultation, and 2) the coordination of various CRD First Nations initiatives to ensure the alignment of interests and to build positive working relationships between the CRD and First Nations communities with the Region.

PARTICIPATION:

All CRD departments

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Internal recoveries

FIRST NATIONS RELATIONS	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	203,550	227,690	236,120	-	-	236,120	213,880	216,650	219,460	222,310
Allocations	11,930	11,960	13,600	-	-	13,600	13,880	14,160	14,440	14,730
Meeting Expenses	21,410	23,060	22,060	-	-	22,060	22,500	22,960	23,430	23,900
Contract for Services	4,360	4,360	4,500	-	-	4,500	4,590	4,680	4,770	4,870
Legal Expenses	6,000	170	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Other Operating Expenses	6,540	7,920	6,410	-	-	6,410	6,530	6,650	6,770	6,900
TOTAL OPERATING COSTS	253,790	275,160	284,190	-	-	284,190	262,910	266,660	270,460	274,330
*Percentage Increase over prior year						12.0%	-7.5%	1.4%	1.4%	1.4%
Internal Recoveries	(230,330)	(209,320)	(234,940)	-	-	(234,940)	(239,640)	(244,430)	(249,320)	(254,310)
TOTAL COSTS LESS INTERNAL RECOVERIES	23,460	65,840	49,250	-	-	49,250	23,270	22,230	21,140	20,020
<u>SOURCES OF FUNDING</u>										
Transfer from Internal Reserve Account	(23,460)	(62,680)	(49,190)	-	-	(49,190)	(23,210)	(22,170)	(21,080)	(19,960)
Other Income	-	(3,160)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	(23,460)	(65,840)	(49,250)	-	-	(49,250)	(23,270)	(22,230)	(21,140)	(20,020)
REQUISITION	-	-	-	-	-	-	-	-	-	-
<u>AUTHORIZED POSITIONS:</u>										
Salaried	1.5	1.5	1.5	-	-	1.5	1.5	1.5	1.5	1.5

Reserve Schedule

Reserve Fund: Aboriginal Initiatives

Reserve Cash Flow

BX.075.3201	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	221,810	182,130	132,940	132,940	132,940	132,940
Transfer from Ops Budget	-	-	-	-	-	-
Transfe to Ops Budget	(39,680)	(49,190)	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	182,130	132,940	132,940	132,940	132,940	132,940

Debt costs will be reduced by \$22k in 2021. Transfers to CRF may increase at that time

Service: 1.118 Corporate Communications

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

CORPORATE COMMUNICATIONS	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	729,850	682,960	746,090	-	-	746,090	755,570	765,160	774,870	784,700
Allocations	84,910	83,430	82,760	-	-	82,760	84,420	86,110	87,840	89,600
Contract for Services	30,810	30,810	32,000	-	-	32,000	32,640	33,290	33,960	34,640
Printing & Copying	7,080	6,560	7,060	-	-	7,060	7,200	7,340	7,490	7,640
Other Operating Expenses	31,670	53,900	47,530	-	-	47,530	48,480	49,440	50,430	51,420
TOTAL OPERATING COSTS	884,320	857,660	915,440	-	-	915,440	928,310	941,340	954,590	968,000
*Percentage Increase over prior year						3.5%	1.4%	1.4%	1.4%	1.4%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL CAPITAL / RESERVES	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL COSTS	886,320	859,660	917,440	-	-	917,440	930,310	943,340	956,590	970,000
Internal Recoveries	(432,400)	(405,540)	(454,240)	-	-	(454,240)	(457,850)	(461,430)	(465,050)	(468,630)
TOTAL COSTS LESS INTERNAL RECOVERIES	453,920	454,120	463,200	-	-	463,200	472,460	481,910	491,540	501,370
Interest Income	-	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
REQUISITION	(453,920)	(453,920)	(463,000)	-	-	(463,000)	(472,260)	(481,710)	(491,340)	(501,170)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	6.0	6.0	6.0	-	-	6.0	6.0	6.0	6.0	6.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.118 Corporate Communications	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0
Equipment	0	1540	6240	3200	2160	1670	14,810
Land	0	0	0	0	0	0	0
Engineered Structures	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
	0	1,540.00	6,240	3,200.00	2,160	1,670.00	14,810

SOURCE OF FUNDS

Capital Funds on Hand	0	0	0	0	0	0	0
Debenture Debt (New Debt Only)	0	0	0	0	0	0	0
Equipment Replacement Fund	0	1,540	6,240	3,200	2,160	1,670	14,810
Grants (Federal, Provincial)	0	0	0	0	0	0	0
Donations / Third Party Funding	0	0	0	0	0	0	0
Reserve Fund	0	0	0	0	0	0	0
Short Term Loans	0	0	0	0	0	0	0
	0	1,540.00	6,240	3,200.00	2,160	1,670.00	14,810

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.118
Service Name: Corporate Communications

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	1 laptop		1,540	E	ERF		1,540	-			-	\$1,540
19-01	Replacement	2 std desktops; 3 advanced		6,240	E	ERF			6,240				\$6,240
20-01	Replacement	2 laptops		3,200	E	ERF				3,200			\$3,200
21-01	Replacement	1 std desktop; 1 advanced		2,160	E	ERF					2,160		\$2,160
22-01	Replacement	1 laptop		1,670	E	ERF						1,670	\$1,670
GRAND TOTAL				\$14,810			\$0	\$1,540	\$6,240	\$3,200	\$2,160	\$1,670	\$14,810

Service: 1.118

Corporate Communications

Proj. No. 18-01	Capital Project Title 1 laptop	Capital Project Description
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Proj. No. 19-01	Capital Project Title 2 std desktops; 3 advanced	Capital Project Description
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Proj. No. 20-01	Capital Project Title 2 laptops	Capital Project Description
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Proj. No. 21-01	Capital Project Title 1 std desktop; 1 advanced	Capital Project Description
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Proj. No. 22-01	Capital Project Title 1 laptop	Capital Project Description
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

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

Reserve Cash Flow

Fund: 1022 Fund Center: 101518

ERF Group: COMREL.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	10,018	10,935	11,395	7,155	5,955	5,795
Actual Purchases	(1,083)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(1,540)	(6,240)	(3,200)	(2,160)	(1,670)
Transfer from Operating Budget	2,000	2,000	2,000	2,000	2,000	2,000
Interest Income	-	-	-	-	-	-
Ending Balance \$	10,935	11,395	7,155	5,955	5,795	6,125

CAPITAL REGIONAL DISTRICT

2018 BUDGET

FINANCIAL SERVICES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE
December 13, 2017
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Service: 1.017 Finance

Committee: Finance & Corporate Services

DEFINITION:

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

SERVICE DESCRIPTION:

Financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation. Risk management including insurance claims, loss control and tender call/contract review. Corporate administrative support including reception, mail, printing and Freedom of Information requests. Support for electoral area volunteer services and fire departments.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Requisition and internal recoveries

FINANCE	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	3,269,390	3,080,940	3,792,540	414,740	68,300	4,275,580	4,394,625	4,449,984	4,394,039	4,105,001
Allocations	337,710	401,660	363,900	6,560	-	370,460	475,840	484,820	493,970	503,300
Auditing Expense	130,570	120,000	130,570	-	-	130,570	133,180	135,840	138,560	141,330
Contract for Services	15,720	90,000	15,720	-	65,000	80,720	211,600	215,830	220,150	224,550
Supplies	84,750	69,550	53,790	-	-	53,790	54,860	55,950	57,070	58,210
Other Operating Expenses	231,290	245,600	319,490	6,390	-	325,880	273,810	279,280	284,850	290,530
TOTAL OPERATING COSTS	4,069,430	4,007,750	4,676,010	427,690	133,300	5,237,000	5,543,915	5,621,704	5,588,639	5,322,921
*Percentage Increase over prior year						28.7%				
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	7,500	7,500	7,500	-	-	7,500	7,500	7,500	7,500	7,500
Transfer to Operating Reserve Fund	-	-	-	100,000	16,700	116,700	100,000	100,000	100,000	100,000
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	7,500	7,500	7,500	100,000	16,700	124,200	107,500	107,500	107,500	107,500
TOTAL COSTS	4,076,930	4,015,250	4,683,510	527,690	150,000	5,361,200	5,651,415	5,729,204	5,696,139	5,430,421
<u>INTERNAL RECOVERIES</u>										
Vehicle Supervisor	(21,000)	(21,000)	(21,040)	-	-	(21,040)	(21,460)	(21,890)	(22,330)	(22,780)
CAWTP	-	-	-	-	-	-	(358,510)	(362,920)	(367,390)	(145,190)
TOTAL INTERNAL RECOVERIES	(21,000)	(21,000)	(21,040)	-	-	(21,040)	(379,970)	(384,810)	(389,720)	(167,970)
TOTAL COSTS LESS INTERNAL RECOVERIES	4,055,930	3,994,250	4,662,470	527,690	150,000	5,340,160	5,271,445	5,344,394	5,306,419	5,262,451
<u>REVENUE</u>										
US Bank Rebate	(43,380)	(51,990)	(54,840)	-	-	(54,840)	(45,000)	(45,000)	(45,000)	(45,000)
Provincial Grants	(50,000)	(50,000)	(140,000)	-	-	(140,000)	(120,000)	(120,000)	(120,000)	(120,000)
Other	(68,700)	(74,410)	(76,540)	-	-	(76,540)	(70,830)	(70,830)	(70,830)	(70,830)
TOTAL REVENUES	(162,080)	(176,400)	(271,380)	-	-	(271,380)	(235,830)	(235,830)	(235,830)	(235,830)
TOTAL COSTS NET OF RECOVERIES AND REVENUE	3,893,850	3,817,850	4,391,090	527,690	150,000	5,068,780	5,035,615	5,108,564	5,070,589	5,026,621
*Percentage increase over prior year requisition						12.8%	-0.7%	1.4%	-0.7%	-0.9%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	35.5	35.5	35.5	4.0	-	39.5	39.5	39.5	37.5	35.5

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.017 Finance	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	0
Equipment	30,350	30,350	22,350	22,350	22,350	22,350	119,750
Land	-	-	-	-	-	-	0
Engineered Structures	-	-	-	-	-	-	0
Vehicles	-	-	-	-	-	-	0
	30,350	30,350	22,350	22,350	22,350	22,350	119,750

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-	-
Equipment Replacement Fund	30,350	30,350	22,350	22,350	22,350	22,350	119,750
Grants (Federal, Provincial)	-	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-	-
	30,350	30,350	22,350	22,350	22,350	22,350	119,750

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.017
Service Name: Finance

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	Printshop Copier	Printshop Copier	8,000	E	ERF	\$8,000	8,000	-	-	-		\$8,000
17-02	Replacement	Computer Equipment	Computer Equipment	22,350	E	ERF	\$22,350	22,350	22,350	22,350	22,350	22,350	\$111,750
GRAND TOTAL				<u>\$30,350</u>			<u>\$30,350</u>	<u>\$30,350</u>	<u>\$22,350</u>	<u>\$22,350</u>	<u>\$22,350</u>	<u>\$22,350</u>	<u>\$119,750</u>

Service: 1.017 **Finance**

Proj. No. 17-01	Capital Project Title Printshop Copier	Capital Project Description Printshop Copier
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Proj. No. 17-02	Capital Project Title Computer Equipment	Capital Project Description Computer Equipment
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420

ERF Group: FIN.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	99,199	85,109	62,259	47,409	32,559	17,709
Actual Purchases	(21,590)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(30,350)	(22,350)	(22,350)	(22,350)	(22,350)
Transfer from Operating Budget	7,500	7,500	7,500	7,500	7,500	7,500
Interest Income	-	-	-	-	-	-
Ending Balance \$	85,109	62,259	47,409	32,559	17,709	2,859

Service: 1.126 Vic Family Court & Youth Justice Committee

Committee: Finance, Corporate and Protective Services

DEFINITION:

To fund the operation of the Victoria Family Court Committee & Juvenile Justice Issues as appointed under the Provincial Court Act. (Division VI, Supplementary Letters Patent issued March 16, 1967, amended September 10, 1987).

SERVICE DESCRIPTION:

This service provides funding for the operating of the Victoria Family Court and Youth Justice Committee. The committee has been given authority are under the federal Youth Criminal Justice Act. A family court committee is a requirement of the Provincial Court Act, which states that a municipality operating a family court must have a committee

- to monitor the proceedings of the court and address issues pertaining to resources and legislation concerning families and youth and advocate changes.
- to provide funding for Board-approved committees whose purpose is related to juvenile justice issues. Currently the only Board-approved committee is the Capital Region Action Team (CRAT), which deals with teenagers involved in the sex trade.
- to promote and examine extra-legal options in justice.
- to liaise with governmental and non-governmental bodies around youth justice.

PARTICIPATION:

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

MAXIMUM LEVY:

\$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Supplementary Letters Patent - March 16, 1967; amended September 10, 1987.

COMMISSION:

FUNDING:

Member Municipality	ASSESSMENTS		2016	
	Previous Yr (50%) Converted	Previous Year Actual	(50%) Census Populations	
City of Colwood	308,692,333	2,776,886,201	16,859	3.97%
City of Victoria	2,551,712,501	18,840,562,858	85,792	25.49%
District of Central Saanich	451,561,157	3,707,360,574	16,814	4.74%
District of Highlands	54,706,611	514,567,316	2,225	0.60%
District of Langford	804,277,578	6,394,601,699	35,342	9.17%
District of Metchosin	96,617,641	938,540,524	4,708	1.17%
District of North Saanich	416,462,957	3,766,609,511	11,249	3.78%
District of Saanich	2,696,108,203	23,984,429,943	114,148	30.16%
District of Sooke	228,068,653	2,062,374,197	13,001	3.01%
District of Oak Bay	630,402,041	6,069,023,409	18,094	5.87%
Town of Sidney	353,194,686	2,861,751,956	11,672	3.50%
Town of View Royal	226,183,039	1,962,459,398	10,408	2.64%
Township of Esquimalt	296,813,995	2,600,636,656	17,655	4.02%
Subtotal	9,114,801,395	76,479,804,242	357,967	98.13%
Electoral Area				
Juan de Fuca EA	162,119,198	1,351,310,280	4,860	1.54%
Subtotal	162,119,198	1,351,310,280	4,860	1.54%
First Nations Taxation				
Songhees	15,300,298	126,883,600	1,842	0.33%
Subtotal	15,300,298	126,883,600	1,842	0.33%
TOTAL	9,292,220,891	77,957,998,122	364,669	100.00%

1.126 Vic Family Court & Youth Justice Committee			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. S	110	110	110	-	-	110	110	110	110	110
Third Party Payments	15,920	15,920	15,890	-	-	15,890	15,890	15,890	15,890	15,890
TOTAL OPERATING COSTS	16,030	16,030	16,000	-	-	16,000	16,000	16,000	16,000	16,000
*Percentage Increase		0.0%				-0.19%			0.0%	0.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(30)	(30)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,000)	(1,000)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
TOTAL REVENUE	(1,030)	(1,030)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
REQUISITION	(15,000)	(15,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
*Percentage Increase		0.0%				0.00%			0.0%	0.0%

Service: 1.128 Greater Victoria Police Victims Services

Committee: Finance, Corporate and Protective Services

DEFINITION:

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

SERVICE DESCRIPTION:

Greater Victoria Police Victims Services is contracted by the provincial gov't (Solicitor General who provide partial funding of \$170,000) to provide the following services under the Victims of Crime Act to those impacted by crime or trauma : Emotional support/Service referral including at scene triage and referral to Sexual Assault, Spousal Assault, Child Abuse and Men's Trauma centres; Public Education on victim's rights and support services, justice system and court orientation; Court Support for Crown Counsel in Victoria and West Shore including orientation and ongoing support through judicial process for victims, witnesses, friends and family; Safety planning assistance for ongoing safety following criminal victimization; Emotional support for next-of-kin sudden death notification (police accompaniment); Convicted Criminal updates to victims regarding court dates, sentencing, parole hearings and decisions and release dates/ conditions; Victim Impact Statement guidance on content of statement; Victims of Crime Assistance applications for lost income from criminal victimization.

PARTICIPATION:

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

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2016 Converted		2016 Actual	2017 Converted		2017 Actual
City of Colwood	308,692,333	3.62%	2,776,886,201	353,282,429	3.54%	3,193,103,315
City of Victoria	2,551,712,501	29.95%	18,840,562,858	2,959,964,076	29.66%	22,348,183,976
District of Central Saanich	451,561,157	5.30%	3,707,360,574	513,275,231	5.14%	4,280,858,520
Township of Esquimalt	296,813,995	3.48%	2,600,636,656	337,881,333	3.39%	2,993,653,556
District of Langford	804,277,578	9.44%	6,394,601,699	910,240,939	9.12%	7,312,223,306
District of Saanich	2,696,108,203	31.64%	23,984,429,943	3,196,722,897	32.03%	28,726,746,367
District of Oak Bay	630,402,041	7.40%	6,069,023,409	809,189,591	8.11%	7,837,663,310
District of Metchosin	96,617,641	1.13%	938,540,524	105,182,044	1.05%	1,023,861,936
Town of Sidney	353,194,686	4.15%	2,861,751,956	401,865,172	4.03%	3,315,203,726
Town of View Royal	226,183,039	2.65%	1,962,459,398	275,059,349	2.76%	2,349,773,398
District of Highland	54,706,611	0.64%	514,567,316	61,475,221	0.62%	580,635,538
Subtotal	8,470,269,785	99.41%	70,650,820,534	9,924,138,282	99.44%	83,961,906,948
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,183,199	0.01%	4,149,700	1,233,841	0.01%	4,018,100
JDF - Langford - R(762) ESA # 36	6,742,148	0.08%	66,737,986	7,455,408	0.07%	73,819,086
JDF - Langford - R(763) ESA # 36	13,136,785	0.15%	130,595,300	16,592,080	0.17%	165,072,800
Subtotal	21,062,132	0.25%	201,482,986	25,281,329	0.25%	242,909,986
<u>First Nations Taxation</u>						
Songhees	15,300,298	0.18%	126,883,600	16,783,990	0.17%	141,002,100
Tsawout	13,665,981	0.16%	120,886,600	13,665,981	0.14%	120,886,600
Subtotal	28,966,279	0.34%	247,770,200	30,449,971	0.31%	261,888,700
TOTAL	8,520,298,196	100.00%	71,100,073,720	9,979,869,582	100.00%	84,466,705,634

1.128 Greater Victoria Police Victims Services			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. S	4,000	4,000	4,244	-	-	4,244	4,329	4,416	4,504	4,594
Third Party Payments	265,000	264,780	270,300	-	-	270,300	275,700	281,200	286,800	292,500
Interest Charge	-	200	200	-	-	200	200	200	200	200
TOTAL OPERATING COSTS	269,000	268,980	274,744	-	-	274,744	280,229	285,816	291,504	297,294
*Percentage Increase		0.0%	2.14%			2.14%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	(0)	(0)	0
Balance C/F from Prior to Current year	(360)	(358)	-	-	-	-	-	-	-	-
Grants in Lieu	(15,050)	(15,050)	(15,214)	-	-	(15,214)	(15,520)	(15,834)	(16,155)	(16,479)
Interest Income	(130)	(112)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	(15,540)	(15,520)	(15,324)	-	-	(15,324)	(15,630)	(15,944)	(16,265)	(16,588)
REQUISITION	(253,460)	(253,460)	(259,420)	-	-	(259,420)	(264,599)	(269,872)	(275,239)	(280,706)
*Percentage Increase		0.0%	2.35%			2.35%	2.0%	2.0%	2.0%	2.0%

Service: 1.230 Traffic Safety

Committee: Finance, Corporate and Protective Services

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990) and Bylaw No. 1921 (August 14, 1991).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission. This service primarily provides funding for advertising which is generally leveraged, resulting in about \$3 worth of advertising for every \$1 actually spent.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 1.230 Traffic Safety

Committee: Finance, Corporate and Protective Services

	ASSESSMENTS			ASSESSMENTS		
	2016 Converted		2016 Actual	2017 Converted		2017 Actual
Member Municipality						
City of Victoria	2,551,712,501	26.94%	18,840,562,858	2,959,964,076	26.83%	22,348,183,976
District of Central Saanich	451,561,157	4.77%	3,707,360,574	513,275,231	4.65%	4,280,858,520
Township of Esquimalt	296,813,995	3.13%	2,600,636,656	337,881,333	3.06%	2,993,653,556
District of Langford	804,277,578	8.49%	6,394,601,699	910,240,939	8.25%	7,312,223,306
District of Saanich	2,696,108,203	28.47%	23,984,429,943	3,196,722,897	28.97%	28,726,746,367
District of Oak Bay	630,402,041	6.66%	6,069,023,409	809,189,591	7.33%	7,837,663,310
District of North Saanich	416,462,957	4.40%	3,766,609,511	490,428,238	4.44%	4,488,740,615
Town of Sidney	353,194,686	3.73%	2,861,751,956	401,865,172	3.64%	3,315,203,726
Town of View Royal	226,183,039	2.39%	1,962,459,398	275,059,349	2.49%	2,349,773,398
District of Highland	54,706,611	0.58%	514,567,316	61,475,221	0.56%	580,635,538
District of Sooke	228,068,653	2.41%	2,062,374,197	250,004,193	2.27%	2,271,057,095
Subtotal	8,709,491,421	91.97%	72,764,377,517	10,206,106,240	92.50%	86,504,739,407
Electoral Area						
Juan de Fuca EA	162,119,198	1.71%	1,351,310,280	179,652,639	1.63%	1,507,090,267
Salt Spring Island (F)	320,062,519	3.38%	3,008,016,818	350,947,465	3.18%	3,314,023,840
Southern Gulf Islands	249,531,696	2.63%	2,409,143,122	266,674,146	2.42%	2,578,408,831
Subtotal	731,713,413	7.73%	6,768,470,220	797,274,250	7.23%	7,399,522,938
First Nations Taxation						
Songhees	15,300,298	0.16%	126,883,600	16,783,990	0.15%	141,002,100
Tsawout	13,665,981	0.14%	120,886,600	13,665,981	0.12%	120,886,600
Subtotal	28,966,279	0.31%	247,770,200	30,449,971	0.28%	261,888,700
TOTAL	9,470,171,113	100.00%	79,780,617,937	11,033,830,461	100.00%	94,166,151,045

Traffic Safety	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2021
<u>OPERATING COSTS:</u>										
Allocation - Finance & Corp. S	2,850	2,850	3,030	-	-	3,030	3,090	3,150	3,210	3,270
Insurance Costs	410	460	420	-	-	420	420	420	420	420
Advertising and Meeting Costs	130,850	100,670	97,870	-	-	97,870	70,120	71,500	72,910	74,350
Scholarship	-	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL OPERATING COSTS	134,110	103,980	103,320	-	-	103,320	75,630	77,070	78,540	80,040
*Percentage Increase over prior year						-23.0%	-26.8%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		30,260	(30,260)			(30,260)	-	-	-	-
Balance C/F from Prior to Current year	(61,250)	(61,250)	-			-	-	-	-	-
Other Revenue	(3,480)	(3,610)	(3,680)	-	-	(3,680)	(3,680)	(3,680)	(3,680)	(3,680)
TOTAL REVENUE	(64,730)	(34,600)	(33,940)	-	-	(33,940)	(3,680)	(3,680)	(3,680)	(3,680)
REQUISITION	(69,380)	(69,380)	(69,380)	-	-	(69,380)	(71,950)	(73,390)	(74,860)	(76,360)
*Percentage increase over prior year requisition						0.0%	3.7%	2.0%	2.0%	2.0%

Service: 1.290 Royal Theatre

Committee: Administration

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

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

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Finance, Corporate and Intergovernmental.

FUNDING:

ROYAL THEATRE	BUDGET REQUEST						FUTURE PROJECTIONS			
	2016 BOARD BUDGET	2016 ESTIMATED ACTUAL	2017 CORE BUDGET	2017 ONGOING	2017 ONE-TIME	2017 TOTAL	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL
OPERATING COSTS:										
Third Party Payment	25,620	25,681	22,148	-	-	22,148	20,605	19,035	17,435	15,795
Insurance Costs	31,610	31,499	31,630	-	-	31,630	32,260	32,900	33,550	34,220
Internal Allocation	42,220	42,220	45,622	-	-	45,622	46,535	47,465	48,415	49,385
Operating Cost - Other (Interest)	550	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchase	104,000	104,000	128,000	-	-	128,000	97,000	97,000	101,000	101,000
Transfer to Capital Reserve Fund	173,973	173,973	352,000	-	-	352,000	383,000	383,000	379,000	379,000
TOTAL CAPITAL / RESERVES	277,973	277,973	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	203,277	203,277	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	481,250	481,250	480,000	-	-	480,000	480,000	480,000	480,000	480,000
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-								
Balance C/F from Prior to Current year			-	-	-	-				
Revenue - Other	(1,250)	(1,250)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,250)	(1,250)	-	-	-	-	-	-	-	-
REQUISITION	(580,000)	(580,000)	(580,000)	-	-	(580,000)	(580,000)	(580,000)	(580,000)	(580,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.290	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
	Royal Theatre							

EXPENDITURE

Buildings	\$0	\$295,000	\$145,000	\$1,350,000	\$2,000,000	\$800,000	\$4,590,000
Equipment	\$44,704	\$194,704	\$30,000	\$0	\$0	\$0	\$224,704
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$44,704	\$489,704	\$175,000	\$1,350,000	\$2,000,000	\$800,000	\$4,814,704

SOURCE OF FUNDS

Capital Funds on Hand	\$44,704	\$44,704	\$0	\$0	\$0	\$0	\$44,704
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$500,000	\$500,000	\$400,000	\$1,400,000
Donations / Third Party Funding	\$0	\$67,000	\$0	\$0	\$1,100,000	\$100,000	\$1,267,000
Reserve Fund	\$0	\$378,000	\$175,000	\$850,000	\$400,000	\$300,000	\$2,103,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$44,704	\$489,704	\$175,000	\$1,350,000	\$2,000,000	\$800,000	\$4,814,704

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.290
Service Name: Royal Theatre

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-02	New	Install Jump Seats	Install Jump Seats. Adding jump seats will mke the cross over aisles safer for patrons.	\$15,700	E	Cap	\$9,704	\$9,704	\$0	\$0	\$0	\$0	\$9,704
17-06	Replacement	Replace Outdoor Event Sign	Replacement of the outdoor sign is required as the software for the current sign is outdated and not supported.	\$50,000	E	Cap	\$35,000	\$35,000	\$0	\$0	\$0	\$0	\$35,000
18-01	Replacement	Replace Theatre Doors	Replacing the theatre doors will improve the audience experience by soundproofing the theatre from the lobby cross over.	\$67,000	B	Other	\$0	\$67,000	\$0	\$0	\$0	\$0	\$67,000
18-02	Replacement	Replace and Add Directional Signage	Replacing and adding directional signage will improve safety, access, audience flow and crowd management.	\$30,000	B	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-03	Replacement	Replace and Add Under Balcony Lights	Replacing and adding under balcony lighting will improve audience safety in the theatre.	\$10,000	B	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
18-04	Replacement	Replace Fire Curtain	Replace Fire Curtain to meet modern safety standards.	\$150,000	E	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-05	Renewal	Renovate Green Room and Dressing Rooms	Replacing the aging carpets and updating the washrooms and dressing rooms with low flow, engery efficient toilets.	\$78,000	B	Res	\$0	\$78,000	\$0	\$0	\$0	\$0	\$78,000
18-06	Replacement	Replace Lobby Roof	Replacing the lobby roof reached the end of its lifespan will prevent further leaks that have occurred in recent years as well as protecting the interior contents of the theatre.	\$110,000	B	Res	\$0	\$110,000	\$0	\$0	\$0	\$0	\$110,000
19-01	New	Add Exterior Storage	Adding exterior storage will provide improved organization for front of house, maintenance and janitorial equipment and improved efficiency in recycling and garbage areas.	\$20,000	B	Res	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
19-02	New	Install Lobby Chandeliers and Fixtures	Adding and installig six chandeliers to the lobbies will enhance the patron's experience.	\$20,000	B	Res	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
19-03	Replacement	Replace Lobby Furniture	Replacing the aging and worn lobby furniture will enhance the patron's comfort and experience.	\$30,000	B	Res	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
19-04	New	Add Mobile Bar	Adding a mobile bar wil increase service and delivery to patrons.	\$30,000	E	Res	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
19-05	New	Add Balcony Railings	The addition of tailings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.	\$75,000	B	Res	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
20-01	Replacement	Replace Seats and Lights	Replacing the seats and lights will make the patron's experience much more comfortable.	\$250,000	B	Res	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
20-03	Replacement	HVAC Upgrade	The existing old HVAC was installed in 1994 with a 20 year lifespan. It now requires replacement.	\$2,000,000	B	Res	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000
20-03					B	Grant	\$0	\$0	\$0	\$500,000	\$0	\$0	\$500,000

20-03					B	Other	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
20-04	New	Add Canopy	The old canopy was removed in 2004. The new canopy will provide weather protection for patrons.	\$900,000	B	Res	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
20-04					B	Res	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
20-04					B	Grant	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000
20-04					B	Other	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000
21-01	Renewal	Refinish Theatre Floor, Rebuild Orchestra Pit and Add New Pit Railings	This set of renewal will enhance the in house experience of the patrons, provide efficiencies in setups and strikes for shows and improve safety for patrons and staff.	\$1,000,000	B	Res	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
21-01					B	Grant	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
21-01					B	Other	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
GRAND TOTAL				\$4,835,700			\$44,704	\$489,704	\$175,000	\$1,350,000	\$2,000,000	\$800,000	\$4,814,704

Service: 1.290

Royal Theatre

Proj. No.	Capital Project Title 0	Capital Project Description 0
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert</i>		

Proj. No. 16-02	Capital Project Title Install Jump Seats	Capital Project Description Install Jump Seats. Adding jump seats will mke the cross over aisles safer for patrons.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Install Jump Seats. Adding jump seats will mke the cross over aisles safer for patrons.</i>		

Proj. No. 17-06	Capital Project Title Replace Outdoor Event Sign	Capital Project Description Replacement of the outdoor sign is required as the software for the current sign is outdated and not supported.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace Outdoor Event Sign. Replacement of the outdoor sign is required as the software for the current sign is outdated and not supported.</i>		

Proj. No. 18-01	Capital Project Title Replace Theatre Doors	Capital Project Description Replacing the theatre doors will improve the audience experience by soundproofing the theatre from the lobby cross over.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace Theatre Doors. Replacing the theatre doors will improve the audience experience by soundproofing the theatre from the lobby cross over.</i>		

Proj. No. 18-02	Capital Project Title Replace and Add Directional Signage	Capital Project Description Replacing and adding directional signage will improve safety, access, audience flow and crowd management.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace and Add Directional Signage. Replacing and adding directional signage will improve safety, access, audience flow and crowd management.</i>		

Proj. No. 18-03	Capital Project Title Replace and Add Under Balcony Lights	Capital Project Description Replacing and adding under balcony lighting will improve audience safety in the theatre.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace and Add Under Balcony Lights. Replacing and adding under balcony lighting will improve audience safety in the theatre.</i>		

Proj. No. 18-04	Capital Project Title Replace Fire Curtain	Capital Project Description Replace Fire Curtain to meet modern safety standards.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace Fire Curtain. The existing curtains are old and do meet modern safety standards.</i>		

Proj. No. 18-05	Capital Project Title Renovate Green Room and Dressing Rooms	Capital Project Description Replacing the aging carpets and updating the washrooms and dressing rooms with low flow, energy efficient toilets.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Renovate Green Room and Dressing Rooms. Renovating the Green Room and dressing rooms will include replacing the aging carpets and updating the</i>		

Proj. No. 18-06	Capital Project Title Replace Lobby Roof	Capital Project Description Replacing the lobby roof reached the end of its lifespan will prevent further leaks that have occurred in recent years as well as protecting the interior contents of the theatre.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace Lobby Roof. Replacing the lobby roof is necessary as it has reached the end of its lifespan and will prevent further leaks that have occurred in recent</i>		

Proj. No. 19-01	Capital Project Title Add Exterior Storage	Capital Project Description Adding exterior storage will provide improved organization for front of house, maintenance and janitorial equipment and improved efficiency in recycling and garbage areas.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Add Exterior Storage. Adding exterior storage will provide improved organization for front of house, maintenance and janitorial equipment and improved</i>		

Proj. No. 19-02	Capital Project Title Install Lobby Chandeliers and Fixtures	Capital Project Description Adding and install six chandeliers to the lobbies will enhance the patron's experience.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Install Lobby Chandeliers. Adding and install six chandeliers to the lobbies will enhance the patron's experience.</i>		

Proj. No. 19-03	Capital Project Title Replace Lobby Furniture	Capital Project Description Replacing the aging and worn lobby furniture will enhance the patron's comfort and experience.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace Lobby Furniture. Replacing the aging and worn lobby furniture will enhance the patron's comfort and experience.</i>		

Proj. No. 19-04	Capital Project Title Add Mobile Bar	Capital Project Description Adding a mobile bar wil increase service and delivery to patrons.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Add Mobile Bar. Adding a mobile bar wil increase service and delivery to patrons.		

Proj. No. 19-05	Capital Project Title Add Balcony Railings	Capital Project Description The addition of tailings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Add Balcony Railings. The addition of tailings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.		

Proj. No. 20-01	Capital Project Title Replace Seats and Lights	Capital Project Description Replacing the seats and lights will make the patron's experience much more comfortable.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacing the seats and lights will make the patron's experience much more comfortable.		

Proj. No. 20-03	Capital Project Title HVAC Upgrade	Capital Project Description The exisiting old HVAC was installed in 1994 with a 20 year lifespan. It now requires replacement.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Refinish Theatre Floor, Rebuild Orchestra Pit and Add New Pit Railings. Refinishing the theatre floor will enhance the in house experience of the patrons.		

Proj. No. 20-04	Capital Project Title Add Canopy	Capital Project Description The old canopy was removed in 2004. The new canopy will provide weather protection for patrons.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale The existing HVAC was installed in 1994 with a 20 year life span. In 2020 the project will include site preparation and infrastructure. In 2021, the hardware and		

Proj. No. 21-01	Capital Project Title Refinish Theatre Floor, Rebuild Orchest	Capital Project Description This set of renewal will enhance the in house experience of the patrons, provide efficiencies in setups and strikes for shows and improve safety for patrons and staff.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Add Canopy. The old canopy was removed in 2004. The new canopy will provide weather protection for patrons. In 2020, the project will produce new		

**1.290 Royal Theatre
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Royal Theatre

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

* Annual insurance renewal - replacement values as assessed in 2015.

Capital Reserve Fund Schedule

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

Cost Centre: 101607 (PLO)

Capital Reserve Fund

Projected year end balance

Beginning Balance

Planned Capital Expenditure (Based on Capital Plan)

Transfer from Operating Budget

Interest Income**

Total projected year end balance

	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	876,732	346,165	320,165	528,165	61,165	40,165
Planned Capital Expenditure (Based on Capital Plan)	(715,000)	(378,000)	(175,000)	(850,000)	(400,000)	(300,000)
Transfer from Operating Budget	173,973	352,000	383,000	383,000	379,000	379,000
Interest Income**	10,460	-	-	-	-	-
Total projected year end balance	346,165	320,165	528,165	61,165	40,165	119,165

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

Service: 1.295 McPherson Theatre

Committee: Administration

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia.

SERVICE DESCRIPTION:

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

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

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

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

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Finance, Corporate and Intergovernmental.

FUNDING:

McPHERSON THEATRE	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Third Party Payments	272,470	276,995	301,233	-	-	301,233	300,263	299,274	298,265	297,235
Internal Allocations	44,890	44,890	48,467	-	-	48,467	49,437	50,426	51,435	52,465
Interest Charge	32,640	28,115	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	350,000	350,000	350,000	-	-	350,000	350,000	350,000	350,000	350,000
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchases	84,000	84,000	104,000	-	-	104,000	84,000	84,000	88,000	88,000
Transfer to Reserve Fund	352,504	352,504	332,504	-	-	332,504	352,504	352,504	348,504	348,504
TOTAL CAPITAL / RESERVES	436,504	436,504	436,504	-	-	436,504	436,504	436,504	436,504	436,504
TOTAL COSTS	786,504	786,504	786,504	-	-	786,504	786,504	786,504	786,504	786,504
FUNDING SOURCES (REVENUE)										
estimated balance C/F from current to Next year		-	-	-	-					
Balance C/F from Prior to Current year		-	-	-	-					
Grants In Lieu of Taxes	(36,504)	(36,504)	(36,504)	-	-	(36,504)	(36,504)	(36,504)	(36,504)	(36,504)
TOTAL REVENUE	(36,504)	(36,504)	(36,504)	-	-	(36,504)	(36,504)	(36,504)	(36,504)	(36,504)
REQUISITION	(750,000)	(750,000)	(750,000)	-	-	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.295	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$9,742	\$454,742	\$1,000,000	\$500,000	\$500,000	\$0	\$2,454,742
Equipment	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$9,742	\$604,742	\$1,000,000	\$500,000	\$500,000	\$0	\$2,604,742

SOURCE OF FUNDS

Capital Funds on Hand	\$9,742	\$9,742	\$0	\$0	\$0	\$0	\$9,742
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$595,000	\$1,000,000	\$500,000	\$400,000	\$0	\$2,495,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$9,742	\$604,742	\$1,000,000	\$500,000	\$500,000	\$0	\$2,604,742

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.295
Service Name: McPherson Theatre

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN													
Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-04	Renewal	Refinish Government Street Doors	Refinish 20 years old Government Street doors in perishing	\$10,000	B	Cap	\$9,742	\$9,742	\$0	\$0	\$0	\$0	\$9,742
17-06	Renewal	Renovate Mezzanine Washrooms	Renovate 1960's Mezzanine Washrooms	\$205,000	B	Res	\$0	\$195,000	\$0	\$0	\$0	\$0	\$195,000
18-01	Replacement	Replace Lobby Windows	Replacing the current single pane leaking windows	\$250,000	B	Res	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
18-02	Replacement	Replace Stage Fire Curtain	Replace the existing fire curtains which are old and not meet modern safety standards	\$150,000	E	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
19-01	New	Add Lobby Vestibule	Adding a new vestibule in front of the existing lobby doors	\$250,000	B	Res	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
19-02	New	Install Lobby HVAC	Installing HVAC to the lobby will improve audience and performer comfort.	\$500,000	B	Res	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
19-03	Renewal	Restore Façade	Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.	\$250,000	B	Res	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
20-01	New	Add Elevator	Adding an elevator will provide accessibility to the mezzanine for all patrons	\$1,000,000	B	Res	\$0	\$0	\$0	\$500,000	\$400,000	\$0	\$900,000
20-01					B	Grant	\$0	\$0	\$0	\$0	\$100,000	\$0	\$100,000
GRAND TOTAL				\$2,615,000			\$9,742	\$604,742	\$1,000,000	\$500,000	\$500,000	\$0	\$2,604,742

Service: 1.295

McPherson Theatre

Proj. No. 16-04	Capital Project Title Refinish Government Street Doors	Capital Project Description Refinish 20 years old Government Street doors in perishing
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.		

Proj. No. 16-04	Capital Project Title Refinish Government Street Doors	Capital Project Description Refinish 20 years old Government Street doors in perishing
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Refinishing the 20 year old door frames at Government Street is required as the existing finish is perishing. The product used to construct the frames requires refinishing and sealing to stop the weather from further erosion and leakage.		

Proj. No. 17-06	Capital Project Title Renovate Mezzanine Washrooms	Capital Project Description Renovate 1960's Mezzanine Washrooms
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Renovate Mezzanine Washrooms. Renovating the mezzanine washrooms will update the 1960's washrooms for improved functionality, health, safety and comfort of patrons. Energy consumption will be improved through LED lighting and water consumption will be reduced with low flow, energy efficient toilets.		

Proj. No. 18-01	Capital Project Title Replace Lobby Windows	Capital Project Description Replacing the current single pane leaking windows
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replace Lobby Windows. Replacing the current single pane leaking windows will reduce energy consumption.		

Proj. No. 18-02	Capital Project Title Replace Stage Fire Curtain	Capital Project Description Replace the existing fire curtains which are old and not meet modern safety standards
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replace Fire Curtain. The existing curtains are old and do not meet modern safety standards.		

Proj. No. 19-01	Capital Project Title Add Lobby Vestibule	Capital Project Description Adding a new vestibule in front of the existing lobby doors
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Add Lobby Vestibule. Adding a new vestibule in front of the existing lobby doors will improve safety and comfort for patrons and staff as well as reducing energy consumption in the lobby.		

Proj. No. 19-02	Capital Project Title Install Lobby HVAC	Capital Project Description Installing HVAC to the lobby will improve audience and performer comfort.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Install Lobby HVAC. Installing HVAC to the lobby will improve audience and performer comfort.		

Proj. No. 19-03	Capital Project Title Restore Façade	Capital Project Description Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Restore Government St. Façade. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.		

Proj. No. 20-01	Capital Project Title Add Elevator	Capital Project Description Adding an elevator will provide accessibility to the mezzanine for all patrons
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Add elevator. Adding an elevator will provide accessibility to the mezzanine for all patrons. Excavating and prep work wil occur in 2020 and hardware and installation in 2021.		

**1.295 McPherson Theatre
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

McPherson Theatre

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

Capital Reserve Fund Schedule

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

Cost Centre: 101899 (PLO)

Capital Reserve Fund

Projected year end balance

	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	982,442	1,186,666	924,170	276,674	129,178	77,682
Planned Capital Expenditure (Based on Capital Plan)	(160,000)	(595,000)	(1,000,000)	(500,000)	(400,000)	-
Transfer from Operating Budget	352,504	332,504	352,504	352,504	348,504	348,504
Interest Income*	11,720	-	-	-	-	-
Total projected year end balance	1,186,666	924,170	276,674	129,178	77,682	426,186

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

Service: 1.112 Regional Grant in Aid

Committee: Corporate Services

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

\$0.05 / \$1,000 on converted value of hospital assessed land and improvements.

PRIOR YEAR LEVIES:

2014	\$	300,000
2015	\$	300,000
2016	\$	-

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

GRANTS IN AID - REGIONAL	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
Grants in Aid	1,320,090	1,340,090	1,335,840	-	-	1,335,840	-	-	-	-
TOTAL OPERATING COSTS	1,320,090	1,340,090	1,335,840	-	-	1,335,840	-	-	-	-
*Percentage Increase						1.2%				
FUNDING SOURCES (REVENUE)										
Estimated balance c/f from 2017 to 2018	-	-	(1,335,840)	-	-	(1,335,840)	-	-	-	-
Amount carried forward from 2016 to 2017	(1,320,090)	(1,320,090)	-	-	-	-	-	-	-	-
Interest Income	-	(20,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,320,090)	(1,340,090)	(1,335,840)	-	-	(1,335,840)	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										

Service: 21.1 Feasibility Study Reserve

Committee: Finance & Corporate Services

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Member Municipality	ASSESSMENTS			ASSESSMENTS		
	2016 Converted		2016 Actual	2017 Converted		2017 Actual
City of Colwood	308,692,333	3.14%	2,776,886,201	353,282,429	3.08%	3,193,103,315
District of Langford	804,277,578	8.17%	6,394,601,699	910,240,939	7.94%	7,312,223,306
District of Highland	54,706,611	0.56%	514,567,316	61,475,221	0.54%	580,635,538
City of Victoria	2,551,712,501	25.91%	18,840,562,858	2,959,964,076	25.82%	22,348,183,976
District of Central Saanich	451,561,157	4.59%	3,707,360,574	513,275,231	4.48%	4,280,858,520
Township of Esquimalt	296,813,995	3.01%	2,600,636,656	337,881,333	2.95%	2,993,653,556
District of Saanich	2,696,108,203	27.38%	23,984,429,943	3,196,722,897	27.89%	28,726,746,367
District of Oak Bay	630,402,041	6.40%	6,069,023,409	809,189,591	7.06%	7,837,663,310
District of North Saanich	416,462,957	4.23%	3,766,609,511	490,428,238	4.28%	4,488,740,615
District of Metchosin	96,617,641	0.98%	938,540,524	105,182,044	0.92%	1,023,861,936
Town of Sidney	353,194,686	3.59%	2,861,751,956	401,865,172	3.51%	3,315,203,726
District of Sooke	228,068,653	2.32%	2,062,374,197	250,004,193	2.18%	2,271,057,095
Town of View Royal	226,183,039	2.30%	1,962,459,398	275,059,349	2.40%	2,349,773,398
Subtotal	9,114,801,395	92.57%	76,479,804,242	10,664,570,713	93.04%	90,721,704,658
Electoral Area						
Juan de Fuca EA	162,119,198	1.65%	1,351,310,280	179,652,639	1.57%	1,507,090,267
Salt Spring Island (F)	320,062,519	3.25%	3,008,016,818	350,947,465	3.06%	3,314,023,840
Southern Gulf Islands	249,531,696	2.53%	2,409,143,122	266,674,146	2.33%	2,578,408,831
Subtotal	731,713,413	7.43%	6,768,470,220	797,274,250	6.96%	7,399,522,938
TOTAL	9,846,514,808	100.00%	83,248,274,462	11,461,844,963	100.00%	98,121,227,596

	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
FEASIBILITY STUDY										
<u>OPERATING COSTS:</u>										
Regional Studies	150,930	-	149,080	-	-	149,080	152,080	155,080	158,080	-
Electoral Area										
Southern Gulf Islands	85,660	-	85,660	-	-	85,660	85,660	85,660	85,660	-
Juan de Fuca	89,850	-	89,850	-	-	89,850	89,850	89,850	89,850	-
Salt Spring Island	97,590	-	97,590	-	-	97,590	97,590	97,590	97,590	-
Total Electoral Area	273,100	-	273,100	-	-		273,100	273,100	273,100	-
TOTAL OPERATING COSTS	424,030	-	422,180	-	-	422,180	425,180	428,180	431,180	-
*Percentage Increase over prior year						-0.4%				
<u>REVENUES</u>										
Estimated balance c/fwd from 2017 to 2018	-	153,060	(146,080)	-	-	(146,080)	(149,080)	(152,080)	(155,080)	-
Balance c/fwd from 2016 to 2017	(147,930)	(149,460)	-	-	-	-	-	-	-	-
Interest Income	(3,000)	(3,600)	(3,000)	-	-	(3,000)	(3,000)	(3,000)	(3,000)	-
Recovery Cost	(35,370)	-	(35,370)	-	-	(35,370)	(35,370)	(35,370)	(35,370)	-
Feasibility Study Funding	(150,000)	-	(150,000)	-	-	(150,000)	(150,000)	(150,000)	(150,000)	-
Grant Provincial	(21,490)	-	(21,490)	-	-	(21,490)	(21,490)	(21,490)	(21,490)	-
Transfer from Revenue Fund	(66,240)	-	(66,240)	-	-	(66,240)	(66,240)	(66,240)	(66,240)	-
TOTAL REVENUES	(424,030)	-	(422,180)	-	-	(422,180)	(425,180)	(428,180)	(431,180)	-
REQUISITION	-	-	-	-	-	-	-	-	-	-

Reserve Schedule

Reserve Fund: 1.021 Feasibility Study

Reserve Cash Flow

Fund: Fund Center:

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	-	(1,614)	(11,014)	(14,894)	(16,504)	(18,144)
Actual Purchases	(1,614)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(4,400) (5,000)	(3,880)	(1,610)	(1,640)	(4,860)
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	(1,614)	(11,014)	(14,894)	(16,504)	(18,144)	(23,004)

Service: 1.015 Real Estate

Committee: Finance & Corporate Services

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Internal recoveries and requisition

REAL ESTATE SERVICES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	356,810	340,730	361,870	-	-	361,870	366,430	371,040	375,710	380,450
Allocations	56,660	55,600	57,600	-	-	57,600	58,740	59,910	61,100	62,320
Legal Expenses	1,040	1,040	1,060	-	-	1,060	1,080	1,100	1,120	1,140
Software Licenses	3,960	2,000	2,040	-	-	2,040	2,080	2,120	2,160	2,200
Other Operating Expenses	26,830	16,420	18,900	-	-	18,900	19,270	19,640	20,020	20,400
TOTAL OPERATING COSTS	445,300	415,790	441,470	-	-	441,470	447,600	453,810	460,110	466,510
*Percentage Increase over prior year						-0.9%				
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL COSTS	446,300	416,790	442,470	-	-	442,470	448,600	454,810	461,110	467,510
Internal Recoveries	(391,320)	(373,310)	(354,170)	-	-	(354,170)	(358,530)	(362,940)	(367,400)	(371,930)
Transfer from Internal Reserve Fund	(11,500)	-	-	-	-	-	-	-	-	-
REQUISITION	43,480	43,480	88,300	-	-	88,300	90,070	91,870	93,710	95,580
*Percentage increase over prior year requisition						103.1%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No. 1.015	Carry Forward from 2017	2018	2019	2020	20201	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0
Equipment	0	950	970	2970	0	1030	5,920
Land	0	0	0	0	0	0	0
Engineered Structures	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
	0	950	970	2,970	0	1,030	5,920

SOURCE OF FUNDS

Capital Funds on Hand	0	0	0	0	0	0	0
Debenture Debt (New Debt Only)	0	0	0	0	0	0	0
Equipment Replacement Fund	0	950	970	2,970	0	1,030	5,920
Grants (Federal, Provincial)	0	0	0	0	0	0	0
Donations / Third Party Funding	0	0	0	0	0	0	0
Reserve Fund	0	0	0	0	0	0	0
Short Term Loans	0	0	0	0	0	0	0
	0	950	970	2,970	0	1,030	5,920

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #:
Service Name:

1.015
Real Estate

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	1 Desktop Computer		\$950	E	ERF	\$0	\$950	\$0	\$0	\$0	\$0	\$950
19-01	Replacement	1 Desktop Computer		\$970	E	ERF	\$0	\$0	\$970	\$0	\$0	\$0	\$970
20-01	Replacement	3 Desktop Computers		\$2,970	E	ERF	\$0	\$0	\$0	\$2,970	\$0	\$0	\$2,970
22-01	Replacement	1 Desktop Computer		\$1,030	E	ERF	\$0	\$0	\$0	\$0	\$0	\$1,030	\$1,030
GRAND TOTAL				<u><u>\$5,920</u></u>			<u><u>\$0</u></u>	<u><u>\$950</u></u>	<u><u>\$970</u></u>	<u><u>\$2,970</u></u>	<u><u>\$0</u></u>	<u><u>\$1,030</u></u>	<u><u>\$5,920</u></u>

Service: 1.015 **Real Estate**

Proj. No. 18-01 **Capital Project Title** 1 Desktop Computer **Capital Project Description** 0
Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale

Proj. No. 19-01 **Capital Project Title** 1 Desktop Computer **Capital Project Description** 0
Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale

Proj. No. 20-01 **Capital Project Title** 3 Desktop Computers **Capital Project Description** 0
Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale

Proj. No. 22-01 **Capital Project Title** 1 Desktop Computer **Capital Project Description** 0
Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Other
Project Rationale

Reserve Schedule

Reserve Fund: 1.015 Real Estate

Reserve Cash Flow

Fund: 1500 Fund Center: 105514
Op Rsv Funds B#4102,03,4144,45,46,47

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	11,499	11,499	11,499	11,499	11,499	11,499
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance \$	11,499	11,499	11,499	11,499	11,499	11,499

Service: 1.297 Arts Grants and Development

Committee: Arts

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,153,060	2,153,060	2,185,350	-	-	2,185,350	2,229,057	2,273,638	2,319,111	2,365,493
Project Grants	208,780	183,780	214,000	-	-	214,000	225,196	229,700	234,294	238,979
Total Grants Payment	2,361,840	2,336,840	2,399,350	-	-	2,399,350	2,454,253	2,503,338	2,553,404	2,604,472
		-1.06%	1.59%			1.59%	2.29%	2.00%	2.00%	2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	183,941	206,280	182,663	82,025	-	264,688	266,897	272,235	277,680	283,234
Internal Allocations	43,016	43,016	46,048	-	-	46,048	46,964	47,904	48,862	49,840
Insurance Cost	460	460	520	-	-	520	530	541	552	563
Operating Cost - Other	21,825	17,885	21,685	-	-	21,685	19,946	20,345	20,752	21,167
Total Administration Costs	249,242	267,641	250,916	82,025	-	332,941	334,338	341,025	347,846	354,804
		7.38%	0.67%			34%	0.42%	2.00%	2.00%	2.00%
TOTAL OPERATING COSTS	2,611,082	2,604,481	2,650,266	82,025	-	2,732,291	2,788,591	2,844,363	2,901,251	2,959,276
		-0.3%	1.5%			4.6%	2.06%	2.00%	2.00%	2.00%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	6,753	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,330	1,330	1,330	-	-	1,330	1,357	1,384	1,411	1,440
TOTAL CAPITAL / RESERVES TRANSFER	1,330	8,083	1,330	-	-	1,330	1,357	1,384	1,411	1,440
		507.74%	0.00%			0.00%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	2,612,412	2,612,564	2,651,596	82,025	-	2,733,621	2,789,947	2,845,746	2,902,662	2,960,716
		0.01%	1.50%			4.64%	2.06%	2.00%	2.00%	2.00%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		-				-				
Balance C/F from Prior to Current year	(23,000)	(23,000)	(12,000)	-	-	(12,000)	-	-	-	-
Revenue - Other (Interest)	-	(152)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	(25,000)	-	-	(25,000)	(25,000)	-	-	-
Payments In Lieu of Taxes	(144,854)	(144,854)	(145,102)	-	-	(145,102)	(148,003)	(150,963)	(153,984)	(157,064)
						-				
TOTAL REVENUE	(167,854)	(168,006)	(182,102)	-	-	(182,102)	(173,003)	(150,963)	(153,984)	(157,064)
		0.09%	8.49%			8.49%	-5.00%	-12.74%	2.00%	2.00%
REQUISITION	(2,444,558)	(2,444,558)	(2,469,494)	(82,025)	-	(2,551,519)	(2,616,944)	(2,694,783)	(2,748,678)	(2,803,652)
			1.02%			4.38%	2.56%	2.97%	2.00%	2.00%
<u>AUTHORIZED POSITIONS:</u>										
	1.80	1.80	1.80	1.00	0.00	2.80	2.80	2.80	2.80	2.80

1.297 ARTS DEVELOPMENT

2018			
<u>Ongoing Increase Items:</u>	\$ 82,025	<u>One-Time Increase Items:</u>	\$ -
1 FTE for Communication Outreach Coordinator	82,025		
	-		
2019			
<u>Ongoing Increase Items:</u>	\$ -	<u>One-Time Increase Items:</u>	\$ -
2020			
<u>Ongoing Increase Items:</u>	\$ -	<u>One-Time Increase Items:</u>	\$ -
2021			
<u>Ongoing Increase Items:</u>	\$ -	<u>One-Time Increase Items:</u>	\$ -
2022			
<u>Ongoing Increase Items:</u>	\$ -	<u>One-Time Increase Items:</u>	\$ -

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.297	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
	Arts Grants and Development							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$0	\$3,440
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$0	\$3,440

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$0	\$3,440
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$0	\$3,440

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.297
Service Name: Arts Grants and Development

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU - Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN													
Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	N/A	E	ERF		\$1,890	\$0	\$1,550	\$0	\$0	\$3,440
GRAND TOTAL				\$0			\$0	\$1,890	\$0	\$1,550	\$0	\$0	\$3,440

Service: 1.297

Arts Grants and Development

Proj. No. 18-01

Capital Project Title Computer and Printer

Capital Project Description IT scheduled Routine Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department*

**1.297 Arts grants and Development
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Arts grants and Development

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

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	8,396	8,886	8,326	9,683	9,517	10,928
Planned Purchase (Based on Capital Plan)	(1,000)	(1,890)	-	(1,550)	-	-
Transfer from Ops Budget	1,330	1,330	1,357	1,384	1,411	1,440
Interest Income*	160	-	-	-	-	-
Ending Balance \$	8,886	8,326	9,683	9,517	10,928	12,368

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

**1.297 Arts and Cultural Grants
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Arts and Cultural Grants

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

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	162,079	170,767	145,767	120,767	120,767	120,767
Planned Purchase		(25,000)	(25,000)			
Transfer from Ops Budget	6,753					
Interest Income*	1,935					
Total projected year end balance	170,767	145,767	120,767	120,767	120,767	120,767

Assumptions/Background:

25k per year in 2018 and 2019 is to fund a 2 year pilot of the Incubators Fund. It was a recommendation of the arts implementation plan

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

CAPITAL REGIONAL DISTRICT

2018 BUDGET

TECHNOLOGY AND INITIATIVES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE
December 13, 2017
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Technology and Initiatives

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Service: 1.022 Information Technology

Committee: Finance & Corporate Services

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

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

PARTICIPATION:

All CRD departments, recreation centres, CRD Housing and 9-1-1.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Finance & Corporate Services

FUNDING:

Internal recoveries

INFORMATION TECHNOLOGY DEPARTMENT	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
INFORMATION TECHNOLOGY	4,205,430	4,138,790	4,288,960	243,590	-	4,532,550	4,612,230	4,681,570	4,752,190	4,823,840
GIS	518,330	341,630	537,660	-	-	537,660	545,830	554,100	562,510	571,070
GEOSPATIAL	139,960	136,840	142,900	-	-	142,900	145,770	148,690	151,670	154,690
TOTAL OPERATING COSTS	4,863,720	4,617,260	4,969,520	243,590	-	5,213,110	5,303,830	5,384,360	5,466,370	5,549,600
*Percentage Increase over prior year						7.2%	1.7%	1.5%	1.5%	1.5%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	255,000	255,000	260,100	-	-	260,100	260,100	260,100	260,100	260,100
Transfer to Equipment Replacement Fund	165,720	226,280	156,020	-	-	156,020	159,500	163,120	166,840	170,670
TOTAL CAPITAL / RESERVES	420,720	481,280	416,120	-	-	416,120	419,600	423,220	426,940	430,770
TOTAL COSTS	5,284,440	5,098,540	5,385,640	243,590	-	5,629,230	5,723,430	5,807,580	5,893,310	5,980,370
Internal Recoveries	(4,245,700)	(4,037,300)	(4,326,530)	(226,790)	-	(4,553,320)	(4,371,700)	(4,431,840)	(4,493,110)	(4,555,260)
TOTAL COSTS LESS INTERNAL RECOVERIES	1,038,740	1,061,240	1,059,110	16,800	-	1,075,910	1,351,730	1,375,740	1,400,200	1,425,110
<u>SOURCES OF FUNDING</u>										
Lease Revenue	(15,000)	(17,000)	(17,000)	-	-	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Sale of Services	(9,600)	(7,800)	(7,800)	-	-	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
PILT Revenue	(12,610)	(12,610)	(12,610)	-	-	(12,610)	(12,610)	(12,610)	(12,610)	(12,610)
Other	-	(22,300)	(150)	(16,800)	-	(16,950)	(16,200)	(16,200)	(16,200)	(16,200)
TOTAL REVENUE	(37,210)	(59,710)	(37,560)	(16,800)	-	(54,360)	(53,610)	(53,610)	(53,610)	(53,610)
REQUISITION	(1,001,530)	(1,001,530)	(1,021,550)	-	-	(1,021,550)	(1,298,120)	(1,322,130)	(1,346,590)	(1,371,500)
*Percentage increase over prior year requisition						2.0%	27.1%	1.8%	1.9%	1.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	24.0	24.0	24.0	-	-	24.0	24.0	24.0	24.0	24.0

1.022 INFORMATION TECHNOLOGY	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	2,605,280	2,515,160	2,682,170	226,790	-	2,908,960	2,945,390	2,982,260	3,019,590	3,057,360
Allocations	266,050	269,890	260,870	16,800	-	277,670	283,220	288,880	294,650	300,560
Consulting	43,000	43,000	43,000	-	-	43,000	43,860	44,740	45,630	46,540
Contract for Services	441,170	441,170	466,530	-	-	466,530	475,040	483,700	492,540	501,520
Software Licenses	112,780	121,030	118,400	-	-	118,400	120,770	123,190	125,650	128,160
Purchased Maintenance - Computers	473,600	478,340	484,600	-	-	484,600	494,290	504,180	514,270	524,560
Other Operating Expenses	197,990	270,200	261,480	-	-	261,480	266,700	272,000	277,430	282,980
TOTAL OPERATING COSTS	4,139,870	4,138,790	4,317,050	243,590	-	4,560,640	4,629,270	4,698,950	4,769,760	4,841,680
*Percentage Increase over prior year			4.3%			10.2%	1.5%	1.5%	1.5%	1.5%
<u>CAPITAL / RESERVE</u>										
Transfer to General Capital Fund	255,000	255,000	260,100	-	-	260,100	260,100	260,100	260,100	260,100
Transfer to Equipment Replacement Fund	94,620	94,620	94,700	-	-	94,700	94,790	94,890	94,990	95,090
TOTAL CAPITAL / RESERVES	349,620	349,620	354,800	-	-	354,800	354,890	354,990	355,090	355,190
TOTAL COSTS	4,489,490	4,488,410	4,671,850	243,590	-	4,915,440	4,984,160	5,053,940	5,124,850	5,196,870
Internal Recoveries	(3,693,280)	(3,667,900)	(3,856,440)	(226,790)	-	(4,083,230)	(4,136,730)	(4,190,220)	(4,244,520)	(4,299,600)
TOTAL COSTS LESS INTERNAL RECOVERIES	796,210	820,510	815,410	16,800	-	832,210	847,430	863,720	880,330	897,270
Lease Revenue	(15,000)	(17,000)	(17,000)	-	-	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Service Fees	-	-	-	(16,800)	-	(16,800)	(16,050)	(16,050)	(16,050)	(16,050)
Other Income		(22,300)	-	-	-	-	-	-	-	-
TOTAL REVENUES	(15,000)	(39,300)	(17,000)	(16,800)	-	(33,800)	(33,050)	(33,050)	(33,050)	(33,050)
REQUISITION	(781,210)	(781,210)	(798,410)	-	-	(798,410)	(814,380)	(830,670)	(847,280)	(864,220)
*Percentage increase over prior year requisition			2.2%			2.2%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	23.0	23.0	23.0	-	-	23.0	21.0	21.0	21.0	21.0

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.022	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$50,000	\$405,000	\$440,000	\$375,000	\$390,000	\$350,000	\$1,960,000	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$405,000	\$440,000	\$375,000	\$390,000	\$350,000	\$1,960,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$230,000	\$260,000	\$270,000	\$195,000	\$215,000	\$1,170,000	
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$50,000	\$175,000	\$180,000	\$105,000	\$195,000	\$135,000	\$790,000	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$50,000	\$405,000	\$440,000	\$375,000	\$390,000	\$350,000	\$1,960,000	

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.022
 Service Name: Information Technology

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	SAP	Improvements to SAP Plant Maintenance	\$125,000	E	Cap	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
19-01	Replacement	SAP	Enhancements to Mobile Work Orders	\$75,000	E	Cap	\$0	\$0	\$20,000	\$15,000	\$15,000	\$25,000	\$75,000
18-02	Replacement	SAP	Enterprise Asset Managemnet	\$150,000	E	Cap	\$0	\$50,000	\$50,000	\$20,000	\$10,000	\$20,000	\$150,000
18-03	Replacement	SAP	Fleet Management	\$80,000	E	Cap	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$20,000	\$80,000
18-04	Replacement	SAP	S4 HANA Business Suite	\$80,000	E	Cap	\$0	\$20,000	\$20,000	\$10,000	\$10,000	\$20,000	\$80,000
18-05	Replacement	SAP	Utility Billing	\$100,000	E	Cap	\$0	\$50,000	\$0	\$10,000	\$20,000	\$20,000	\$100,000
19-02	Replacement	SAP	Real Estate Enhancements (Enroll Corporate Real Estate)	\$90,000	E	Cap	\$0	\$0	\$25,000	\$25,000	\$20,000	\$20,000	\$90,000
19-03	Replacement	SAP	Data Archiving	\$150,000	E	Cap	\$0	\$0	\$65,000	\$65,000	\$10,000	\$10,000	\$150,000
18-06	Replacement	SAP	SAP WorkFLOW	\$75,000	E	Cap	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
20-01	Replacement	SAP	SAP Revenue/Cash Handling	\$45,000	E	Cap	\$0	\$0	\$0	\$25,000	\$10,000	\$10,000	\$45,000
19-04	Replacement	Data Centre Replacements	Additional Storage	\$60,000	E	ERF	\$0	\$0	\$10,000	\$10,000	\$20,000	\$20,000	\$60,000
18-06	Replacement	Data Centre Replacements	Replace Backup	\$125,000	E	ERF	\$50,000	\$125,000	\$0	\$0	\$0	\$0	\$125,000
18-07	Replacement	Data Centre Replacements	Server Replacements	\$250,000	E	ERF	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	\$80,000	E	ERF	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
18-08	Replacement	SAP	Human Resources Org Management	\$60,000	E	Cap	\$0	\$10,000	\$10,000	\$20,000	\$10,000	\$10,000	\$60,000
19-06	Replacement	Data Centre Replacements	Storage Area Network	\$100,000	E	ERF	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
21-01	Replacement	Data Centre Replacements	Corporate Firewall	\$80,000	E	ERF	\$0	\$0	\$0	\$0	\$80,000	\$0	\$80,000
18-09	Replacement	SAP	SAP Project System	\$50,000	E	Cap	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
18-10	Replacement	SAP	Budget Module	\$40,000	E	Cap	\$0	\$20,000	\$0	\$0	\$20,000	\$0	\$40,000
22-01	Replacement	Data Centre Replacements	SPAM Email Appliance	\$20,000	E	ERF	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000
20-02	Replacement	Data Centre Replacements	Virtual Server Hosts	\$75,000	E	ERF	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$75,000
18-11	Replacement	SAP	SAP FORI (user interface) Enhancements	\$50,000	E	Cap	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
GRAND TOTAL				\$1,960,000			\$50,000	\$405,000	\$440,000	\$375,000	\$390,000	\$350,000	\$1,960,000

Service: 1.022

Information Technology

Proj. No. 18-01	Capital Project Title SAP	Capital Project Description Improvements to SAP Plant Maintenance
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-01	Capital Project Title SAP	Capital Project Description Enhancements to Mobile Work Orders
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-02	Capital Project Title SAP	Capital Project Description Enterprise Asset Managemnet
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-03	Capital Project Title SAP	Capital Project Description Fleet Management
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-04	Capital Project Title SAP	Capital Project Description S4 HANA Business Suite
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-05	Capital Project Title SAP	Capital Project Description Utility Billing
Asset Class Equipment	Board Priority Area Integrated Water Management	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-02	Capital Project Title SAP	Capital Project Description Real Estate Enhancements (Enroll Corporate Real Estate)
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-03	Capital Project Title SAP	Capital Project Description Data Archiving
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-06	Capital Project Title SAP	Capital Project Description SAP WorkFlow
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 21-01	Capital Project Title Data Centre Replacements	Capital Project Description Corporate Firewall
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-04	Capital Project Title Data Centre Replacements	Capital Project Description Additional Storage
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-07	Capital Project Title Data Centre Replacements	Capital Project Description Server Replacements
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-05	Capital Project Title Data Centre Replacements	Capital Project Description Router & Switch Network Data Centre
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-08	Capital Project Title SAP	Capital Project Description Human Resources Org Management
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 19-06	Capital Project Title Data Centre Replacements	Capital Project Description Storage Area Network
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 21-01	Capital Project Title Data Centre Replacements	Capital Project Description Corporate Firewall
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-09	Capital Project Title SAP	Capital Project Description SAP Project System
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-10	Capital Project Title SAP	Capital Project Description Budget Module
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 22-01	Capital Project Title Data Centre Replacements	Capital Project Description SPAM Email Appliance
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 20-02	Capital Project Title Data Centre Replacements	Capital Project Description Virtual Server Hosts
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Proj. No. 18-11	Capital Project Title SAP	Capital Project Description SAP FORI (user interface) Enhancements
Asset Class Equipment	Board Priority Area Governance	Corporate Priority Area Corporate Development
Project Rationale		

Reserve Schedule

Reserve Fund: 1.022 Information Technology

Reserve Cash Flow

Fund: 1022 Fund Center: 101421

ERF Group: ITG.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	290,643	453,465	425,755	396,105	369,645	346,465
Actual Purchases	(22,038)	(145,000)	(150,000)	(150,000)	(150,000)	(150,000)
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	184,860	117,290	120,350	123,540	126,820	130,180
Interest Income	-	-	-	-	-	-
Ending Balance \$	453,465	425,755	396,105	369,645	346,465	326,645

Service: 1.101 GIS Information Systems

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Finance & Corporate Services

FUNDING:

Requisition and internal recoveries.

1.101 GIS INFORMATION SYSTEMS	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	324,390	158,960	338,500	-	-	338,500	342,690	346,920	351,210	355,540
Allocations	45,410	46,480	59,670	-	-	59,670	60,870	62,080	63,310	64,580
Data Processing Services	82,950	82,950	84,610	-	-	84,610	86,300	88,030	89,790	91,590
Supplies	41,430	39,650	41,660	-	-	41,660	42,490	43,330	44,200	45,080
Other Operating Expenses	24,150	13,590	13,220	-	-	13,220	13,480	13,740	14,000	14,280
TOTAL OPERATING COSTS	518,330	341,630	537,660	-	-	537,660	545,830	554,100	562,510	571,070
*Percentage Increase over prior year			3.7%			3.7%	1.5%	1.5%	1.5%	1.5%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	31,000	90,240	22,590	-	-	22,590	25,560	28,650	31,830	35,090
TOTAL CAPITAL / RESERVES	31,000	90,240	22,590	-	-	22,590	25,560	28,650	31,830	35,090
TOTAL COSTS	549,330	431,870	560,250	-	-	560,250	571,390	582,750	594,340	606,160
Internal Recoveries	(486,860)	(369,400)	(496,600)	-	-	(496,600)	(506,530)	(516,660)	(526,990)	(537,530)
TOTAL COSTS LESS INTERNAL RECOVERIES	62,470	62,470	63,650	-	-	63,650	64,860	66,090	67,350	68,630
<u>SOURCES OF FUNDING</u>										
PILT Revenue	(3,310)	(3,310)	(3,310)	-	-	(3,310)	(3,310)	(3,310)	(3,310)	(3,310)
TOTAL REVENUE	(3,310)	(3,310)	(3,310)	-	-	(3,310)	(3,310)	(3,310)	(3,310)	(3,310)
REQUISITION	(59,160)	(59,160)	(60,340)	-	-	(60,340)	(61,550)	(62,780)	(64,040)	(65,320)
*Percentage increase over prior year requisition			2.0%			2.0%	2.0%	2.0%	2.0%	2.0%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

Service: 1.335 Geo-Spatial Referencing

Committee: Finance & Corporate Services

DEFINITION:

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

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Allocations	58,760	58,760	60,070	-	-	60,070	61,270	62,500	63,750	65,020
Contract for Services	18,710	18,710	20,130	-	-	20,130	20,530	20,940	21,360	21,790
Consulting	13,420	9,000	13,420	-	-	13,420	13,690	13,960	14,240	14,520
Facilities Rental	13,500	11,560	13,770	-	-	13,770	14,050	14,330	14,620	14,910
Software Licenses & Fees	17,660	20,750	19,360	-	-	19,360	19,750	20,150	20,550	20,960
Other Operating Expenses	17,910	18,060	16,150	-	-	16,150	16,480	16,810	17,150	17,490
TOTAL OPERATING COSTS	139,960	136,840	142,900	-	-	142,900	145,770	148,690	151,670	154,690
*Percentage Increase over prior year			2.1%			2.1%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	40,100	41,420	38,730	-	-	38,730	39,150	39,580	40,020	40,490
TOTAL CAPITAL / RESERVES	40,100	41,420	38,730	-	-	38,730	39,150	39,580	40,020	40,490
TOTAL COSTS	180,060	178,260	181,630	-	-	181,630	184,920	188,270	191,690	195,180
<u>SOURCES OF FUNDING</u>										
PILT Revenue	(9,300)	(9,300)	(9,300)	-	-	(9,300)	(9,300)	(9,300)	(9,300)	(9,300)
Sale of Services	(9,600)	(7,800)	(7,800)	-	-	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Interest Income	-	-	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	(18,900)	(17,100)	(17,250)	-	-	(17,250)	(17,250)	(17,250)	(17,250)	(17,250)
REQUISITION	(161,160)	(161,160)	(164,380)	-	-	(164,380)	(167,670)	(171,020)	(174,440)	(177,930)
*Percentage increase over prior year requisition			2.0%			2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.335 Geo-Spatial Referencing	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0
Equipment	30000	40000	40000	30000	45000	40000	195,000
Land	0	0	0	0	0	0	0
Engineered Structures	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
	30,000.00	40,000	40,000	30,000	45,000	40,000	195,000

SOURCE OF FUNDS

Debenture Debt (New Debt Only)	-	-	-	-	-	-	0
Equipment Replacement Fund	30,000.00	40,000.00	40,000.00	30,000.00	45,000.00	40,000.00	195,000
Grants (Federal, Provincial)	-	-	-	-	-	-	0
Donations / Third Party Funding	-	-	-	-	-	-	0
Reserve Fund	-	-	-	-	-	-	0
Short Term Loans	-	-	-	-	-	-	0
	30,000.00	40,000	40,000	30,000	45,000	40,000	195,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.335
Service Name: Geo-Spatial Referencing

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	RTK Monitor Computers	RTK Monitor Computers	\$30,000	E	ERF	\$30,000			30000			\$30,000
18-01	Replacement	Data Radio Backhaul H/Ware	Data Radio Backhaul H/Ware	\$40,000	E	ERF	\$0	40,000					\$40,000
19-01	Replacement	Survey grade rover kit	Survey grade rover kit	\$40,000	E	ERF	\$0		40,000				\$40,000
20-01	Replacement	V10 Rover Receiver	V10 Rover Receiver	\$45,000	E	ERF	\$0				45,000		\$45,000
22-01	Replacement	4 Net R9 ACP site receivers	4 Net R9 ACP site receivers	\$40,000	E	ERF	\$0					40,000	\$40,000
GRAND TOTAL				\$195,000			\$30,000	\$40,000	\$40,000	\$30,000	\$45,000	\$40,000	\$195,000

Service: 1.335

Geo-Spatial Referencing

Proj. No. 17-01

Capital Project Title RTK Monitor Computers

Capital Project Description RTK Monitor Computers

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The

Proj. No. 18-01

Capital Project Title Data Radio Backhaul H/Ware

Capital Project Description Data Radio Backhaul H/Ware

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale

Proj. No. 19-01

Capital Project Title Survey grade rover kit

Capital Project Description Survey grade rover kit

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale

Proj. No. 20-01

Capital Project Title V10 Rover Receiver

Capital Project Description V10 Rover Receiver

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale

Proj. No. 22-01

Capital Project Title 4 Net R9 ACP site receivers

Capital Project Description 4 Net R9 ACP site receivers

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale

Reserve Schedule

Reserve Fund: 1.335 Geospatial

Reserve Cash Flow

Fund: 1022 Fund Center: 101726

ERF Group: GEOSPA.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	37,624	58,969	57,699	56,849	66,429	61,449
Actual Purchases	(20,075)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(40,000)	(40,000)	(30,000)	(45,000)	(40,000)
Transfer from Operating Budget	41,420	38,730	39,150	39,580	40,020	40,490
Interest Income	-	-	-	-	-	-
Ending Balance \$	58,969	57,699	56,849	66,429	61,449	61,939

CAPITAL REGIONAL DISTRICT

2018 BUDGET

PARKS AND RECREATION

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

**COMMITTEE OF THE WHOLE
December 13, 2017
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Click on the service area name below to access selected budgets

Parks and Recreation

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DEFINITION:

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

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Bylaw.4142 for Construction of E&N Trail Phase 3&4		\$ 6,100,000
BORROWED:		\$ (560,000)
REMAINING	=====	<u>\$ 5,540,000</u>

Service: 1.280 Regional Parks

COMMITTEE: REGIONAL PARKS

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	ASSESSMENTS				ASSESSMENTS	
	Converted 2016		Converted 2017		Actual 2016	Actual 2017
Member Municipality						
City of Colwood	308,692,333	3.13%	353,282,429	3.07%	2,776,886,201	3,193,103,315
City of Victoria	2,551,712,501	25.84%	2,959,964,076	25.76%	18,840,562,858	22,348,183,976
District of Central Saanich	451,561,157	4.57%	513,275,231	4.47%	3,707,360,574	4,280,858,520
Township of Esquimalt	296,813,995	3.01%	337,881,333	2.94%	2,600,636,656	2,993,653,556
District of Langford	804,277,578	8.14%	910,240,939	7.92%	6,394,601,699	7,312,223,306
District of Saanich	2,696,108,203	27.30%	3,196,722,897	27.82%	23,984,429,943	28,726,746,367
District of Oak Bay	630,402,041	6.38%	809,189,591	7.04%	6,069,023,409	7,837,663,310
District of North Saanich	416,462,957	4.22%	490,428,238	4.27%	3,766,609,511	4,488,740,615
District of Metchosin	96,617,641	0.98%	105,182,044	0.92%	938,540,524	1,023,861,936
Town of Sidney	353,194,686	3.58%	401,865,172	3.50%	2,861,751,956	3,315,203,726
Town of View Royal	226,183,039	2.29%	275,059,349	2.39%	1,962,459,398	2,349,773,398
District of Highland	54,706,611	0.55%	61,475,221	0.53%	514,567,316	580,635,538
District of Sooke	228,068,653	2.31%	250,004,193	2.18%	2,062,374,197	2,271,057,095
Subtotal	9,114,801,395	92.30%	10,664,570,713	92.80%	76,479,804,242	90,721,704,658
Electoral Area						
Juan de Fuca EA	162,119,198	1.64%	179,652,639	1.56%	1,351,310,280	1,507,090,267
Salt Spring Island (F)	320,062,519	3.24%	350,947,465	3.05%	3,008,016,818	3,314,023,840
Southern Gulf Islands	249,531,696	2.53%	266,674,146	2.32%	2,409,143,122	2,578,408,831
Subtotal	731,713,413	7.41%	797,274,250	6.94%	6,768,470,220	7,399,522,938
First Nations Taxation						
Songhees	15,300,298	0.15%	16,783,990	0.15%	126,883,600	141,002,100
Tsawout	13,665,981	0.14%	13,665,981	0.12%	120,886,600	120,886,600
Subtotal	28,966,279	0.29%	30,449,971	0.26%	247,770,200	261,888,700
TOTAL	9,875,481,087	100.00%	11,492,294,934	100.00%	83,496,044,662	98,383,116,296

REGIONAL PARKS SUMMARY	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Salaries and Wages	5,278,620	5,026,057	5,403,300	139,800	-	5,543,100	5,686,462	5,800,190	5,916,195	6,034,518
Internal Allocations	682,810	697,310	750,100	-	-	750,100	729,791	613,917	625,192	636,693
Insurance Cost	46,360	50,143	49,040	-	-	49,040	50,021	51,021	52,042	53,082
Consultant and Contract for Services	242,830	227,080	247,330	-	-	247,330	318,062	298,653	294,355	299,902
Vehicles and Equipment	243,580	305,730	270,480	-	-	270,480	275,890	281,407	287,036	292,777
Parks Maintenance and Repairs	263,500	384,480	226,580	-	-	226,580	231,112	235,734	240,448	245,257
Utilities & Disposal Costs	182,290	180,790	173,560	-	-	173,560	175,934	179,766	183,685	187,694
Operating Supplies	295,430	315,520	306,760	-	-	306,760	307,794	313,950	320,229	326,634
Internal Labour Cost	137,350	137,350	169,190	24,000	-	193,190	197,050	200,990	205,008	209,106
Legal/Licences/Surveys Cost	62,170	41,650	62,170	-	-	62,170	63,310	64,474	65,660	66,870
Telecommunications&Training	96,910	112,897	104,710	-	-	104,710	106,804	108,940	111,119	113,342
Operating Cost - Other	194,350	199,305	214,560	-	-	214,560	203,550	207,620	211,772	216,006
TOTAL OPERATING COSTS	7,726,200	7,678,312	7,977,780	163,800	-	8,141,580	8,345,780	8,356,663	8,512,740	8,681,881
*Percentage increase over prior year		-0.6%	3.26%			5.38%	2.51%	0.1%	1.9%	2.0%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	-	100,000	3,500	-	-	3,500	3,500	3,000	2,000	2,000
Transfer to Capital Fund	267,000	217,000	58,040	-	-	58,040	106,120	108,242	110,407	112,615
Land Acquisition Levy	3,687,136	3,687,136	3,687,136	-	-	3,687,136	3,687,136	3,687,136	3,687,136	3,687,136
Transfer to ERF Reserve	55,000	55,000	235,000	-	-	235,000	275,000	275,000	275,000	275,000
Transfer to Capital Reserve Fund	1,105,479	1,200,026	1,212,194	-	-	1,212,194	1,231,038	1,250,258	1,269,864	1,289,861
TOTAL CAPITAL / RESERVE TRNSFER	5,114,615	5,259,162	5,195,870	-	-	5,195,870	5,302,794	5,323,636	5,344,407	5,366,612
*Percentage increase over prior year		2.8%	1.59%			1.59%	2.06%	0.4%	0.4%	0.4%
DEBT CHARGES	111,020	10,500	111,020	83,690	-	194,710	460,610	541,480	541,480	541,480
TOTAL COSTS	12,951,835	12,947,974	13,284,670	247,490	-	13,532,160	14,109,184	14,221,779	14,398,627	14,589,973
*Percentage increase over prior year			2.57%			4.48%	4.26%	0.8%	1.2%	1.3%
Internal Recoveries	(91,050)	(91,050)	(91,430)	-	-	(91,430)	(91,805)	(92,187)	(92,577)	(92,975)
OPERATING LESS RECOVERIES	12,860,785	12,856,924	13,193,240	247,490	-	13,440,730	14,017,379	14,129,592	14,306,050	14,496,998
FUNDING SOURCES (REVENUE)										
Fee Income	(285,530)	(286,052)	(282,400)	-	-	(282,400)	(286,096)	(289,866)	(295,291)	(299,213)
Rental Income	(86,510)	(82,130)	(99,910)	-	-	(99,910)	(101,908)	(103,946)	(106,025)	(108,146)
Transfer from Operating Reserve Fund	-	-	(20,000)	-	(83,690)	(103,690)	(16,830)	(10,000)	-	-
Payments - In Lieu of Taxes	(655,930)	(655,927)	(655,930)	-	-	(655,930)	(669,049)	(682,430)	(696,078)	(710,000)
TOTAL REVENUE	(1,027,970)	(1,024,109)	(1,058,240)	-	(83,690)	(1,141,930)	(1,073,883)	(1,086,242)	(1,097,395)	(1,117,359)
REQUISITION	(11,832,815)	(11,832,815)	(12,135,000)	(247,490)	83,690	(12,298,800)	(12,943,496)	(13,043,350)	(13,208,655)	(13,379,639)
*Percentage increase over prior year requisition			2.55%			3.94%	5.24%	0.8%	1.3%	1.3%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS: Salaried	48.50	48.50	48.50	-	-	48.50	48.50	48.50	48.50	48.50

1.280 Regional Parks

2018			
<u>Ongoing Increase Items:</u>	\$247,490	<u>One-Time Increase Items:</u>	(83,690)
Auxiliary Park Officers for Sea to Sea Green Belt	\$63,800	Operating Reserve Funding for MFA Debt 6.1M	(\$83,690)
Auxiliary Park Officer for Dog Management Effort	\$76,000	Servicing for E&N Trail Phase 3&4	
Bylaw Enforcement Effort for Dog Management in Regional Parks	\$24,000		
MFA Debt 6.1M Servicing for E&N Trail Phase 3&4	\$83,690		
	TOTAL	\$163,800	
2019			
<u>Ongoing Increase Items:</u>	32,500.00	<u>One-Time Increase Items:</u>	-
Auxiliary Park Officers for Sea to Sea	\$32,500		
	TOTAL	\$32,500	
2020			
<u>Ongoing Increase Items:</u>	-	<u>One-Time Increase Items:</u>	-
	TOTAL	\$0	

REGIONAL PARKS - 2018 BUDGET

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

FINANCIAL SUMMARY:	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOATL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	Headquarters and Admin Services	1,242,120	1,194,885	1,312,130	-	-	1,312,130	1,318,434	1,345,262	1,372,627
Visitor Information Services	297,040	289,445	302,610	-	-	302,610	308,662	314,835	321,132	327,555
Environmental Interpretative Prgm	419,310	340,870	432,640	-	-	432,640	441,293	450,119	459,121	468,303
Partnership Development	120,520	120,309	122,670	-	-	122,670	125,123	127,626	130,178	132,782
Social Science Research Program	127,840	26,382	129,840	-	-	129,840	132,437	135,086	137,787	140,543
Planning & Facility Development	815,460	794,802	893,600		35,000	928,600	911,473	800,234	816,238	832,563
Resource Management	219,540	213,886	221,370			221,370	225,797	230,313	234,920	239,618
Parks Operations North	1,019,730	1,053,794	1,061,160			1,061,160	1,082,488	1,104,210	1,126,369	1,148,973
Parks Operations West	1,191,420	1,192,326	1,135,750	63,800		1,199,550	1,256,563	1,282,196	1,308,341	1,335,012
Regional Trails & Gulf Islands	664,740	699,915	710,290			710,290	724,393	738,778	753,449	768,415
HQ Maintenance, Eqpmt & Fire	1,032,790	1,170,455	1,087,990			1,087,990	1,110,217	1,132,566	1,155,368	1,178,360
Security and New Initiatives	338,140	349,400	349,900	100,000		449,900	458,894	468,071	477,431	486,978
Mount McDonald	56,310	56,310	62,130			62,130	57,644	68,314	58,997	59,697
TOTAL OPERATING COST	7,544,960	7,502,779	7,822,080	163,800	35,000	8,020,880	8,153,420	8,197,609	8,351,959	8,519,338
Percentage change over prior year			3.67%			6.31%	1.65%	0.54%	1.88%	2.00%
Land Acquisition Levy	3,687,136	3,687,136	3,687,140	-	-	3,687,140	3,687,140	3,687,140	3,687,140	3,687,140
Land Acquisition (planning costs)	90,190	84,483	64,270	-	-	64,270	65,555	66,867	68,204	69,568
Debt Servicing Cost	111,020	10,500	111,020	83,690	-	194,710	460,610	541,480	541,480	541,480
Transfer to Operating Reserves Fund		100,000	3,500			3,500	3,500	3,000	2,000	2,000
Transfer to ERF and Capital	1,427,479	1,472,026	1,505,230			1,505,230	1,612,154	1,633,496	1,655,267	1,677,472
TOTAL LAND, RESERVE AND DEBT	5,315,825	5,354,145	5,371,160	83,690		5,454,850	5,828,959	5,931,983	5,954,091	5,977,660
Percentage change over prior year			1.04%			2.62%	6.86%	1.77%	0.37%	0.40%
Balance C/F from prior year										
Transfer from Operating Reserve			(20,000)		(83,690)	(103,690)	(16,830)	(10,000)		
Fee and Rental Revenue	(354,240)	(350,860)	(364,510)			(364,510)	(369,848)	(375,293)	(382,427)	(388,092)
Other Revenue	(17,800)	(17,322)	(17,800)			(17,800)	(18,156)	(18,519)	(18,889)	(19,267)
Payments - In Lieu of Taxes	(655,930)	(655,927)	(655,930)			(655,930)	(669,049)	(682,430)	(696,078)	(710,000)
TOTAL REVENUE	(1,027,970)	(1,024,109)	(1,058,240)		(83,690)	(1,141,930)	(1,073,883)	(1,086,242)	(1,097,395)	(1,117,359)
TOTAL REQUISITION	(11,832,815)	(11,832,815)	(12,135,000)	(247,490)	48,690	(12,333,800)	(12,908,496)	(13,043,350)	(13,208,655)	(13,379,639)
Percentage change over prior year requisition			2.55%			4.23%	4.66%	1.04%	1.27%	1.29%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	48.50	48.50	48.50	-	-	48.50	48.50	48.50	48.50	48.50
Converted	-	-	-	-	-	-	-	-	-	-

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	HEADQUARTERS AND ADMINISTRATIVE SERVICES			
DESCRIPTION:	Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.			

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	560,810	546,232	572,080	-	-	572,080	583,522	595,192	607,096	619,238
Other Operating Expenditures	681,310	648,653	740,050	-	-	740,050	734,913	750,070	765,531	781,301
TOTAL EXPENDITURES	1,242,120	1,194,885	1,312,130	-	-	1,312,130	1,318,434	1,345,262	1,372,627	1,400,538
Other Revenue	-	-	(20,000)	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	-	(20,000)	-	-	(20,000)	-	-	-	-
TOTAL REVENUE	-	-	(20,000)	-	-	(20,000)	-	-	-	-
Requisition	(1,242,120)	(1,194,885)	(1,292,130)	-	-	(1,292,130)	(1,318,434)	(1,345,262)	(1,372,627)	(1,400,538)
Percentage Change			4.03%			4.03%	2.04%	2.03%	2.03%	2.03%

PROGRAM:	LAND ACQUISITION			
DESCRIPTION:	Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.			

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Capital	3,687,136	3,687,136	3,687,140	-	-	3,687,140	3,687,140	3,687,140	3,687,140	3,687,140
Salaries & Wages	43,170	42,983	47,250	-	-	47,250	48,195	49,159	50,142	51,145
Other Operating Expenditures	47,020	41,500	17,020	-	-	17,020	17,360	17,708	18,062	18,423
TOTAL EXPENDITURES	3,777,326	3,771,619	3,751,410	-	-	3,751,410	3,752,695	3,754,007	3,755,344	3,756,708
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(3,777,326)	(3,771,619)	(3,751,410)	-	-	(3,751,410)	(3,752,695)	(3,754,007)	(3,755,344)	(3,756,708)
Percentage Change			-0.69%			-0.69%	0.03%	0.03%	0.04%	0.04%

REGIONAL PARKS - 2018 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING

FINANCIAL SUMMARY:

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Debt Servicing	111,020	10,500	111,020	83,690	-	194,710	460,610	541,480	541,480	541,480
Transfer to Operating Reserve Fund	-	100,000	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	835,479	880,026	942,190	-	-	942,190	961,034	980,254	999,860	1,019,857
Total Expenditures	946,499	990,526	1,053,210	83,690	-	1,136,900	1,421,644	1,521,734	1,541,340	1,561,337
REVENUE										
Transfer from Operating Reserve	-	-	-	-	(83,690)	(83,690)	(16,830)	-	-	-
Requisition	(946,499)	(990,526)	(1,053,210)	(83,690)	83,690	(1,053,210)	(1,404,814)	(1,521,734)	(1,541,340)	(1,561,337)
Percentage Change			11.27%			11.27%	33.38%	8.32%	1.29%	1.30%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	VISITOR INFORMATION SERVICES
DESCRIPTION:	Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	234,520	217,165	239,090	-	-	239,090	243,872	248,749	253,724	258,799
Other Operating Expenditures	62,520	72,280	63,520	-	-	63,520	64,790	66,086	67,408	68,756
TOTAL EXPENDITURES	297,040	289,445	302,610	-	-	302,610	308,662	314,835	321,132	327,555
Other Revenue										
TOTAL REVENUE										
Requisition	(297,040)	(289,445)	(302,610)	-	-	(302,610)	(308,662)	(314,835)	(321,132)	(327,555)
Percentage Change			1.88%			1.88%	2.00%	2.00%	2.00%	2.00%

PROGRAM:	ENVIRONMENTAL INTERPRETIVE PROGRAM
DESCRIPTION:	Environmental Interpretation provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	397,090	310,145	410,340	-	-	410,340	418,547	426,918	435,456	444,165
Other Operating Expenditures	22,220	30,725	22,300	-	-	22,300	22,746	23,201	23,665	24,138
Internal Recoveries										
TOTAL EXPENDITURES	419,310	340,870	432,640	-	-	432,640	441,293	450,119	459,121	468,303
Program Fees and Donations	(17,400)	(16,900)	(17,400)	-	-	(17,400)	(17,748)	(18,103)	(18,465)	(18,834)
TOTAL REVENUE	(17,400)	(16,900)	(17,400)	-	-	(17,400)	(17,748)	(18,103)	(18,465)	(18,834)
Requisition	(401,910)	(323,970)	(415,240)	-	-	(415,240)	(423,545)	(432,016)	(440,656)	(449,469)
Percentage Change			3.32%			3.32%	2.00%	2.00%	2.00%	2.00%

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	PARTNERSHIP DEVELOPMENT AND VOLUNTEER SERVICES PROGRAM
DESCRIPTION:	The partnership development and volunteer services program provide opportunities for residents and community organizations of the Capital Regional District to become involved in the stewardship of regional parks and trails.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	112,210	112,059	114,330	-	-	114,330	116,617	118,949	121,328	123,755
Other Operating Expenditures	8,310	8,250	8,340	-	-	8,340	8,507	8,677	8,850	9,027
TOTAL EXPENDITURES	120,520	120,309	122,670	-	-	122,670	125,123	127,626	130,178	132,782
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(120,520)	(120,309)	(122,670)	-	-	(122,670)	(125,123)	(127,626)	(130,178)	(132,782)
Percentage Change			1.78%			1.78%	2.00%	2.00%	2.00%	2.00%

PROGRAM:	SOCIAL SCIENCE RESEARCH PROGRAM
DESCRIPTION:	Social Science Research Program would lead the research and analysis of data related to regional parks and trails, residents and visitors, and contributes to the understanding of visitors' needs and views.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	109,120	19,712	111,120	-	-	111,120	113,342	115,609	117,921	120,280
Other Operating Expenditures	18,720	6,670	18,720	-	-	18,720	19,094	19,476	19,866	20,263
TOTAL EXPENDITURES	127,840	26,382	129,840	-	-	129,840	132,437	135,086	137,787	140,543
Recovery Cost	(2,900.00)	(2,900)	(2,900)	-	-	(2,900)	(2,958)	(3,017)	(3,078)	(3,139)
TOTAL REVENUE	(2,900.00)	(2,900.00)	(2,900.00)	-	-	(2,900.00)	(2,958.00)	(3,017.16)	(3,077.50)	(3,139.05)
Requisition	(124,940)	(23,482)	(126,940)	-	-	(126,940)	(129,479)	(132,068)	(134,710)	(137,404)
Percentage Change			1.60%			1.60%	2.00%	2.00%	2.00%	2.00%

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	PLANNING & FACILITY DEVELOPMENT
DESCRIPTION:	The goal of planning is to address the protection of a park and trail's natural environment and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	582,470	550,952	603,670			603,670	615,743	628,058	640,619	653,432
Other Operating Expenditures	232,990	243,850	289,930		35,000	324,930	295,730	172,176	175,619	179,131
TOTAL OPS EXPENDITURES	815,460	794,802	893,600	-	35,000	928,600	911,473	800,234	816,238	832,563
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund	200,000	250,000	200,000	-	-	200,000	200,000	200,000	200,000	200,000
TOTAL TRANSFERS	200,000	250,000	200,000			200,000	200,000	200,000	200,000	200,000
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	1,015,460	1,044,802	1,093,600		35,000	1,128,600	1,111,473	1,000,234	1,016,238	1,032,563
Percentage Change			7.70%			11.14%	-1.52%	-10.01%	1.60%	1.61%

PROGRAM:	RESOURCE MANAGEMENT
DESCRIPTION:	Resource management provides leadership, guidance and information to Regional Parks staff on the conservation of the natural environment in regional parks and trails and works with other CRD departments, other levels of government, and non-governmental organizations. Resource management is responsible for scientific and technical work related to environmental management, conservation and restoration in regional parks and trails. The key areas of responsibility are; (1) environmental conservation policy; (2) conservation and restoration plans, programs and projects; (3) ecological inventories and assessments; and (4) environmental impact assessments.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	138,730	135,331	144,560	-	-	144,560	147,451	150,400	153,408	156,476
Other Operating Expenditures	80,810	78,555	76,810	-	-	76,810	78,346	79,913	81,511	83,142
TOTAL EXPENDITURES	219,540	213,886	221,370	-	-	221,370	225,797	230,313	234,920	239,618
Grant Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(219,540)	(213,886)	(221,370)	-	-	(221,370)	(225,797)	(230,313)	(234,920)	(239,618)
Percentage Change			0.83%			0.83%	2.00%	2.00%	2.00%	2.00%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2017 BUDGET

PROGRAM:	HEADQUARTERS MAINTENANCE, EQUIPMENT AND FIRE MANAGEMENT		
DESCRIPTION:	This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.		

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	651,670	707,360	664,530			664,530	677,821	691,377	705,205	719,309
Other Operating Expenditures	381,120	463,095	423,460			423,460	432,396	441,189	450,163	459,051
TOTAL OPS EXPENDITURES	1,032,790	1,170,455	1,087,990			1,087,990	1,110,217	1,132,566	1,155,368	1,178,360
Transfer to Operating Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Capital and ERF	347,000	297,000	318,040			318,040	406,120	408,242	410,407	412,615
TOTAL CAP EXPENDITURES	347,000	297,000	318,040			318,040	406,120	408,242	410,407	412,615
Other Revenue	-	-	-			-	-	-	-	-
TOTAL REVENUE	-	-	-			-	-	-	-	-
Requisition	(1,379,790)	(1,467,455)	(1,406,030)			(1,406,030)	(1,516,337)	(1,540,808)	(1,565,775)	(1,590,975)
Percentage Change			1.90%			1.90%	7.85%	1.61%	1.62%	1.61%

PROGRAM:	PARK SECURITY AND NEW INITIATIVES		
DESCRIPTION:	This program is made up of two functions: (1) Security, (2) Bylaw Enforcement. Security includes emergency responses in the parks. The major part of this program is Regional Parks' response to fire, liaising with local fire departments, CRD Water Services and the Ministry of Forests to provide fire protection for Regional Parks. Bylaw Enforcement provides park resource protection and public safety. This is carried out with the cooperation of CRD Bylaw and local police departments.		

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	118,140	116,813	120,340	-	-	120,340	122,747	125,202	127,706	130,260
Bylaw Enforcement	111,850	111,850	119,190	100,000	-	219,190	223,570	228,040	232,600	237,250
Other Operating Expenditures	108,150	120,737	110,370	-	-	110,370	112,577	114,829	117,126	119,468
TOTAL EXPENDITURES	338,140	349,400	349,900	100,000	-	449,900	458,894	468,071	477,431	486,978
Other Revenue	-	-	-			-	-	-	-	-
TOTAL REVENUE	-	-	-			-	-	-	-	-
Requisition	(338,140)	(349,400)	(349,900)	(100,000)	-	(449,900)	(458,894)	(468,071)	(477,431)	(486,978)
Percentage Change			3.48%			33.05%	2.00%	2.00%	2.00%	2.00%

PROGRAM:	MOUNT MCDONALD
DESCRIPTION:	In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	-	-	-	-	-	-	-	-	-	-
Other Operating Expenditures	83,140	83,140	88,960			88,960	84,474	95,144	85,827	86,527
Internal Recoveries	(26,830)	(26,830)	(26,830)			(26,830)	(26,830)	(26,830)	(26,830)	(26,830)
TOTAL OPS EXPENDITURES	56,310	56,310	62,130			62,130	57,644	68,314	58,997	59,697
Transfer to Operating Reserve	-	-	3,500	-	-	3,500	3,500	3,000	2,000	2,000
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,000	45,000	45,000	45,000
TOTAL CAP EXPENDITURES	45,000	45,000	48,500			48,500	48,500	48,000	47,000	47,000
Lease Revenue	(99,730)	(99,730)	(97,600)	-	-	(97,600)	(97,600)	(97,600)	(99,180)	(99,180)
Transfer from Operating Reserve	-	-	-	-	-	-	-	(10,000)	-	-
TOTAL REVENUE	(99,730)	(99,730)	(97,600)			(97,600)	(97,600)	(107,600)	(99,180)	(99,180)
Requisition	(1,580)	(1,580)	(13,030)			(13,030)	(8,544)	(8,714)	(6,817)	(7,517)
Percentage Change			724.68%			724.68%	-34.43%	1.98%	-21.77%	10.27%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	PARKS OPERATIONS WEST & NORTH
DESCRIPTION:	Regional Parks operates and maintains parks to a standard consistent with good park practice, protecting the natural environment while ensuring that outdoor activities take place in a relatively safe environment. Parks are grouped into sectors for reasons of efficiency and geography. A major focus distinct to the North Sector is the provision of significant fresh water public beach access including Elk Lake, Beaver Lake and Thetis Lake. A major focus unique to the West Sector is the development and maintenance of the rural section of the Galloping Goose Regional Trail and Sooke Potholes Regional Park.

PARKS OPERATIONS NORTH										
FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	778,070	762,804	793,040	-	-	793,040	808,901	825,079	841,580	858,412
Other Operating Expenditures	241,660	290,990	268,120	-	-	268,120	273,587	279,131	284,789	290,561
TOTAL EXPENDITURES	1,019,730	1,053,794	1,061,160	-	-	1,061,160	1,082,488	1,104,210	1,126,369	1,148,973
Fee and Rental Revenue	(152,920)	(149,040)	(153,520)	-	-	(153,520)	(156,590)	(159,722)	(162,917)	(166,175)
TOTAL REVENUE	(152,920)	(149,040)	(153,520)	-	-	(153,520)	(156,590)	(159,722)	(162,917)	(166,175)
Requisition	(866,810)	(904,754)	(907,640)	-	-	(907,640)	(925,898)	(944,488)	(963,452)	(982,798)
Percentage Change			4.71%			4.71%	2.01%	2.01%	2.01%	2.01%

PARKS OPERATIONS WEST										
FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Salaries & Wages	983,090	964,276	1,001,770	63,800		1,065,570	1,119,381	1,141,769	1,164,604	1,187,896
Other Operating Expenditures	231,160	250,880	156,810			156,810	160,012	163,257	166,567	169,946
Internal Recoveries	(22,830)	(22,830)	(22,830)			(22,830)	(22,830)	(22,830)	(22,830)	(22,830)
TOTAL EXPENDITURES	1,191,420	1,192,326	1,135,750	63,800		1,199,550	1,256,563	1,282,196	1,308,341	1,335,012
Fee and Rental Revenue	(74,090)	(74,212)	(84,890)			(84,890)	(86,588)	(88,320)	(90,086)	(91,888)
TOTAL REVENUE	(74,090)	(74,212)	(84,890)			(84,890)	(86,588)	(88,320)	(90,086)	(91,888)
Requisition	(1,117,330)	(1,118,114)	(1,050,860)	(63,800)		(1,114,660)	(1,169,975)	(1,193,876)	(1,218,255)	(1,243,125)
Percentage Change			-5.95%			-0.24%	4.96%	2.04%	2.04%	2.04%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2018 BUDGET

PROGRAM:	REGIONAL TRAILS AND GULF ISLANDS
MISSION:	To establish, where feasible, non-motorized trails that provide a range of trail use opportunities in a natural setting. These trails are designed to connect the region's communities and national, provincial, regional and major municipal parks, and connect the CRD to other parts of Vancouver Island. To create natural corridors that link park areas and provide habitat for wildlife and plants.

FINANCIAL SUMMARY:	2017	2017	2018	2018	2018	2018	2019	2020	2021	2022
	Budget	Actual	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	Total	Total	Total	Total
Regional Trails										
Salaries & Wages	432,130	406,405	454,990			454,990	464,090	473,372	482,839	492,496
Other Operating Expenditures	68,970	130,970	102,370			102,370	104,414	106,500	108,626	110,796
	501,100	537,375	557,360	-	-	557,360	568,504	579,871	591,465	603,292
Gulf Islands										
Salaries & Wages	51,290	48,091	38,480	-	-	38,480	39,250	40,035	40,835	41,652
Other Operating Expenditures	14,240	16,720	14,740			14,740	15,035	15,336	15,642	15,955
	65,530	64,811	53,220	-	-	53,220	54,284	55,370	56,478	57,607
E&N Trail										
Salaries	86,110	85,729	87,710	-	-	87,710	89,464	91,253	93,079	94,939
Other Operating Expenditures	12,000	12,000	12,000	-	-	12,000	12,140	12,283	12,428	12,577
	98,110	97,729	99,710	-	-	99,710	101,604	103,536	105,507	107,516
TOTAL EXPENDITURES	664,740	699,915	710,290	-	-	710,290	724,393	738,778	753,449	768,415
Other Revenue										
TOTAL REVENUE										
Requisition	(664,740)	(699,915)	(710,290)	-	-	(710,290)	(724,393)	(738,778)	(753,449)	(768,415)
Percentage Change			6.85%			6.85%	1.99%	1.99%	1.99%	1.99%

Participants: All municipalities and electoral areas

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.280	Carry						
		Forward from	2018	2019	2020	2021	2022	TOTAL
	Regional Parks	2017						

EXPENDITURE

Buildings	\$0	\$50,000	\$250,000	\$150,000	\$0	\$0	\$450,000
Equipment	\$258,000	\$526,000	\$45,000	\$45,000	\$45,000	\$45,000	\$706,000
Land	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Engineered Structures	\$1,725,000	\$7,015,000	\$2,915,000	\$590,000	\$2,775,000	\$2,700,000	\$15,995,000
Vehicles	\$0	\$243,000	\$91,000	\$406,000	\$140,000	\$170,000	\$1,050,000
	\$1,983,000	\$7,854,000	\$3,321,000	\$1,211,000	\$2,980,000	\$2,935,000	\$18,301,000

SOURCE OF FUNDS

Capital Funds on Hand	\$1,983,000	\$2,023,000	\$0	\$0	\$0	\$0	\$2,023,000
Debenture Debt (New Debt Only)	\$0	\$3,880,000	\$2,170,000	\$0	\$0	\$0	\$6,050,000
Equipment Replacement Fund	\$0	\$433,000	\$136,000	\$451,000	\$185,000	\$215,000	\$1,420,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$4,000,000
Donations / Third Party Funding	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000
Reserve Fund	\$0	\$1,413,000	\$1,015,000	\$760,000	\$795,000	\$720,000	\$4,703,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,983,000	\$7,854,000	\$3,321,000	\$1,211,000	\$2,980,000	\$2,935,000	\$18,301,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.280
Service Name: Regional Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debtenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
09-01	Renewal	Engineering - Todd Creek Trestle	Engineering Todd Creek Trestle structural upgrades.	\$1,350,000	S	Cap	\$650,000	\$650,000	\$0	\$0	\$0	\$0	\$650,000
09-01					S	Res	\$0	\$590,000	\$0	\$0	\$0	\$0	\$590,000
12-01	New	Construct Sea-to-Sea Trails to Sheilds, Grass, Peden & Crabapple Lakes	Construct Sea-to-Sea Trails to Sheilds, Grass, Peden & Crabapple Lakes to improve visitor access.	\$200,000	S	Cap	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$125,000
13-01	Renewal	Upgrade Brett & Swann Trestle Bridges	Upgrade Brett & Swann trestle bridges due to decking uplift.	\$170,000	S	Cap	\$110,000	\$110,000	\$0	\$0	\$0	\$0	\$110,000
13-01					S	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
13-02	Renewal	Upgrade Durrance Lake Dam	Upgrade Durrance Lake Dam for seismic stability and flow control.	\$805,000	S	Cap	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
13-02					S	Res	\$0	\$165,000	\$355,000	\$0	\$0	\$0	\$520,000
13-02					S	Other	\$0	\$105,000	\$0	\$0	\$0	\$0	\$105,000
14-01	Replacement	Install/Replace Signs	Install/Replace Signs by replacing wayfinding & regulatory signs and updating trail data and park maps.	\$300,000	S	Cap	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
14-01					S	Res	\$0	\$50,000	\$50,000	\$0	\$0	\$0	\$100,000
15-01	New	Develop Ecosystem Inventory for Land Acquisition	Develop Ecosystem Inventory for Land Acquisition including GIS modelling of areas of high conservation value west of Sooke River.	\$101,250	E	Cap	\$65,000	\$65,000	\$0	\$0	\$0	\$0	\$65,000
16-01	New	Upgrade Regional Parks Office Furniture	Upgrade Regional Parks Office Furniture for ergonomic purposes.	\$60,000	E	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
16-02	New	Develop Asset Management Program	Develop Asset Management program for maintenance and budgeting purposes.	\$210,000	E	Cap	\$193,000	\$193,000	\$0	\$0	\$0	\$0	\$193,000
16-03	New	Construct Sea to Sea Facilities at Mt. Manual Quimper	Construct Sea to Sea Facilities at Mt. Manual Quimper to provide facilities for visitors.	\$75,000	S	Cap	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$75,000
17-01	Replacement	Construct Elk/Beaver Lake Washrooms	Construct Elk/Beaver Lake washrooms to replace the three washrooms at Filter Beds, Beaver Beach & Eagle Beach.	\$775,000	S	Cap	\$600,000	\$600,000	\$0	\$0	\$0	\$0	\$600,000
17-02	New	Construct Facilities at Sooke River Road	Construct facilities at Sooke River Road to develop visitor facilities for a new park.	\$100,000	S	Cap	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
17-03	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tye Rd.	\$6,100,000	S	Cap	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
17-03					S	Debt	\$0	\$3,880,000	\$2,170,000	\$0	\$0	\$0	\$6,050,000
17-04	Renewal	Assess & Replace Major Structures, Bridges & Dams	Assess & replace major structures, bridges & dams in regional parks	\$1,500,000	S	Res	\$0	\$0	\$0	\$300,000	\$600,000	\$400,000	\$1,300,000
18-01	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	N/A	V	ERF	\$0	\$243,000	\$91,000	\$406,000	\$140,000	\$170,000	\$1,050,000
18-02	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor equipment and furniture.	N/A	E	ERF	\$0	\$190,000	\$45,000	\$45,000	\$45,000	\$45,000	\$370,000
18-03	New	Potential Land Acquisition Transactions	Potential land acquisition transactions for appraisals, environmental assessments and surveys.	N/A	L	Res	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
18-04	New	Open Sea to Sea for Backcountry Camping & Continued Trail Development	Open Sea to Sea for backcountry camping & continued trail development with the construction of a backcountry campground, improvements at staging areas located along Sooke River Road and at Sooke Potholes Regional Park and trail development.	\$250,000	S	Res	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
18-05	New	Assessment of Gonzales Observatory Heritage Structure	Assessment of Gonzales Observatory heritage structure to determine heritage values prior to repainting the building	\$30,000	B	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-06	Replacement	Construct Hartland Parking Lot	Construct Hartland parking lot to provide parking at the Hartland Mountain Biking Area.	\$125,000	S	Res	\$0	\$125,000	\$0	\$0	\$0	\$0	\$125,000
18-07	New	Install secondary HVAC system at Mt. McDonald	Install secondary HVAC system at Mt. McDonald radio tower site to provide the necessary level of cooling for emergency communication equipment.	\$18,000	E	Res	\$0	\$18,000	\$0	\$0	\$0	\$0	\$18,000
18-08	Renewal	Construct Bike Facilities on Lochside Regional Trail at Mary Winspear Centre	Construct bike facilities on the Lochside Regional Trail at the Mary Winspear Centre which will consist of bike racks, kiosk, bench and cover.	\$30,000	S	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-09	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	\$75,000	S	Res	\$0	\$25,000	\$25,000	\$25,000	\$0	\$0	\$75,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.280
Service Name: Regional Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debtenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

18-10	Study	Assessment of Sooke Potholes Lodge Site Restoration Options	Assessment of Sooke Potholes lodge site restoration options to remove concrete remains of old lodge site and restore area.	\$30,000	S	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-11	New	Construct Washroom on Lochside Regional Trail at Don Mann	Construct washroom on Lochside Regional Trail at Don Mann for trail users as part of implementation of the Regional Trails Management Plan.	\$20,000	B	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
18-12	New	Construct Stairs at Brook's Point	Construct stairs at Brook's Point to access the beach from the trail as per the direction in the management plan.	\$25,000	S	Res	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
18-13	New	Installation of Beaver Lake Aerator	Installation of Beaver Lake aerator to remediate water quality at Beaver Lake.	\$40,000	E	Cap	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
19-01	Replacement	Construct Hamsterly Beach Washroom	Construct Hamsterly Beach washroom to replace the current washroom at Hamsterly Beach in Elk/Beaver Lake Regional Park.	\$250,000	B	Res	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
19-02	New	Construct Facilities to Open Sooke Hills Wilderness Regional Park in the Vicinity of Veitch Creek	Construct facilities to open Sooke Hills Wilderness Regional Park in the vicinity of Veitch Creek such as a parking lot, trails, washroom & other visitor facilities in the south block of Sooke Hills Wilderness Regional Park.	\$200,000	S	Res	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
19-03	New	Design & Construct Mary Lake Trail	Design and construct Mary Lake Trail to connect Thetis Lake Regional Park with Gowland Tod Provincial Park.	\$40,000	S	Res	\$0	\$0	\$15,000	\$25,000	\$0	\$0	\$40,000
19-04	New	Develop Jordan River Regional Park	Develop Jordan River Regional Park by removing buildings and developing new facilities at the campground.	\$100,000	S	Res	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
20-01	Renewal	Upgrade Thetis Lake Trail Phase 3	Upgrade Thetis Lake Trail Phase 3 to improve the trail at Upper Thetis Lake.	\$150,000	B	Res	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
20-02	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail between Jacklin Rd. and Humpback Reservoir.	\$4,400,000	S	Res	\$0	\$0	\$0	\$200,000	\$100,000	\$100,000	\$400,000
20-02					S	Grant	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$4,000,000
20-03	Renewal	Upgrade Humpback Reservoir - OMS/EP Update	Upgrade Humpback Reservoir - OM/EP Update requires updated Operations/Surveillance/Maintenance Plan and Emergency Plan per provincial regulations.	\$40,000	S	Res	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
21-01	Study	Implement Humpback Reservoir Dam Safety Review	Implement Humpback Reservoir Dam safety review as per provincial regulations.	\$75,000	S	Res	\$0	\$0	\$0	\$0	\$75,000	\$0	\$75,000
22-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.	\$200,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
GRAND TOTAL				\$17,844,250			\$1,983,000	\$7,854,000	\$3,321,000	\$1,211,000	\$2,980,000	\$2,935,000	\$18,301,000

Service: 1.280 Regional Parks

Proj. No. 09-01 Capital Project Title Engineering - Todd Creek Trestle Capital Project Description Engineering Todd Creek Trestle structural upgrades.
Asset Class Engineered Structures Board Priority Area Active & Multi-Modal Transportation Corporate Priority Area Regional Parks

Project Rationale This project is to assess and implement a spanning of Todd Creek on The Galloping Goose Regional Trail (GGRT). It includes an assessment of the current Todd Creek Trestle and either a repair of the trestle, a modification of the trestle, or the construction of a new structure to span Todd Creek. The goal of the project is to connect the GGRT from the south side of Todd Creek to the north side of Todd Creek. During the project, a bypass route will be upgraded to provide continuity of the GGRT.

Proj. No. 12-01 Capital Project Title Construct Sea-to-Sea Trails to Sheilds, Grass, Peden & Crabapple Lakes Capital Project Description Construct Sea-to-Sea Trails to Sheilds, Grass, Peden & Crabapple Lakes to improve visitor access.
Asset Class Engineered Structures Board Priority Area Biodiversity & Ecosystem Health Corporate Priority Area Regional Parks

Project Rationale The second phase of opening the Sea-to-Sea (S2S) focuses on developing trails to the main lakes in the S2S. The main lakes are defined as Peden Lake, Grass Lake, Sheilds Lake, and Crabapple Lake. Existing trails go to each lake, but some upgrades may be required, including the potential installation of culverts or water bars, or re-routed as identified through trails planning. Park signs and a kiosk will be developed and installed.

Proj. No. 13-01 Capital Project Title Upgrade Brett & Swann Trestle Bridges Capital Project Description Upgrade Brett & Swann trestle bridges due to decking uplift.
Asset Class Engineered Structures Board Priority Area Active & Multi-Modal Transportation Corporate Priority Area Regional Parks

Project Rationale Decking is beginning to lift from the substructure on these trestles. Pursuant to Parks Committee direction in 2016, some funds will be spent in 2017 to assess options for resurfacing the trestle. Subject to Parks Committee direction on the preferred option, remaining funds will be spent towards constructing the preferred option in 2018.

Proj. No. 13-02 Capital Project Title Upgrade Durrance Lake Dam Capital Project Description Upgrade Durrance Lake Dam for seismic stability and flow control.
Asset Class Engineered Structures Board Priority Area Biodiversity & Ecosystem Health Corporate Priority Area Regional Parks

Project Rationale A site characterization study by TetraTech Engineers for this dam indicates that upgrades to the dam are recommended to improve the seismic stability of the structure and to improve the functionality of the spillway to ensure it is able to adequately discharge water from Durrance Lake during periods of high inflows. Staff estimate that these upgrades could cost approximately \$700,000. A contribution of \$105,000 may be received from a third party to support this work. This project is divided into two phases, and will be completed in 2019.

Proj. No. 14-01 Capital Project Title Install/Replace Signs Capital Project Description Install/Replace Signs by replacing wayfinding & regulatory signs and updating trail data and park maps.
Asset Class Engineered Structures Board Priority Area Public Engagement & Communications Corporate Priority Area Regional Parks

Project Rationale The Sign Implementation Project commenced in 2014 to replace all way-finding and regulatory signs in regional parks. The project includes updating all the GIS trail data and producing new park maps for visitors. Funding in 2018 and 2019 will continue the initiative through to completion of all parks.

Proj. No. 15-01 Capital Project Title Develop Ecosystem Inventory for Land Acquisition Capital Project Description Develop Ecosystem Inventory for Land Acquisition including GIS modelling of areas of high conservation value west of Sooke River.
Asset Class Equipment Board Priority Area Biodiversity & Ecosystem Health Corporate Priority Area Regional Parks

Project Rationale In preparation for the 2018-2019 land acquisition strategy update, this project will develop an interactive GIS-based model to evaluate areas for potential inclusion in the regional parks system. This product will facilitate internal planning and public engagement. The information will be used to inform the development of the 2018-2019 Land Acquisition Strategy update and support decision-making regarding the potential extension of the land acquisition fund beyond 2019.

Proj. No. 16-01	Capital Project Title Upgrade Regional Parks Office Furniture	Capital Project Description Upgrade Regional Parks Office Furniture for ergonomic purposes.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Parks
Project Rationale <i>This project is focussed on replacing office furniture with more ergonomically correct chairs and desks. Health and Safety is improved through properly designed furniture that reduces stress on staff and improves workplace efficiency.</i>		
Proj. No. 16-02	Capital Project Title Develop Asset Management Program	Capital Project Description Develop Asset Management program for maintenance and budgeting purposes.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale <i>This project will result in an information management system, processes and procedures to provide improved clarity and transparency with respect to the management and maintenance of regional park assets. This project will be coordinated with corporate asset management initiatives.</i>		
Proj. No. 16-03	Capital Project Title Construct Sea to Sea Facilities at Mt. Manual Quimper	Capital Project Description Construct Sea to Sea Facilities at Mt. Manual Quimper to provide facilities for visitors.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project is part of the larger initiative to open Sea to Sea Regional Park for public use by 2019. This project is to construct a trail network, visitor information signage, and other facilities to accommodate visitor use in the southern part of the park, known as the Mount Manuel Quimper section.</i>		
Proj. No. 17-01	Capital Project Title Construct Elk/Beaver Lake Washrooms	Capital Project Description Construct Elk/Beaver Lake washrooms to replace the three washrooms at Filter Beds, Beaver Beach & Eagle Beach.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project will be undertaken to replace the ageing washrooms at Eagle Beach, Beaver Beach and the Filter Beds sites in Elk/Beaver Lake Regional Park. These facilities have passed their expected life span and are in need of replacement to ensure adequate visitor experience.</i>		
Proj. No. 17-02	Capital Project Title Construct Facilities at Sooke River Road	Capital Project Description Construct facilities at Sooke River Road to develop visitor facilities for a new park.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>Regional Parks acquired the Sooke River Regional Park Reserve property in August 2016. The property is undeveloped, except for an existing residential dwelling and a shared driveway from Sooke River Road. This project is to install necessary site improvements and visitor facilities. Some funds will be spent in 2017 to improve the septic system and install appropriate security measures for the rental house on the property. Remaining funds will be used to construct visitor facilities following the completion of a site plan.</i>		
Proj. No. 17-03	Capital Project Title Construct E&N Rail Trail Phases 3 & 4	Capital Project Description Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>The CRD is in the midst of building a 17 km, paved, pedestrian & cycling trail from the Johnson St bridge in Victoria to Humpback Road in Langford. This project is being constructed in phases as funding is identified. Construction of phase 3 between Atkins Avenue/E&N Railway Crossing and Savory School in Langford (approximately 1 km in length) will begin in 2018. Construction of Phase 4 from Esquimalt Road to the Blue Bridge in Victoria is targeted to occur in 2019.</i>		
Proj. No. 17-04	Capital Project Title Assess & Replace Major Structures, Bridges & Dams	Capital Project Description Assess & replace major structures, bridges & dams in regional parks
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project will be focussed on completing needed repairs and replacements of major structures identified as priorities in the 2017 major structures assessment. Project work will be prioritized based on health and safety, life cycle stage, and deferred maintenance costs.</i>		

Proj. No. 18-01 **Capital Project Title** Vehicle Replacement **Capital Project Description** Vehicle replacement based on a schedule for fleet vehicles.

Asset Class Vehicles **Board Priority Area** Other **Corporate Priority Area** Regional Parks

Project Rationale Vehicle replacements are funded through the equipment replacement fund and are identified for replacement based on lifecycle management, age, condition, and level of use.

Proj. No. 18-02 **Capital Project Title** Equipment Replacement **Capital Project Description** Equipment replacement of outdoor and indoor equipment and furniture.

Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Regional Parks

Project Rationale This multi-year project is aimed at replacing small equipment as a part of lifecycle planning. Aging equipment is replaced as needed to ensure that health and safety objectives are met and that financial and time efficiencies are realized with respect to equipment maintenance requirements and equipment performance. Indoor equipment such as computers and printers are replaced as needed and outdoor equipment such as chainsaws and line trimmers are replaced before they become unsafe to use.

Proj. No. 18-03 **Capital Project Title** Potential Land Acquisition Transactions **Capital Project Description** Potential land acquisition transactions for appraisals, environmental assessments and surveys.

Asset Class Land **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale These funds are expended on land appraisals, surveys, legal fees, and evaluations for potential land acquisitions.

Proj. No. 18-04 **Capital Project Title** Open Sea to Sea for Backcountry Camping & Continued Trail Development **Capital Project Description** Open Sea to Sea for backcountry camping & continued trail development with the construction of a backcountry campground, improvements at staging areas located along Sooke River Road and at Sooke Potholes Regional Park and trail development.

Asset Class Engineered Structures **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale As part of the larger initiative to open Sea to Sea Regional Park to public use, this project involves the construction of a backcountry campground at Sheilds Lake, trail improvements and improvements at staging areas located along Sooke River Road and at Sooke Potholes Regional Park.

Proj. No. 18-05 **Capital Project Title** Assessment of Gonzales Observatory Heritage Structure **Capital Project Description** Assessment of Gonzales Observatory heritage structure to determine heritage values prior to repainting the building

Asset Class Buildings **Board Priority Area** Other **Corporate Priority Area** Regional Parks

Project Rationale Regional Parks owns the observatory at Gonzales Regional Park. The building is a heritage structure. It is in need of repainting. Prior to repainting, a heritage assessment is required to determine appropriate methods and materials for restoration for the building.

Proj. No. 18-06 **Capital Project Title** Construct Hartland Parking Lot **Capital Project Description** Construct Hartland parking lot to provide parking at the Hartland Mountain Biking Area.

Asset Class Engineered Structures **Board Priority Area** Biodiversity & Ecosystem Health **Corporate Priority Area** Regional Parks

Project Rationale The current parking lot at Hartland Road, which serves the Hartland mountain biking area, is frequently over capacity. Visitors are parking along the road, creating safety issues. A new parking lot is required to expand capacity in this location and eliminate need for users to cross the road to access the biking area.

Proj. No. 18-07 **Capital Project Title** Install secondary HVAC system at Mt. McDonald **Capital Project Description** Install secondary HVAC system at Mt. McDonald radio tower site to provide the necessary level of cooling for emergency communication equipment.

Asset Class Equipment **Board Priority Area** Climate Change **Corporate Priority Area** Regional Infrastructure

Project Rationale Emergency radio communications equipment is installed at the summit of Mount McDonald. A second air handler is required to cool this equipment and accommodate the expansion of the CREST emergency communication system in this location. The present unit is at full capacity in the summer and the existing secondary system using ambient air is unable to keep unit cool in summer

Proj. No. 18-08	Capital Project Title Construct Bike Facilities on Lochside Regional Trail at Mary Winspear Centre	Capital Project Description Construct bike facilities on the Lochside Regional Trail at the Mary Winspear Centre which will consist of bike racks, kiosk, bench and cover.
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>This project is to construct facilities for cyclists, including a kiosk, bike rack, and a covered bench at a location near the Mary Winspear Centre in the Town of Sidney. The Town of Sidney will contribute additional facilities, possibly including a water fountain, a repair station and picnic tables.</i>		

Proj. No. 18-09	Capital Project Title Implement Kiosk Strategy	Capital Project Description Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Asset Class Engineered Structures	Board Priority Area Public Engagement & Communications	Corporate Priority Area Regional Parks
Project Rationale <i>This is a three year project to replace ageing kiosk structures in Regional Parks.</i>		

Proj. No. 18-10	Capital Project Title Assessment of Sooke Potholes Lodge Site Restoration Options	Capital Project Description Assessment of Sooke Potholes lodge site restoration options to remove concrete remains of old lodge site and restore area.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>The existing concrete remains of the former lodge at Sooke Potholes are a potential hazard for visitors and are attracting graffiti artists. A plan is required to determine how to remove these structures, while retaining any heritage or cultural values that may exist and subsequently restore the site.</i>		

Proj. No. 18-11	Capital Project Title Construct Washroom on Lochside Regional Trail at Don Mann	Capital Project Description Construct washroom on Lochside Regional Trail at Don Mann for trail users as part of implementation of the Regional Trails Management Plan.
Asset Class Buildings	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale <i>A new washroom will be installed at this location as part of implementation of the Regional Trails Management Plan approved in 2016.</i>		

Proj. No. 18-12	Capital Project Title Construct Stairs at Brook's Point	Capital Project Description Construct stairs at Brook's Point to access the beach from the trail as per the direction in the management plan.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>The approved Brooks Point Management Plan calls for the construction of an access from the cliffs to the beach. This project will install durable metal stairs to implement this direction.</i>		

Proj. No. 18-13	Capital Project Title Installation of Beaver Lake Aerator	Capital Project Description Installation of Beaver Lake aerator to remediate water quality at Beaver Lake.
Asset Class Equipment	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>Installation of aeration equipment to oxygenate the floor of Beaver Lake to improve water quality and reduce growth of aquatic plants.</i>		

Proj. No. 19-01	Capital Project Title Construct Hamsterly Beach Washroom	Capital Project Description Construct Hamsterly Beach washroom to replace the current washroom at Hamsterly Beach in Elk/Beaver Lake Regional Park.
Asset Class Buildings	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project will replace the 1950's era washroom at Hamsterly Beach in Elk Beaver Lake Regional Park. This facility has passed its expected life span and is in need of replacement to ensure adequate visitor experience.</i>		
Proj. No. 19-02	Capital Project Title Construct Facilities to Open Sooke Hills Wilderness Regional Park in the Vicinity of Veitch Creek	Capital Project Description Construct facilities to open Sooke Hills Wilderness Regional Park in the vicinity of Veitch Creek such as a parking lot, trails, washroom & other visitor facilities in the south block of Sooke Hills Wilderness Regional Park.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project focuses on opening up the Sooke Hills Wilderness Regional Park Reserve (southern block) to public use. The major components of this project will be to link the Sooke Hills Wilderness trail system to the Sea-to-Sea trails; complete necessary improvements to the official trail system (i.e. install culverts, bridges, water-bars, etc.); plan for and develop a primary staging area along the Sooke Highway (i.e. includes an access road, parking area, restroom and park kiosk); improve other access points as feasible; and develop and install park signs and maps.</i>		
Proj. No. 19-03	Capital Project Title Design & Construct Mary Lake Trail	Capital Project Description Design and construct Mary Lake Trail to connect Thetis Lake Regional Park with Gowlland Tod Provincial Park.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>The CRD acquired a 10 ha parcel adjacent to Mary Lake in the Highlands in 2017. The property was acquired to create an east-west connector trail between Thetis Lake Regional Park and Gowlland Tod Provincial Park. This project spread over two years; design in 2019 and construction in 2020.</i>		
Proj. No. 19-04	Capital Project Title Develop Jordan River Regional Park	Capital Project Description Develop Jordan River Regional Park by removing buildings and developing new facilities at the campground.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project is to remove old buildings that are not required for park purposes and to develop new facilities at the campground.</i>		
Proj. No. 20-01	Capital Project Title Upgrade Thetis Lake Trail Phase 3	Capital Project Description Upgrade Thetis Lake Trail Phase 3 to improve the trail at Upper Thetis Lake.
Asset Class Buildings	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>This project will improve trail surfaces and alignment to reduce drainage issues and impacts on riparian areas and sensitive plant communities.</i>		
Proj. No. 20-02	Capital Project Title Design & Construct E&N Rail Trail Phase 5	Capital Project Description Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail between Jacklin Rd. and Humpback Reservoir.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale <i>The CRD is in the midst of building a 17 km, paved, pedestrian & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. Phase 5 consists of approximately 4 km of trail from Jacklin Road to Humpback Reservoir in Langford. Completion of this project will be dependent on securing external funding.</i>		

Proj. No. 20-03	Capital Project Title Upgrade Humpback Reservoir - OMS/EP Update	Capital Project Description Upgrade Humpback Reservoir - OM/EP Update requires updated Operations/Surveillance/Maintenance Plan and Emergency Plan per provincial regulations.
Asset Class Engineered Structures	Board Priority Area Active & Multi-Modal Transportation	Corporate Priority Area Regional Parks
Project Rationale Maintaining an up to date Operations, Maintenance and Surveillance Plan and an Emergency Plan is a provincial regulatory requirement for "high" consequence dams. This work will support the planned Dam Safety Review in 2021.		

Proj. No. 21-01	Capital Project Title Implement Humpback Reservoir Dam Safety Review	Capital Project Description Implement Humpback Reservoir Dam safety review as per provincial regulations.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale Humpback dam is a "high" consequence dam and therefore must have a dam safety review completed to comply with provincial regulations.		

Proj. No. 22-01	Capital Project Title Upgrade Humpback Dam Spalling	Capital Project Description Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.
Asset Class Engineered Structures	Board Priority Area Biodiversity & Ecosystem Health	Corporate Priority Area Regional Parks
Project Rationale The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review planned in 2021.		

**1.280 Regional Parks
Asset and Reserve Summary Schedule
2018 - 2022 Financial Plan**

Asset Profile

Regional Parks

Regional Parks and Trails consists of 30 parks and reserves with 214 km of hiking trails and 3 regional trails (88 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

**Regional Parks Reserve/Fund Summary
Projected year end balance**

	Estimated	Budget			
	2017	2018	2019	2020	2021
- Land Acquisition Levy	11,782,093	15,449,229	19,116,365	22,783,501	26,450,637
- Infrastructure/SSI&SGI Trail/Dams	417,129	633,167	1,123,425	1,598,289	2,168,150
Total Capital Reserve Fund	12,199,223	16,082,397	20,239,791	24,381,791	28,618,788
 Parks Statutory Land Acquisition Reserve	 1,012,000	 1,012,000	 1,012,000	 1,012,000	 1,012,000
 Equipment Replacement Fund	 306,108	 445,108	 269,108	 359,108	 419,108
Total projected year end balance	13,517,330	17,539,504	21,520,898	25,752,898	30,049,895

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
 Capital Reserve Fund Schedule
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule

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

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

Cost Centre: 101469 (PLO)
Land Acquisition Levy Portion

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	4,395,381	8,114,957	11,782,093	15,449,229	19,116,365	22,783,501
Land Acquisition Expenditure(Soft Cost Placeholder)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Land Acquisition Annual Levy	3,687,136	3,687,136	3,687,136	3,687,136	3,687,136	3,687,136
Other proceeds						
Interest Income*	52,440	-	-	-	-	-
Ending Balance \$ - Land Acquisition Levy Portion	8,114,957	11,782,093	15,449,229	19,116,365	22,783,501	26,450,637

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of \$10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of \$12 per average residential household assessment starting in 2010 and increasing by \$2 per year to a maximum of \$20 in 2015 and then remaining at this rate until 2019.
 - Land Acquisition Requisition for 2018-2022 are estimated based on 2017 Assessment data.
 - Existing short-term loan is paid off in 2015.

1.280 Regional Parks
 Capital Reserve Fund Schedule
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	847,456	617,935	417,129	633,167	1,123,425	1,598,289
Planned Capital Expenditure (Based on Capital Plan)	(1,335,000)	(1,413,000)	(1,015,000)	(760,000)	(795,000)	(720,000)
Transfer from Operating Budget						
--Other Infrastructure	705,479	812,194	831,038	850,258	869,864	889,861
--SSI/SGI Trails	200,000	200,000	200,000	200,000	200,000	200,000
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
Interest Income*	-	-	-	-	-	-
Ending Balance \$ - Infrastructure Portion	617,935	417,129	633,167	1,123,425	1,598,289	2,168,150

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

1.280 Regional Parks
 Capital Reserve Fund Schedule
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule

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

Cost Centre: 101375 (PLO)
 Parks Statutory Land Acquisition Reserve

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,000,000	1,012,000	1,012,000	1,012,000	1,012,000	1,012,000
Park Land Acquisition	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	12,000	-				
Ending Balance \$ - Parks Statutory Land Acquisition Reserve	1,012,000	1,012,000	1,012,000	1,012,000	1,012,000	1,012,000

1.280 Regional Parks
 Equipment Replacement Fund Schedule (ERF)
 2018 - 2022 Financial Plan

Equipment Replacement Fund Schedule (ERF)

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

Cost Centre: 101423 (PLO)
 Equipment Replacement Fund

	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	541,108	504,108	306,108	445,108	269,108	359,108
Planned Purchase (Based on Capital Plan)	(100,000)	(433,000)	(136,000)	(451,000)	(185,000)	(215,000)
Transfer from Operating Budget	55,000	235,000	275,000	275,000	275,000	275,000
Disposal Proceeds	-	-	-	-	-	-
Interest Income*	8,000	-	-	-	-	-
Ending Balance \$	504,108	306,108	445,108	269,108	359,108	419,108

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

**1.280 Regional Parks
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Regional Parks

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

Summary

Reserve/Fund Summary Projected year end balance	Actual	Budget					
	2016	2017	2018	2019	2020	2021	2022
Operating Reserve	86,009	188,027	87,837	74,507	67,507	69,507	71,507
Operating Reserve - Legacy Fund	13,067	13,392	13,392	13,392	13,392	13,392	13,392
Total projected year end balance	99,076	201,419	101,229	87,899	80,899	82,899	84,899

See attached reserve schedules for projected annual cash flows.

**1.280 Regional Parks
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Regional Parks

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

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	86,009	188,027	87,837	74,507	67,507	69,507
Planned Purchase		(103,690)	(16,830)	(10,000)	-	-
Transfer from Ops Budget	100,000	3,500	3,500	3,000	2,000	2,000
Interest Income*	2,018					
Total projected year end balance	188,027	87,837	74,507	67,507	69,507	71,507

Assumptions/Background:

2018: 15,000 to fund staff uniform and 5,000 to fund devices for PerfectMind
 2018: 83,690 to fund MFA Debt
 2019: 16,830 to fund MFA Debt
 2020: 10,000 to fund every 5 years CSA inspection for radio tower on Mt McDonald.

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

Service: 1.44x Panorama Recreation

Committee: Panorama Recreation

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

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

MAXIMUM LEVY:

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

CAPITAL DEBT:

Bylaw No. 3388 - \$8,998,000 (for construction of Second Pool, \$8,998,000 issued).
Bylaw No. 4116 - \$1,080,000 (for replacement of Arena Floor, \$1,080,000 issued).

COMMISSION:

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

FUNDING:

Service: 1.44x Panorama Recreation

Committee: Panorama Recreation

<u>Participants</u>	<u>Converted Assessment</u>	<u>Census Population</u>	<u>%</u>	<u>Actual Assessment</u>
2013		2011 Census		
Central Saanich	433,982,263	16,814	39.71%	3,571,925,086
North Saanich	401,096,437	11,249	31.30%	3,622,470,013
Sidney	334,311,367	11,672	28.98%	2,698,526,130
TOTAL 2013	1,169,390,067	39,735	100.00%	9,892,921,229
2014		2011 Census		
Central Saanich	430,594,222	16,814	39.87%	3,527,897,496
North Saanich	383,959,186	11,249	30.84%	3,445,759,130
Sidney	336,227,433	11,672	29.30%	2,699,124,252
TOTAL 2014	1,150,780,841	39,735	100.00%	9,672,780,878
2015		2011 Census		
Central Saanich	434,122,467	16,814	39.87%	3,553,829,858
North Saanich	386,157,473	11,249	30.80%	3,471,460,388
Sidney	339,938,684	11,672	29.34%	2,736,175,662
TOTAL 2015	1,160,218,624	39,735	100.00%	9,761,465,908
2016		2011 Census		
Central Saanich	452,059,640	16,814	39.65%	3,712,345,404
North Saanich	416,465,358	11,249	31.19%	3,765,978,126
Sidney	353,898,542	11,672	29.16%	2,864,797,656
TOTAL 2016	1,222,423,540	39,735	100.00%	10,343,121,186
2017		2016 Census		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	1,405,568,641	39,735	100.00%	12,084,802,861

PANORAMA RECREATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Salaries and Wages	4,409,280	4,419,510	4,580,850	-	-	4,580,850	4,675,135	4,776,893	4,872,471	4,959,253
Utilities	617,290	594,780	612,200	-	-	612,200	626,087	642,738	659,749	673,958
Recreation Programs and Special Events	410,550	425,100	467,450	-	-	467,450	475,696	483,904	542,488	498,199
Operating Supplies & Promotion	409,700	377,490	394,350	-	-	394,350	401,362	408,417	413,742	418,820
Maintenance and Repairs	382,280	378,200	396,280	-	-	396,280	403,800	410,564	416,007	421,267
Internal Allocations	223,500	223,500	238,710	-	-	238,710	244,223	249,079	254,030	259,082
Licences/Surveys/Legal/Meeting	148,280	137,810	144,545	-	-	144,545	146,081	147,614	149,085	150,573
Advertising/Printing/Brouchures/Signs	117,870	114,620	123,700	-	-	123,700	124,916	126,135	126,444	126,739
Telephone/IT & Network Systems	134,040	133,480	156,490	-	-	156,490	159,172	162,491	164,840	167,530
Vehicles and Travel	69,700	66,160	72,370	-	-	72,370	73,533	74,685	75,621	76,799
Insurance	40,020	42,340	41,330	-	-	41,330	42,160	43,000	43,870	44,750
Contingency	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL OPERATING COSTS	7,012,510	6,912,990	7,278,275	-	-	7,278,275	7,422,165	7,575,520	7,768,347	7,846,970
*Percentage increase over prior year			3.79%			3.79%	1.98%	2.1%	2.5%	1.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	8,160	8,160	7,500	-	-	7,500	7,575	7,651	7,727	7,805
Transfer to Capital Reserve Fund	384,500	612,790	368,890	-	-	368,890	372,265	378,779	385,138	391,607
Transfer to Equipment Replacement Fund	250,000	250,000	325,000	-	-	325,000	350,000	350,000	350,000	350,000
Capital & Equipment Purchases	-	-	3,000	-	-	3,000	-	-	-	-
TOTAL CAPITAL / RESERVES	642,660	870,950	704,390	-	-	704,390	729,840	736,430	742,865	749,412
*Percentage increase over prior year			9.61%			9.61%	3.61%	0.90%	0.87%	0.88%
DEBT CHARGES	926,610	920,130	973,000	-	-	973,000	973,000	973,000	973,000	973,000
TOTAL COSTS	8,581,780	8,704,070	8,955,665	-	-	8,955,665	9,125,005	9,284,950	9,484,212	9,569,382
*Percentage increase over prior year		1.42%	4.36%			4.36%	1.89%	1.75%	2.15%	0.90%
FUNDING SOURCES (REVENUE)										
Fee Income	(2,904,850)	(2,963,530)	(3,092,940)	-	-	(3,092,940)	(3,139,205)	(3,186,964)	(3,222,321)	(3,259,364)
Rental Income	(784,460)	(836,520)	(895,190)	-	-	(895,190)	(911,673)	(918,656)	(923,368)	(927,932)
Sponsorships	(85,710)	(84,260)	(47,780)	-	-	(47,780)	(48,029)	(48,282)	(48,460)	(48,567)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	(51,000)	-
Payments - In Lieu of Taxes	(187,880)	(187,880)	(187,880)	-	-	(187,880)	(187,880)	(187,880)	(187,880)	(187,880)
Grants - Other	-	(13,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,962,900)	(4,085,190)	(4,223,790)	-	-	(4,223,790)	(4,286,787)	(4,341,782)	(4,433,029)	(4,423,743)
*Percentage increase over prior year		3.09%	6.58%			6.58%	1.49%	1.28%	2.10%	-0.21%
REQUISITION	(4,618,880)	(4,618,880)	(4,731,875)	-	-	(4,731,875)	(4,838,218)	(4,943,168)	(5,051,183)	(5,145,639)
*Percentage increase over prior year			2.45%			2.45%	2.25%	2.17%	2.19%	1.87%
PARTICIPANTS: North Saanich, Sidney, Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	31.35	31.35	31.35	0.00	0.00	31.35	31.35	31.35	31.35	31.35
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

Total Core/Core change is	\$ 112,995.04	
Salary and Wages	\$ 171,570.00	3.89%
Fee & program revenue	\$ (186,790.00)	6.44%
rental income	\$ (110,730.00)	14.12%
contract & instructional services	\$ 51,190.00	14.79%
Sponsorship revenue	\$ 37,930.00	-44.25%
Transfer to reserves	\$ 59,390.00	9.36%
Debt	\$ 46,390.00	5.01%
Other	\$ 44,045.04	

increase for arena for full yr + OSC program
increase for arena for full yr operations
Contract for emergency planning & increase instructional srvs OSC
loss of large sponsorship (Sidney Senior Care)
increase to ERF \$75K, decrease \$13K to cap reserves
new arena debt

PANORAMA RECREATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS										
Arena	1,511,500	1,492,870	1,565,740	-	-	1,565,740	1,597,527	1,631,299	1,665,178	1,697,035
Pool	2,163,530	2,145,130	2,238,790	-	-	2,238,790	2,284,247	2,332,463	2,378,657	2,418,135
Recreation - Community Recreation	2,844,830	2,852,150	3,031,125	-	-	3,031,125	3,093,586	3,163,979	3,223,634	3,280,150
Administration	450,810	431,000	403,120	-	-	403,120	404,380	405,430	458,605	409,455
Contingency	50,000	-	50,000	-	-	50,000	50,000	50,000	50,000	50,000
						-				
						-				
	7,020,670	6,921,150	7,288,775	-	-	7,288,775	7,429,740	7,583,171	7,776,074	7,854,775
*Percentage increase over prior year			3.82%			3.82%				
CAPITAL / RESERVE										
Arena	284,800	513,090	293,825	-	-	293,825	303,132	306,389	309,569	312,804
Pool	269,700	269,700	292,065	-	-	292,065	303,133	306,390	309,569	312,803
Community Recreation	80,000	80,000	108,000	-	-	108,000	116,000	116,000	116,000	116,000
	634,500	862,790	693,890	-	-	693,890	722,265	728,779	735,138	741,607
DEBT CHARGES										
Arena	42,480	36,000	88,530	-	-	88,530	88,530	88,530	88,530	88,530
Pool	884,130	884,130	884,470	-	-	884,470	884,470	884,470	884,470	884,470
	926,610	920,130	973,000	-	-	973,000	973,000	973,000	973,000	973,000
TOTAL OPERATING, CAPITAL AND DEBT COSTS	8,581,780	8,704,070	8,955,665	-	-	8,955,665	9,125,005	9,284,950	9,484,212	9,569,382
						4.36%				
FUNDING SOURCES (REVENUE)										
Arena	(649,280)	(740,100)	(808,610)	-	-	(808,610)	(823,087)	(826,785)	(830,523)	(834,480)
Pool	(982,490)	(1,016,470)	(997,340)	-	-	(997,340)	(1,012,648)	(1,031,759)	(1,044,037)	(1,057,550)
Community Recreation	(1,692,440)	(1,696,740)	(1,826,840)	-	-	(1,826,840)	(1,858,792)	(1,889,928)	(1,911,984)	(1,934,378)
Administration	(450,810)	(431,000)	(403,120)	-	-	(403,120)	(404,380)	(405,430)	(458,605)	(409,455)
TOTAL REVENUE	(3,775,020)	(3,884,310)	(4,035,910)	-	-	(4,035,910)	(4,098,907)	(4,153,902)	(4,245,149)	(4,235,863)
Estimated balance C/F current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(187,880)	(187,880)	(187,880)	-	-	(187,880)	(187,880)	(187,880)	(187,880)	(187,880)
Grants - Other	-	(13,000)	-	-	-	-	-	-	-	-
REQUISITION	(4,618,880)	(4,618,880)	(4,731,875)	-	-	(4,731,875)	(4,838,218)	(4,943,168)	(5,051,183)	(5,145,639)
*Percentage increase			2.45%			2.45%	2.25%	2.17%	2.19%	1.87%
AUTHORIZED POSITIONS: Salaried	31.35	31.35	31.35	0.00	0.00	31.35	31.35	31.35	31.35	31.35
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	43.99%		45.07%			45.07%	44.92%	44.74%		
User Funding excluding debt%	49.31%		50.56%			50.56%	50.28%	49.98%		

PANORAMA RECREATION - ADMINISTRATION	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	363,820	364,990	374,360	-	-	374,360	381,752	389,292	396,982	404,825
Other Internal Allocations	218,080	218,080	233,950	-	-	233,950	238,622	243,395	248,263	253,229
Operating - Other	74,720	103,550	130,290	-	-	130,290	128,524	129,658	130,802	131,956
Telephone Rent & Installation	38,370	38,370	39,140	-	-	39,140	39,531	39,927	40,326	40,729
Operating - Supplies	68,220	49,120	48,490	-	-	48,490	49,245	50,002	50,762	51,325
Contract for Services & fees for service	127,260	81,620	97,290	-	-	97,290	98,262	99,246	151,239	101,241
Insurance	40,020	42,340	41,330	-	-	41,330	42,160	43,000	43,870	44,750
Allocation - System Services	81,990	81,990	103,830	-	-	103,830	106,644	108,748	110,893	113,081
Transfer to Operating Reserve Fund	8,160	8,160	7,500	-	-	7,500	7,575	7,651	7,727	7,805
TOTAL ADMINISTRATION COSTS	1,020,640	988,220	1,076,180	-	-	1,076,180	1,092,315	1,110,919	1,180,864	1,148,941
MAINTENANCE COSTS										
Salaries and Wages	1,405,440	1,411,550	1,432,080	-	-	1,432,080	1,460,716	1,489,930	1,519,730	1,550,125
Maintenance	101,540	100,570	105,510	-	-	105,510	107,591	109,811	111,923	114,124
Operating - Other	61,310	65,380	69,000	-	-	69,000	70,133	70,527	71,935	72,845
Utility	572,050	533,640	549,840	-	-	549,840	562,479	577,858	593,583	606,469
Operating - Supplies	81,000	84,560	86,250	-	-	86,250	87,976	89,736	90,787	91,102
Travel and Vehicles	15,500	15,500	15,900	-	-	15,900	16,165	16,436	16,574	16,940
TOTAL MAINTENANCE COSTS	2,236,840	2,211,200	2,258,580	-	-	2,258,580	2,305,060	2,354,298	2,404,532	2,451,605
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	701,660	710,380	734,660	-	-	734,660	750,091	765,816	781,830	796,369
Operating - Other	140,580	140,260	141,850	-	-	141,850	144,000	146,100	147,366	147,415
Operating - Supplies	21,380	16,350	20,890	-	-	20,890	21,303	21,727	21,980	23,300
Staff Training	3,060	3,000	3,120	-	-	3,120	3,184	3,247	3,279	3,312
TOTAL PROGRAM COSTS	866,680	869,990	900,520	-	-	900,520	918,578	936,890	954,455	970,396
TOTAL COSTS	4,124,160	4,069,410	4,235,280	-	-	4,235,280	4,315,953	4,402,107	4,539,851	4,570,942
Transfers to Capital						-				
TOTAL COSTS	4,124,160	4,069,410	4,235,280	-	-	4,235,280	4,315,953	4,402,107	4,539,851	4,570,942
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	(569,830)	(557,220)	(673,060)	-	-	(673,060)	(687,935)	(705,489)	(722,259)	(739,486)
Internal Recovery - Maintenance	(2,236,840)	(2,211,200)	(2,258,580)	-	-	(2,258,580)	(2,305,060)	(2,354,298)	(2,404,532)	(2,451,605)
Internal Recovery - Programs Administration	(866,680)	(869,990)	(900,520)	-	-	(900,520)	(918,578)	(936,890)	(954,455)	(970,396)
OPERATING COSTS LESS INTERNAL RECOVERIES	450,810	431,000	403,120	-	-	403,120	404,380	405,430	458,605	409,455
FUNDING SOURCES (REVENUE)										
Other Income	(450,810)	(431,000)	(403,120)	-	-	(403,120)	(404,380)	(405,430)	(458,605)	(409,455)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	22.55	22.55	21.85	0.00	0.00	21.85	21.85	21.85	21.85	21.85
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS										
Salaries and Wages	167,270	148,560	152,630	-	-	152,630	155,395	158,179	161,341	163,865
Internal Allocations - Administration	189,940	185,740	224,350	-	-	224,350	229,310	235,160	240,750	246,500
Internal Allocations - Maintenance	745,610	737,070	752,860	-	-	752,860	768,350	784,770	801,510	817,200
Internal Allocations - Program Administration	288,890	290,000	300,170	-	-	300,170	306,190	312,300	318,150	323,470
Operating - Supplies	33,830	38,000	41,020	-	-	41,020	41,737	42,462	43,078	43,703
Maintenance	45,390	45,390	46,300	-	-	46,300	47,223	48,168	49,131	50,114
Instructional Services and Travel	40,570	48,110	48,410	-	-	48,410	49,322	50,260	51,218	52,183
TOTAL OPERATING COSTS	1,511,500	1,492,870	1,565,740	-	-	1,565,740	1,597,527	1,631,299	1,665,178	1,697,035
*Percentage Increase		-1.2%	3.59%			3.59%	2.0%	2.1%	2.1%	1.9%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	90,000	90,000	109,000	-	-	109,000	117,000	117,000	117,000	117,000
Transfer to Reserve Fund	194,800	423,090	184,825	-	-	184,825	186,132	189,389	192,569	195,804
TOTAL CAPITAL / RESERVES	284,800	513,090	293,825	-	-	293,825	303,132	306,389	309,569	312,804
DEBT CHARGES	42,480	36,000	88,530	-	-	88,530	88,530	88,530	88,530	88,530
TOTAL COSTS	1,838,780	2,041,960	1,948,095	-	-	1,948,095	1,989,189	2,026,218	2,063,277	2,098,369
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(649,280)	(740,100)	(808,610)	-	-	(808,610)	(823,087)	(826,785)	(830,523)	(834,480)
TOTAL REVENUE	(649,280)	(740,100)	(808,610)	-	-	(808,610)	(823,087)	(826,785)	(830,523)	(834,480)
REQUISITION	(1,189,500)	(1,301,860)	(1,139,485)	-	-	(1,139,485)	(1,166,102)	(1,199,433)	(1,232,754)	(1,263,889)
*Percentage Increase		9.4%	-4.20%			-4.20%	2.3%	2.9%	2.8%	2.5%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.80	1.80	1.50	0.00		1.50	1.50	1.50	1.50	1.50
User Funding %	35.31%		41.51%			41.51%	41.38%	40.80%		
User Funding excluding debt%	36.15%		43.48%			43.48%	43.31%	42.67%		

PANORAMA RECREATION - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS										
Salaries and Wages	731,870	736,060	753,330	-	-	753,330	768,390	783,758	799,433	809,388
Internal Allocations - Administration	189,940	185,740	224,350	-	-	224,350	229,310	235,160	240,750	246,500
Internal Allocations - Maintenance	745,610	737,070	752,860	-	-	752,860	768,350	784,770	801,510	817,200
Internal Allocations - Program Administration	288,890	290,000	300,170	-	-	300,170	306,190	312,300	318,150	323,470
Maintenance	56,420	61,420	62,650	-	-	62,650	63,904	65,048	66,014	66,857
Operating - Supplies	114,000	103,920	100,210	-	-	100,210	101,995	103,788	105,231	106,677
Instructional Services	36,800	30,920	45,220	-	-	45,220	46,108	47,639	47,569	48,043
TOTAL OPERATING COSTS	2,163,530	2,145,130	2,238,790	-	-	2,238,790	2,284,247	2,332,463	2,378,657	2,418,135
*Percentage Increase		-0.9%	3.48%			3.48%	2.0%	2.1%	2.0%	1.7%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	80,000	80,000	108,000	-	-	108,000	117,000	117,000	117,000	117,000
Transfer to Reserve Fund	189,700	189,700	184,065	-	-	184,065	186,133	189,390	192,569	195,803
TOTAL CAPITAL / RESERVES	269,700	269,700	292,065	-	-	292,065	303,133	306,390	309,569	312,803
DEBT CHARGES	884,130	884,130	884,470	-	-	884,470	884,470	884,470	884,470	884,470
TOTAL COSTS	3,317,360	3,298,960	3,415,325	-	-	3,415,325	3,471,850	3,523,323	3,572,696	3,615,408
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(982,490)	(1,016,470)	(997,340)	-	-	(997,340)	(1,012,648)	(1,031,759)	(1,044,037)	(1,057,550)
TOTAL REVENUE	(982,490)	(1,016,470)	(997,340)	-	-	(997,340)	(1,012,648)	(1,031,759)	(1,044,037)	(1,057,550)
REQUISITION	(2,334,870)	(2,282,490)	(2,417,985)	-	-	(2,417,985)	(2,459,202)	(2,491,564)	(2,528,659)	(2,557,858)
*Percentage Increase		-2.2%	3.56%			3.56%	1.7%	1.3%	1.5%	1.2%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00		2.00	2.00	2.00	2.00	2.00
User Funding %	29.62%		29.20%			29.20%	29.17%	29.28%		
User Funding excluding debt%	40.38%		39.41%			39.41%	39.14%	39.10%		

	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION										
COMMUNITY RECREATION COSTS										
Salaries and Wages	1,039,220	1,047,970	1,133,790	-	-	1,133,790	1,158,791	1,189,918	1,213,155	1,234,681
Internal Allocations - Administration	189,950	185,740	224,360	-	-	224,360	229,315	235,169	240,759	246,486
Internal Allocations - Maintenance	745,620	737,060	752,860	-	-	752,860	768,360	784,758	801,512	817,205
Internal Allocations - Program Administration	288,900	289,990	300,180	-	-	300,180	306,198	312,290	318,155	323,456
Instructional Service	360,260	356,540	376,585	-	-	376,585	382,939	389,229	395,069	401,383
Operating - Supplies	127,880	141,850	148,350	-	-	148,350	150,983	153,615	155,984	157,939
Leasehold Improvements	93,000	93,000	95,000	-	-	95,000	97,000	99,000	99,000	99,000
TOTAL COMMUNITY RECREATION COSTS	2,844,830	2,852,150	3,031,125	-	-	3,031,125	3,093,586	3,163,979	3,223,634	3,280,150
*Percentage Increase		0.3%	6.55%			6.55%	2.1%	2.3%	1.9%	1.8%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	80,000	80,000	108,000	-	-	108,000	116,000	116,000	116,000	116,000
Transfer to Reserve Fund										
TOTAL CAPITAL / RESERVES	80,000	80,000	108,000	-	-	108,000	116,000	116,000	116,000	116,000
TOTAL COSTS	2,924,830	2,932,150	3,139,125	-	-	3,139,125	3,209,586	3,279,979	3,339,634	3,396,150
FUNDING SOURCES (REVENUE)										
Revenue - Community Recreation	(1,692,440)	(1,696,740)	(1,826,840)	-	-	(1,826,840)	(1,858,792)	(1,889,928)	(1,911,984)	(1,934,378)
Grants in Lieu	-	(13,000)	-			-				
TOTAL REVENUE	(1,692,440)	(1,709,740)	(1,826,840)	-	-	(1,826,840)	(1,858,792)	(1,889,928)	(1,911,984)	(1,934,378)
REQUISITION	(1,232,390)	(1,222,410)	(1,312,285)	-	-	(1,312,285)	(1,350,794)	(1,390,051)	(1,427,650)	(1,461,772)
*Percentage Increase		-0.8%	6.48%			6.48%	2.9%	2.9%	2.7%	2.4%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	5.00	5.00	6.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00
User Funding %	57.86%		58.20%			58.20%	57.91%	57.62%		

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.44x	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
	Panorama Recreation							

EXPENDITURE

Buildings	\$683,625	\$1,038,825	\$349,000	\$95,000	\$300,000	\$110,000	\$1,892,825
Equipment	\$0	\$470,350	\$263,800	\$232,980	\$327,200	\$295,300	\$1,589,630
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$15,000	\$113,600	\$0	\$0	\$70,000	\$198,600
Vehicles	\$0	\$35,000	\$215,000	\$180,000	\$107,000	\$0	\$537,000
	\$683,625	\$1,559,175	\$941,400	\$507,980	\$734,200	\$475,300	\$4,218,055

SOURCE OF FUNDS

Capital Funds on Hand	\$683,625	\$683,625	\$0	\$0	\$0	\$0	\$683,625
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$315,350	\$419,300	\$372,980	\$363,700	\$232,300	\$1,703,630
Grants (Federal, Provincial)	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Donations / Third Party Funding	\$0	\$0	\$44,500	\$40,000	\$10,000	\$0	\$94,500
Reserve Fund	\$0	\$545,200	\$477,600	\$95,000	\$360,500	\$243,000	\$1,721,300
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$683,625	\$1,559,175	\$941,400	\$507,980	\$734,200	\$475,300	\$4,218,055

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.44x
Service Name: Panorama Recreation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-03	Replacement	Replace Fire Alarm Panels	Replace Fire Alarm Panels due to upgrade of Ice plant to ammonia system	\$120,000	B	Cap	\$112,459	\$112,459	\$0	\$0	\$0	\$0	\$112,459
16-04	Replacement	Replace Arena A Dressing Rm HS Up	Replace Arena A Dressing Rm HS Up due to aging.	\$30,000	B	Cap	\$25,754	\$25,754	\$0	\$0	\$0	\$0	\$25,754
16-05	Replacement	Replace Exhaust/Building Heater Up	Replace Exhaust/Building Heater Up due to aging	\$65,000	B	Cap	\$59,520	\$59,520	\$0	\$0	\$0	\$0	\$59,520
16-06	New	Hockeyville Arena Reno	Hockeyville Arena Reno - various small capital additions	\$120,000	B	Cap	\$77,892	\$77,892	\$0	\$0	\$0	\$0	\$77,892
17-02	Replacement	Replace Gas Fired Heaters Arena A	Replace Gas Fired Heaters Arena A due to aging	\$18,000	B	Cap	\$18,000	\$18,000	\$0	\$0	\$0	\$0	\$18,000
17-04	Renewal	Replace Dessicant dehumidifier/socks for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	\$350,000	B	Cap	\$350,000	\$350,000	\$0	\$0	\$0	\$0	\$350,000
17-08	Renewal	Renew Arena Concourse (Lobby) Roof	Renew Arena Concourse (Lobby) Roof due to leakage	\$85,000	B	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-01	Replacement	Vehicle Replacement (utility trailer)	Replace utility trailer due to aging.	\$15,000	V	ERF	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	\$150,000	E	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	\$112,000	B	Res	\$0	\$112,000	\$0	\$0	\$0	\$0	\$112,000
18-07	Replacement	Replace Arena A & B CO Controllers/detectors	Replace Arena A & B CO Controllers/detectors due to end of life	\$15,200	B	Res	\$0	\$15,200	\$0	\$0	\$0	\$0	\$15,200
18-08	New	Install Welcome Figure (Aboriginal Art) (grant)	Installation Welcome Figure at Panorama site	\$15,000	S	Grant	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-09	Replacement	Replace Weight room HVAC Air handling Unit	Replace Weight room HVAC Air handling Unit due to end of life	\$50,000	B	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-10	New	Install Telephone interconnect with radios	Install Telephone interconnect with radios for better ops communication	\$20,000	E	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
18-11	New	Purchase Used Forklift	Purchase Forklift for operations in arena	\$20,000	V	Res	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
18-12	New	Install Ammonia Room Safety upgrades	Install Ammonia Room Safety measurers for restricting access to room	\$10,000	B	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
18-13	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$300,350	E	ERF	\$0	\$300,350	\$0	\$0	\$0	\$0	\$300,350
18-14	New	Install Roof Safety Guide Wires - Arenas, Tennis bldgs	Install Roof Safety Guide Wires - Arenas, Tennis bldgs for safety of workers	\$168,000	B	Res	\$0	\$168,000	\$0	\$0	\$0	\$0	\$168,000
19-01	Replacement	Replace Main Switchgear - secondary elect room	Replace Main Switchgear - secondary elect room due to end of life	\$280,000	B	Res	\$0	\$0	\$280,000	\$0	\$0	\$0	\$280,000
19-02	Renewal	Upgrade Electrical Main Transformer	Upgrade Electrical Main Transformer to extend useful life	\$80,000	S	Res	\$0	\$0	\$80,000	\$0	\$0	\$0	\$80,000
19-03	Replacement	Replace Pool Slide railings	Replace Pool Slide railings due to end of life	\$60,000	B	Res	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
19-05	Renewal	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	\$33,600	S	Res	\$0	\$0	\$33,600	\$0	\$0	\$0	\$33,600
19-07	Replacement	Replace Lectorator cells&boards- Lap Pool	Replace Lectorator cells&boards- Lap Pool due to end of life	\$15,000	E	Res	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
19-08	Replacement	Replace Weight room (stretching area) HVAC	Replace Weight room (stretching area) HVAC due to end of life	\$9,000	B	Res	\$0	\$0	\$9,000	\$0	\$0	\$0	\$9,000
19-09	Replacement	Replace Ice Resurfacer	Replace Ice Resurfacer on 5 year cycle	\$180,000	V	ERF	\$0	\$0	\$140,000	\$0	\$0	\$0	\$140,000
19-09					V	Other	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
19-10	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$248,800	E	ERF	\$0	\$0	\$248,800	\$0	\$0	\$0	\$248,800
19-11	Replacement	Vehicle Replacement (truck)	Replace Truck due to end of life	\$35,000	V	ERF	\$0	\$0	\$30,500	\$0	\$0	\$0	\$30,500
19-11					V	Other	\$0	\$0	\$4,500	\$0	\$0	\$0	\$4,500
20-01	Renewal	Replace Floor/tile in link building	Replace Floor/tile in link building due to end of life	\$75,000	B	Res	\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.44x
 Service Name: Panorama Recreation

**CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2022**

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

20-04	Renewal	Replace Squash Court Floors	Replace squash court floor due to end of life	\$20,000	B	Res	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
20-06	Replacement	Replace Ice Resurfacer	Replace Ice Resurfacer on 5 year cycle	\$180,000	V	ERF	\$0	\$0	\$0	\$140,000	\$0	\$0	\$140,000
20-06					V	Other	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
20-07	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$232,980	E	ERF	\$0	\$0	\$0	\$232,980	\$0	\$0	\$232,980
21-01	Renewal	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	\$300,000	B	Res	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
21-03	Replacement	Replace Lectronator cells&boards-leisure/hot tub	Replace Lectronator cells&boards-leisure/hot tub due to end of life	\$30,500	E	Res	\$0	\$0	\$0	\$0	\$30,500	\$0	\$30,500
21-04	Replacement	Replace Lap pool filters x 2	Replace Lap pool filters x 2 due to end of life	\$30,000	E	Res	\$0	\$0	\$0	\$0	\$30,000	\$0	\$30,000
21-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$266,700	E	ERF	\$0	\$0	\$0	\$0	\$266,700	\$0	\$266,700
21-06	Replacement	Vehicle Replacement (Club car)	Replace Club Car due to end of life	\$12,000	V	ERF	\$0	\$0	\$0	\$0	\$12,000	\$0	\$12,000
21-07	Replacement	Vehicle Replacement (Bus)	Replace Bus due to end of life	\$95,000	V	ERF	\$0	\$0	\$0	\$0	\$85,000	\$0	\$85,000
21-07					V	Other	\$0	\$0	\$0	\$0	\$10,000	\$0	\$10,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	\$110,000	B	Res	\$0	\$0	\$0	\$0	\$0	\$110,000	\$110,000
22-02	Replacement	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	\$70,000	S	Res	\$0	\$0	\$0	\$0	\$0	\$70,000	\$70,000
22-03	Replacement	Replace Pool Impellers	Replace Pool Impellers due to end of life	\$30,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000
22-04	Replacement	Replace Zeolite Filter Lap and Leisure Pools	Replace Zeolite Filter Lap and Leisure Pools due to end of life	\$33,000	E	Res	\$0	\$0	\$0	\$0	\$0	\$33,000	\$33,000
22-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	\$232,300	E	ERF	\$0	\$0	\$0	\$0	\$0	\$232,300	\$232,300
GRAND TOTAL				\$4,322,430			\$683,625	\$1,559,175	\$941,400	\$507,980	\$734,200	\$475,300	\$4,218,055

Service: 1.44x

Panorama Recreation

Proj. No. 16-03

Capital Project Title Replace Fire Alarm Panels

Capital Project Description Replace Fire Alarm Panels due to upgrade of Ice plant to ammonia system

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *With the new ice plant replacement project complete and change to an ammonia system upgrading the fire panels is necessary. Replacement of current panels not an option as they no longer meet building codes. Original budget insufficient with scope change to meet current codes. Consultant retained April 2016, estimated budget cost includes equipment, installation and site improvement, consultant and project management costs and contingency.*

Proj. No. 16-04

Capital Project Title Replace Arena A Dressing Rm HS Up

Capital Project Description Replace Arena A Dressing Rm HS Up due to aging.

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *Replacement of existing Engineered Air Unit due to aging. EOL Quote has been obtained from Island Temperature Controls. Unit to be replaced in 2018*

Proj. No. 16-05

Capital Project Title Replace Exhaust/Building Heater Up

Capital Project Description Replace Exhaust/Building Heater Up due to aging

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *Replacement of various exhaust fans throughout facility due to aging*

Proj. No. 16-06

Capital Project Title Hockeyville Arena Reno

Capital Project Description Hockeyville Arena Reno - various small capital additions

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *The Hockeyville Committee identified priority items multimedia screen for Arena B, storage space expansion, and SEA can containers.*

Proj. No. 17-02

Capital Project Title Replace Gas Fired Heaters Arena A

Capital Project Description Replace Gas Fired Heaters Arena A due to aging

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale *Replacement of Arena A gas fired heaters to new style radiant tube heater. Current heaters life cycle complete at end of 2016 season. New venting, installation, permits and contingency in budget. Quote received Oct 5/16 from MacIntyre Heating Ltd.*

Proj. No. 17-04	Capital Project Title Replace Dessicant dehumidifier/socks for Ice Plant	Capital Project Description Replace Dessicant dehumidifier/socks for Ice Plant due to aging
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support.		

Proj. No. 17-08	Capital Project Title Renew Arena Concourse (Lobby) Roof	Capital Project Description Renew Arena Concourse (Lobby) Roof due to leakage
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Roof was originally installed in 1997. Recoat roofing membrane or replace roofing membrane with Tremco engineered solution to extend service life of existing roof. Final decision will be made after removal of dehumidification and HVAC units and other existing equipment from roof. Quote obtained from Tremco. Budget includes contingency, hazmat and engineering support.		

Proj. No. 18-01	Capital Project Title Vehicle Replacement (utility trailer)	Capital Project Description Replace utility trailer due to aging.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 2009 utility trailer purchased used. Life cycle complete.		

Proj. No. 18-02	Capital Project Title Install Plant Maintenance SAP Program	Capital Project Description Plant Maintenance SAP Program for PRC maintenance projects
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.		

Proj. No. 18-03	Capital Project Title DDC Replacement (direct digital controls)	Capital Project Description Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs.		

Proj. No. 18-07	Capital Project Title Replace Arena A & B CO Controllers/detectors	Capital Project Description Replace Arena A & B CO Controllers/detectors due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The CO, NO2, propane sensors and controllers are due for replacement due to end of life. This is a dedicated system to monitor the emission of our fossil fuel equipment used with the arenas</i>		

Proj. No. 18-08	Capital Project Title Install Welcome Figure (Aboriginal Art) (grant)	Capital Project Description Installation Welcome Figure at Panorama site
Asset Class Engineered Structures	Board Priority Area First Nations	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The welcome figure is a proposed community project in partnership with two local aboriginal artists. The welcome figure would serve to welcome all of our community members into our facility. The project would include: purchase of supplies, two aboriginal artists providing carving and education sessions, community carving events, and unveiling event when project is complete. The budget was determined by working with the two aboriginal artists who have completed similar projects on the Peninsula. Total project cost estimated at \$15,000.</i>		

Proj. No. 18-09	Capital Project Title Replace Weight room HVAC Air handling Unit	Capital Project Description Replace Weight room HVAC Air handling Unit due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace existing air handler unit installed in 2003 as it has received its end of life. This unit supplies tempered air to all pool change rooms. Quote from Island Temperature Controls has been received for replacement of existing unit. Budget includes contingency, hazmat and engineering support.</i>		

Proj. No. 18-10	Capital Project Title Install Telephone interconnect with radios	Capital Project Description Install Telephone interconnect with radios for better ops communication
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>To provide after hours contact to staff, for operational and emergencies. Presently staff cannot be contacted through the regular phone systems outside of regular working hours. New system will allow staff to dial in or out through the hand held Motorola radios</i>		

Proj. No. 18-11	Capital Project Title Purchase Used Forklift	Capital Project Description Purchase Forklift for operations in arena
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Purchase of a used battery driven Fork lift. Regular shipments are received on site and must be manually unloaded and stocked. The addition of a fork lift will reduce man hours to off load heavy shipments, as well as move equipment and supplies around the site for various events. Will also be used for replacement of 8' high arena glass.</i>		

Proj. No. 18-12	Capital Project Title Install Ammonia Room Safety upgrades	Capital Project Description Install Ammonia Room Safety measurers for restricting access to room
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Installation of card monitoring security, to record who accesses the refrigeration equipment. CRD I.T Department has provided costing and a quote on this project.</i>		

Proj. No. 18-13	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Annual replacement of equipment in pooled account due to end of life cycle</i>		

Proj. No. 19-01	Capital Project Title Replace Main Switchgear - secondary elect room	Capital Project Description Replace Main Switchgear - secondary elect room due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The present internal transformer and distribution panels, installed in 1977, are nearing the end of their useful life cycle and will need to be replaced. The project is estimated by Applied Engineering Solutions (AES) AES is suggesting this project should be done in conjunction with the repair of facility complex main transformer (19-02). Budget includes contingency, hazmat and engineering support.</i>		

Proj. No. 19-02	Capital Project Title Upgrade Electrical Main Transformer	Capital Project Description Upgrade Electrical Main Transformer to extend useful life
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The main facility transformer has been in service since early 2000 as per the inspection report submitted by Applied Engineering Solutions (AES) Engineering. This transformer unit was installed on a sloped area of the facility grounds but after years of settling it is now off center. As this unit is filled with oil it needs to be re-levelled. Budget includes contingency, hazmat and engineering support. Report received July 19/17</i>		

Proj. No. 19-03	Capital Project Title Replace Pool Slide railings	Capital Project Description Replace Pool Slide railings due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Replace existing metal stair railings due to exposure to pool chemicals. Repairs ongoing until scheduled replacement with marine grade aluminum or equivalent type of materials. Herold Engineering inspection report was performed in April 2015. Quote has been obtained from Aral construction. Budget includes contingency, hazmat and engineering support.</i>		

Proj. No. 19-05	Capital Project Title Resurface/line painting (outdoor) Tennis courts	Capital Project Description Resurface/line painting (outdoor) Tennis courts due to end of life
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The indoor/outdoor tennis courts are repaired and repainted every 5 years. A quote has been obtained from Tomko Sports. Budget includes contingency, hazmat inspection and support.</i>		

Proj. No. 19-07	Capital Project Title Replace Lectronator cells&boards- Lap Pool	Capital Project Description Replace Lectronator cells&boards- Lap Pool due to end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Ongoing replacement of Electronator cells and electronic boards. This equipment provides the conversion of salt to chlorine, and is used as a disinfection of our pool water</i>		

Proj. No. 19-08	Capital Project Title Replace Weight room (stretching area) HVAC	Capital Project Description Replace Weight room (stretching area) HVAC due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Existing HVAC unit has pased its service life and requires a replacement unit to be installed. Quote has been obtained from Island temperature Controls</i>		

Proj. No. 19-09	Capital Project Title Replace Ice Resurfacer	Capital Project Description Replace Ice Resurfacer on 5 year cycle
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>2014 Olympia ice resurfacer (A) replaced with electric model \$180,000 (trade-in est. \$40,000)</i>		

Proj. No. 19-10	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Annual replacement of equipment in pooled account due to end of life cycle</i>		

Proj. No. 19-11	Capital Project Title Vehicle Replacement (truck)	Capital Project Description Replace Truck due to end of life
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>F250 Ford 4x4 Pickup \$35,000 (trade-in est. \$4,500) Present unit is 2003. Fleet to oversee purchase</i>		

Proj. No. 20-01	Capital Project Title Replace Floor/tile in link building	Capital Project Description Replace Floor/tile in link building due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The area known as the Link building joins the pool area, common entrances and access to the tennis/squash courts. The floors transition from ceramic tiles to linoleum then to a polished type of granite floor and then back to linoleum. Replacement of all the non-tiled areas with a non-skid tile will provide a level of safety. Island floors has provided a quote. Budget includes contingency, hazmat and other unknown costs.</i>		

Proj. No. 20-04	Capital Project Title Replace Squash Court Floors	Capital Project Description Replace squash court floor due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Resurfacing of hardwood floors, due to general wear. Verbal quote for material and installation obtained from Hardwood Flooring.</i>		

Proj. No. 20-05	Capital Project Title Install Roof Safety Guide Wires - Arenas, Tennis bldgs	Capital Project Description Install Roof Safety Guide Wires - Arenas, Tennis bldgs for safety of workers
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Installation of Roof safety equipment. To conform with WCB policies regarding safe access to roof areas</i>		

Proj. No. 20-06	Capital Project Title Replace Ice Resurfacer	Capital Project Description Replace Ice Resurfacer on 5 year cycle
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>2015 Olympia ice resurfacer (A) replaced with electric model \$180,000 (trade-in est. \$40,000)</i>		

Proj. No. 20-07	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Annual replacement of equipment in pooled account due to end of life cycle</i>		

Proj. No. 21-01	Capital Project Title Roof - Arena A, B & Tennis	Capital Project Description Renewal Roof on both arenas and tennis building
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Install a protective coating over the existing metal structure providing an additional 15-20 years of extended service. Budget estimate from Facility Services.</i>		

Proj. No. 21-03	Capital Project Title Replace Lectronator cells&boards-leisure/hot tub	Capital Project Description Replace Lectronator cells&boards-leisure/hot tub due to end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Ongoing replacement of Electronator cells and electronic boards. This equipment provides the conversion of salt to chlorine, and is used as a disinfection of our pool water		

Proj. No. 21-04	Capital Project Title Replace Lap pool filters x 2	Capital Project Description Replace Lap pool filters x 2 due to end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of existing pool filtration due to end of life of filtration equipment		

Proj. No. 21-05	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Annual replacement of equipment in pooled account due to end of life cycle		

Proj. No. 21-06	Capital Project Title Vehicle Replacement (Club car)	Capital Project Description Replace Club Car due to end of life
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of existing 2015 vehicle. Used on site, and is battery operated		

Proj. No. 21-07	Capital Project Title Vehicle Replacement (Bus)	Capital Project Description Replace Bus due to end of life
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of existing 2007 vehicle, due to present age and usage. Bus is used for recreation programs, after school programs and summer camps		

Proj. No. 22-01	Capital Project Title Replace Arena B rubber flooring	Capital Project Description Replace Arena B rubber flooring due to end of life
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of Arena B corridors and dressing room floors. Flooring is in need of replacement due to old age and continued patching of the high traffic areas.		

Proj. No. 22-02	Capital Project Title Replace Daktronic/Electronic Road Sign	Capital Project Description Replace Daktronic/Electronic Road Sign due to end of life
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of existing Electric Road Signage due to end of life		

Proj. No. 22-03	Capital Project Title Replace Pool Impellers	Capital Project Description Replace Pool Impellers due to end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of impellers for varoius pool pumps. Salt water is very corrosive and requires replacement of pump impellers and housings		

Proj. No. 22-04	Capital Project Title Replace Zeolite Filter Lap and Leisure Pools	Capital Project Description Replace Zeolite Filter Lap and Leisure Pools due to end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Replacement of existing pool filtration media, for proper sanitation of pool water		

Proj. No. 22-05	Capital Project Title Equipment Replacement (pooled)	Capital Project Description Annual replacement of equipment in pooled account
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Annual replacement of equipment in pooled account due to end of life cycle		

**1.44X Panaroama Recreation
 Asset and Reserve Summary Schedule
 2018 - 2022 Financial Plan**

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery. The complex was last upgraded in 2009.

Summary

Reserve/Fund Summary	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Capital Reserve	283,242	170,992	133,422	486,732	582,708	804,513
Equipment Replacement Fund	139,120	148,770	123,970	140,990	137,290	254,990
Total projected year end balance	422,362	319,762	299,140	677,793	743,559	1,091,723

1.44X Panorama Recreation
 Capital Reserve Fund Schedule
 2017 - 2021 Financial Plan

Capital Reserve Fund Schedule

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

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,110,322	283,242	170,992	133,422	486,732	582,708
Planned Capital Expenditure (Based on Capital Plan)	(1,264,500)	(545,200)	(477,600)	(95,000)	(360,500)	(243,000)
Transfer from Operating Budget*	424,500	432,950	440,030	448,310	456,476	464,805
Donations \$ other Sponsorships						
Interest Income**	12,920	-	-	-	-	-
Ending Balance \$	283,242	170,992	133,422	486,732	582,708	804,513

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

1.44X Panaroama Recreation
 Equipment Replacement Fund Schedule (ERF)
 2018 - 2022 Financial Plan

Equipment Replacement Fund Schedule (ERF)

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

Equipment Replacement Fund	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	167,670	139,120	148,770	123,970	140,990	137,290
Planned Purchase (Based on Capital Plan) Transfer to Capital Fund	(281,550)	(315,350)	(419,300)	(372,980)	(363,700)	(232,300)
Transfer from Operating Budget	250,000	325,000	350,000	350,000	350,000	350,000
Equipment and Vehicle Disposal Proceeds	-		44,500	40,000	10,000	
Interest Income*	3,000					
Ending Balance \$	139,120	148,770	123,970	140,990	137,290	254,990

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

**1.44X Panorama Recreation
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Panorama Recreation

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

Summary

Reserve/Fund Summary Projected year end balance	Estimated	Budget				
	2017	2018	2019	2020	2021	2022
Operating Reserve	36,775	44,275	51,850	59,501	16,228	24,033
Operating Reserve - Legacy Fund	5,469	5,469	5,469	5,469	5,469	5,469
Total projected year end balance	42,244	49,744	57,319	64,970	21,697	29,502

See attached reserve schedules for projected annual cash flows.

**1.44X Panorama Recreation
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Panorama Recreation

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

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	28,275	36,775	44,275	51,850	59,501	16,228
Planned Purchase	-	-	-	-	(51,000)	-
Transfer from Ops Budget	8,160	7,500	7,575	7,651	7,727	7,805
Interest Income*	340					
Total projected year end balance	36,775	44,275	51,850	59,501	16,228	24,033

Assumptions/Background:

2021: 51K for 2021-2025 Panorama Recreation Strategic Planning Cost

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

**1.44X Panorama Recreation Legacy Fund
 Operating Reserve Summary
 2018 - 2022 Financial Plan**

Profile

Panorama Recreation Legacy Fund

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

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	5,319	5,469	5,469	5,469	5,469	5,469
Planned Purchase						
Transfer from Ops Budget						
Interest Income*	150					
Total projected year end balance	5,469	5,469	5,469	5,469	5,469	5,469

Assumptions/Background:

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

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

Committee: Sooke Electoral Area Parks & Rec Com

DEFINITION:

The service provides recreation programs and facilities under the authority of Bylaw No. 4029. This Bylaw No. 4029 was established in order to combine two Sooke and Electoral Area recreation services formerly operating under Bylaw No.152 and No.2598 respectively. Bylaw No.4029 merges the maximum requisitions from the former bylaw No.152 and No.2598 into one.

Bylaw history for reference purposes:

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598)

Bylaw No. 152 (November 28, 1973); Amended Bylaw No. 195 (1975), Bylaw No. 338 (1977), Bylaw No. 412 (1977), Bylaw No. 1073 (1982), Bylaw No. 1558 (1987) and Bylaw No. 3344 (2006).

Bylaw No. 2598 (June, 1998); Amended by Bylaw No. 3345 (2006).

SERVICE DESCRIPTION:

A service established to provide recreational community programs, to construct, equip, operate and maintain recreation facilities including but not necessarily limited to the ice arena, the swimming pool, the golf course and multi-purpose/community use rooms, and to authorize acquisition of recreation-related real property.

PARTICIPATION:

The District of Sooke and the Electoral Area of Juan de Fuca are the participating area for this service. Cost apportionment is 100% by population.

MAXIMUM LEVY:

The greater of \$5,158,000 or \$1.60/\$1000 on the net taxable value of land and improvements.

COMMISSION:

Sooke and Electoral Area Parks and Recreation Commission

Established by bylaw to oversee this function. (Bylaw No. 2788 - April 2000, Amended by Bylaw No. 3242 - 2004 & Bylaw No. 3416 - 2007).

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy
District of Sooke	2012	5,387	224,381,660	2,031,846,526		1,819,629
JDF-Sooke Rec - Y(762) SRVA # 52	2012	3,053	140,668,655	1,175,982,155		591,001
Summary	2012	8,440	365,050,315	3,207,828,681	5,132,526	2,410,630
District of Sooke	2013	5,497	219,503,144	1,988,825,213		1,848,467
JDF-Sooke Rec - Y(762) SRVA # 52	2013	3,083	131,993,170	1,102,995,386		610,183
Summary	2013	8,580	351,496,314	3,091,820,599	4,946,913	2,458,650
District of Sooke	2014	5,574	217,192,562	1,959,143,445		1,891,416
JDF-Sooke Rec - Y(762) SRVA # 52	2014	3,096	127,654,836	1,075,823,091		616,414
Summary	2014	8,670	344,847,398	3,034,966,536	4,855,946	2,507,830
District of Sooke	2015	5,628	220,361,793	1,990,807,790		1,925,978
JDF-Sooke Rec - Y(762) SRVA # 52	2015	3,099	132,757,425	1,093,055,460		631,312
Summary	2015	8,727	353,119,218	3,083,863,250	4,934,181	2,557,290
District of Sooke	2016	5,744	228,344,465	2,065,069,242		1,963,697
JDF-Sooke Rec - Y(762) SRVA # 52	2016	3,125	139,989,660	1,147,296,930		644,883
Summary	2016	8,869	368,334,125	3,212,366,172	5,139,786	2,608,580
District of Sooke	2017	5,788	250,004,193	2,271,057,095		2,009,817
JDF-Sooke Rec - Y(762) SRVA # 52	2017	3,136	153,100,410	1,259,577,981		657,933
Summary	2017	8,924	403,104,603	3,530,635,076	5,649,016	2,667,750

SEAPARC - ALL SERVICE AREAS	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,194,350	2,247,780	2,298,650			2,298,650	2,355,471	2,399,929	2,445,541	2,490,479
Electricity & Utilities	260,740	196,970	221,670			221,670	228,560	235,730	243,150	246,633
Operating Supplies & Promotion	269,120	267,600	283,210			283,210	285,111	291,622	297,330	304,964
Maintenance and Repairs	160,190	140,000	155,660			155,660	160,890	163,250	166,670	168,490
Internal Allocations	120,300	120,300	128,890			128,890	131,460	134,090	136,770	139,510
Telephone/IT & Network Systems	61,570	61,570	80,570			80,570	80,920	81,750	82,610	83,500
Contract for Services	99,100	77,140	85,560			85,560	74,530	76,350	77,900	79,450
Vehicles and Travel	27,500	26,000	29,110			29,110	28,460	28,910	29,390	29,820
Operating - Other	38,340	24,480	30,160			30,160	30,940	31,450	31,950	32,400
Insurance Cost	24,180	24,670	28,130			28,130	25,360	25,610	25,860	26,110
Contingency	20,000	-	20,700	-		20,700	20,700	21,010	21,320	22,614
TOTAL OPERATING COSTS	3,275,390	3,186,510	3,362,310	-	-	3,362,310	3,422,403	3,489,702	3,558,491	3,623,970
*Percentage increase over prior year		-2.7%	2.65%			2.65%	1.79%	2.0%	2.0%	1.8%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	-	15,000	-	-	-	-	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	365,000	365,000	370,000	-	-	370,000	375,000	380,000	385,000	385,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	91,000	92,000	93,000	93,000
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	455,000	470,000	460,000	-	-	460,000	471,000	477,000	483,000	483,000
		3.3%	1.10%			1.10%	2.39%	1.3%	1.3%	0.0%
DEBT CHARGES	61,500	61,500	54,100	-	-	54,100	54,096	54,096	54,096	53,966
TOTAL COSTS	3,791,890	3,718,010	3,876,410	-	-	3,876,410	3,947,499	4,020,798	4,095,587	4,160,936
		-1.95%	2.23%			2.23%	1.83%	1.86%	1.86%	1.60%
FUNDING SOURCES (REVENUE)										
Surplus Carryforward			(45,000)			(45,000)				
Estimated Surplus/(Deficit)		45,000								
Balance C/F from Prior to Current year	-	-				-				
Fee Income	(789,700)	(780,100)	(819,930)			(819,930)	(853,600)	(868,820)	(885,300)	(900,550)
Rental Income	(329,400)	(310,120)	(323,450)			(323,450)	(328,470)	(335,980)	(343,710)	(350,990)
Transfer from Operating Reserve Fund	-	-	(15,000)	-	-	(15,000)	-	-	-	-
Payments - In Lieu of Taxes	(5,040)	(5,040)	(5,040)			(5,040)	(7,980)	(8,141)	(8,310)	(8,660)
TOTAL REVENUE	(1,124,140)	(1,095,260)	(1,208,420)	-	-	(1,208,420)	(1,190,050)	(1,212,941)	(1,237,320)	(1,260,200)
			7.50%			7.50%	-1.52%	1.9%	2.0%	1.8%
REQUISITION	(2,667,750)	(2,667,750)	(2,667,990)	-	-	(2,667,990)	(2,757,449)	(2,807,857)	(2,858,267)	(2,900,736)
*Percentage increase over prior year requisition			0.01%			0.01%	3.35%	1.83%	1.80%	1.49%
PARTICIPANTS: Sooke and JDF AUTHORIZED POSITIONS:										
Salaried	17.00	17.00	17.00	-	-	17.00	17.00	17.00	17.00	17.00
Converted Auxiliaries										

SEAPARC - ALL SERVICE AREAS	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS										
Arena	971,420	947,320	1,009,520	-		1,009,520	1,018,884	1,038,951	1,059,151	1,079,320
Golf Course	118,010	116,000	126,660	-	-	126,660	129,380	131,800	134,280	133,620
Community Recreation	594,840	614,950	625,290	-		625,290	630,679	643,630	656,160	668,060
Outdoor Facilities	36,090	33,432	37,030	-		37,030	37,850	38,500	40,070	40,610
Multi-Purpose Rooms	43,360	40,700	43,100	-		43,100	43,590	44,450	45,310	46,540
Concession	53,250	56,650	57,240	-		57,240	55,800	56,900	58,040	59,470
Pool	1,460,940	1,379,978	1,466,040	-		1,466,040	1,508,810	1,538,090	1,568,120	1,599,020
TOTAL OPERATION AND OVERHEAD COSTS	3,277,910	3,189,030	3,364,880	-	-	3,364,880	3,424,993	3,492,321	3,561,131	3,626,640
*Percentage increase over prior year			2.65%			2.65%	1.79%	2.0%	2.0%	1.8%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	365,000	365,000	370,000	-	-	370,000	375,000	380,000	385,000	385,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	91,000	92,000	93,000	93,000
Transfer to Operating Reserve Fund	-	15,000	-	-	-	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL/RESERVES	455,000	470,000	460,000	-	-	460,000	471,000	477,000	483,000	483,000
DEBT CHARGES										
Golf Course	61,500	61,500	54,100	-	-	54,100	54,096	54,096	54,096	53,966
TOTAL OPERATING, CAPITAL AND DEBT COSTS	3,794,410	3,720,530	3,878,980	-	-	3,878,980	3,950,089	4,023,417	4,098,227	4,163,606
FUNDING SOURCES (REVENUE)										
Arena	(334,410)	(312,240)	(324,890)	-		(324,890)	(330,850)	(337,960)	(345,490)	(352,720)
Golf Course	(82,600)	(89,100)	(93,490)	-	-	(93,490)	(94,950)	(96,430)	(97,120)	(99,050)
Community Recreation	(257,490)	(250,000)	(261,810)	-		(261,810)	(282,710)	(287,400)	(292,770)	(296,930)
Multi-Purpose Rooms	(10,870)	(10,500)	(10,920)	-		(10,920)	(11,130)	(11,360)	(11,580)	(11,790)
Concession	(66,780)	(65,780)	(68,110)	-		(68,110)	(69,470)	(70,860)	(72,280)	(73,200)
Pool	(369,470)	(365,120)	(386,730)	-		(386,730)	(395,550)	(403,410)	(412,410)	(420,520)
TOTAL REVENUE	(1,121,620)	(1,092,740)	(1,145,950)	-	-	(1,145,950)	(1,184,660)	(1,207,420)	(1,231,650)	(1,254,210)
Estimated balance C/F from current to Next year	-	45,000	-	-		-	-	-	-	-
Balance C/F from Prior to Current year	-	-	(45,000)	-		(45,000)	-	-	-	-
Grants in lieu of Taxes	(5,040)	(5,040)	(5,040)	-	-	(5,040)	(7,980)	(8,141)	(8,310)	(8,660)
Transfer from Operating Reserve Fund	-	-	(15,000)	-	-	(15,000)	-	-	-	-
REQUISITION	(2,667,750)	(2,667,750)	(2,667,990)	-	-	(2,667,990)	(2,757,449)	(2,807,856)	(2,858,267)	(2,900,736)
*Percentage increase over prior year requisition		0.0%	0.01%	0.00%		0.01%	3.35%	1.83%	1.80%	1.49%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	17.00	17.00	17.00	0.00	0.00	17.00	17.00	17.00	17.00	17.00

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES										
<u>OPERATING COSTS - ARENA</u>										
Salaries and Wages	159,590	158,000	166,130	-	-	166,130	169,422	171,749	174,111	176,499
Internal Allocations - Maintenance	255,650	255,650	262,160	-	-	262,160	259,620	265,690	271,950	277,520
Internal Allocations - Operations	272,270	264,940	278,020	-	-	278,020	280,672	286,520	292,120	298,250
Utility	82,600	81,500	87,290	-	-	87,290	90,110	92,720	95,420	98,223
Other Internal Allocations & Insurance	112,360	112,360	122,290	-	-	122,290	124,470	126,700	128,980	131,290
Maintenance & Operating Supplies	78,950	74,870	83,430	-	-	83,430	84,290	85,172	86,070	86,924
Contingency	10,000	-	10,200	-	-	10,200	10,300	10,400	10,500	10,614
	971,420	947,320	1,009,520	-	-	1,009,520	1,018,884	1,038,951	1,059,151	1,079,320
<u>OPERATING COSTS - GOLF COURSE</u>										
Salaries and Wages	22,000	60,000	67,000	-	-	67,000	68,340	69,710	71,100	72,520
Internal Allocations - Maintenance	9,000	9,000	10,080	-	-	10,080	9,550	9,740	9,930	10,000
Internal Allocations - Operations	9,000	9,000	11,180	-	-	11,180	11,000	11,000	11,000	11,000
Utility	3,810	3,800	3,800	-	-	3,800	4,040	4,120	4,200	1,200
Maintenance & Supplies & Operating Cost	74,200	34,200	34,600	-	-	34,600	36,450	37,230	38,050	38,900
	118,010	116,000	126,660	-	-	126,660	129,380	131,800	134,280	133,620
<u>OPERATING COSTS - RECREATION PROGRAMS</u>										
Salaries and Wages	358,990	372,270	365,870	-	-	365,870	375,749	383,020	390,620	397,100
Internal Allocations - Maintenance	19,080	19,080	19,460	-	-	19,460	20,070	20,540	21,020	21,450
Internal Allocations - Operations	139,700	135,820	158,310	-	-	158,310	150,630	153,620	156,570	159,790
Grants to Other Organizations	-	-	-	-	-	-	-	-	-	-
Operating Other	77,070	87,780	81,650	-	-	81,650	84,230	86,450	87,950	89,720
Contingency	-	-	-	-	-	-	-	-	-	-
	594,840	614,950	625,290	-	-	625,290	630,679	643,630	656,160	668,060
<u>OUTDOOR FACILITIES</u>	36,090	33,432	37,030	-	-	37,030	37,850	38,500	40,070	40,610
<u>MULTI-PURPOSE ROOMS</u>	43,360	40,700	43,100	-	-	43,100	43,590	44,450	45,310	46,540
<u>CONCESSION</u>	53,250	56,650	57,240	-	-	57,240	55,800	56,900	58,040	59,470
TOTAL OPERATING COSTS	1,816,970	1,809,052	1,898,840	-	-	1,898,840	1,916,183	1,954,231	1,993,012	2,027,620
*Percentage Increase		-0.4%	4.51%			4.51%	0.9%	2.0%	2.0%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve fund	365,000	365,000	370,000	-	-	370,000	375,000	380,000	385,000	385,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	91,000	92,000	93,000	93,000
Transfer to Operating Reserve Fund	-	15,000	-	-	-	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	455,000	470,000	460,000	-	-	460,000	471,000	477,000	483,000	483,000
						1.10%				
DEBT CHARGES	61,500	61,500	54,100	-	-	54,100	54,096	54,096	54,096	53,966
TOTAL COSTS RECREATION SERVICES	2,333,470	2,340,552	2,412,940	-	-	2,412,940	2,441,279	2,485,327	2,530,108	2,564,586

	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES										
<u>OPERATION AND OVERHEAD COSTS</u>										
Salaries and Wages	451,700	446,000	463,250	-	-	463,250	470,440	479,830	489,410	499,160
System Services & Telephone	60,370	60,370	76,970	-	-	76,970	77,320	78,150	79,010	79,900
Advertising	75,490	77,820	80,400	-	-	80,400	81,600	83,940	85,800	88,730
Travel, Training & Consultants	35,000	31,000	54,460	-	-	54,460	40,000	40,510	41,040	41,310
Operating - Other	51,100	43,710	52,380	-	-	52,380	53,111	54,150	55,240	56,610
TOTAL OPERATION AND OVERHEAD COSTS	673,660	658,900	727,460	-	-	727,460	722,472	736,580	750,500	765,710
<u>MAINTENANCE COSTS - SALARIES</u>	639,770	639,770	654,790	-	-	654,790	668,580	684,150	700,150	714,190
TOTAL OVERHEAD & MAINTENANCE COSTS	1,313,430	1,298,670	1,382,250	-	-	1,382,250	1,391,052	1,420,730	1,450,650	1,479,900
Internal Recovery - Operations	(673,660)	(658,900)	(727,460)	-	-	(727,460)	(722,472)	(736,580)	(750,500)	(765,710)
Internal Recovery - Maintenance	(639,770)	(639,770)	(654,790)	-	-	(654,790)	(668,580)	(684,150)	(700,150)	(714,190)
OPERATING COSTS LESS INTERNAL RECOVERIES	2,333,470	2,340,552	2,412,940	-	-	2,412,940	2,441,279	2,485,327	2,530,107	2,564,586
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year		(34,202)								
Balance C/F from Prior to Current year	-	-	34,202	-	-	34,202	-	-	-	-
Arena - Fee Charges	(49,930)	(47,700)	(48,640)	-	-	(48,640)	(50,950)	(52,420)	(53,720)	(54,770)
Arena - Rental Income	(284,480)	(264,540)	(276,250)	-	-	(276,250)	(279,900)	(285,540)	(291,770)	(297,950)
Golf Course - Fee Charges	(64,100)	(64,100)	(68,360)	-	-	(68,360)	(69,670)	(70,840)	(71,530)	(72,950)
Golf Course - Rental and Sales Income	(18,500)	(25,000)	(25,130)	-	-	(25,130)	(25,280)	(25,590)	(25,590)	(26,100)
Recreation - Fee Charges	(247,490)	(239,000)	(255,790)	-	-	(255,790)	(276,670)	(281,340)	(286,690)	(290,830)
Recreation - Other Misc Income	(10,000)	(11,000)	(6,020)	-	-	(6,020)	(6,040)	(6,060)	(6,080)	(6,100)
Multi-Purpose Room - Rental Income	(10,870)	(10,500)	(10,920)	-	-	(10,920)	(11,130)	(11,360)	(11,580)	(11,790)
Concession - Sales and Commissions	(66,780)	(65,780)	(68,110)	-	-	(68,110)	(69,470)	(70,860)	(72,280)	(73,200)
Grants in Lieu of Taxes	(2,590)	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	(15,000)	-	-	(15,000)	-	-	-	-
TOTAL REVENUE	(754,740)	(761,822)	(740,018)	-	-	(740,018)	(789,110)	(804,010)	(819,240)	(833,690)
REQUISITION - ARENA & RECREATION SERVICES	(1,578,730)	(1,578,730)	(1,672,922)	-	-	(1,672,922)	(1,652,169)	(1,681,317)	(1,710,867)	(1,730,896)
*Percentage Increase		0.0%	5.97%			5.97%	-1.2%	1.8%	1.8%	1.2%
PARTICIPANTS: District of Sooke, Portion of JDF AUTHORIZED POSITIONS: AUTHORIZED POSITIONS: Salaried	13.85	13.85	13.85	0.00	0.00	13.85	13.85	13.85	13.85	13.85

SEAPARC - SWIMMING POOL	BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATION COSTS										
Salaries and Wages	541,700	551,000	559,610	-	-	559,610	580,590	588,770	597,090	607,290
Internal Allocations - Maintenance	317,280	317,280	323,610	-	-	323,610	339,130	347,030	355,140	362,270
Internal Allocations - Operations	245,990	242,680	273,000	-	-	273,000	273,060	278,190	283,430	289,140
Utility	171,960	111,100	130,000	-	-	130,000	133,820	138,290	142,930	146,610
Operating - Supplies	88,950	78,200	82,590	-	-	82,590	84,410	86,060	87,790	89,480
Other Internal Allocations & Insurance	32,120	32,610	34,730	-	-	34,730	32,350	33,000	33,650	34,330
Maintenance	52,940	47,108	52,000	-	-	52,000	55,050	56,140	57,270	57,900
Contingency	10,000	-	10,500	-	-	10,500	10,400	10,610	10,820	12,000
TOTAL OPERATING COSTS	1,460,940	1,379,978	1,466,040	-	-	1,466,040	1,508,810	1,538,090	1,568,120	1,599,020
*Percentage Increase		-5.5%	0.35%			0.35%				
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		74,162	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	(74,162)	-	-	(74,162)	-	-	-	-
Revenue - Fees	(336,630)	(339,000)	(357,800)	-	-	(357,800)	(365,400)	(371,580)	(378,900)	(386,360)
Management Fee Offset	-	-	-	-	-	-	-	-	-	-
Other Income	(11,210)	(11,120)	(11,430)	-	-	(11,430)	(11,650)	(11,880)	(12,110)	(12,340)
Rental Income	(21,630)	(15,000)	(17,500)	-	-	(17,500)	(18,500)	(19,950)	(21,400)	(21,820)
Grants In Lieu of Taxes	(2,450)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(371,920)	(290,958)	(460,892)	-	-	(460,892)	(395,550)	(403,410)	(412,410)	(420,520)
REQUISITION	(1,089,020)	(1,089,020)	(1,005,148)	-	-	(1,005,148)	(1,113,260)	(1,134,680)	(1,155,710)	(1,178,500)
*Percentage Increase		0.0%	-7.70%			-7.70%	10.8%	1.9%	1.9%	2.0%
PARTICIPANTS: District of Sooke, Portion of JDF AUTHORIZED POSITIONS: AUTHORIZED POSITIONS: Salaried	3.15	3.15	3.15	0.00	0.00	3.15	3.15	3.15	3.15	3.15

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.40X	Carry						
	SEAPARC	Forward from	2018	2019	2020	2021	2022	TOTAL
		2017						

EXPENDITURE

Buildings	\$931,000	\$2,971,170	\$345,000	\$9,500	\$0	\$0	\$3,325,670
Equipment	\$12,000	\$155,200	\$73,700	\$292,700	\$67,200	\$61,000	\$649,800
Land	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Engineered Structures	\$0	\$0	\$0	\$35,000	\$1,000,000	\$0	\$1,035,000
Vehicles	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
	\$943,000	\$3,126,370	\$418,700	\$367,200	\$1,067,200	\$461,000	\$5,440,470

SOURCE OF FUNDS

Capital Funds on Hand	\$943,000	\$936,000	\$0	\$0	\$0	\$0	\$936,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000
Equipment Replacement Fund	\$0	\$113,200	\$27,700	\$60,700	\$27,200	\$21,000	\$249,800
Grants (Federal, Provincial)	\$0	\$1,242,670	\$0	\$70,000	\$500,000	\$0	\$1,812,670
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$834,500	\$391,000	\$236,500	\$540,000	\$40,000	\$2,042,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$943,000	\$3,126,370	\$418,700	\$367,200	\$1,067,200	\$461,000	\$5,440,470

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.40X
Service Name: SEAPARC

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-01	Study	SAP/PM Asset Mgmt. module	Asset inventory and preventative maintenance	\$20,000	E	Cap	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
16-01					E	Res	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
16-02	Renewal	Building Renewal	Building assesment and repairs	\$185,000	B	Cap	\$4,000	\$4,000	\$0	\$0	\$0	\$0	\$4,000
16-02					B	Res	\$0	\$15,000	\$130,000	\$0	\$0	\$0	\$145,000
16-03	Renewal	Trail Development and Drainage	Maintenance, Repair and drainage improvements	\$15,000	E	Cap	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$2,000
17-03	Renewal	Golf Course Pond Refurbishment	Water retention pond renewal for irrigation water access		S	Res	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17-04	Renewal	Arena Roof	Renew Arena Roof	\$97,000	B	Cap	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0
17-05	Replacement	Pool Roof	Replace Leisure Pool Roof	\$388,000	B	Cap	\$170,000	\$170,000	\$0	\$0	\$0	\$0	\$170,000
17-05					B	Res	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
17-06	Replacement	Mechanical Equipment	Replacement of pumps motors	N/A	E	ERF	\$0	\$30,000	\$25,000	\$17,000	\$20,000	\$15,000	\$107,000
17-08	Replacement	Computer Replacement	Replacement of computers	N/A	E	ERF	\$0	\$2,700	\$2,700	\$2,700	\$7,200	\$0	\$15,300
17-09	New	Facility Expansion	New fitness building expansion	\$2,742,670	B	Cap	\$750,000	\$750,000	\$0	\$0	\$0	\$0	\$750,000
17-09					B	Res	\$0	\$750,000	\$0	\$0	\$0	\$0	\$750,000
17-09					B	Grant	\$0	\$1,242,670	\$0	\$0	\$0	\$0	\$1,242,670
18-01	Replacement	Pool Lectorator System	Replacement of lectionator system	\$18,000	E	ERF	\$0	\$6,000	\$0	\$6,000	\$0	\$6,000	\$18,000
18-02	Replacement	Pool Tile Re-Grout	Replacement pool tile grout	\$19,000	B	Res	\$0	\$9,500	\$0	\$9,500	\$0	\$0	\$19,000
18-03	Renewal	Oil Separators	Renewal oil separators	\$7,500	E	ERF	\$0	\$7,500	\$0	\$0	\$0	\$0	\$7,500
18-04	Renewal	Compressor Drive Motors	Renewal compressor drive motors	\$12,000	E	ERF	\$0	\$12,000	\$0	\$0	\$0	\$0	\$12,000
18-05	Renewal	Network/Phone System	Renewal network/phone system	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-06	Renewal	Golf Course Irrigaiton Upgrade	Renewal golf course irrigaiton upgrade	\$45,000	E	Res	\$0	\$20,000	\$0	\$25,000	\$0	\$0	\$45,000
18-07	Renewal	Access improvements	Facility improvements 15k/5k grant	\$15,000	B	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-08	Renewal	Golf Course Equipment	Benches, garbage cans, signs, tools	\$15,000	B	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.40X
Service Name: SEAPARC

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

18-09	Replacement	Grounds Equipment	Mower/Tractor Replacement	\$15,000	e	ERF	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-01	New	Pool Inflatable	New pool inflatable	\$6,000	E	Res	\$0	\$0	\$6,000	\$0	\$0	\$0	\$6,000
19-02	New	Fitness Equipment	New fitness equipment lease	\$160,000	E	Res	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
19-03	Replacement	Covered comons / bike parking area renewal	Shelter replacement and covered bike parking	\$15,000	B	Res	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
20-02	Replacement	Pool Vacuum	Replacement pool vacuum	\$5,000	E	ERF	\$0	\$0	\$0	\$5,000	\$0	\$0	\$5,000
20-03	Renewal	VFD	Renewal vfd	\$7,000	E	Res	\$0	\$0	\$0	\$7,000	\$0	\$0	\$7,000
20-04	Renewal	Parking Lot Remediation	Renewal parking lot remediation	\$25,000	S	Res	\$0	\$0	\$0	\$25,000	\$0	\$0	\$25,000
20-05	Replacement	Community Recreation Bus	Replacement community recreation bus	\$30,000	V	ERF	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
20-06	New	Utility Service - Outdoor Facilities	New utility service outdoor facilities	\$10,000	S	Res	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
20-07	New	Outdoor Activity Space Development	New outdoor activity space development	\$140,000	E	Res	\$0	\$0	\$0	\$70,000	\$0	\$0	\$70,000
20-07					E	Grant	\$0			\$70,000			\$70,000
20-08	Renewal	Electrical Distribution	Renewal electrical distribution	\$50,000	E	Res	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
21-01	Replacement	Skate Park Renewal	Replacement skate park renewal	\$1,000,000	S	Res	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
21-01					S	Grant	\$0				\$500,000		\$500,000
22-01	New	Land Aquision	New land aquision	\$400,000	L	Debt	\$0	\$0	\$0	\$0	\$0	\$400,000	\$400,000
GRAND TOTAL				\$5,482,170			\$943,000	\$3,126,370	\$418,700	\$367,200	\$1,067,200	\$461,000	\$5,440,470

Service: 1.40X

SEAPARC

Proj. No. 16-01

Capital Project Title SAP/PM Asset Mgmt. module

Capital Project Description Asset inventory and preventative maintenance

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale Asset inventory and maintenance management has been identified to better manage facilities and equipment. Implementation will ensure accurate tracking of asset maintenance and condition, help prevent facility closures and ensure accurate budget planning.

Proj. No. 16-02

Capital Project Title Building Renewal

Capital Project Description Building assesment and repairs

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale Exterior finishes will have been in service for at least 19 years with no significant alterations. In order to ensure and building envelope integrity, and asthetic appearance, repair and painting are required.

Proj. No. 16-03

Capital Project Title Trail Development and Drainage

Capital Project Description Maintenance, Repair and drainage improvements

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale Trail placement is preventing water drainage from ball field. Curtain drain install will move water to existing drains

Proj. No. 17-03

Capital Project Title Golf Course Pond Refurbishment

Capital Project Description Water retention pond renewal for irrigation water access

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale The golf course operation requires a significant volume of water for irrigation. The current system is in working condition but somewhat anitquated. The immediate issue surrounds the pump systems and lack of water reserves. Van Isle Water, Wellmaster and 4M Excavating have been consulted and have provided quotes and solutions of upgrading irrigation pump, which is part of the original installation and due for replacement, addition of a pond transfer pump and enlargement/improvements to existing water retention ponds to increase capacity.

Proj. No. 17-04

Capital Project Title Arena Roof

Capital Project Description Renew Arena Roof

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Recreation, Arts & Culture

Project Rationale Roof requires repair to gutter brackets and joins. Seals require new application of product to prevent leaking

Proj. No. 17-05	Capital Project Title Pool Roof	Capital Project Description Replace Leisure Pool Roof
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>A comprehensive report and moisture mapping was completed on the facility roof structures. Sections of the roof were rated on condition and several areas were noted requiring immediate repairs. Quotations for remediation of areas requiring attention were received from Tremco formulating the basis for the roof remediation strategy and costing.</i>		

Proj. No. 17-06	Capital Project Title Mechanical Equipment	Capital Project Description Replacement of pumps motors
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Detail of replacement schedule of mechanical items is still in progress as part of the maintenance management system implementation. Items scheduled for 2017 include main circulation pump for hot tub, lap pool DX pump, boiler loop circulation pump, hot tub heat exchanger.</i>		

Proj. No. 17-08	Capital Project Title Computer Replacement	Capital Project Description Replacement of computers
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>CRD IT's infrastructure renewal plan for replacement</i>		

Proj. No. 17-09	Capital Project Title Facility Expansion	Capital Project Description New fitness building expansion
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Additon of a gym and multipurpose workout space has been identified in the strategic plan as an important and desired enhancement by the residents of Sooke and JDF Electoral Area. Current gym space is limited to the existing multipurpose rooms that are being used to capacity.</i>		

Proj. No. 18-01	Capital Project Title Pool Lectorator System	Capital Project Description Replacement of lectionator system
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>The pool disinfection system requiries is critical to the provision of safe water for the pool operation. Replacements for the controllers and cells is required and figures are based on previous years requierements and assement of current equipment.</i>		

Proj. No. 18-02	Capital Project Title Pool Tile Re-Grout	Capital Project Description Replacement pool tile grout
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Sections of the pool deck, lap and leisure pool tanks, and changerooms require remediation. All areas have been in service without significant repair for 5 years.</i>		

Proj. No. 18-03	Capital Project Title Oil Separators	Capital Project Description Renewal oil separators
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Oil Separators have been identified by the refrigeration contractor as in need of replacement after 20 years. Installed in 1998.</i>		

Proj. No. 18-04	Capital Project Title Compressor Drive Motors	Capital Project Description Renewal compressor drive motors
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Preventative measure to ensure no interruption of service, motor has been in service since 1998.</i>		

Proj. No. 18-05	Capital Project Title Network/Phone System	Capital Project Description Renewal network/phone system
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Phone system was installed in 2000 and while serviceable is lacking in some functionality and increasingly components are being replaced on a one off basis. SEAPARC's network connection also requires more bandwidth.</i>		

Proj. No. 18-06	Capital Project Title Golf Course Irrigation Upgrade	Capital Project Description Renewal golf course irrigation upgrade
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Consultation with TORO Canada has provided some options for enhancing the control of the irrigation system. It is expected that upgrading the control system will allow for more efficient use of the limited water resource and result in better turf conditions as well as some savings in staffing.</i>		

Proj. No. 18-07	Capital Project Title Access improvements	Capital Project Description Facility improvements 15k/5k grant
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>SEAPARC requires functional upgrades to assist individuals with mobility challenges to access services</i>		

Proj. No. 18-08	Capital Project Title Golf Course Equipment	Capital Project Description Benches, garbage cans, signs, tools
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Way finding signage, benches, and tools require replacement as current equipment is at the end of its service life</i>		

Proj. No. 18-09	Capital Project Title Grounds Equipment	Capital Project Description Mower/Tractor Replacement
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Sections of the parking lot were replaced in 2015 after 15 years service and it is anticipated that other areas starting to show signs of deterioration will require remediation in 2020.</i>		

Proj. No. 19-01	Capital Project Title Pool Inflatable	Capital Project Description New pool inflatable
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Pool inflatables will have been in service for over 7 years replacement will be required due to physical condition.		

Proj. No. 19-02	Capital Project Title Fitness Equipment	Capital Project Description New fitness equipment lease
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Contingent on the construction of a facility addition, fitness equipment will be required to ensure revenue generation from the new space. It is intended to spread this investment over five years due to budget constraints and to ensure the most advanced equipment.		

Proj. No. 19-03	Capital Project Title Covered comons / bike parking area renewal	Capital Project Description Shelter replacement and covered bike parking
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Current bike parking area is at capacity		

Proj. No. 20-02	Capital Project Title Pool Vacuum	Capital Project Description Replacement pool vacuum
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Vacuum is critical to pool maintenance and will have been in service for 7 years which historically has been when previous equipment cost of maintenance has dicated replacement.		

Proj. No. 20-03	Capital Project Title VFD	Capital Project Description Renewal vfd
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale VFD for the pool river run will have been in service for over 8 years and given the nature of the pool environment will be required for replacement..		

Proj. No. 20-04	Capital Project Title Parking Lot Remediation	Capital Project Description Renewal parking lot remediation
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale Sections of the parking lot were replacemed in 2015 after 15 years service and it is anticipated that other areas strating to show signs of deteraition will require remediation in 2020.		

Proj. No. 20-05	Capital Project Title Community Recreation Bus	Capital Project Description Replacement community recreation bus
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale 2007 Chevy Express Van will be due for replacement due to vehicle age.		

Proj. No. 20-06	Capital Project Title Utility Service - Outdoor Facilities	Capital Project Description New utility service outdoor facilities
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Current utility service to the outdoor facilities at SEAPARC is limited to water. A need has been identified to provide power to Stan Jones Ball Field and the Bile Park</i>		

Proj. No. 20-07	Capital Project Title Outdoor Activity Space Development	Capital Project Description New outdoor activity space development
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Construction of outdoor activity space</i>		

Proj. No. 20-08	Capital Project Title Electrical Distribution	Capital Project Description Renewal electrical distribution
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Electrical distribution for the arena facility has been in place since 1975. The electrical service must have been identified as an item requiring attention within the next 5 years.</i>		

Proj. No. 21-01	Capital Project Title Skate Park Renewal	Capital Project Description Replacement skate park renewal
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale <i>Skate Park Facility will require significant remediation by 2021 in order to be serviceable. Yearly maintenance is performed but it is anticipated concrete deterioration will be such that significant repairs and sectional replacement will be required.</i>		

Proj. No. 22-01	Capital Project Title Land Acquisition	Capital Project Description New land acquisition
Asset Class Land	Board Priority Area Other	Corporate Priority Area Recreation, Arts & Culture
Project Rationale		

**1.40X SeaParc Recreation Combined
 Asset and Reserve Summary Schedule
 2018 - 2022 Financial Plan**

Asset Profile

SeaParc Recreation (1.401 &1.403 Combined)

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

Summary

Reserve/Fund Summary Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Capital Reserve	558,500	94,000	78,000	221,500	66,500	411,500
Equipment Replacement Fund	34,119	10,919	74,219	105,519	171,319	243,319
Total projected year end balance	592,619	104,919	152,219	327,019	237,819	654,819

1.40X SeaParc Recreation Combined
 Capital Reserve Fund Schedule
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule

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

Capital Reserve Fund	Estimate	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,104,890	558,500	94,000	78,000	221,500	66,500
Planned Capital Expenditure (Based on Capital Plan)	(924,000)	(834,500)	(391,000)	(236,500)	(540,000)	(40,000)
Transfer from Operating Budget	365,000	370,000	375,000	380,000	385,000	385,000
Interest Income*	12,610	-	-	-	-	-
Ending Balance \$	558,500	94,000	78,000	221,500	66,500	411,500

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

1.40X SeaParc Recreation Combined
 Equipment Replacement Fund Schedule (ERF)
 2018 - 2022 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SeaParc Recreation and Pool ERF

Equipment Replacement Fund	Actual	Budget Forecasting				
	2017	2018	2019	2020	2021	2022
Beginning Balance	20,119	34,119	10,919	74,219	105,519	171,319
Planned Purchase (Based on Capital Plan)	(76,200)	(113,200)	(27,700)	(60,700)	(27,200)	(21,000)
Transfer from Operating Budget	90,000	90,000	91,000	92,000	93,000	93,000
Equipment Disposal						
Interest Income*	200	-	-	-	-	-
Ending Balance \$	34,119	10,919	74,219	105,519	171,319	243,319

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

1.40X SEAPARC
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

SEAPARC

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

Summary

Reserve/Fund Summary	Budget					
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Operating Reserve	15,407	407	5,407	10,407	15,407	20,407
Operating Reserve - Legacy Fund	2,501	2,531	2,531	2,531	2,531	2,531
Total projected year end balance	17,908	2,938	7,938	12,938	17,938	22,938

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

Sooke and Electoral Area Recreation and Facilities (SEAPARC)

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

Operating Reserve Schedule - FC 105301

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	407	15,407	407	5,407	10,407	15,407
Planned Purchase		(15,000)	-	-	-	-
Transfer from Ops Budget	15,000		5,000	5,000	5,000	5,000
Interest Income*						
Total projected year end balance	15,407	407	5,407	10,407	15,407	20,407

Assumptions/Background:

2018: 15K for SEAPARC program service delivery evaluation and Strategic Planning

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

**1.40X SEAPARC Legacy Fund
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

SEAPARC Legacy Fund

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

Operating Reserve Schedule - FC 105101

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	2,501	2,501	2,531	2,531	2,531	2,531
Planned Purchase						
Transfer from Ops Budget						
Interest Income*		30				
Total projected year end balance	2,501	2,531	2,531	2,531	2,531	2,531

Assumptions/Background:

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

CAPITAL REGIONAL DISTRICT

2018 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE
December 13, 2017
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December 13, 2017
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GM REGIONAL PARKS & ENVIRONMENTAL SERVICES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries and Wages	332,140	332,320	343,150	-	-	343,150	347,430	351,780	356,180	360,630
Allocation - Finance	6,590	6,590	6,990	-	-	6,990	7,130	7,270	7,420	7,570
Allocation - Human Resources	6,760	6,760	7,370	-	-	7,370	7,520	7,670	7,820	7,980
Allocation - Building Occupancy	13,160	13,080	13,540	-	-	13,540	13,810	14,090	14,370	14,660
Allocation - All other	3,620	3,630	4,110	-	-	4,110	4,190	4,270	4,350	4,430
Insurance	640	760	750	-	-	750	760	770	780	790
TOTAL OPERATING COSTS	362,910	363,140	375,910	-	-	375,910	380,840	385,850	390,920	396,060
*Percentage Increase over prior year						3.6%				
Recovery for First Aid Officer	-	(230)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
TOTAL COSTS NET OF RECOVERIES	362,910	362,910	375,680	-	-	375,680	380,610	385,620	390,690	395,830
*Percentage increase over prior year requisition						3.5%	1.3%	2.6%	1.3%	1.3%
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	-	-	2.0	10.0	10.0	10.0	10.0

Service: 1.575 Environmental Administration Services

Committee: Environmental Services

DEFINITION:

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

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

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

1.575 - ENVIRONMENTAL SUSTAINABILITY - ADMIN.	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
<u>OPERATING COSTS:</u>										
ENVIRONMENTAL SERVICES ADMIN - SUPPORT	278,346	123,284	0	0	0	0	0	0	0	0
ENVIRONMENTAL SERVICES ADMIN - HEADQUARTERS	122,071	47,119	259,112	0	0	259,112	264,294	269,580	274,971	280,470
* ENV. SERVICES - ADMIN. - H.Q. - GENERAL MANAGER	362,910	362,730	375,680	0	0	375,680	380,610	385,620	390,690	395,830
TOTAL OPERATING COSTS	763,327	533,133	634,792	0	0	634,792	644,904	655,200	665,661	676,300
*Percentage Increase over prior year	0.00%	-30.16%	-16.84%	0.00%	0.00%	-16.84%	1.59%	1.60%	1.60%	1.60%
<u>CAPITAL / RESERVE</u>										
Capital Costs										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	763,327	533,133	634,792	0	0	634,792	644,904	655,200	665,661	676,300
*Percentage Increase over prior year	0.00%	-30.16%	-16.84%	0.00%	0.00%	-16.84%	1.59%	1.60%	1.60%	1.60%
Alloc Rcv-HQFixed	(122,071)	(87,803)	(257,490)	0	0	(257,490)	(262,640)	(267,893)	(274,971)	(278,716)
Alloc Rcv-EngrgAdminSppt	(278,346)	(82,600)	0	0	0	0	0	0	0	0
Transfers from operating reserve fund	0	0	(1,622)	0	0	(1,622)	(1,654)	(1,687)	(1,720)	(1,754)
OPERATING COSTS LESS INTERNAL RECOVERIES	362,910	362,730	375,680	0	0	375,680	380,610	385,620	388,970	395,830
<u>FUNDING SOURCES (REVENUE)</u>										
estimated balance C/F from current to Next year	0	0	0	0	0	0	0	0	0	0
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Recovery Cost	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0	0	0	0
* REQUISITION (RECOVERY - LEG. & GEN.)	(362,910)	(362,730)	(375,680)	0	0	(375,680)	(380,610)	(385,620)	(388,970)	(395,830)
*Percentage Increase over prior year	0.00%	-0.05%	3.52%	0.00%	0.00%	3.52%	1.31%	1.32%	0.87%	1.76%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	5.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.575	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$20,850	\$20,850	\$0	\$0	\$0	\$0	\$0	\$20,850
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,850	\$20,850	\$0	\$0	\$0	\$0	\$0	\$20,850

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$20,850	\$20,850	\$0	\$0	\$0	\$0	\$0	\$20,850
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$20,850	\$20,850	\$0	\$0	\$0	\$0	\$0	\$20,850

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.575
 Service Name: Environmental Administration Services

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
 Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
 Briefly describe project scope and service benefits.
 For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
 This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-01	Replacement	Shelving	ERF replacement of shelving	\$10,000	E	ERF	\$9,650	\$9,650	\$0	\$0	\$0	\$0	\$9,650
17-01	Replacement	2 elevator desks	ERF replacement of desks	\$10,000	E	ERF	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
17-02	Replacement	2 office chairs	ERF replacement of office furniture	\$1,200	E	ERF	\$1,200	\$1,200	\$0	\$0	\$0	\$0	\$1,200
GRAND TOTAL				\$21,200			\$20,850	\$20,850	\$0	\$0	\$0	\$0	\$20,850

Service: 1.575 **Environmental Administration Services**

Proj. No. 16-01	Capital Project Title Shelving	Capital Project Description ERF replacement of shelving
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replacement of shelving</i>		

Proj. No. 17-01	Capital Project Title 2 elevator desks	Capital Project Description ERF replacement of desks
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replacement of desks</i>		

Proj. No. 17-02	Capital Project Title 2 office chairs	Capital Project Description ERF replacement of office furniture
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replacement of office chairs</i>		

**1.575 Environmental Administration
 Asset and Reserve Summary
 2018 - 2022 Financial Plan**

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental Head Quarter/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	152,832	155,906	135,056	135,056	135,056	135,056
Transfer to Cap Fund (Based on Capital Plan)	-	(20,850)	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	3,074					
Ending Balance \$	155,906	135,056	135,056	135,056	135,056	135,056

Assumptions/Background:

Contributions stopped effective 2015 budget as have sufficient funds.

**1.575 ES Headquarters Administration
 Operating Reserve Summary
 2018 - 2022 Financial Plan**

Profile

ES Headquarters Administration

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

Operating Reserve Schedule - FC 105523

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	40,529	42,898	41,276	39,622	37,935	36,215
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	(1,622)	(1,654)	(1,687)	(1,720)	(1,754)
Interest Income*	2,369	-	-	-	-	-
Total projected year end balance	42,898	41,276	39,622	37,935	36,215	34,461

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

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000
Borrowed:	SI Bylaw 3547	(2,000,000)
	SI Bylaw 3677	(2,500,000)
	SI Bylaw 3769	(2,200,000)
Remaining:	Expired May 14, 2013	<u><u>\$5,570,000</u></u>

All previous Loan Authorizations have expired. Total debt issued [\\$31,383,917](#); debt outstanding at [Dec 31, 2016 \\$4,356,423](#). final debt payments in [2026](#).

COMMISSION:

OPERATING COSTS - REFUSE DISPOSAL:

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

CAPITAL REGIONAL DISTRICT 2018 BUDGET

PROGRAM GROUP: ERM SUMMARY: ERM GROUP	BUDGET REQUEST						2019 Budget	2020 BUDGET	2021 BUDGET	2022 BUDGET
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 Ongoing	2018 One-Time	2018 TOTAL				
GENERAL PROGRAM EXPENDITURES:										
Diversion Services	10,004,412	10,019,412	9,760,000	0	0	9,760,000	9,861,525	9,994,287	10,108,017	10,246,165
Landfilling Services	5,013,766	5,049,966	5,226,720	1,171	0	5,227,891	5,300,313	5,388,988	5,459,274	5,551,105
Energy Recovery Services	782,438	782,438	782,529	390	0	782,919	785,703	791,833	795,551	801,841
					0					
TOTAL OPERATING EXPENDITURES	15,800,616	15,851,816	15,769,249	1,561	0	15,770,810	15,947,541	16,175,108	16,362,842	16,599,111
*Percentage Change		0.32%	-0.20%			-0.19%	1.12%	1.43%	1.16%	1.44%
Revenue - Other	(6,972,864)	(6,669,364)	(6,880,150)	0	(1,050,000)	(7,930,150)	(6,880,150)	(6,880,150)	(6,880,150)	(6,880,150)
NET OPERATING EXPENDITURES	8,827,752	9,182,452	8,889,099	1,561	(1,050,000)	7,840,660	9,067,391	9,294,958	9,482,692	9,718,961
CAPITAL EXPENDITURES										
Capital & Equip Replacement - Programs	303,400	303,400	283,000		0	283,000	283,000	283,000	283,000	283,000
					0					
TOTAL CAPITAL EQUIPMENT	303,400	303,400	283,000	0	0	283,000	283,000	283,000	283,000	283,000
					0					
Landfill Gas Revenue to Reserve	(27,286)	(27,286)	0		0	0	0	0	0	0
Debt Service	646,015	646,015	646,085		0	646,085	646,155	646,225	646,295	646,365
Transfer to Capital Fund	12,885,000	2,885,000	4,994,000		0	4,994,000	2,680,000	5,535,000	8,585,000	4,290,000
Transfer to Reserve Fund - Annual	424,000	424,000	924,000		0	924,000	924,000	924,000	924,000	924,000
Transfer to Millstream Remediation Debt	320,000	320,000	320,000		0	320,000	320,000	320,000	62,884	0
					0		0	0	0	0
NET OPERATING & CAPITAL EXPENDITURE	23,378,881	13,733,581	16,056,184	1,561	(1,050,000)	15,007,745	13,920,546	17,003,183	19,983,871	15,862,326
*Percentage Change		-41.26%	-31.32%	0.01%	-4.49%	-31.32%	-7.24%	22.14%	17.53%	-20.62%
Transfer (From) or To Sustainability Reserve	(10,050,502)	2,890,298	(749,304)	(7,631)	(350,000)	(1,106,935)	1,906,071	(1,182,245)	(4,163,547)	(47,820)
Fund Balance Carry Forward from current year										
Fund Balance Carry Forward	0	0	0	0	0	0	0	0	0	0
TIPPING FEE (based on inflation)	(13,328,379)	(16,623,879)	(15,306,880)	6,070	1,400,000	(13,900,810)	(15,826,617)	(15,820,938)	(15,820,324)	(15,814,506)
ADDITIONAL TIPPING FEE REQUIRED										
TOTAL TIPPING FEE							- 15,826,617	- 15,820,938	- 15,820,324	- 15,814,506
\$/TONNE TIPPING FEE							\$ 112	\$ 114	\$ 116	\$ 118

CAPITAL REGIONAL DISTRICT 2017 BUDGET

PROGRAM GROUP: ERM SUMMARY: ERM GROUP	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 Ongoing	2018 One-Time	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 BUDGET	2022 BUDGET
PROGRAM EXPENDITURES:										
<u>Diversion Services</u>										
Operating Expenditures	10,004,412	10,019,412	9,760,000	0	0	9,760,000	9,861,525	9,994,287	10,108,017	10,246,165
Capital Expenditures (funded by operating budget)										
Trf to Capital Reserve (Compost Ed Centre)	4,000	4,000	4,000	0	0	4,000	4,000	4,000	4,000	4,000
Fee Revenue (kitchen scraps, recycling fees)	(973,400)	(880,000)	(853,400)	0	0	(853,400)	(853,400)	(853,400)	(853,400)	(853,400)
EPR Revenue (MMBC, paint, electronics)	(5,309,650)	(5,309,650)	(5,309,650)	0	0	(5,309,650)	(5,309,650)	(5,309,650)	(5,309,650)	(5,309,650)
Sale of Material Revenue (metal, appliances)	(60,100)	(150,000)	(60,100)	0	0	(60,100)	(60,100)	(60,100)	(60,100)	(60,100)
DIVERSION SERVICES NET COSTS	3,665,262	3,683,762	3,540,850	0	0	3,540,850	3,642,375	3,775,137	3,888,867	4,027,015
<u>Landfilling Services</u>										
Operating Expenditures	5,013,766	5,049,966	5,226,720	0	0	5,227,891	5,300,313	5,388,988	5,459,274	5,551,105
Debt Expenditures	646,015	646,015	646,085	0	0	646,085	646,155	646,225	646,295	646,365
Capital Expenditures (funded by operating budget)	1,630,982	1,630,982	2,300,000	0	0	2,300,000	2,360,000	1,530,000	1,685,000	2,735,000
Trf to ERF (equipment, vehicles)	303,400	303,400	283,000	0	0	283,000	283,000	283,000	283,000	283,000
Trf to Capital Reserve (closure/post closure)	392,714	392,714	920,000	0	0	920,000	920,000	920,000	920,000	920,000
Trf to Millstream Remediation Debt	320,000	320,000	320,000	0	0	320,000	320,000	320,000	62,884	0
Tipping Fee Revenue (general refuse, controlled waste)	(14,075,000)	(17,000,000)	(16,075,000)	0	0	(16,075,000)	(16,600,000)	(16,600,000)	(16,600,000)	(16,600,000)
Other (permits, fines, cell tower revenue)	(57,000)	(57,000)	(57,000)	0	0	(1,107,000)	(57,000)	(57,000)	(57,000)	(57,000)
LANDFILLING SERVICES NET REVENUE	(5,825,123)	(8,713,923)	(6,436,195)	0	0	(7,485,024)	(6,827,532)	(7,568,787)	(7,600,547)	(6,521,530)
<u>Energy Recovery Services</u>										
Operating Expenditures	782,438	782,438	782,529	0	0	782,919	785,703	791,833	795,551	801,841
Capital Expenditures (funded by operating budget)	810,000	810,000	10,260,000	0	0	10,260,000	500,000	200,000	400,000	400,000
Trf to Capital Reserve (last payback for gas utilization facility)			0	0	0	0	0	0	0	0
Other (sale of electricity)	(600,000)	(300,000)	(600,000)	0	0	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
ENERGY RECOVERY SERVICES NET COSTS	992,438	1,292,438	10,442,529	0	0	10,442,919	685,703	391,833	595,551	601,841
TOTAL NET COSTS	(1,167,423)	(3,737,723)	7,547,184	0	0	6,498,745	(2,499,454)	(3,401,817)	(3,116,129)	(1,892,674)
Transfer (From) or To Sustainability Reserve	(10,050,502)	2,890,298	(749,304)	(7,631)	(350,000)	(1,106,935)	1,906,071	(1,182,245)	(4,163,547)	(47,820)
TOTAL	(11,217,925)	(847,425)	6,797,880	(7,631)	(350,000)	5,391,810	(593,383)	(4,584,062)	(7,279,675)	(1,940,493)
\$/TONNE TIPPING FEE							\$ 112	\$ 114	\$ 116	\$ 118

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.521	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$253,000	\$253,000	\$253,000	\$253,000	\$253,000	\$253,000	\$1,265,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$11,199,000	\$5,494,000	\$2,680,000	\$5,535,000	\$8,585,000	\$4,290,000	\$4,290,000	\$26,584,000
Vehicles	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
	\$11,199,000	\$5,777,000	\$2,963,000	\$5,818,000	\$8,868,000	\$4,573,000	\$4,573,000	\$27,999,000

SOURCE OF FUNDS

Capital Funds on Hand	\$919,000	\$4,964,000	\$2,180,000	\$2,535,000	\$3,585,000	\$3,040,000	\$3,040,000	\$16,304,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$283,000	\$283,000	\$283,000	\$283,000	\$283,000	\$283,000	\$1,415,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$10,280,000	\$530,000	\$500,000	\$3,000,000	\$5,000,000	\$1,250,000	\$1,250,000	\$10,280,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$11,199,000	\$5,777,000	\$2,963,000	\$5,818,000	\$8,868,000	\$4,573,000	\$4,573,000	\$27,999,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.521
Service Name: Environmental Resource Management

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-01	New	Kitchen Scraps Processing Facility Planning	Hartland North New Kitchen Scraps Proc Facility Planning	\$10,000	S	Cap	\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$10,000
16-04	Renewal	Paving of Service Roads	Paving of Service Roads	\$100,000	S	Cap	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	\$1,437,994	E	ERF	\$0	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,200,000
16-07	New	Fire Safety Upgrades- lagoon work/fire pump etc	Fire Safety Upgrades- lagoon work/fire pump etc	\$300,000	S	Res	\$280,000	\$280,000	\$0	\$0	\$0	\$0	\$280,000
17-01	New	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	\$1,400,000	S	Cap	\$0	\$200,000	\$200,000	\$400,000	\$400,000	\$400,000	\$1,600,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	\$4,425,000	S	Cap	\$729,000	\$1,829,000	\$935,000	\$935,000	\$935,000	\$935,000	\$5,569,000
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	\$950,000	S	Cap	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
17-05	Renewal	Ground/Surface Water Monitoring Upgrades	Ground/Surface Water Monitoring Upgrades	\$150,000	S	Cap	\$75,000	\$75,000	\$75,000	\$0	\$0	\$0	\$150,000
17-07	Renewal	Computer Equipment	Computer Equipment	\$65,000	E	ERF	\$0	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000	\$65,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	\$215,000	V	ERF	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
17-10	New	Hartland Landfill Cell Development Master Plan	Hartland Landfill Cell Development Master Plan	\$200,000	S	Cap	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
17-11	Renewal	Food Waste Transfer Station Relocation Planning	Food Waste Transfer Station Relocation Planning	\$25,000	S	Cap	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
17-12	New	Hartland Environmental Performance Model - Scoping/Procurement	Hartland Environmental Performance Model - Scoping/Procurement	\$25,000	S	Cap	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
17-13	New	Landfill Criteria- Conformance Assessment	Landfill Criteria- Conformance Assessment	\$100,000	S	Cap	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	\$10,000,000	S	Res	\$10,000,000	\$250,000	\$500,000	\$3,000,000	\$5,000,000	\$1,250,000	\$10,000,000
18-01	New	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes	\$800,000	S	Cap	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
18-02	Renewal	Pavement Resurfacing of Main Haul Road	Pavement Resurfacing of Main Haul Road	\$200,000	S	Cap	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
18-03	New	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	\$300,000	S	Cap	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
18-04	New	Annual Leachate Drain Flushing (Review)	Annual Leachate Drain Flushing (Review)	\$5,000	S	Cap	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	\$200,000	S	Cap	\$0	\$150,000	\$50,000	\$0	\$0	\$0	\$200,000
18-06	New	Lower Lagoon Liner and Storage Volume Expansion	Lower Lagoon Liner and Storage Volume Expansion	\$825,000	S	Cap	\$0	\$75,000	\$0	\$0	\$750,000	\$0	\$825,000

18-07	New	Augmentation of Leachate Capture at Lower Leachate Lagoon	Augmentation of Leachate Capture at Lower Leachate Lagoon	\$85,000	S	Cap	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000
18-08	New	Wheel Washing Station Upgrade	Wheel Washing Station Upgrade	\$200,000	S	Cap	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
18-09	New	Integrated Resource Management	Integrated Resouce Management	\$2,500,000	S	Cap	\$0	\$1,000,000	\$500,000	\$500,000	\$500,000	\$0	\$2,500,000
19-01	New	Wetlands Assessment	Wetlands Assessment	\$20,000	S	Cap	\$0	\$30,000	\$20,000	\$0	\$0	\$0	\$50,000
20-01	New	Cell 3 Liner Extension	Cell 3 Liner Extension	\$900,000	S	Cap	\$0	\$0	\$0	\$300,000	\$600,000	\$0	\$900,000
22-01	Renewal	Sedimentation Pond Relining	Sedimentation Pond Relining	\$350,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$350,000	\$350,000
22-02	New	Upper Lagoon Permanent Aeration System	Upper Lagoon Permanent Aeration System	\$80,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000
22-03	New	Long Term Leachate Treatment Option Anaysis	Long Term Leachate Treatment Option Anaysis	\$75,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000
22-04	New	Site Electrical Upgrades - Lagoon Area and Others	Site Electrical Upgrades - Lagoon Area and Others	\$200,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000
22-05	New	Gas Well & Leachate Drain	Gas Well & Leachate Drain	\$300,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
22-06	New	Liner Extension	Liner Extension	\$300,000	S	Cap	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
GRAND TOTAL				\$26,742,994			\$11,199,000	\$5,777,000	\$2,963,000	\$5,818,000	\$8,868,000	\$4,573,000	\$27,999,000

Service: 1.521 **Environmental Resource Management**

Proj. No. 16-01	Capital Project Title Kitchen Scraps Processing Facility Planning	Capital Project Description Hartland North New Kitchen Scraps Proc Facility Planning
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>This project has been set up to assist with planning related activities for processing of kitchen scraps collected within the region.</i>		

Proj. No. 16-04	Capital Project Title Paving of Service Roads	Capital Project Description Paving of Service Roads
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale		

Proj. No. 16-06	Capital Project Title Replacing of Small Equipments	Capital Project Description Replacing of Small Equipments
Asset Class Equipment	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Aggregate production is completed annually within Hartland's active footprint to produce aggregate materials for landfilling operational needs(daily cover, deck construction, roads) and other ongoing projects at Hartland. Current aggregate storage areas are being filled with refuse as the landfill grows, and future areas are required for aggregate storage. This project will cover tree removal and leveling of the East pad.</i>		

Proj. No. 16-07	Capital Project Title Fire Safety Upgrades- lagoon work/fire pump etc	Capital Project Description Fire Safety Upgrades- lagoon work/fire pump etc
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>For the safety of the landfilling contractor, Hartland staff and the prevention of damage to neighboring property and Park lands, an increased amount of water is required to fight fires effectively at Hartland without the need to transporting water to site during a fire. Long term solutions are being analyzed to find the most economic, environmental, and social solution to this water requirements. To improve fire fighting efforts until a long term solution is found, an cost effective interm solution is necessary. Options for fire suppression utilizing existing onsite lagoons and new fire pumps are being investigated.</i>		

Proj. No. 17-01	Capital Project Title Gas & Leachate Collection Pipe Extension	Capital Project Description Gas & Leachate Collection Pipe Extension
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Environmental Protection
Project Rationale <i>To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information.</i>		

Proj. No. 17-02	Capital Project Title cev	Capital Project Description Aggregate Production for Internal Use
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmental impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.</i>		

Proj. No. 17-04	Capital Project Title Progressive Closure of External Faces	Capital Project Description Progressive Closure of External Faces
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.</i>		

Proj. No. 17-05	Capital Project Title Ground/Surface Water Monitoring Upgrades	Capital Project Description Ground/Surface Water Monitoring Upgrades
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>An annual surface water quality monitoring report is required to meet current landfill regulations. To facilitate this, water samples are regularly taken and analyzed to ensure that the landfill is in compliance with surface water quality guidelines. Monitoring upgrades are required to increase the efficiency and effectiveness of this monitoring program. Repair damaged monitoring wells, reinstallation of monitoring wells and replacement of specialized equipment. Decommissioning or replacing required to confirm hydraulic trap efficacy and ensure compliance with the Hartland Landfill Operational Certificate and applicable BC Acts and Regulations. Assumes redrilling and equipment installation at four locations (86s) in Phase 2 refuse. Routine repair, reinstallation and replacement of monitoring wells and specialized equipment as required to ensure compliance with the Hartland Landfill Operational Certificate and applicable BC Acts and Regulations.</i>		

Proj. No. 17-07	Capital Project Title Computer Equipment	Capital Project Description Computer Equipment
Asset Class Equipment	Board Priority Area Integrated Waste Management	Corporate Priority Area Other
Project Rationale Replacement of computer equipment due to end of life cycle		

Proj. No. 17-09	Capital Project Title Vehicle Replacements	Capital Project Description Vehicle Replacements
Asset Class Vehicles	Board Priority Area Integrated Waste Management	Corporate Priority Area Other
Project Rationale Replacement of vehicle due to end of life cycle		

Proj. No. 17-10	Capital Project Title Hartland Landfill Cell Development Master Plan	Capital Project Description Hartland Landfill Cell Development Master Plan
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale An overall Cell Development Master Plan is required for Hartland that outlines long term Cell Development based on the 2016 landfill capacity. It will take into account current landfilling volumes, construction material management, leachate flows & Storage Capacity, gas collection infrastructure requirements, liner installation, and interrim, progressive and finalclosure plans. Before filling within each Cell is initiated, a detailed design complete with stamped tender drawings will be prepared in -house based on accurate and current site surveys and follow the master plan. This plan will include individual cell development plans, access roads, gas/leachate/storm water collection systems, interrim and progressive closures, and storm water diversion systems. This master plan will be updated once every 5 years to optimize air space utilization and address any unanticipated site conditions or solid waste management program changes.		

Proj. No. 17-11	Capital Project Title Food Waste Transfer Station Relocation Planning	Capital Project Description Food Waste Transfer Station Relocation Planning
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale In order to minimize leachate runoff from site and reduce residential complaints surrounding odor migration, the food waste transfer station (FWTS) must be relocated. It is proposed that the FWTS be moved within the leachate collection footprint of the landfill.		

Proj. No. 17-12	Capital Project Title Hartland Environmental Performance Model - Scoping/Procurement	Capital Project Description Hartland Environmental Performance Model - Scoping/Procurement
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Environmental Protection
Project Rationale Hartland's ground water / leachate / and surface water monitoring programs being completed and environmental monitoring compliance is being met. The groundwater, leachate, and storm water systems must be input into a modeling software so real-time monitoring can be completed.		

Proj. No. 17-13	Capital Project Title Landfill Criteria- Conformance Assessment	Capital Project Description Landfill Criteria- Conformance Assessment
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Landfill Criteria for Municipal Solid Waste guidelines are being finalized by the Ministry of Environment. Conformance requirements must be analyzed and met once this document is released. A report must be created addressing Hartland's conformance requirements. A strategic plan must be made where the CRD can then ask for exceptions to the requirements, or design completed to meet the requirements. Cost estimate is derived from historical in-house and consultant cost data. Upon finalization of the new BC Landfill Criteria, the Harland Operational Certificate will require renewal including several requests for exemptions (based upon draft criteria). The work will require engagement with the MOE and consultant input.</i>		

Proj. No. 17-14	Capital Project Title Landfill Gas Utilization	Capital Project Description Landfill Gas Utilization
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructed by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.</i>		

Proj. No. 18-04	Capital Project Title Annual Leachate Drain Flushing (Review)	Capital Project Description Annual Leachate Drain Flushing (Review)
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.</i>		

Proj. No. 18-02	Capital Project Title Pavement Resurfacing of Main Haul Road	Capital Project Description Pavement Resurfacing of Main Haul Road
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Over 10,000 trucks travel along the main haul road each year causing wear and tear on the road. A portion of the road, from the main gate past the automatic scale deck needs to be resurfaced as part of ongoing road maintenance. Cost estimate is derived from historical in-house cost data.</i>		

Proj. No. 18-03	Capital Project Title Cell 3 Bottom Lift Gas Wells / Leachate Drain	Capital Project Description Cell 3 Bottom Lift Gas Wells / Leachate Drain
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.</i>		

Proj. No. 18-04	Capital Project Title Annual Leachate Drain Flushing (Review)	Capital Project Description Annual Leachate Drain Flushing (Review)
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>In order to minimize leachate mounding throughout in the landfill, leachate drains have been installed in each lift of refuse once filling of that lift is complete. These leachate lines require flushing on an annual basis to prevent bio-fouling and clogging. Leachate collection zones must be identified, and a flushing schedule created in order to keep the leachate collection system running efficiently. Flushing this system will ensure the BC Ministry of Environment regulations continue to be adhered to. The leachate lines must continue to operate for the lifetime of Hartland.</i>		

Proj. No. 18-05	Capital Project Title Controlled Waste & Asbestos Area Development	Capital Project Description Controlled Waste & Asbestos Area Development
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burial to ensure safe disposal.</i>		

Proj. No. 18-06	Capital Project Title Lower Lagoon Liner and Storage Volume Expansion	Capital Project Description Lower Lagoon Liner and Storage Volume Expansion
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>To increase the capacity of leachate storage on site, the most efficient and cost-effective way is to expand the lower lagoon. Within this project, the lower lagoon will be expanded and a liner system will be installed to prevent/minimize the risk of leachate migrating off site. Once this project is complete, Hartland's available on site leachate storage capacity will be able to handle the next 10-15 years of landfill expansion. BC Ministry of Environment regulatory requirements must be met on a continual basis regarding leachate management on site.</i>		

Proj. No. 18-07	Capital Project Title Augmentation of Leachate Capture at Lower Leachate Lagoon	Capital Project Description Augmentation of Leachate Capture at Lower Leachate Lagoon
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Monitoring locations north of the lower leachate lagoon have increasing concentration trends. To improve contaminant concentration trends and mitigate risk of non-compliance, additional leachate capture is recommended west of the lower leachate lagoon. Detailed scoping and procurement of hydrogeologic environmental performance model.</i>		

Proj. No. 18-08	Capital Project Title Wheel Washing Station Upgrade	Capital Project Description Wheel Washing Station Upgrade
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The existing wheel washing station needs to be upgraded in order to manage the wastewater and sludge from the station.</i>		

Proj. No. 18-09	Capital Project Title Integrated Resource Management	Capital Project Description Integrated Resource Management
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Other
Project Rationale <i>Integrated resource management has been identified by the CRD Board as one of the priority areas. This project is to support the planning and procurement phase of the overall implementation of the Integrated Resource management.</i>		

Proj. No. 19-01	Capital Project Title Wetlands Assessment	Capital Project Description Wetlands Assessment
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>Hartland's wetlands are ensuring effective treatment of collected stormwater before it drains offsite. Current regulatory requirements of the stormwater leaving site are being met, and continual improvement of wetlands will ensure this continues to happen in the future. A yearly wetland monitoring/improvement is required to ensure environmental compliance continues to be obtained. Cost estimate is derived from historical in-house and consultant cost data.</i>		

Proj. No. 20-01	Capital Project Title Cell 3 Liner Extension	Capital Project Description Cell 3 Liner Extension
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>As cell 3 landfilling progresses upwards, the west face of cell 2 must have the cell 3 bottom liner system extended to divert leachate from the Heal Basin leachate collection system into the cell 3 leachate underdrain. This will complete the cell 3 bottom liner system. Estimate is derived from historical costs for installation of liners at the landfill.</i>		

Proj. No. 22-01	Capital Project Title Sedimentation Pond Relining	Capital Project Description Sedimentation Pond Relining
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>This is part of the upgrade needed to maintain the sedimentation pond function properly.</i>		

Proj. No. 22-02	Capital Project Title Upper Lagoon Permanent Aeration System	Capital Project Description Upper Lagoon Permanent Aeration System
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>The aeration system is needed to control the sulfide formation in the leachate, in order to compliance with the leachate discharge requirements.</i>		

Proj. No. 22-03	Capital Project Title Long Term Leachate Treatment Option Analysis	Capital Project Description Long Term Leachate Treatment Option Analysis
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>It is anticipated the leachate may need pre-treatment prior to discharge into sanitary sewer system. This project is to investigate options available.</i>		

Proj. No. 22-04	Capital Project Title Site Electrical Upgrades - Lagoon Area and Others	Capital Project Description Site Electrical Upgrades - Lagoon Area and Others
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>It is anticipated the electrical system on site need to be upgrade to meet the demand and possibly code requirements.</i>		

Proj. No. 22-05	Capital Project Title Gas Well & Leachate Drain	Capital Project Description Gas Well & Leachate Drain
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.</i>		

Proj. No. 22-06	Capital Project Title Liner Extension	Capital Project Description Liner Extension
Asset Class Engineered Structures	Board Priority Area Integrated Waste Management	Corporate Priority Area Regional Infrastructure
Project Rationale <i>As cell 3 landfilling progresses upwards, the west face of cell 2 must have the cell 3 bottom liner system extended to divert leachate from the Heal Basin leachate collection system into the cell 3 leachate underdrain. This will complete the cell 3 bottom liner system. Estimate is derived from historical costs for installation of liners at the landfill.</i>		

**1.521 Environmental Resource Management
 Asset and Reserve Summary
 2018 - 2022 Financial Plan**

Asset Profile

Environmental Resource Management

For the SWMP-Solid Waste Disposal service, highlights include 400 tonnes of waste delivered each day to Hartland landfill, electricity recovered from landfill gas to power 1,600 homes, and successful blue box, recycling and kitchen scraps programs. Investments in site infrastructure and environmental controls support operational expansion and extension of the useful life of Hartland landfill. The Hartland site assets include the landfill, drop-off facilities, recycling and household hazardous waste area, power generating facility, aggregate production, leachate and gas collection systems, pump stations, weigh scales, generators, and secure radio communications system.

Summary

Reserve/Fund Summary	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Operating Reserve Fund	20,339,093	19,902,014	22,472,937	21,955,538	18,456,830	19,010,894
Capital Reserve Fund	19,117,059	20,041,059	20,965,059	21,889,059	22,813,059	23,737,059
Equipment Replacement Fund	2,832,198	2,842,598	2,852,998	2,863,398	2,873,798	2,884,198
Total projected year end balance	42,288,351	42,785,674	46,290,999	46,708,002	44,143,696	45,632,162

**1.521 Solid Waste
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Solid Waste

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the Service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule - FC 105509

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	17,448,795	20,339,093	19,902,014	22,472,937	21,955,538	18,456,830
Planned Purchase Transfer to Capital Fund	(784,018)	(437,079)	-	(517,399)	(3,498,708)	-
Transfer from Ops Budget	3,482,316	-	2,570,923	-	-	554,064
Interest Income*	192,000	-	-	-	-	-
Total projected year end balance	20,339,093	19,902,014	22,472,937	21,955,538	18,456,830	19,010,894

Assumptions/Background:

Reserve expected to stabilize upon approval for implementation of new SWMP.

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

1.521 Environmental Resource Management
 Capital Reserve Fund Schedule - ERM
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Landfill Closure Portion	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	8,920,605	9,434,011	9,854,011	10,274,011	10,694,011	11,114,011
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN - DCC Funding	420,000	420,000	420,000	420,000	420,000	420,000
Interest Income*	93,406	-	-	-	-	-
Ending Balance \$	9,434,011	9,854,011	10,274,011	10,694,011	11,114,011	11,534,011

Assumptions/Background:
 Liability reserve to fund closure of Phase 2 and post closure maintenance.

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

1.521 Environmental Resource Management
 Capital Reserve Fund Schedule - ERM
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Capital Reserve Portion	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	9,380,658	9,599,426	9,599,426	9,599,426	9,599,426	9,599,426
Planned Capital Expenditure (Based on Capital Plan)	(2,761,276)	(4,964,000)	(2,680,000)	(5,535,000)	(8,585,000)	(4,290,000)
Transfer IN	2,885,000	4,964,000	2,680,000	5,535,000	8,585,000	4,290,000
Interest Income*	95,044	-	-	-	-	-
Ending Balance \$	9,599,426	9,599,426	9,599,426	9,599,426	9,599,426	9,599,426

Assumptions/Background:
 A minimum of \$5m to be retained for possible future Leachate treatment capital work. The \$27,286 in 2016 is the final payback to the reserve fund for funding the Gas Utilization Plant (\$1.95m).

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

1.521 Environmental Resource Management
 Capital Reserve Fund Schedule - ERM
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	79,622	83,622	87,622	91,622	95,622	99,622
Planned Capital Expenditure (Based on Capital Plan)		-	-	-	-	-
Transfer to Solid Waste Operations	-	-	-	-	-	-
Transfer IN	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance \$	83,622	87,622	91,622	95,622	99,622	103,622

Assumptions/Background:
 Reimburse operating budget for capital expenditures spent by the following recycling depots: Pender Is, Mayne Is, Galiano, Is, Saturna Is, SSI Is, Pier's Is, Compost Center up to 2015. Compost Center only 2016 to 2020.

1.521 Environmental Resource Management
 Capital Reserve Fund Schedule - ERM
 2018 - 2022 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

New Supplement for Air Space Reserve Portion	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	-	-	500,000	1,000,000	1,500,000	2,000,000
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN	-	500,000	500,000	500,000	500,000	500,000
Ending Balance \$	-	500,000	1,000,000	1,500,000	2,000,000	2,500,000

Assumptions/Background:
 The creation of a new air space acquisition reserve fund will provide certainty for regional residuals management capacity for the future which may include changes in design to the existing infrastructure or investments in new solid waste technologies.

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	3,046,750	2,832,198	2,842,598	2,852,998	2,863,398	2,873,798
Planned Purchase (Based on Capital Plan)	(545,994)	(293,000)	(293,000)	(293,000)	(293,000)	(293,000)
Transfer IN (from Ops Budget)	303,400	303,400	303,400	303,400	303,400	303,400
Disposal of equipment	-	-	-	-	-	-
Interest Income*	28,042	-	-	-	-	-
Ending Balance \$	2,832,198	2,842,598	2,852,998	2,863,398	2,873,798	2,884,198

Assumptions/Background:

ERF Reserve to fund replacement of computer equipment and for PERS type equipment that lasts less than 15 years. PERS (Priority Equipment Replacement); Example motors, pumps...

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation

Service: 1.578 Environmental Protection

Committee: Environmental Services

DEFINITION:

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

SERVICE DESCRIPTION:

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

PARTICIPATION:

Method of cost allocation is:

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

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

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

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
PROTECTIVE PROGRAMS DIVISION EXPENDITURES	5,456,222	5,278,400	5,403,948	254,000	0	5,657,948	5,624,771	5,654,253	5,699,538	5,810,806
WATER QUALITY PROGRAM DIVISION EXPENDITURES	1,350,707	1,347,575	1,435,136	105,000	0	1,540,136	1,509,739	1,539,935	1,570,732	1,602,155
TOTAL OPERATING COSTS	6,806,929	6,625,975	6,839,084	359,000	0	7,198,084	7,134,510	7,194,188	7,270,270	7,412,961
*Percentage Increase over prior year	0.00%	-2.66%	0.47%	5.27%	0.00%	5.75%	-0.88%	0.84%	1.06%	1.96%
CAPITAL / RESERVE										
Transfer to Own Funds	17,302	17,302	9,392	0	0	9,392	9,392	9,392	9,392	9,392
Transfer to Equipment Replacement	56,168	48,506	29,922	0	0	29,922	29,922	29,922	29,922	29,922
Transfer to Operating Reserve Fund	0	0	0	0	0	0	0	0	0	0
Capital Costs	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	73,470	65,808	39,314	0	0	39,314	39,314	39,314	39,314	39,314
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	6,880,399	6,691,783	6,878,398	359,000	0	7,237,398	7,173,824	7,233,502	7,309,584	7,452,275
*Percentage Increase over prior year	0.00%	-2.74%	-0.03%	5.22%	0.00%	5.19%	-0.88%	0.83%	1.05%	1.95%
Alloc Rcv-EnvService	(5,529,692)	(5,293,338)	(5,363,272)	(254,000)	0	(5,617,272)	(5,635,242)	(5,664,147)	(5,708,844)	(5,819,512)
Alloc Rcv-ES-Wtr Qua	(1,350,707)	(1,347,793)	(1,369,876)	(105,000)	0	(1,474,876)	(1,504,373)	(1,534,461)	(1,565,149)	(1,596,452)
OPERATING COSTS LESS INTERNAL RECOVERIES	0	50,652	145,250	0	0	145,250	34,209	34,894	35,591	36,311
FUNDING SOURCES (REVENUE)										
estimated balance C/F from current to Next year	0	0	0	0	0	0	0	0	0	0
Recovery Cost	0	0	0	0	0	0	0	0	0	0
Transfer from Ops - EnvService	0	(50,652)	(79,990)	0	0	(79,990)	(28,843)	(29,420)	(30,008)	(30,608)
Transfer from Ops - ES-Wtr Qua	0	0	(65,260)	0	0	(65,260)	(5,366)	(5,474)	(5,583)	(5,703)
TOTAL REVENUE	0	(50,652)	(145,250)	0	0	(145,250)	(34,209)	(34,894)	(35,591)	(36,311)
REQUISITION	0	0	0	0	0	0	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	49.35	49.35	49.35	2.90	0.00	52.25	52.25	52.25	52.25	52.25
Term	2.00	2.00	2.00	0.00	0.00	2.00	2.00	1.60	0.60	0.60

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Salaries and Wages	5,161,212	5,197,922	5,135,579	256,386	0	5,391,965	5,499,800	5,529,457	5,574,947	5,686,447
Allocations - Summary	1,080,303	961,664	1,080,901	0	0	1,080,901	1,102,508	1,124,554	1,147,042	1,169,977
Operating - Other Costs - Summary	565,414	466,389	622,604	102,614	0	725,218	532,202	540,177	548,281	556,537
TOTAL OPERATING COSTS	6,806,929	6,625,975	6,839,084	359,000	0	7,198,084	7,134,510	7,194,188	7,270,270	7,412,961
*Percentage Increase over prior year	0.00%	-2.66%	0.47%	5.27%	0.00%	5.75%	-0.88%	0.84%	1.06%	1.96%
CAPITAL / RESERVE										
Transfer to Own Funds	17,302	17,302	9,392	0	0	9,392	9,392	9,392	9,392	9,392
Transfer to Equipment Replacement Fund	56,168	48,506	29,922	0	0	29,922	29,922	29,922	29,922	29,922
Transfer to Operating Reserve Fund	0	0	0	0	0	0	0	0	0	0
Capital Costs	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	73,470	65,808	39,314	0	0	39,314	39,314	39,314	39,314	39,314
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	6,880,399	6,691,783	6,878,398	359,000	0	7,237,398	7,173,824	7,233,502	7,309,584	7,452,275
*Percentage Increase over prior year	0.00%	-2.74%	-0.03%	5.22%	0.00%	5.19%	-0.88%	0.83%	1.05%	1.95%
Alloc Rcv-EnvService	(6,880,399)	(6,641,131)	(6,733,148)	(359,000)	0	(7,092,148)	(7,139,615)	(7,198,608)	(7,273,993)	(7,415,964)
OPERATING COSTS LESS INTERNAL RECOVERIES	0	50,652	145,250	0	0	145,250	34,209	34,894	35,591	36,311
FUNDING SOURCES (REVENUE)										
estimated balance C/F from current to Next year	0	0	0	0	0	0	0	0	0	0
Recovery Cost	0	0	0	0	0	0	0	0	0	0
Transfer from Ops Reserve Fund	0	(50,652)	(145,250)	0	0	(145,250)	(34,209)	(34,894)	(35,591)	(36,311)
TOTAL REVENUE	0	(50,652)	(145,250)	0	0	(145,250)	(34,209)	(34,894)	(35,591)	(36,311)
REQUISITION	0	0	0	0	0	0	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	49.35	49.35	49.35	2.90	0.00	52.25	52.25	52.25	52.25	52.25
Term	2.00	2.00	2.00	0.00	0.00	2.00	2.00	1.60	0.60	0.60

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.578	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$126,500	\$62,950	\$48,396	\$67,146	\$63,607	\$51,591	\$293,690	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Vehicles	\$0	\$28,400	\$113,200	\$22,500	\$25,000	\$0	\$189,100	
	\$126,500	\$91,350	\$161,596	\$89,646	\$88,607	\$51,591	\$482,790	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$126,500	\$91,350	\$161,596	\$89,646	\$88,607	\$51,591	\$482,790	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	\$126,500	\$91,350	\$161,596	\$89,646	\$88,607	\$51,591	\$482,790	

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.578
 Service Name: Environmental Protection

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Annual Scientific/Field/Outreach equipment replacement	ERF replacement of Scientific / Field / Outreach equipment	\$0	E	ERF	\$126,500	\$19,000	\$31,500	\$52,500	\$41,000	\$24,000	\$168,000
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	\$0	E	ERF	\$0	\$43,950	\$16,896	\$14,646	\$22,607	\$27,591	\$125,690
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	\$0	V	ERF	\$0	\$28,400	\$113,200	\$22,500	\$25,000	\$0	\$189,100
GRAND TOTAL				\$0			\$126,500	\$91,350	\$161,596	\$89,646	\$88,607	\$51,591	\$482,790

Service: 1.578

Environmental Protection

Proj. No. 18-01	Capital Project Title Annual Scientific/Field/Outreach equipment replacement	Capital Project Description ERF replacement of Scientific / Field / Outreach equipment
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale Routine replacement of various scientific, field and outreach equipment due to end of calculated lifecycle (varies). Each year includes a number of various		

Proj. No. 18-02	Capital Project Title Annual Computer equipment replacement	Capital Project Description ERF replacement of computer equipment
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). Note: expense is calculated on 2017 values. Each year		

Proj. No. 18-03	Capital Project Title Annual vehicle replacement	Capital Project Description ERF replacement of vehicles
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale Routine replacement of Division program and pool vehicles due to end of calculated lifecycle (7yrs), detailed as follows: Carry Forward from 2017-F01046		

**1.578 ES Protection
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

ES Protection

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

Operating Reserve Schedule - FC 105525

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	564,124	545,472	465,482	465,482	465,482	465,482
Planned Purchase	(50,652)	(79,990)	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	32,000	-	-	-	-	-
Total projected year end balance	545,472	465,482	465,482	465,482	465,482	465,482

Assumptions/Background:

\$500,000 is retained in the reserve for charge-out rate stabilization

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

**1.578 Environmental Protection
Asset and Reserve Summary
2018 - 2022 Financial Plan**

ERF Reserve Cash Flow

ERF: Protection Senior Budget - Equipment Replacement for Equipment and Vehicles

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	962,868	993,358	941,322	819,040	768,708	719,415
Transfer to Cap Fund (Based on Capital Plan)	(27,225)	(91,350)	(161,596)	(89,646)	(88,607)	(51,591)
Transfer from Operating Budget	39,314	39,314	39,314	39,314	39,314	39,314
Interest Income*	18,401					
Ending Balance \$	993,358	941,322	819,040	768,708	719,415	707,138

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

**1.579 Env Svcs Water Quality
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Env Svcs Water Quality

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

Operating Reserve Schedule - FC 105517

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	81,299	81,929	16,669	16,669	16,669	16,669
Planned Purchase	-	(65,260)	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	631	-	-	-	-	-
Total projected year end balance	81,929	16,669	16,669	16,669	16,669	16,669

Assumptions/Background:

2018 planned contributions for new WQ lab renovations

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

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 2834, March 2001.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of \$1,100,000 or \$0.037 / \$1,000 of actual assessments = \$3,086,501

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Environment

FUNDING:

COST APPORTIONMENT:

- (1) Fees.
- (2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
- (3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

USER CHARGE:

Permit fees and other fees.

MAXIMUM REQUISITION:

Greater of \$1,100,000 or \$0.037 / \$1,000 of net taxable value of land and improvements.

RESERVE FUND:

NIL

	<u>Estimated Yearly Flow</u>	<u>% of Total Flows</u>	
Saanich	10,031,752	27.55%	
Oak Bay	3,012,282	8.27%	
Victoria	12,931,588	35.51%	
Esquimalt	2,318,273	6.37%	
View Royal	824,527	2.26%	
Colwood	1,054,499	2.90%	
Langford	2,292,993	6.30%	89.16%
Sidney	1,355,639	3.72%	
Central Saanich	1,369,129	3.76%	
Esquimalt Band	14,058	0.04%	
Songhees Band	223,361	0.61%	
Pauquachin Band	32,250	0.09%	
Tseycum Band	13,619	0.04%	
Institute of Ocean Sciences (I.O.S.)	5,458	0.01%	
D.N.D.	169,965	0.47%	
North Saanich	476,295	1.31%	
Ganges Sewer	160,928	0.44%	
Maliview Sewer	15,954	0.04%	
Magic Lake Estates Sewer	88,010	0.24%	
Port Renfrew Sewer	23,087	0.06%	10.84%
TOTAL	36,413,667	100.00%	100.00%

3.755 - REGIONAL SOURCE CONTROL	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Operating - Other Costs	1,309,480	1,264,260	1,336,167	0	0	1,336,167	1,362,890	1,390,146	1,417,945	1,446,300
Contract For Services	142,948	142,928	343,136	0	0	343,136	136,542	134,917	133,261	131,572
Consultant Expenses	71,400	71,400	72,800	0	0	72,800	74,256	75,741	77,256	78,801
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	1,523,828	1,478,588	1,752,103	0	0	1,752,103	1,573,688	1,600,804	1,628,462	1,656,673
*Percentage Increase over prior year	0.00%	-2.97%	14.98%	0.00%	0.00%	14.98%	-10.18%	1.72%	1.73%	1.73%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve Fund	0	44,240	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	44,240	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	1,523,828	1,522,828	1,752,103	0	0	1,752,103	1,573,688	1,600,804	1,628,462	1,656,673
*Percentage Increase over prior year	0.00%	-0.07%	14.98%	0.00%	0.00%	14.98%	-10.18%	1.72%	1.73%	1.73%
Internal Recoveries	(45,000)	(45,000)	(45,000)	0	0	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	1,478,828	1,477,828	1,707,103	0	0	1,707,103	1,528,688	1,555,804	1,583,462	1,611,673
*Percentage Increase over prior year	0.00%	-0.07%	15.44%	0.00%	0.00%	15.44%	-10.45%	1.77%	1.78%	1.78%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(5,000)	(5,000)	0	0	0	0	0	0	0	0
Fees Charged	(63,000)	(63,000)	(63,000)	0	0	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Revenue - Other	(2,000)	(1,000)	(2,000)	0	0	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Grants In Lieu of Taxes	(107,901)	(107,901)	(107,901)	0	0	(107,901)	(107,901)	(107,901)	(107,901)	(107,901)
Transfer From Operating Reserve	0	0	(207,257)	0	0	(207,257)	(2,303)	(2,349)	(2,396)	(2,444)
TOTAL REVENUE	(177,901)	(176,901)	(380,158)	0	0	(380,158)	(175,204)	(175,250)	(175,297)	(175,345)
REQUISITION	(1,300,927)	(1,300,927)	(1,326,945)	0	0	(1,326,945)	(1,353,484)	(1,380,554)	(1,408,165)	(1,436,328)
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C. Saanich, N. Saanich, Colwood, Langford; Sewered Local Areas of Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**3.755 Regional Source Control
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Regional Source Control

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105504

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	357,923	423,086	218,086	218,086	218,086	218,086
Planned Purchase	-	(205,000)	-	-	-	-
Transfer from Ops Budget	44,240	-	-	-	-	-
Interest Income*	20,923					
Total projected year end balance	423,086	218,086	218,086	218,086	218,086	218,086

Assumptions/Background:

\$205,000 to fund 2018 projects and system upgrades. Retain \$100K in the reserve to be used for a legal contingency

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

Service: 1.309 Climate Action and Adaptation

Committee: Environmental Services

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended, to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of \$354,179 or \$0.0036 / \$1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax
Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - DEVELOPMENT SERVICE - CLIMATE ACTION AND ADAPTATION	BUDGET REQUEST				2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL		
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING					2018 ONE-TIME	2018 TOTAL
<u>OPERATING COSTS:</u>										
Allocation - All Others	266,800	279,960	272,140	38,500	0	310,640	316,853	323,190	329,654	336,247
Contract For Services	48,460	48,008	18,554	0	0	18,554	10,801	11,018	11,238	11,463
Consultant Expenses	0	0	30,000	0	0	30,000	30,600	31,212	31,836	32,473
Operating - Other Costs	0	5	8,500	0	0	8,500	8,670	8,843	9,020	9,201
Allocation - Finance & Corp. S	4,230	4,230	4,483	0	0	4,483	4,573	4,664	4,757	4,852
Insurance Costs	480	589	550	0	0	550	561	572	584	595
Third Party Payments	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	319,970	332,792	334,227	38,500	0	372,727	372,058	379,500	387,089	394,831
*Percentage Increase over prior year	0.00%	4.01%	4.46%	12.03%	0.00%	16.49%	-0.18%	2.00%	2.00%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	319,970	332,792	334,227	38,500	0	372,727	372,058	379,500	387,089	394,831
*Percentage Increase over prior year	0.00%	4.01%	4.46%	12.03%	0.00%	16.49%	-0.18%	2.00%	2.00%	2.00%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	319,970	332,792	334,227	38,500	0	372,727	372,058	379,500	387,089	394,831
*Percentage Increase over prior year	0.00%	4.01%	4.46%	12.03%	0.00%	16.49%	-0.18%	2.00%	2.00%	2.00%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(19,227)	(19,227)	(19,227)	0	0	(19,227)	(19,612)	(20,004)	(20,404)	(20,812)
Grants - Federal/Provincial/Ot	0	0	0	0	0	0	0	0	0	0
Transfer From Own Funds	0	(12,822)	(7,964)	0	0	(7,964)	0	0	0	0
TOTAL REVENUE	(19,227)	(32,049)	(27,191)	0	0	(27,191)	(19,612)	(20,004)	(20,404)	(20,812)
REQUISITION	(300,743)	(300,743)	(307,036)	(38,500)	0	(345,536)	(352,446)	(359,496)	(366,685)	(374,019)
*Percentage Increase over prior year	0.00%	0.00%	2.09%	12.80%	0.00%	14.89%	2.00%	2.00%	2.00%	2.00%
<u>PARTICIPANTS: All Municipalities and Electoral Areas AUTHORIZED POSITIONS:</u>										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**1.309 Climate Action and Adaptation
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Climate Action and Adaptation

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

Operating Reserve Schedule - FC 105503

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	7,524	7,964	-	-	-	-
Planned Purchase	-	(7,964)	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	440					
Total projected year end balance	7,964	-	-	-	-	-

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

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one-sixth in proportion to population of the participants
- one-sixth in proportion to land area of the participants
- one-third in proportion to converted assessments of the participants
- one-third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

- City of Colwood
- City of Victoria
- Township of Esquimalt
- District of Langford
- District of Oak Bay
- District of Saanich
- Town of View Royal
- Esquimalt Band
- Songhees Band

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY - CORE AND WEST SHORE	BUDGET REQUEST				2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL		
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING					2018 ONE-TIME	2018 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	516,230	516,443	531,587	0	0	531,587	576,993	558,005	559,354	570,538
Contract For Services	116,451	116,269	176,240	0	0	176,240	108,791	115,994	128,126	130,689
Consultant Expenses	42,700	42,700	42,700	0	0	42,700	43,554	44,425	45,314	46,220
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	675,381	675,412	750,527	0	0	750,527	729,338	718,424	732,793	747,447
*Percentage Increase over prior year	0.00%	0.00%	11.13%	0.00%	0.00%	11.13%	-2.82%	-1.50%	2.00%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	675,381	675,412	750,527	0	0	750,527	729,338	718,424	732,793	747,447
*Percentage Increase over prior year	0.00%	0.00%	11.13%	0.00%	0.00%	11.13%	-2.82%	-1.50%	2.00%	2.00%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	675,381	675,412	750,527	0	0	750,527	729,338	718,424	732,793	747,447
*Percentage Increase over prior year	0.00%	0.00%	11.13%	0.00%	0.00%	11.13%	-2.82%	-1.50%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Recovery - Other	(31,200)	(31,200)	(31,821)	0	0	(31,821)	(32,457)	(33,107)	(33,769)	(34,443)
Grants In Lieu of Taxes	(59,354)	(59,354)	(60,703)	0	0	(60,703)	(61,917)	(63,155)	(64,419)	(65,707)
Other Revenue	0	(30)	0	0	0	0	0	0	0	0
Transfer From Operating Reserve	0	0	(60,000)	0	0	(60,000)	(25,000)	0	0	0
TOTAL REVENUE	(90,554)	(90,584)	(152,524)	0	0	(152,524)	(119,374)	(96,262)	(98,187)	(100,150)
REQUISITION	(584,827)	(584,828)	(598,003)	0	0	(598,003)	(609,963)	(622,162)	(634,606)	(647,297)
*Percentage Increase over prior year	0.00%	0.00%	2.25%	0.00%	0.00%	2.25%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Oak Bay, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**1.536 Storm Water Quality - Core
 Operating Reserve Summary
 2018 - 2022 Financial Plan**

Profile

Storm Water Quality - Core

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

Operating Reserve Schedule - FC 105519

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	97,863	97,863	37,863	12,863	12,863	12,863
Planned Purchase Transfer to Capital Fund	-	(60,000)	(25,000)	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	97,863	37,863	12,863	12,863	12,863	12,863

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

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
 Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2017 Onsite Systems	%
Colwood	3,216	39.59%
Langford	2,612	32.15%
Saanich	2,234	27.50%
View Royal	62	0.76%
	8,124	100.00%

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of \$211,070 or the amount that could be raised by a property value tax rate of \$0.008 / \$1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Environment Committee

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - ON SITE SYSTEMS MANAGEMENT PROGRAM	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	171,850	149,553	156,702	0	0	156,702	159,840	163,039	166,304	169,632
Contract For Services	8,038	23,088	30,000	0	0	30,000	30,357	30,722	31,093	31,473
TOTAL OPERATING COSTS	179,888	172,641	186,702	0	0	186,702	190,197	193,761	197,397	201,105
*Percentage Increase over prior year	0.00%	-4.03%	3.79%	0.00%	0.00%	3.79%	1.87%	1.87%	1.88%	1.88%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve Fund	6,320	13,567	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	6,320	13,567	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	186,208	186,208	186,702	0	0	186,702	190,197	193,761	197,397	201,105
*Percentage Increase over prior year	0.00%	0.00%	0.27%	0.00%	0.00%	0.27%	1.87%	1.87%	1.88%	1.88%
Transfer from Operating Reserve Fund	0	0	(552)	0	0	(552)	(563)	(574)	(586)	(597)
OPERATING COSTS LESS INTERNAL RECOVERIES	186,208	186,208	186,150	0	0	186,150	189,634	193,187	196,811	200,508
*Percentage Increase over prior year	0.00%	0.00%	-0.03%	0.00%	0.00%	-0.03%	1.87%	1.87%	1.88%	1.88%
FUNDING SOURCES (REVENUE)										
Summary / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(12,022)	(12,022)	(11,964)	0	0	(11,964)	(11,964)	(11,964)	(11,964)	(11,964)
TOTAL REVENUE	(12,022)	(12,022)	(11,964)	0	0	(11,964)	(11,964)	(11,964)	(11,964)	(11,964)
REQUISITION	(174,186)	(174,186)	(174,186)	0	0	(174,186)	(177,670)	(181,223)	(184,847)	(188,544)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Langford, Saanich View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105526

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	73,475	91,338	91,338	91,338	91,338	91,338
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	13,567	-	-	-	-	-
Interest Income*	4,295	-	-	-	-	-
Total projected year end balance	91,338	91,338	91,338	91,338	91,338	91,338

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

Service: 3.720 L.W.M.P. (Peninsula)

Committee: Environmental Services

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula.

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

PARTICIPATION:

MAXIMUM LEVY:

Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Environment

FUNDING:

Operating costs to be recovered by requisition to all participating members based on prior year actual flow on the Saanich Peninsula.

USER CHARGE:

N/A

RESERVE FUND:

Nil

Service: 3.720 L.W.M.P. (Peninsula)

Committee: Environmental Services

	<u>Operating</u>
Central Saanich	42.77%
North Saanich (*see note below)	14.88%
Sidney	42.35%
Total	<u>100.00%</u>

Note:

* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - L.W.M.P. (PENINSULA)	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Operating - Other Costs	10,370	680	10,686	0	0	10,686	10,900	11,118	11,341	11,568
Contract For Services	1,066	0	972	0	0	972	986	1,001	1,016	1,031
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	11,436	680	11,658	0	0	11,658	11,886	12,119	12,357	12,599
*Percentage Increase over prior year	0.00%	-94.05%	1.94%	0.00%	0.00%	1.94%	1.96%	1.96%	1.96%	1.96%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	10,756	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	10,756	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	11,436	11,436	11,658	0	0	11,658	11,886	12,119	12,357	12,599
*Percentage Increase over prior year	0.00%	0.00%	1.94%	0.00%	0.00%	1.94%	1.96%	1.96%	1.96%	1.96%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	11,436	11,436	11,658	0	0	11,658	11,886	12,119	12,357	12,599
*Percentage Increase over prior year	0.00%	0.00%	1.94%	0.00%	0.00%	1.94%	1.96%	1.96%	1.96%	1.96%
<u>FUNDING SOURCES (REVENUE)</u>										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(234)	(234)	(234)	0	0	(234)	(234)	(234)	(234)	(234)
TOTAL REVENUE	(234)	(234)	(234)	0	0	(234)	(234)	(234)	(234)	(234)
REQUISITION	(11,202)	(11,202)	(11,424)	0	0	(11,424)	(11,652)	(11,885)	(12,123)	(12,365)
*Percentage Increase over prior year	0.00%	0.00%	1.98%	0.00%	0.00%	1.98%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105527

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	25,310	37,546	37,546	37,546	37,546	37,546
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	10,756	-	-	-	-	-
Interest Income*	1,480	-	-	-	-	-
Total projected year end balance	37,546	37,546	37,546	37,546	37,546	37,546

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

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

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District.

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

1991-2010 - Based on design flows for year 2015 (by D.L. McKay, P. Eng., 1991; adjusted for West Comm. Trunk in 1998)
 2011 -> Based on Average Annual Flow worksheets prepared by Kerr Wood Leidal (Rev. 4, May 6, 2010).

	McKay		Kerr Wood Leidal			
	2016 * Volumes	2016 %	2016 ** Volumes	2016 %	2030 ** Volumes	2030 %
Victoria	28,236,400	41.329%	14,622,364	40.247%	14,656,806	36.472%
Saanich	20,914,500	30.612%	10,902,708	30.009%	11,061,673	27.526%
Esquimalt	3,591,600	5.257%	2,553,217	7.028%	2,652,642	6.601%
View Royal	3,292,300	4.819%	951,051	2.618%	1,161,794	2.891%
Oak Bay	4,171,950	6.106%	3,048,192	8.390%	3,016,180	7.506%
District of Langford	3,620,800	5.300%	2,521,220	6.939%	4,571,638	11.376%
Colwood	3,726,650	5.455%	1,467,592	4.039%	2,787,389	6.936%
Songhees Band	536,550	0.785%	238,306	0.656%	250,046	0.622%
Esquimalt Band	229,950	0.337%	26,949	0.074%	28,095	0.070%
TOTAL	68,320,700	100.000%	36,331,599	100.000%	40,186,263	100.000%

* = Design Flow
 ** = Average Annual Flow

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

3.750 - L.W.M.P. - Core and Westshore	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Operating Expenditures	670,246	887,778	455,412	-	-	455,412	889,158	889,158	889,158	889,158
Consultant Expenses	206,554	43,766	29,167	-	-	29,167	80,000	80,000	80,000	80,000
Contract For Services	92,358	37,650	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	969,158	969,194	484,579	-	-	484,579	969,158	969,158	969,158	969,158
*Percentage Increase over prior year	0.00%	0.00%	-50.00%	0.00%	0.00%	-50.00%	100.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	969,158	969,194	484,579	0	0	484,579	969,158	969,158	969,158	969,158
*Percentage Increase over prior year	0.00%	0.00%	-50.00%	0.00%	0.00%	-50.00%	100.00%	0.00%	0.00%	0.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	969,158	969,194	484,579	0	0	484,579	969,158	969,158	969,158	969,158
*Percentage Increase over prior year	0.00%	0.00%	-50.00%	0.00%	0.00%	-50.00%	100.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants In Lieu of Taxes	(63,237)	(63,237)	(63,237)	-	-	(63,237)	(63,237)	(63,237)	(63,237)	(63,237)
Other Revenue	-	(36)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(63,237)	(63,273)	(63,237)	-	-	(63,237)	(63,237)	(63,237)	(63,237)	(63,237)
REQUISITION	(905,921)	(905,921)	(421,342)	-	-	(421,342)	(905,921)	(905,921)	(905,921)	(905,921)
*Percentage Increase over prior year	0.00%	0.00%	-53.49%	0.00%	0.00%	-53.49%	115.01%	0.00%	0.00%	0.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

**3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105528

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	811,470	1,325,311	1,594,469	2,113,627	2,632,785	3,151,943
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	466,405	269,158	519,158	519,158	519,158	519,158
Interest Income*	47,436	-	-	-	-	-
Total projected year end balance	1,325,311	1,594,469	2,113,627	2,632,785	3,151,943	3,671,101

Assumptions/Background:

Retain reserve balance for future LWMP planning projects

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

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amended.

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	<u>2016</u>
City of Colwood	6.0167%
City of Victoria	30.6177%
Township of Esquimalt	6.3008%
City of Langford	12.6130%
District of Saanich	40.7375%
Town of View Royal	3.7144%
TOTAL	<u>100.000%</u>

MAXIMUM LEVY:

Greater of \$350,000 or \$0.0064 per \$1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

The annual net cost of the service is apportioned on the basis of population of the participating areas. Population is determined annually by the Regional Planning services of the CRD.

3.752 - L.W.M.P. - HARBOUR STUDIES

			BUDGET REQUEST							
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Allocations	252,830	252,830	258,523	0	0	258,523	263,695	268,971	274,352	279,836
Consultant Expenses	68,085	67,989	69,447	0	0	69,447	70,020	70,909	71,818	72,747
Contract For Services	5,000	5,000	5,100	0	0	5,100	5,202	5,306	5,412	5,520
Operating - other costs	5,510	5,606	4,698	0	0	4,698	4,793	4,890	4,988	5,088
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	331,425	331,425	337,768	0	0	337,768	343,710	350,076	356,570	363,192
*Percentage Increase over prior year	0.00%	0.00%	1.91%	0.00%	0.00%	1.91%	1.76%	1.85%	1.85%	1.86%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	331,425	331,425	337,768	0	0	337,768	343,710	350,076	356,570	363,192
*Percentage Increase over prior year	0.00%	0.00%	1.91%	0.00%	0.00%	1.91%	1.76%	1.85%	1.85%	1.86%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	331,425	331,425	337,768	0	0	337,768	343,710	350,076	356,570	363,192
*Percentage Increase over prior year	0.00%	0.00%	1.91%	0.00%	0.00%	1.91%	1.76%	1.85%	1.85%	1.86%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(25,410)	(25,410)	(25,410)	0	0	(25,410)	(25,410)	(25,410)	(25,411)	(25,410)
TOTAL REVENUE	(25,410)	(25,410)	(25,410)	0	0	(25,410)	(25,410)	(25,410)	(25,411)	(25,410)
REQUISITION	(306,015)	(306,015)	(312,358)	0	0	(312,358)	(318,300)	(324,666)	(331,159)	(337,782)
*Percentage Increase over prior year	0.00%	0.00%	2.07%	0.00%	0.00%	2.07%	1.90%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

DEFINITION:

To identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of \$106,017 or \$0.0103/\$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Waste Water

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one -sixth in proportion to the population of the participating areas, one -sixth in proportion to the land area of the participating areas, one -sixth in proportion to the length of shoreline in each of the participating areas, and one -half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

RESERVE FUND:

Nil

	<u>Stormwater</u>
Central Saanich	25.36%
North Saanich	32.35%
Sidney	28.77%
Tsawout Band	3.38%
Tsartlip Band	6.68%
Pauquachin Band	2.09%
Tseycum Band	1.37%
Total	<u>100.00%</u>

Note:

* Service established effective 2010; previously provided by agreement

1.537 - STORMWATER QUALITY - PENINSULA	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Operating Expenditures	66,200	66,230	67,628	0	0	67,628	68,984	70,361	71,769	73,210
Contract For Services	30,874	30,844	31,029	0	0	31,029	31,646	32,282	32,926	33,580
Consultant Expenses	10,730	10,730	10,900	0	0	10,900	11,118	11,340	11,567	11,799
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	107,804	107,804	109,557	0	0	109,557	111,748	113,983	116,262	118,588
*Percentage Increase over prior year	0.00%	0.00%	1.63%	0.00%	0.00%	1.63%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	107,804	107,804	109,557	0	0	109,557	111,748	113,983	116,262	118,588
*Percentage Increase over prior year	0.00%	0.00%	1.63%	0.00%	0.00%	1.63%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	107,804	107,804	109,557	0	0	109,557	111,748	113,983	116,262	118,588
*Percentage Increase over prior year	0.00%	0.00%	1.63%	0.00%	0.00%	1.63%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(3,037)	(3,037)	(3,062)	0	0	(3,062)	(3,123)	(3,186)	(3,249)	(3,315)
TOTAL REVENUE	(3,037)	(3,037)	(3,062)	0	0	(3,062)	(3,123)	(3,186)	(3,249)	(3,315)
REQUISITION	(104,767)	(104,767)	(106,495)	0	0	(106,495)	(108,624)	(110,797)	(113,013)	(115,273)
*Percentage Increase over prior year	0.00%	0.00%	1.65%	0.00%	0.00%	1.65%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Storm Water Quality - Saanich Peninsula
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

Storm Water Quality - Saanich Peninsula

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

Operating Reserve Schedule - FC 105520

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,585	1,678	1,678	1,678	1,678	1,678
Planned Purchase Transfer to Capital Fund	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	93	-	-	-	-	-
Total projected year end balance	1,678	1,678	1,678	1,678	1,678	1,678

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

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses (Bylaw No. 3906, adopted August, 2013).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of \$51,715 or \$0.005/\$1,000 of actual assessments (To maximum of \$60,424).

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Waste Water

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:

- a) The population of the participating areas; and
- b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

1.538 - SOURCE - STORMWATER QUALITY - PENINSULA	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
<u>OPERATING COSTS:</u>										
Operating Expenditures	33,450	43,450	34,208	0	0	34,208	34,894	35,594	36,310	37,040
Contract For Services	16,975	6,975	37,467	0	0	37,467	17,814	18,168	18,528	18,895
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	50,425	50,425	71,675	0	0	71,675	52,708	53,762	54,838	55,935
*Percentage Increase over prior year	0.00%	0.00%	42.14%	0.00%	0.00%	42.14%	-26.46%	2.00%	2.00%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	50,425	50,425	71,675	0	0	71,675	52,708	53,762	54,838	55,935
*Percentage Increase over prior year	0.00%	0.00%	42.14%	0.00%	0.00%	42.14%	-26.46%	2.00%	2.00%	2.00%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	50,425	50,425	71,675	0	0	71,675	52,708	53,762	54,838	55,935
*Percentage Increase over prior year	0.00%	0.00%	42.14%	0.00%	0.00%	42.14%	-26.46%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(1,338)	(1,338)	(1,379)	0	0	(1,379)	(1,406)	(1,435)	(1,463)	(1,492)
Transfer From Operating Reserve	0	0	(20,000)	0	0	(20,000)	0	0	0	0
TOTAL REVENUE	(1,338)	(1,338)	(21,379)	0	0	(21,379)	(1,406)	(1,435)	(1,463)	(1,492)
REQUISITION	(49,087)	(49,087)	(50,296)	0	0	(50,296)	(51,302)	(52,328)	(53,374)	(54,442)
*Percentage Increase over prior year	0.00%	0.00%	2.46%	0.00%	0.00%	2.46%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

	<u>2017</u>
Central Saanich	42.32%
North Saanich	28.31%
Sidney	29.37%
Total	<u><u>100.00%</u></u>

Note:
Bylaw No. 3906 (adopted August, 2013).

**1.538 Source Control - Saanich Peninsula
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Source Control - Saanich Peninsula

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

Operating Reserve Schedule - FC 105521

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	47,912	57,894	37,894	37,894	37,894	37,894
Planned Purchase Transfer to Capital Fund	-	(20,000)	-	-	-	-
Transfer from Ops Budget	9,982	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	57,894	37,894	37,894	37,894	37,894	37,894

Assumptions/Background:

2018 - \$10,000 for legal and \$10,000 for communications; remaining reserve are for unforeseen legal challenges

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

Service: 1.531 Sooke Stormwater Quality Management

Committee: Electoral Area Services

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

1.531 - STORMWATER QUALITY - SOOKE	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Operating Expenditures	26,490	26,490	22,519	0	0	22,519	18,740	19,061	28,713	29,285
Contract For Services	28,364	28,364	4,100	0	0	4,100	4,230	4,315	18,884	30,402
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	54,854	54,854	26,619	0	0	26,619	22,970	23,376	47,597	59,687
*Percentage Increase over prior year	0.00%	0.00%	-51.47%	0.00%	0.00%	-51.47%	-13.71%	1.77%	103.61%	25.40%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve Fund	0	0	8,849	0	0	8,849	12,360	12,610	0	0
TOTAL CAPITAL / RESERVES	0	0	8,849	0	0	8,849	12,360	12,610	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	54,854	54,854	35,468	0	0	35,468	35,330	35,986	47,597	59,687
*Percentage Increase over prior year	0.00%	0.00%	-35.34%	0.00%	0.00%	-35.34%	-0.39%	1.86%	32.27%	25.40%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	54,854	54,854	35,468	0	0	35,468	35,330	35,986	47,597	59,687
*Percentage Increase over prior year	0.00%	0.00%	-35.34%	0.00%	0.00%	-35.34%	-0.39%	1.86%	32.27%	25.40%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants in Lieu of Taxes	(81)	(81)	(119)	0	0	(119)	(165)	(165)	(166)	(167)
Transfer From Operating Reserve	(20,160)	(20,160)	0	0	0	0	0	0	(10,899)	(22,257)
TOTAL REVENUE	(20,241)	(20,241)	(119)	0	0	(119)	(165)	(165)	(11,065)	(22,424)
REQUISITION	(34,613)	(34,613)	(35,349)	0	0	(35,349)	(35,165)	(35,821)	(36,532)	(37,263)
*Percentage Increase over prior year	0.00%	0.00%	2.13%	0.00%	0.00%	2.13%	-0.52%	1.87%	1.98%	2.00%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

Storm Water Quality - Sooke

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

Operating Reserve Schedule - FC 105518

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	24,485	5,756	14,605	26,965	39,575	28,676
Planned Purchase	(20,160)				(10,899)	(22,257)
Transfer to Capital Fund	-	-	-	-	-	-
Transfer from Ops Budget	-	8,849	12,360	12,610	-	-
Interest Income*	1,431	-	-	-	-	-
Total projected year end balance	5,756	14,605	26,965	39,575	28,676	6,419

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

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed \$0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

- (1) Fees:
 - User charges permitted by Septage Processing Ltd. to its customers in 2012:
 - Mandatory Waste Tipping Fee: \$0.26 per Imperial Gallon for 2012
 - \$0.27 per Imperial Gallon for 2013 / 2014
 - \$0.28 per Imperial Gallon for 2015 / 2016
 - \$0.29 per Imperial Gallon for 2017
 - \$0.30 per Imperial Gallon for 2018 / 2019
 - \$0.31 per Imperial Gallon for 2020

Septage Processing Ltd. will submit to the CRD an administration fee of \$0.01 per Imperial Gallon.
Other wastes have different user charges.

- (2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility in 2015.

	<u>2017 Budget</u>
Central Saanich	3.4537%
Colwood	4.7209%
Esquimalt	1.7590%
Highlands	24.0723%
Langford	8.2366%
Metchosin	3.5549%
North Saanich	6.9334%
Oak Bay	0.1252%
Saanich	7.1345%
Sidney	0.5128%
Sooke	6.4121%
Victoria	32.1098%
View Royal	0.3480%
Port Renfrew	0.6268%
Juan de Fuca	0.0000%
	<hr/> 100.00%

MAXIMUM LEVY:

\$0.63 / \$1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

SPL Liquid Waste Volumes - 2016

	Septage Vol ¹	FOG Vol ²	Other Vol ³	TOTAL	Total %	Septage % ¹	FOG % ²	Other % ³
Central Saanich	222,892	33,273	77,038	333,203	3.45%	66.9	10.0	23.1
Colwood	391,031	5,963	58,461	455,455	4.72%	85.9	1.3	12.8
Esquimalt	4,384	22,205	143,116	169,705	1.76%	2.6	13.1	84.3
Highland	103,907	0	2,218,524	2,322,431	24.07%	4.5	0.0	95.5
Langford	561,951	37,393	195,298	794,642	8.24%	70.7	4.7	24.6
Metchosin	276,334	1,815	64,818	342,967	3.55%	80.6	0.5	18.9
North Saanich	381,314	2,259	285,337	668,910	6.93%	57.0	0.3	42.7
Oak Bay	0	1,347	10,728	12,075	0.13%	0.0	11.2	88.8
Saanich	541,526	35,784	111,004	688,314	7.13%	78.7	5.2	16.1
Sidney	16,446	8,086	24,946	49,478	0.51%	33.2	16.3	50.4
Sooke	474,074	4,651	139,900	618,625	6.41%	76.6	0.8	22.6
Victoria	19,572	909,449	2,168,842	3,097,863	32.11%	0.6	29.4	70.0
View Royal	12,769	7,086	13,722	33,577	0.35%	38.0	21.1	40.9
Port Renfrew	28,797	0	31,672	60,469	0.63%	47.6	0.0	52.4
Juan de Fuca	0	0	0	0	0.00%	0.0	0.0	0.0
TOTAL	3,034,997	1,069,311	5,543,406	9,647,714	100%			

Notes:

1. Septage = Institutional, Commercial, and Residential
2. FOG = Fats, Oils and Greases
3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL - REGIONAL	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Operating - Other Costs	94,958	93,027	106,522	0	0	106,522	108,653	110,825	113,040	115,298
Contract For Services	51,366	29,348	43,050	0	0	43,050	43,910	44,789	45,685	46,599
Unallocated	221,428	245,791	222,900	0	0	222,900	198,377	170,830	140,201	106,427
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	367,752	368,166	372,472	0	0	372,472	350,940	326,444	298,926	268,324
*Percentage Increase over prior year	0.00%	0.11%	1.28%	0.00%	0.00%	1.28%	-5.78%	-6.98%	-8.43%	-10.24%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	367,752	368,166	372,472	0	0	372,472	350,940	326,444	298,926	268,324
*Percentage Increase over prior year	0.00%	0.11%	1.28%	0.00%	0.00%	1.28%	-5.78%	-6.98%	-8.43%	-10.24%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	367,752	368,166	372,472	0	0	372,472	350,940	326,444	298,926	268,324
*Percentage Increase over prior year	0.00%	0.11%	1.28%	0.00%	0.00%	1.28%	-5.78%	-6.98%	-8.43%	-10.24%
FUNDING SOURCES (REVENUE)										
Summary / (Deficit)		0								
Balance C/F from Prior to Current year	(240,605)	(240,605)	(245,791)	0	0	(245,791)	(224,259)	(199,763)	(172,245)	(141,643)
Fees Charged	(1,850)	(1,850)	(1,850)	0	0	(1,850)	(1,850)	(1,850)	(1,850)	(1,850)
Sale of Goods and Services	(75,000)	(75,000)	(75,000)	0	0	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Revenue - Other	0	(414)	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(2,775)	(2,775)	(2,309)	0	0	(2,309)	(2,309)	(2,309)	(2,309)	(2,309)
TOTAL REVENUE	(320,230)	(320,644)	(324,950)	0	0	(324,950)	(303,418)	(278,922)	(251,404)	(220,802)
REQUISITION	(47,522)	(47,522)	(47,522)	0	0	(47,522)	(47,522)	(47,522)	(47,522)	(47,522)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
NOTE: Capital / Reserve Fund Expenditures	0	0	0	0	0	0	0	0	0	0
PARTICIPANTS: All Municipalities										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the "**Millstream Site**") and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

<u>Municipality</u>	<u>Percentage</u>
City of Colwood	26.36%
City of Victoria	3.28%
District of Central Saanich	5.29%
Township of Esquimalt	0.70%
City of Langford	17.01%
District of Saanich	14.17%
District of Oak Bay	0.22%
District of North Saanich	6.69%
District of Metchosin	5.09%
Town of Sidney	0.26%
Town of View Royal	2.81%
District of Highland	1.29%
District of Sooke	10.02%
Juan de Fuca	6.81%
	100.00%

MAXIMUM LEVY:

Greater of \$1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of **\$0.021** per \$1,000 which when applied to the net taxable value of the land and improvements within the Service Area.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	\$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	(\$3,850,000)
	SI Bylaw No. 3725	15 yr term	(\$288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	(\$200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	(\$600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	(\$611,766)
Remaining: - Unissued and expired			\$2,000,000

COMMITTEE:

Environment Committee

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
 - Funds on Hand \$1,643,000
 - Debt Servicing – up to \$5,550,000 funded from property tax from the above participating areas
 - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

DEBT - MILLSTREAM REMEDIATION (SEPTAGE)	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Allocation - Finance & Corp. S	5,770	5,770	6,880	0	0	6,880	7,018	7,158	7,301	7,447
Contract For Services	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	5,770	5,770	6,880	0	0	6,880	7,018	7,158	7,301	7,447
*Percentage Increase over prior year	0.00%	0.00%	19.24%	0.00%	0.00%	19.24%	2.01%	1.99%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Sewer Capital	514,008	514,024	513,006	0	0	513,006	512,868	512,728	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	514,008	514,024	513,006	0	0	513,006	512,868	512,728	0	0
Debt Expenditures	144,904	144,904	144,904	0	0	144,904	144,904	144,904	144,904	144,904
MFA Debt Reserve	480	0	520	0	0	520	520	520	520	520
TOTAL COSTS	665,162	664,698	665,310	0	0	665,310	665,310	665,310	152,725	152,871
*Percentage Increase over prior year	0.00%	-0.07%	0.02%	0.00%	0.00%	0.02%	0.00%	0.00%	-77.04%	0.10%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	665,162	664,698	665,310	0	0	665,310	665,310	665,310	152,725	152,871
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	(480)	(16)	(520)	0	0	(520)	(520)	(520)	(520)	(520)
Grants In Lieu of Taxes	(24,682)	(24,682)	(24,790)	0	0	(24,790)	(24,790)	(24,790)	(26,437)	(26,459)
Transfer From Own Funds	(320,000)	(320,000)	(320,000)	0	0	(320,000)	(320,000)	(320,000)	(62,884)	(62,946)
TOTAL REVENUE	(345,162)	(344,698)	(345,310)	0	0	(345,310)	(345,310)	(345,310)	(89,841)	(89,925)
REQUISITION	(320,000)	(320,000)	(320,000)	0	0	(320,000)	(320,000)	(320,000)	(62,884)	(62,946)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-80.35%	0.10%
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.701	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$574,000	\$1,001,759	\$1,142,866	\$694,414	\$0	\$0	\$0	\$2,839,040
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$574,000	\$1,001,759	\$1,142,866	\$694,414	\$0	\$0	\$0	\$2,839,040

SOURCE OF FUNDS

Capital Funds on Hand	\$574,000	\$842,300	\$845,941	\$514,000	\$0	\$0	\$0	\$2,202,241
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$159,459	\$296,925	\$180,414	\$0	\$0	\$0	\$636,799
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$574,000	\$1,001,759	\$1,142,866	\$694,414	\$0	\$0	\$0	\$2,839,040

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 3.701
Service Name: Millstream Site Remediation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN													
Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	\$8,673,110	L	Cap	\$574,000	\$842,300	\$845,941	\$514,000	\$0	\$0	\$2,202,241
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	\$4,874,090	L	Grant	\$0	\$159,459	\$296,925	\$180,414	\$0	\$0	\$636,799
GRAND TOTAL				\$13,547,200			\$574,000	\$1,001,759	\$1,142,866	\$694,414	\$0	\$0	\$2,839,040

Service: 3.701 **Millstream Site Remediation**

Proj. No. 17-01	Capital Project Title Millstream Meadows Remediation	Capital Project Description CRD contaminated site remediation
Asset Class Land	Board Priority Area Integrated Waste Management	Corporate Priority Area Environmental Protection
Project Rationale Millstream Site Remediation: 2017/2018 Detailed Site Investigation (Part 2), 2018/2019 Remediation/Risk Assessment (includes Planning/Estimating), 2019/2020 Remediation/Risk Assessment and Certification Costs, 2020 TBD, 2021 Project Complete.		

Service: 1.576 Environmental Engineering Services

Committee: Environmental Services

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

OTHER:

1.576 - Engineering Services	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	1,600,200	1,590,857	1,704,793	-	-	1,704,793	1,715,666	1,746,279	1,777,505	1,809,355
Internal Allocations	314,297	319,711	352,366	-	-	352,366	359,417	366,602	373,932	381,407
Consulting and Legal	15,319	15,319	15,548	-	-	15,548	15,860	16,177	16,501	16,831
Operating Supplies	61,148	49,395	53,726	-	-	53,726	54,612	55,707	56,818	57,958
Telecommunication	35,651	35,651	36,186	-	-	36,186	36,909	37,648	38,401	39,169
Vehicle and Equipment	24,717	28,717	28,788	-	-	28,788	29,364	29,951	30,551	31,162
Internal Labour Cost	53,830	15,730	170	-	-	170	170	170	170	170
Operating Cost - Other	56,081	46,591	51,604	-	-	51,604	52,607	53,506	54,574	55,666
TOTAL OPERATING COSTS	2,161,243	2,101,971	2,243,181	-	-	2,243,181	2,264,604	2,306,040	2,348,451	2,391,718
*Percentage increase over prior year operating costs		-2.7%	3.79%			3.79%	0.96%	1.83%	1.84%	1.84%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	48,577	48,577	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	48,577	48,577	-	-	-	-	-	-	-	-
TOTAL COSTS	2,209,820	2,150,548	2,243,181	-	-	2,243,181	2,264,604	2,306,040	2,348,451	2,391,718
*Percentage increase over prior year operating costs		-2.7%				1.51%	0.96%	1.83%	1.84%	1.84%
Internal Recoveries	(2,209,820)	(2,150,548)	(2,243,181)	-	-	(2,243,181)	(2,264,604)	(2,306,040)	(2,348,451)	(2,391,718)
*Percentage increase over prior year operating costs		-2.7%				1.51%	0.96%	1.83%	1.84%	1.84%
OPERATING LESS RECOVERIES	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										
<u>AUTHORIZED POSITIONS:</u>										
Salaried	13	13	13	-	-	13	13	13	13	13

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.576	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
Environmental Engineering Services								

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$37,000	\$37,000	\$40,000	\$40,000	\$40,000	\$40,000	\$194,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$35,000	\$35,000	\$0	\$0	\$0	\$0	\$70,000
	\$0	\$72,000	\$72,000	\$40,000	\$40,000	\$40,000	\$40,000	\$264,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$72,000	\$72,000	\$40,000	\$40,000	\$40,000	\$40,000	\$264,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$72,000	\$72,000	\$40,000	\$40,000	\$40,000	\$40,000	\$264,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.576
Service Name: Environmental Engineering Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Replacement ES Vehicle Unit #	Replace aging fleet vehicle that is experiencing increasing maintenance costs and downtime. Vehicle is beyond it's service life.	\$0	V	ERF	\$0	\$35,000	\$0	\$0	\$0	\$0	\$35,000
18-02	Replacement	Engineering Equipment	Engineering Equipment	\$0	E	ERF	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
18-03	Replacement	Computer Equipment	Computer Equipment	\$0	E	ERF	\$0	\$22,000	\$22,000	\$25,000	\$25,000	\$25,000	\$119,000
19-01	Replacement	ES Compact Electric Vehicle	Replace aging fleet vehicle that is experiencing increasing maintenance costs and downtime. Vehicle is beyond it's service life.	\$0	V	ERF	\$0	\$0	\$35,000	\$0	\$0	\$0	\$35,000
GRAND TOTAL				\$0			\$0	\$72,000	\$72,000	\$40,000	\$40,000	\$40,000	\$264,000

Service: 1.576 **Environmental Engineering Services**

Proj. No. 18-01	Capital Project Title Replacement ES Vehicle Unit #	Capital Project Description Replace aging fleet vehicle that is experiencing increasing maintenance costs and downtime. Vehicle is beyond it's service life.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace aging fleet vehicle that is experiencing increasing maintenance costs and downtime. Vehicle is beyond it's service life.</i>		

Proj. No. 18-02	Capital Project Title Engineering Equipment	Capital Project Description Engineering Equipment
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace engineering equipment based on life cycle assessment.</i>		

Proj. No. 18-03	Capital Project Title Computer Equipment	Capital Project Description Computer Equipment
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace computer equipment based on life cycle assessment.</i>		

Service: 3.709 I & I Enhancement Program

Committee: Core Area Liquid Waste Management

DEFINITION:

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP) and Saanich Peninsula Liquid Waste Management Plan (SPLWMP).

Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

COMMITTEE:

FUNDING:

MAXIMUM REQUISITION:

3.709 - INFLOW AND INFILTRATION - CORE AREA	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Operating Expenditures	335,050	335,050	341,768	280	0	342,048	348,888	355,866	362,983	370,243
Consultant Expenses	30,907	30,907	31,525	0	0	31,525	32,156	32,799	33,455	34,124
Contract For Services	30,907	30,907	31,525	0	0	31,525	32,156	32,799	33,455	34,124
TOTAL OPERATING COSTS	396,864	396,864	404,818	280	0	405,098	413,200	421,464	429,893	438,491
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.07%	0.00%	2.07%	2.00%	2.00%	2.00%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	396,864	396,864	404,818	280	0	405,098	413,200	421,464	429,893	438,491
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.07%	0.00%	2.07%	2.00%	2.00%	2.00%	2.00%
Internal recovery - I & I Stud	(396,864)	(396,864)	(404,818)	(280)	0	(405,098)	(413,200)	(421,464)	(429,893)	(438,491)
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	0	0	0	0	0	0	0	0	0	0
FUNDING SOURCES (REVENUE)										
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Recovery Costs	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0	0	0	0
REQUISITION	0	0	0	0	0	0	0	0	0	0
NOTE: Capital / Reserve Fund Expenditures	0	0	0	0	0	0	0	0	0	0
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Indian Affairs/Songhees, DND, Langford, Colwood.										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Service: 1.105 Facility Management

Committee: Finance & Corporate Services

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance & Corporate Services

FUNDING:

GENERAL INFORMATION:

All building costs are recovered from user departments.

1.105 Facility Management			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Salaries and Wages	957,354	726,895	875,229	-	-	875,229	870,642	887,416	904,518	922,609
Internal Allocations	107,268	106,799	206,043	-	-	206,043	210,163	214,367	218,655	223,027
Consulting Service	35,700	30,360	50,000	-	-	50,000	52,000	52,590	52,900	53,000
Operating Supplies	21,100	22,905	22,345	-	-	22,345	22,926	23,247	23,549	24,027
Telecommunication	12,082	11,793	12,330	-	-	12,330	12,632	12,828	12,885	13,201
Vehicle and Equipment	43,362	42,145	41,323	-	-	41,323	44,660	45,192	46,223	46,756
Internal Labour Cost	204	204	210	-	-	210	214	218	222	226
Operating Cost - Other	31,047	30,973	36,725	-	-	36,725	43,141	43,496	44,111	44,779
TOTAL OPERATING COSTS	1,208,117	972,074	1,244,205	-	-	1,244,205	1,256,378	1,279,354	1,303,063	1,327,625
*Percentage increase over prior year operating costs		-19.5%	2.99%			2.99%	0.98%	1.83%	1.85%	1.88%
<u>CAPITAL / RESERVE</u>										
Transfer to ERF	36,780	256,818	42,000	-	-	42,000	42,000	42,000	42,000	42,000
TOTAL CAPITAL / RESERVES	36,780	256,818	42,000	-	-	42,000	42,000	42,000	42,000	42,000
TOTAL COSTS	1,244,897	1,228,892	1,286,205	-	-	1,286,205	1,298,378	1,321,354	1,345,063	1,369,625
*Percentage increase over prior year operating costs		-1.3%				3.32%	0.95%	1.77%	1.79%	1.83%
Internal Recoveries	(936,713)	(911,280)	(1,093,820)	-	-	(1,093,820)	(1,103,370)	(1,123,570)	(1,144,650)	(1,166,270)
OPERATING LESS RECOVERIES	308,184	317,612	192,385.00	-	-	192,385	195,008	197,784	200,413	203,355
<u>FUNDING SOURCES (REVENUE)</u>										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(64,520)	(73,948)	(61,250)	-	-	(61,250)	(61,250)	(61,250)	(61,250)	(61,250)
TOTAL REVENUE	(64,520)	(73,948)	(61,250)	-	-	(61,250)	(61,250)	(61,250)	(61,250)	(61,250)
Estimated balance C/F from current to Next year		-								
REQUISITION	(243,664)	(243,664)	(131,135)	-	-	(131,135)	(133,758)	(136,534)	(139,163)	(142,105)
*Percentage increase over prior year requisition						-46.18%				
<u>AUTHORIZED POSITIONS:</u>										
Salaried	8	8	8	-	-	8	8	8	8	8

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.105	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
	Facility Management							

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$4,200	\$23,400	\$2,700	\$2,700	\$8,400	\$41,400	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Vehicles	\$35,000	\$35,000	\$0	\$70,000	\$68,000	\$0	\$173,000	
	\$35,000	\$39,200	\$23,400	\$72,700	\$70,700	\$8,400	\$214,400	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$35,000	\$39,200	\$23,400	\$72,700	\$70,700	\$8,400	\$214,400	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	\$35,000	\$39,200	\$23,400	\$72,700	\$70,700	\$8,400	\$214,400	

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.105
 Service Name: Facility Management

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU - Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-02	Replacement	Desktop Computers	Replace desktop computers	\$13,500	E	ERF	\$0	\$2,700	\$5,400	\$2,700	\$2,700	\$5,400	\$18,900
18-01	Replacement	Desktop Printer	Replace desktop printer	\$1,500	E	ERF	\$0	\$1,500	\$0	\$0	\$0	\$0	\$1,500
19-01	Replacement	Laptop	Replace laptop	\$1,500	E	ERF	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$3,000
19-02	Replacement	Desktop Printer	Replace desktop	\$1,500	E	ERF	\$0	\$0	\$1,500	\$0	\$0	\$1,500	\$3,000
19-03	Replacement	Production Printer	Replace main printer	\$15,000	E	ERF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
21-01	Replacement	Unit 1112	Replace Chev Express Van	\$33,000	V	ERF	\$0	\$0	\$0	\$0	\$33,000	\$0	\$33,000
Pool Vehicles													
17-03	Replacement	Pool Vehicle - F00990	Replace Smart Car	\$35,000	V	ERF	\$35,000	\$35,000	\$0	\$0	\$0	\$0	\$35,000
20-01	Replacement	Pool Vehicle - F00959	Replace Toyota Prius	\$35,000	V	ERF	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
20-02	Replacement	Pool Vehicle - F11004	Replace Chev Malibu	\$35,000	V	ERF	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
21-02	Replacement	Pool Vehicle - F11006	Replace Jeep Patriot	\$35,000	V	ERF	\$0	\$0	\$0	\$0	\$35,000	\$0	\$35,000
GRAND TOTAL				\$206,000			\$35,000	\$39,200	\$23,400	\$72,700	\$70,700	\$8,400	\$214,400

Service: 1.105 **Facility Management**

Proj. No. 17-02	Capital Project Title Desktop Computers	Capital Project Description Replace desktop computers
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace desktop computers as scheduled by IT on a 3 year cycle.</i>		

Proj. No. 18-01	Capital Project Title Desktop Printer	Capital Project Description Replace desktop printer
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace Facility Management desktop printer.</i>		

Proj. No. 19-01	Capital Project Title Laptop	Capital Project Description Replace laptop
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace laptop computer as scheduled by IT on a 3 year cycle.</i>		

Proj. No. 19-02	Capital Project Title Desktop Printer	Capital Project Description Replace desktop
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace FM Helpdesk desktop printer.</i>		

Proj. No. 19-03	Capital Project Title Production Printer	Capital Project Description Replace main printer
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace laser printer formally shared with Accounting Services on the 3rd floor.</i>		

Proj. No. 21-01	Capital Project Title Unit 1112	Capital Project Description Replace Chev Express Van
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Replacement of the unit with an electric hybrid option if available.		

Proj. No. 17-03	Capital Project Title Pool Vehicle - F00990	Capital Project Description Replace Smart Car
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Replace the pool vehicle with an all electric option as scheduled by Facility Management.		

Proj. No. 20-01	Capital Project Title Pool Vehicle - F00959	Capital Project Description Replace Toyota Prius
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Replace the pool vehicle with an all electric or hybrid vehicle as scheduled by Facility Management.		

Proj. No. 20-02	Capital Project Title Pool Vehicle - F11004	Capital Project Description Replace Chev Malibu
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Replace the pool vehicle with an all electric or hybrid vehicle as scheduled by Facility Management.		

**1.105 Facility Management
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Facility Management

Facility Management assets consist of vehicles and equipment.

Reserve Schedule

Equipment Replacement Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	259,118	230,998	233,798	252,398	221,698	192,998
Planned Purchase (Based on Capital Plan)	(72,700)	(39,200)	(23,400)	(72,700)	(70,700)	(8,400)
Transfer from Ops Budget	36,780	42,000	42,000	42,000	42,000	42,000
Proceed disposal of Equipment	6,000					
Interest Income*	1,800					
Total projected year end balance	230,998	233,798	252,398	221,698	192,998	226,598

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

Service: 1.106 CRD Headquarter Building

Committee: Finance & Corporate Services

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance & Corporate Services

FUNDING:

All costs are recovered from user departments and requisition.

1.106 - CRD HQ BUILDING			BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocations	185,361	186,570	193,244	-	-	193,244	196,907	200,648	204,458	208,346
Insurance Cost	36,900	36,798	36,798	-	-	36,798	37,535	38,285	39,051	39,831
Repairs and Maintenance Costs	182,310	186,253	214,393	-	-	214,393	219,906	227,762	235,933	244,392
Rental and Leases	62,449	71,485	76,484	-	-	76,484	78,014	79,546	81,084	82,700
Electricity & Utilities	185,900	137,043	183,770	-	-	183,770	184,945	186,144	187,366	188,615
Operating Supplies	43,780	40,199	41,844	-	-	41,844	42,681	43,535	44,405	45,294
Internal Labour Cost	321,170	321,170	309,010	-	-	309,010	319,331	325,693	332,055	338,418
Operating Cost - Other	201,950	204,527	210,531	-	-	210,531	211,880	215,177	218,543	221,931
TOTAL OPERATING COSTS	1,219,820	1,184,045	1,266,074	-	-	1,266,074	1,291,199	1,316,790	1,342,895	1,369,527
*Percentage increase over prior year operating costs		-2.9%	3.79%			3.79%	1.98%	1.98%	1.98%	1.98%
<u>CAPITAL / RESERVE</u>										
Transfer to Capital Reserve Fund	36,570	72,285	36,570	-	-	36,570	37,500	38,482	39,485	40,502
TOTAL CAPITAL / RESERVES	36,570	72,285	36,570	-	-	36,570	37,500	38,482	39,485	40,502
TOTAL COSTS	1,256,390	1,256,330	1,302,644	-	-	1,302,644	1,328,699	1,355,272	1,382,380	1,410,029
*Percentage increase over prior year operating costs		0.0%				3.68%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries (Building Occupancy)	(1,145,320)	(1,142,789)	(1,186,833)	-	-	(1,186,833)	(1,210,572)	(1,234,783)	(1,259,481)	(1,284,670)
*Percentage increase over prior year operating costs		-0.2%				3.62%	2.00%	2.00%	2.00%	2.00%
OPERATING LESS RECOVERIES	111,070	113,541	115,811	-	-	115,811	118,127	120,489	122,899	125,359
		2.2%	4.27%			4.27%	2.00%	2.00%	2.00%	2.00%
<u>FUNDING SOURCES (REVENUE)</u>										
Lease Revenue	(111,070)	(113,541)	(115,811)	-	-	(115,811)	(118,127)	(120,489)	(122,899)	(125,359)
TOTAL REVENUE	(111,070)	(113,541)	(115,811)	-	-	(115,811)	(118,127)	(120,489)	(122,899)	(125,359)
REQUISITION	-	-	-	-	-	-	-	-	-	-
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.106	Carry						
		Forward from	2018	2019	2020	2021	2022	TOTAL
	CRD Fisgard HQ Building	2017						

EXPENDITURE

Buildings	\$75,000	\$227,378	\$34,729	\$0	\$0	\$0	\$262,107
Equipment	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$75,000	\$227,378	\$34,729	\$20,000	\$0	\$0	\$282,107

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$75,000	\$227,378	\$34,729	\$20,000	\$0	\$0	\$282,107
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$75,000	\$227,378	\$34,729	\$20,000	\$0	\$0	\$282,107

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.106
Service Name: CRD Fisgard HQ Building

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	Mechanical Systems	Feasibility study to relocate the Data Server room	\$100,000	B	Res	\$75,000	\$75,000	\$0	\$0	\$0	\$0	\$75,000
18-01	Replacement	Parkade Ceiling Finish	Refurbish ceiling insulation	\$52,378	B	Res	\$0	\$52,378	\$0	\$0	\$0	\$0	\$52,378
18-02	Replacement	Mechanical Upgrades	DDC upgrades and analytics	\$100,000	B	Res	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-01	Replacement	Parkade Floor Reseal	Reseal Parkade floor	\$34,729	B	Res	\$0	\$0	\$34,729	\$0	\$0	\$0	\$34,729
20-01	Replacement	Hot Water Tank	303 Liter Boiler HVAC	\$20,000	E	Res	\$0	\$0	\$0	\$20,000	\$0	\$0	\$20,000
GRAND TOTAL				\$307,107			\$75,000	\$227,378	\$34,729	\$20,000	\$0	\$0	\$282,107

Service: 1.106 **CRD Fisgard HQ Building**

Proj. No. 17-01	Capital Project Title Mechanical Systems	Capital Project Description Feasibility study to relocate the Data Server room
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Conduct feasibility study to relocate the data center as requested by the IT department.		

Proj. No. 18-01	Capital Project Title Parkade Ceiling Finish	Capital Project Description Refurbish ceiling insulation
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale To refurbish the parkade ceiling to maintain the building substructure as per the VFA report.		

Proj. No. 18-02	Capital Project Title Mechanical Upgrades	Capital Project Description DDC upgrades and analytics
Asset Class Buildings	Board Priority Area Climate Change	Corporate Priority Area Other
Project Rationale Upgrade DDC controls and install analytic software. This upgrade will reduce electricity consumption by having a more energy efficient system.		

Proj. No. 19-01	Capital Project Title Parkade Floor Reseal	Capital Project Description Reseal Parkade floor
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Required to maintain and extend the useful life of the concrete structure of the building as per the VFA report.		

Proj. No. 20-01	Capital Project Title Hot Water Tank	Capital Project Description 303 Liter Boiler HVAC
Asset Class Equipment	Board Priority Area Climate Change	Corporate Priority Area Other
Project Rationale Hot water tank expected to reach its useful life.		

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA

Asset and Reserve Summary

2018 - 2022 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services.

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. T

**1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
 Asset and Reserve Summary
 2018 - 2022 Financial Plan**

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow						
Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	2017	2018	2019	2020	2021	2022
Beginning Balance	6,298,549	6,287,929	5,660,240	6,206,653	6,774,524	7,364,579
Planned Capital Expenditure (Based on Capital Plan)	(700,890)	(1,187,869)	(34,729)	(20,000)	-	-
Transfer from Ops Budget	590,270	560,180	581,142	587,871	590,055	594,033
Interest Income**	100,000					
Total projected year end balance	6,287,929	5,660,240	6,206,653	6,774,524	7,364,579	7,958,612

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

Service: 1.107 Corporate Satellite Facilities

Committee: Finance & Corporate Services

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Finance & Corporate Services

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES

	BUDGET REQUEST				2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL		
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING					2018 ONE-TIME	2018 TOTAL
<u>OPERATING COSTS:</u>										
Rentals and Leases	76,300	77,700	78,450	-	-	78,450	79,566	81,051	82,782	84,547
Internal Allocations	10,788	7,363	7,556	-	-	7,556	7,707	7,869	8,032	8,197
Insurance Cost	1,430	1,350	1,440	-	-	1,440	1,430	1,500	1,530	1,560
Electricity & Utilities	17,400	17,582	17,500	-	-	17,500	18,151	18,571	18,759	19,322
Repairs and Maintenance Costs	12,812	13,011	18,588	-	-	18,588	22,230	23,029	23,944	24,893
Operating Cost - Other	66,810	61,001	66,604	-	-	66,604	65,009	66,124	67,065	67,658
TOTAL OPERATING COSTS	185,540	178,007	190,138	-	-	190,138	194,093	198,144	202,112	206,177
*Percentage Increase over prior year		-4.06%	2.48%	-	-	2.48%	2.08%	2.09%	2.00%	2.01%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	10,508	10,508	10,500	-	-	10,500	10,557	10,600	10,807	11,000
TOTAL CAPITAL / RESERVES	10,508	10,508	10,500	-	-	10,500	10,557	10,600	10,807	11,000
TOTAL COSTS	196,048	188,515	200,638	-	-	200,638	204,650	208,744	212,919	217,177
*Percentage Increase over prior year		-3.84%	2.34%	-	-	2.34%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	(196,048)	(188,515)	(200,638)	-	-	(200,638)	(204,650)	(208,744)	(212,919)	(217,177)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
REQUISITION	-	-	-	-	-	-	-	-	-	-
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

Service: 1.123 Family Court Building

Committee: Finance & Corporate Services

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues have been returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING

			BUDGET REQUEST							
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Internal Allocations	20,732	20,732	20,928	-	-	20,928	21,346	21,774	22,209	22,654
Insurance Cost	5,380	5,182	5,808	-	-	5,808	5,915	6,024	6,135	6,250
Repairs and Maintenance Costs	19,700	18,400	25,760	-	-	25,760	26,276	26,800	27,336	27,881
Electricity&Utilities	44,700	38,923	37,586	-	-	37,586	38,339	39,002	39,783	40,457
Internal Labour Cost	14,420	14,420	16,260	-	-	16,260	15,200	15,200	15,200	15,200
Operating Cost - Other	11,510	11,386	12,600	-	-	12,600	12,852	13,108	13,371	13,638
TOTAL OPERATING COSTS	116,442	109,043	118,942	-	-	118,942	119,928	121,908	124,034	126,080
*Percentage Increase over prior year						2.15%	0.83%	1.65%	1.74%	1.65%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	66,799	73,168	62,778	-	-	62,778	63,175	62,604	61,917	61,338
TOTAL CAPITAL / RESERVES	66,799	73,168	62,778	-	-	62,778	63,175	62,604	61,917	61,338
TOTAL COSTS	183,241	182,211	181,720	-	-	181,720	183,103	184,512	185,951	187,418
*Percentage Increase over prior year						-0.83%	0.76%	0.77%	0.78%	0.79%
FUNDING SOURCES (REVENUE)										
Rental Income	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	(75,000)	(75,448)	(75,500)	-	-	(75,500)	(77,010)	(78,550)	(80,121)	(81,724)
Grants In Lieu of Taxes	4,356	5,834	6,377	-	-	6,377	6,504	6,635	6,767	6,903
TOTAL REVENUE	(220,004)	(218,974)	(218,483)	-	-	(218,483)	(219,866)	(221,275)	(222,714)	(224,181)
REQUISITION	36,763	36,763	36,763	-	-	36,763	36,763	36,763	36,763	36,763
*Percentage Increase over prior year		0.00%	0.00%	-	-	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Victoria, Esquimalt, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.123						
	Family Court Building	2018	2019	2020	2021	2022	TOTAL

EXPENDITURE

Buildings	\$45,000	\$50,000	\$149,764	\$0	\$0	\$244,764
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$50,000	\$149,764	\$0	\$0	\$244,764

SOURCE OF FUNDS

Capital Funds on Hand	\$30,000	\$0	\$0	\$0	\$0	\$30,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$15,000	\$50,000	\$149,764	\$0	\$0	\$214,764
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0
	\$45,000	\$50,000	\$149,764	\$0	\$0	\$244,764

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.123
Service Name: Family Court Building

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-02	Replacement	Hand Rail Replacement	Replace hand rail on exterior walkway	\$30,000	B	Cap	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-01	Renewal	HVAC DDC Upgrade	DDC upgrades and analytics	\$15,000	B	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-01	Replacement	Cabinet Heaters Replacement	Interior cabinet heaters	\$10,000	B	Res	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
19-02	Replacement	Boiler Replacement	Feasibility work and replacement of Boiler	\$150,000	B	Res	\$0	\$0	\$40,000	\$110,000	\$0	\$0	\$150,000
20-01	Renewal	AHU Replacement	Major repairs to AHU	\$39,764	B	Res	\$0	\$0	\$0	\$39,764	\$0	\$0	\$39,764
GRAND TOTAL				\$244,764			\$30,000	\$45,000	\$50,000	\$149,764	\$0	\$0	\$244,764

Service: 1.123 **Family Court Building**

Proj. No. 17-02	Capital Project Title Hand Rail Replacement	Capital Project Description Replace hand rail on exterior walkway
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace the hand rail on existing wheel chair ramp and bring up to building code.</i>		

Proj. No. 18-01	Capital Project Title HVAC DDC Upgrade	Capital Project Description DDC upgrades and analytics
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Upgrade DDC controls and install analytic software. This upgrade will reduce electricity consumption by having a more energy efficient system.</i>		

Proj. No. 19-01	Capital Project Title Cabinet Heaters Replacement	Capital Project Description Interior cabinet heaters
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Potential replacement of the Cabinet heaters expected to reach their useful life, per the VFA report.</i>		

Proj. No. 19-02	Capital Project Title Boiler Replacement	Capital Project Description Feasibility work and replacement of Boiler
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Conduct feasibility study on the life cycle of this unit and for replacement of the unit as necessary.</i>		

Proj. No. 20-01	Capital Project Title AHU Replacement	Capital Project Description Major repairs to AHU
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Reaching end of life cycle, plan for Major repairs on the air handling unit, as per the VFA report.</i>		

**1.123 Family Court Building
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Family Court Building

The Family Court Building assets include land and building which currently houses mental health built in 1980.

Reserve Schedule

Family Court Building Reserve Fund Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	169,016	90,529	138,307	151,482	64,322	126,239
Transfer to Cap Fund	(146,786)	(15,000)	(50,000)	(149,764)	-	-
Transfer from Ops Budget	66,799	62,778	63,175	62,604	61,917	61,338
Interest Income**	1,500					
Total projected year end balance	90,529	138,307	151,482	64,322	126,239	187,577

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

1.226 - HEALTH FACILITIES - VIHA

			BUDGET REQUEST							
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Internal Allocation	152,153	152,153	139,365	-	-	139,365	109,580	111,771	114,007	116,280
Insurance Cost	23,740	23,840	22,801	-	-	22,801	15,505	15,814	16,130	16,453
Repairs and Maintenance Costs	211,000	209,754	183,474	-	-	183,474	138,883	141,660	144,493	147,382
Electricity&Utilities	174,500	139,506	146,088	-	-	146,088	96,284	96,471	96,666	96,859
Internal Labour Cost	286,080	286,080	305,110	-	-	305,110	253,180	256,350	264,260	270,590
Consultant Expenses	20,808	18,000	20,000	-	-	20,000	20,400	20,808	21,224	21,649
Operating Supplies	40,225	35,075	43,609	-	-	43,609	36,278	37,030	37,793	38,570
Operating Cost - Other	266,052	277,882	331,686	-	-	331,686	262,493	267,766	273,147	278,631
TOTAL OPERATING COSTS	1,174,558	1,142,290	1,192,133	-	-	1,192,133	932,603	947,670	967,720	986,414
*Percentage Increase over prior year						1.50%	-21.77%	1.62%	2.12%	1.93%
CAPITAL / RESERVE										
Transfer to Reserve Fund	553,700	553,700	523,610	-	-	523,610	543,642	549,389	550,570	553,531
TOTAL CAPITAL / RESERVES	553,700	553,700	523,610	-	-	523,610	543,642	549,389	550,570	553,531
TOTAL COSTS	1,728,258	1,695,990	1,715,743	-	-	1,715,743	1,476,245	1,497,059	1,518,290	1,539,945
*Percentage Increase over prior year						-0.72%	-13.96%	1.41%	1.42%	1.43%
FUNDING SOURCES (REVENUE)										
Estimated Surplurs to VIHA	-	29,633	-	-	-	-	-	-	-	-
Revenue - Other (Interest)	(3,500)	0	(3,500)	-	-	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Lease Revenue from VIHA	(1,724,758)	(1,725,623)	(1,712,243)	-	-	(1,712,243)	(1,472,745)	(1,493,559)	(1,514,790)	(1,536,445)
TOTAL REVENUE	(1,728,258)	(1,695,990)	(1,715,743)	-	-	(1,715,743)	(1,476,245)	(1,497,059)	(1,518,290)	(1,539,945)
						-0.72%	-13.96%	1.41%	1.42%	1.43%
REQUISITION	-	-	-	-	-	-	-	-	-	-
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Term	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.226						
	Health Facilities - VIHA	2018	2019	2020	2021	2022	TOTAL

EXPENDITURE

Buildings	\$1,606,065	\$0	\$0	\$0	\$0	\$1,606,065
Equipment	\$57,000	\$0	\$0	\$0	\$0	\$57,000
Land	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,663,065	\$0	\$0	\$0	\$0	\$1,663,065

SOURCE OF FUNDS

Capital Funds on Hand	\$702,574	\$0	\$0	\$0	\$0	\$702,574
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$960,491	\$0	\$0	\$0	\$0	\$960,491
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,663,065	\$0	\$0	\$0	\$0	\$1,663,065

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.226

Service Name: Health Facilities - VIHA

1.226

Health Facilities - VIHA

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
EHU													
16-02	Replacement	Tar and Gravel Roof Cover renewal	Replacement of existing roof	\$570,309	B	Cap	\$130,000	\$130,000	\$0	\$0	\$0	\$0	\$130,000
16-02					B	Res		\$400,000	\$0	\$0	\$0	\$0	\$400,000
16-03	Renewal	Exterior Building Façade	Feasibility study of building exterior	\$138,491	B	Res	\$138,491	\$138,491	\$0	\$0	\$0	\$0	\$138,491
17-02	Renewal	Main and Second Floor Interior Fabrics	Interior office renovation	\$60,000	B	Cap	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$60,000
17-03	Replacement	AHU Replacement	Replace existing units	\$303,360	B	Cap	\$303,360	\$303,360	\$0	\$0	\$0	\$0	\$303,360
17-04	Study	Roof Replacement Requirements	Feasibility study for roof replacement	\$100,000	B	Cap	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
18-01	Renewal	HVAC DDC Upgrade	DDC upgrades and analytics	\$15,000	E	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
VHU													
16-05	Replacement	Tar and Gravel Built-up Roof	Feasibility study for roof replacement	\$66,000	B	Res	\$66,000	\$66,000	\$0	\$0	\$0	\$0	\$66,000
17-05	Replacement	Roof Replacement Requirements	Replacement of existing roof	\$280,000	B	Cap	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
17-05					B	Res		\$250,000	\$0	\$0	\$0	\$0	\$250,000
17-06	Replacement	Fixture Replacement	Replace existing fixtures in washrooms	\$19,214	B	Cap	\$19,214	\$19,214	\$0	\$0	\$0	\$0	\$19,214
17-07	Replacement	AHU Replacement	Replace existing unit	\$60,000	B	Cap	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$60,000
18-02	Replacement	HVAC DDC Upgrade	DDC upgrades and analytics	\$15,000	E	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-03	Replacement	Electric Water Heater	Replace existing unit	\$6,000	E	Res	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
PHU													
16-06	Replacement	Shingle Roof Replacement	Replace the existing shingled roof	\$275,000	B	Res	\$49,000	\$49,000	\$0	\$0	\$0	\$0	\$49,000
18-04	Replacement	Domestic Hot Water Tank	Replace existing unit	\$6,000	E	Res	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
18-05	Replacement	HVAC DDC Upgrade	DDC upgrades and analytics	\$15,000	E	Res	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
GRAND TOTAL				\$1,929,374			\$956,065	\$1,663,065	\$0	\$0	\$0	\$0	\$1,663,065

Service: 1.226

Health Facilities - VIHA

Proj. No. 16-02	Capital Project Title Tar and Gravel Roof Cover renewal	Capital Project Description Replacement of existing roof
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Feasibility study for the replacement of the roof at the Esquimalt Health Unit. To be done in conjunction with other facility feasibility assessments at the Esquimalt Health Unit.		

Proj. No. 16-03	Capital Project Title Exterior Building Façade	Capital Project Description Feasibility study of building exterior
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Feasibility study and assessment work of the building exterior at the Esquimalt Health Unit. To be done in conjunction with other feasibility assessments at the Esquimalt Health Unit.		

Proj. No. 17-02	Capital Project Title Main and Second Floor Interior Fabrics	Capital Project Description Interior office renovation
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Second floor interior fabric renovation - replace flooring, trimwork, add paint and upgrade minor electrical at the Esquimalt Health Unit.		

Proj. No. 17-03	Capital Project Title AHU Replacement	Capital Project Description Replace existing units
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Feasibility and assessment of the Air Handling Unit at the Esquimalt Health Unit. To be done in conjunction with the Feasibility studies for the roof replacement and building exterior façade assessments.		

Proj. No. 17-04	Capital Project Title Roof Replacement Requirements	Capital Project Description Feasibility study for roof replacement
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale Additional work assessments required to complete the roof replacement at the Esquimalt Health Unit.		

Proj. No. 18-01	Capital Project Title HVAC DDC Upgrade	Capital Project Description DDC upgrades and analytics
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace HVAC DDC control system to increase energy efficiencies and analytic capabilities at the Esquimalt Health Unit.</i>		

Proj. No. 16-05	Capital Project Title Tar and Gravel Built-up Roof	Capital Project Description Feasibility study for roof replacement
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Feasibility study for replacement of the roof at the Victoria Health Unit. The roof has reached its useful life Victoria Health Unit, as per the VFA report.</i>		

Proj. No. 17-05	Capital Project Title Roof Replacement Requirements	Capital Project Description Replacement of existing roof
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Additional work assessments required to complete the roof replacement at the Victoria Health Unit.</i>		

Proj. No. 17-06	Capital Project Title Fixture Replacement	Capital Project Description Replace existing fixtures in washrooms
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace toilets, faucets, sinks and countertops at the Victoria Health Unit, per the VFA report.</i>		

Proj. No. 17-07	Capital Project Title AHU Replacement	Capital Project Description Replace existing unit
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replacement of major parts rather than complete unit replacement at the Victoria Health Unit- see West Bay report.</i>		

Proj. No. 18-02	Capital Project Title HVAC DDC Upgrade	Capital Project Description DDC upgrades and analytics
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace HVAC DDC control system to increase energy efficiencies and analytic capabilities at the Victoria Health Unit.</i>		

Proj. No. 18-03	Capital Project Title Electric Water Heater	Capital Project Description Replace existing unit
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace hot water tanks as it is expected to reach its useful life at the Victoria Health Unit.</i>		

Proj. No. 16-06	Capital Project Title Shingle Roof Replacement	Capital Project Description Replace the existing shingled roof
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replacement the existing shingle roof and repair and paint the fascia boards(Peninsula Health Unit). Note: Roof replacement has been completed in July 2017</i>		

Proj. No. 18-04	Capital Project Title Domestic Hot Water Tank	Capital Project Description Replace existing unit
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace hot water tanks as it is expected to reach its useful life at the Peninsula Health Unit.</i>		

Proj. No. 18-05	Capital Project Title HVAC DDC Upgrade	Capital Project Description DDC upgrades and analytics
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Replace HVAC DDC control system to increase energy efficiencies and analytic capabilities at the Peninsula Health Unit.</i>		

CAPITAL REGIONAL DISTRICT

2018 BUDGET

PLANNING AND PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE
December 13, 2017
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COMMITTEE OF THE WHOLE
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Service: 1.024 GM - Planning & Protective Services

Committee: Planning, Transportation & Protective Services

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager and Planning and Protective Services administration provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Housing Secretariat
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and internal allocation

1.024 PLANNING & PROTECTIVE SERVICES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	2018 ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries & Wages	366,990	365,490	378,580	-	-	378,580	383,270	388,020	392,820	397,690
Contract for Services	35,200	22,380	12,490	-	-	12,490	12,740	13,010	13,270	13,540
Internal Allocations	75,630	75,530	78,980	-	-	78,980	80,560	82,160	83,810	85,480
Operating Other	20,030	14,260	16,990	-	-	16,990	17,310	17,640	17,960	18,310
TOTAL OPERATING COSTS	497,850	477,660	487,040	-	-	487,040	493,880	500,830	507,860	515,020
*Percentage Increase over prior year						-2.2%	1.4%	1.4%	1.4%	1.4%
<u>FUNDING SOURCES (REVENUE)</u>										
Transfer from Operating Reserve	(20,340)	-	-	-	-	-	-	-	-	-
Internal Recoveries	(234,420)	(234,570)	(239,050)	-	-	(239,050)	(243,810)	(248,670)	(253,650)	(258,720)
TOTAL REVENUE	(254,760)	(234,570)	(239,050)	-	-	(239,050)	(243,810)	(248,670)	(253,650)	(258,720)
REQUISITION	(243,090)	(243,090)	(247,990)	-	-	(247,990)	(250,070)	(252,160)	(254,210)	(256,300)
*Percentage increase over prior year requisition						2.0%	0.8%	0.8%	0.8%	0.8%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.024 GM - Planning & Protective Services							
	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL

EXPENDITURE

Buildings	-	-	-	-	-	-	-
Equipment	-	-	-	-	3,100	-	3,100
Land	-	-	-	-	-	-	-
Engineered Structures	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
	-	-	-	-	3,100	-	3,100

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	0
Debenture Debt (New Debt Only)	-	-	-	-	-	-	0
Equipment Replacement Fund	-	-	-	-	3,100	-	3,100
Grants (Federal, Provincial)	-	-	-	-	-	-	0
Donations / Third Party Funding	-	-	-	-	-	-	0
Reserve Fund	-	-	-	-	-	-	0
Short Term Loans	-	-	-	-	-	-	0
	-	-	-	-	3,100	-	3,100

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.024
Service Name: GM - Planning & Protective Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	Computer	Computer Replacement	\$3,100	E	ERF	\$0	\$0	\$0	\$0	\$3,100	\$0	\$3,100
GRAND TOTAL				<u><u>\$3,100</u></u>			<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$3,100</u></u>	<u><u>\$0</u></u>	<u><u>\$3,100</u></u>

Service: 1.024 **GM - Planning & Protective Services**

Proj. No. 17-01	Capital Project Title Computer	Capital Project Description Computer Replacement
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Protective Services
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.</i>		

1.024 Planning and Protection Administration
Asset and Reserve Summary
2017 - 2021 Financial Plan

ERF Fund: 1.024 GM - Planning & Protective Services

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
 - The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
 - Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Fund: 1022 Fund Center: 101955 ERF Group: PLANPROT.ERF	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	28,495	28,100	28,100	28,100	25,000	25,000
Planned Purchase (Based on Capital Plan)	(832)	-	-	(3,100)	-	-
Interest Expense*	437					
Transfer from Ops Budget		-	-	-	-	-
Ending Balance \$	28,100	28,100	28,100	25,000	25,000	25,000

Assumptions/Background:
 2 Desktop computers replaced every 3 years.

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

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES

	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Restated for Summit PM										
Salaries and Wages - FT Regular	235,390	205,380	237,600	0	0	237,600	242,350	247,200	252,150	257,190
Wages & Benefits - Auxiliary Coverage	16,650	182,830	16,980	0	0	16,980	17,320	17,670	18,020	18,380
Wages & Benefits - Summit Project Manager	175,420	0	175,420	0	0	175,420	43,860	0	0	0
Legal/Auditing Costs	17,210	21,690	20,050	0	0	20,050	20,450	20,860	21,280	21,710
Consultants	3,090	0	3,150	0	0	3,150	3,220	3,280	3,350	3,410
Allocation - Finance	8,500	8,500	8,670	0	0	8,670	8,840	9,020	9,200	9,380
Allocation - Human Resources	5,400	5,400	5,510	0	0	5,510	5,620	5,730	5,850	5,960
Allocation - Communications	104,040	104,040	106,120	0	0	106,120	108,240	110,410	112,620	114,870
Allocation - Others	68,790	68,790	70,410	0	0	70,410	71,820	73,260	74,730	76,210
Operating - Other Costs	21,620	10,260	22,040	0	0	22,040	22,470	22,940	23,400	23,850
TOTAL OPERATING COSTS	656,110	606,890	665,950	0	0	665,950	544,190	510,370	520,600	530,960
*Percentage Increase over prior year	0.00%	-7.50%	1.50%	0.00%	0.00%	1.50%	-18.28%	-6.21%	2.00%	1.99%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	1,840	1,840	1,880	0	0	1,880	1,920	1,960	2,000	2,040
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	1,840	1,840	1,880	0	0	1,880	1,920	1,960	2,000	2,040
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	657,950	608,730	667,830	0	0	667,830	546,110	512,330	522,600	533,000
*Percentage Increase over prior year	0.00%	-7.48%	1.50%	0.00%	0.00%	1.50%	-18.23%	-6.19%	2.00%	1.99%
Recovery - Capital Regional Hospital District	(479,040)	(479,040)	(488,850)	0	0	(488,850)	(501,360)	(512,330)	(522,600)	(533,000)
Recovery - Summit Capital for Project Manager (Apr/15-Mar/19)	(178,910)	(178,910)	(178,980)	0	0	(178,980)	(44,750)	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	0	(49,220)	0	0	0	0	0	0	0	(0)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0	0	0	0
REQUISITION	0	49,220	0	0	0	0	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
Term Position - Summit Project Manager	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00
Term Position - New Capital Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.018 Health & Capital Planning Strategies

Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
-------------------------------	------	------	------	------	------	-------

EXPENDITURE

Buildings	-	-	-	-	-	-
Equipment	-	-	1,000	-	7,000	8,000
Land	-	-	-	-	-	0
Engineered Structures	-	-	-	-	-	0
Vehicles	-	-	-	-	-	0
	-	-	1,000	-	7,000	8,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-
Equipment Replacement Fund	-	-	1,000	-	7,000	8,000
Grants (Federal, Provincial)	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-
	-	-	1,000	-	7,000	8,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.018
Service Name: Health & Capital Planning Strategies

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU - Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
19-01	Replacement	Computer		1,000	E	ERF	\$0		1,000				\$1,000
21-01	Replacement	Copier		7,000	E	ERF	\$0				7,000		\$7,000
GRAND TOTAL				\$8,000			\$0	\$0	\$1,000	\$0	\$7,000	\$0	\$8,000

Service: 1.018 **Health & Capital Planning Strategies**

Proj. No. 19-01	Capital Project Title Computer	Capital Project Description 0
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.</i>		

Proj. No. 21-01	Capital Project Title Copier	Capital Project Description 0
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

**1.018 Health and Capital Planning Strategies
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Health and Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

	Actual	Estimated	Budget				
	2016	2017	2018	2019	2020	2021	2022
Beginning Balance	14,932	12,209	12,499	14,379	15,299	17,259	12,259
Planned Purchase (Based on Capital Plan)	(4,839)	(1,550)	-	(1,000)	-	(7,000)	
Transfer from Ops Budget	1,820	1,840	1,880	1,920	1,960	2,000	
Interest Revenue	295						
Ending Balance \$	12,209	12,499	14,379	15,299	17,259	12,259	12,259

Assumptions/Background:

2015 - replaced desk and computer for Snr Manager
 2016 - replace division laptop
 2017 - Sr.Mgr laptop and docking station
 2019 - Admin coordinator computer
 2021 - copier
 Future - 2 printers replaced when needed
 Computers are replaced every 4 years

Service: 1.224 Community Health

Committee: Planning and Protective Services

SERVICE DESCRIPTION:

Provide administrative support to the Local Board of Health and design and implement community health and wellbeing initiatives. Activities include: planning, policy development, outcomes monitoring, capacity-building, and the development and adoption of Public Health Bylaws such as Clean Air Bylaw and Tanning Bylaw. The CRD will also support current initiatives to end homelessness in the capital region.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Planning and Protective Services

FUNDING:

Requisition

1.224 - COMMUNITY HEALTH	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Salaries - 2017 Planner (Term); 2018 Planner (Term)	89,590	85,750	0	0	100,000	100,000	30,000	30,000	30,000	30,000
Contract for Services - GVCEH	325,000	325,000	325,000	0	0	325,000	325,000	325,000	325,000	325,000
Contract for Services - Island Health	176,750	176,750	176,750	(30,000)	0	146,750	146,750	146,750	146,750	146,750
Consultant Costs	4,500	4,500	0	0	0	0	0	0	0	0
Legal Costs	25,500	5,000	20,500	0	0	20,500	5,000	5,100	5,200	5,310
Allocation - Finance	2,400	2,400	2,548	0	0	2,548	2,599	2,651	2,704	2,758
Allocation - Building Occupancy	2,760	2,760	2,830	0	0	2,830	2,890	2,940	3,000	3,060
Allocation - Information Technology Support & GIS Services	14,600	22,470	8,240	0	0	8,240	8,162	8,325	8,490	8,656
Allocation - Communications	0	0	0	0	0	0	0	0	0	0
Age Friendly Map Project Costs	20,000	20,000	0	0	0	0	0	0	0	0
Operating - Other Costs	14,260	5,370	2,572	0	0	2,572	2,679	2,684	2,686	2,686
TOTAL OPERATING COSTS	675,360	650,000	538,440	(30,000)	100,000	608,440	523,080	523,450	523,830	524,220
*Percentage Increase over prior year	0.00%	-3.76%	-20.27%	-4.44%	14.81%	-9.91%	-14.03%	0.07%	0.07%	0.07%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	675,360	650,000	538,440	(30,000)	100,000	608,440	523,080	523,450	523,830	524,220
*Percentage Increase over prior year	0.00%	-3.76%	-20.27%	-4.44%	14.81%	-9.91%	-14.03%	0.07%	0.07%	0.07%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	675,360	650,000	538,440	(30,000)	100,000	608,440	523,080	523,450	523,830	524,220
*Percentage Increase over prior year	0.00%	-3.76%	-20.27%	-4.44%	14.81%	-9.91%	-14.03%	0.07%	0.07%	0.07%
Surplus / (Deficit)		25,900								
Balance C/F from Prior to Current year	(142,940)	(142,940)	(25,900)	0	0	(25,900)	0	0	0	0
Payments In Lieu of Taxes	(22,531)	(22,531)	(22,630)	0	0	(22,630)	(22,630)	(22,630)	(22,630)	(22,630)
Grants - City of Victoria Contribution GVCEH Agreement	(100,000)	(100,000)	(100,000)	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Grants - UBCM Age Friendly Mapping Project	(20,000)	(20,000)	0	0	0	0	0	0	0	0
Grants - BC Health Community Plan H	0	0	0	0	(10,000)	(10,000)	0	0	0	0
Grants - Island Health	0	0	0	0	(60,000)	(60,000)	0	0	0	0
Revenue - Other	(109)	(649)	(130)	0	0	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	(285,580)	(260,220)	(148,660)	0	(70,000)	(218,660)	(122,760)	(122,760)	(122,760)	(122,760)
REQUISITION	(389,780)	(389,780)	(389,780)	30,000	(30,000)	(389,780)	(400,320)	(400,690)	(401,070)	(401,460)
*Percentage Increase over prior year	0.00%	0.00%	0.00%	-7.70%	7.70%	0.00%	2.70%	0.09%	0.09%	0.10%
PARTICIPANTS: all Municipalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaries	0.00	1.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". 'Regional Housing' provides strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' and 'Capital Region Housing Corporation' (CRHC) for the Capital Regional District Board.

SERVICE DESCRIPTION:

The Service, originally established in 1966, empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality.

In 1982, the Letters Patent were amended to allow the CRD to create one or more corporations and the Capital Region Housing Corporation (CRHC) was incorporated in 1982. The CRHC owns and operates more than 1,400 affordable housing units and will continue to consider adding additional units to the portfolio to maintain and deliver affordable housing for the region.

In 2007, the Regional Housing Affordability Strategy was adopted and the 'Housing Secretariat' was formed to facilitate the development of housing through collaboration with other levels of government, agencies and funders. The Housing Secretariat administered the Regional Housing Trust Fund which has 11 (2015) municipalities, and 2 (2015) electoral areas participating in raising funds to provide assistance to the development of new affordable housing units.

In 2010, the Supplementary Letters Patent were converted to Establishment Bylaw No. 3712. The original service functions have been maintained with the addition of the ability to borrow \$25 million for future land acquisition and housing development.

In 2015, 'Regional Housing' was assigned responsibility for strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' (formerly Housing Secretariat) and 'Capital Region Housing Corporation'. There will be no change to the CRD Service Participants as CRHC is funded independently through rental incomes and Federal/Provincial subsidies.

In 2016, CRD Board approved the development of the Regional Housing First Program (RHFP). The RHFP is a six year capital housing program (2016-2021) that will be delivered in partnership with BCHMC and Island Health in order to decrease the level of chronic homelessness in the capital region.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

\$0.031 per \$1,000 Hospital actual assessments for land and improvements. \$3,049,877

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)		25,000,000	
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015)	10yr term	<u>(9,413,000)</u>	CRHC land purchase
Remaining:	Expires (Jan. 12, 2016)		15,587,000	

COMMITTEE: Hospitals and Housing

FUNDING: Requisition and internal recoveries

**1.310 LAND BANKING AND HOUSING
REGIONAL HOUSING ADMINISTRATION**

	BUDGET REQUEST				2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL		
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING					2018 ONE-TIME	2018 TOTAL
OPERATING COSTS:										
Salaries (Regular Full & Part-time)	165,476	164,770	180,920	0	0	180,920	184,540	188,230	191,995	195,830
Allocation - Finance	1,800	1,800	1,840	0	0	1,840	1,870	1,910	1,950	1,990
Allocation - Human Resources	3,900	3,900	3,980	0	0	3,980	4,060	4,140	4,220	4,300
Allocation - GM Planning and Protective Services	34,120	34,120	34,800	0	0	34,800	35,500	36,210	36,930	37,670
Allocation - Building Occupation	4,740	4,740	5,045	0	0	5,045	5,145	5,250	5,355	5,460
Allocation - Information Technology Support	2,714	2,580	2,690	0	0	2,690	2,740	2,790	2,850	2,910
Conferences and Staff Training	3,500	3,500	3,570	0	0	3,570	3,640	3,720	3,790	3,860
Operating - Other Costs	3,060	3,900	2,905	0	0	2,905	2,965	3,020	3,080	3,150
TOTAL OPERATING COSTS	219,310	219,310	235,750	0	0	235,750	240,460	245,270	250,170	255,170
*Percentage Increase over prior year	5.90%	0.00%	7.50%	0.00%	0.00%	7.50%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Transfer to Operating Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	219,310	219,310	235,750	0	0	235,750	240,460	245,270	250,170	255,170
*Percentage Increase over prior year	5.90%	0.00%	7.50%	0.00%	0.00%	7.50%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries - 34% Housing Planning & Programs	(74,720)	(74,720)	(80,320)	0	0	(80,320)	(81,760)	(83,390)	(85,060)	(86,760)
Internal Recoveries - 66% Capital Region Housing Corp.	(144,590)	(144,590)	(155,430)	0	0	(155,430)	(158,700)	(161,880)	(165,110)	(168,410)
OPERATING COSTS LESS INTERNAL RECOVERIES	0	0	0	0	0	0	0	0	0	0
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	0	0	0	0	0	0	0	0	0	0
REQUISITION	0	0	0	0	0	0	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Internal Recovery AUTHORIZED POSITIONS:										
Salaried: Snr Manager Regional Housing	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

**1.310 LAND BANKING AND HOUSING
HOUSING PLANNING, POLICY AND PROGRAMS**

			BUDGET REQUEST							
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
Salaries (Regular Full & Auxiliary)	294,330	289,700	329,960	0	0	329,960	248,520	232,650	237,310	242,050
Allocation - Finance	12,000	12,000	12,240	0	0	12,240	12,480	12,730	12,990	13,250
Allocation - Human Resources	4,200	4,200	4,280	0	0	4,280	4,370	4,460	4,550	4,640
Allocation - Regional Housing Admin	74,720	74,720	80,150	0	0	80,150	81,760	83,390	85,060	86,760
Allocation - All Others	10,360	10,360	15,700	0	0	15,700	16,000	16,320	16,650	16,980
Consultants (2017 RHAS Update contract 87,000)	90,000	87,000	10,000	0	75,000	85,000	10,200	10,400	10,610	10,820
Legal (RHFP agreements)	13,000	5,000	9,000	0	0	9,000	9,180	9,360	9,550	9,740
Contribution to Projects (2017 Drake Rd Feasibility)	30,000	45,000	0	0	0	0	0	0	0	0
Conferences and Staff Training	5,200	5,200	5,200	0	0	5,200	5,200	5,200	5,200	5,200
Operating - Other Costs	9,850	12,716	8,670	0	0	8,670	8,780	8,830	8,880	8,930
TOTAL OPERATING COSTS	543,660	545,896	475,200	0	75,000	550,200	396,490	383,340	390,800	398,370
*Percentage Increase over prior year	0.00%	0.41%	-12.59%	0.00%	13.80%	1.20%	-27.94%	-3.32%	1.95%	1.94%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Reserve	2,000	9,600	2,000	0	0	2,000	2,000	2,000	2,000	2,000
Transfer to Operating Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	2,000	9,600	2,000	0	0	2,000	2,000	2,000	2,000	2,000
Debt Expenditures	1,000,000	1,000,000	1,000,000	0	0	1,000,000	1,000,000	1,332,970	1,989,710	2,320,000
MFA Debt Reserve	1,820	1,820	2,680	0	0	2,680	53,380	102,680	51,980	2,680
TOTAL COSTS	1,547,480	1,557,316	1,479,880	0	75,000	1,554,880	1,451,870	1,820,990	2,434,490	2,723,050
*Percentage Increase over prior year	6.61%	0.64%	-4.37%	0.00%	4.85%	0.48%	-6.62%	25.42%	33.69%	11.85%
Transfer from Operating Reserve	0	0	0	0	(20,000)	(20,000)	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	1,547,480	1,557,316	1,479,880	0	55,000	1,534,880	1,451,870	1,820,990	2,434,490	2,723,050
Balance C/F from Prior to Current year	(90,000)	(90,000)	0	0	0	0	0	0	0	0
Admin Fees Charged to RHTF-suspended 2020-2022	(32,210)	(34,742)	(33,840)	0	0	(33,840)	(34,480)	(2,000)	(2,000)	(2,000)
Federal Grants - HPS Program	(112,270)	(106,575)	(135,900)	0	0	(135,900)	(34,840)	0	0	0
Local Grants - 2017 Gas Tax Drake Rd Feasibility	(30,000)	(45,000)	0	0	0	0	0	0	0	0
CRHC Annual Land Lease Payment (Willowdene)	(63,000)	(63,000)	(63,000)	0	0	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
CRHC Annual RHFP Debt Payments to CRD LBH	0	0	0	0	0	0	0	0	0	(320,000)
Interest Income	(8,820)	(6,820)	(12,680)	0	0	(12,680)	(12,680)	(12,680)	(12,680)	(12,680)
Payments In Lieu of Taxes (increase 2020)	(67,340)	(67,339)	(67,340)	0	0	(67,340)	(67,340)	(119,500)	(134,690)	(134,690)
TOTAL REVENUE	(403,640)	(413,476)	(312,760)	0	0	(312,760)	(212,340)	(197,180)	(212,370)	(532,370)
REQUISITION	(1,143,840)	(1,143,840)	(1,167,120)	0	(55,000)	(1,222,120)	(1,239,530)	(1,623,810)	(2,222,120)	(2,190,680)
*Percentage Increase over prior year	0.00%	0.00%	2.04%	0.00%	4.81%	6.84%	1.42%	31.00%	36.85%	-1.41%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
Term - HPS 1FTE (2017- Mar, 2019)	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.310	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$5,070,000	\$10,000,000	\$4,930,000	\$0	\$20,000,000
Equipment	\$0	\$3,000	\$0	\$2,000	\$0	\$0	\$5,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$3,000	\$5,070,000	\$10,002,000	\$4,930,000	\$0	\$20,005,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$5,070,000	\$10,000,000	\$4,930,000	\$0	\$20,000,000
Equipment Replacement Fund	\$0	\$3,000	\$0	\$2,000	\$0	\$0	\$5,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$3,000	\$5,070,000	\$10,002,000	\$4,930,000	\$0	\$20,005,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

Service #: 1.310
 Service Name: Land Banking and Housing

CAPITAL BUDGET FORM
 2018 & Forecast 2019 to 2022

Proj. No.
 The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN													
Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
19-01	New	RHFP - acquire Cedar Grove 32 Units	CRD RHFP Equity purchase of 32 affordable housing units at 210 Gorge Road East. Built by Cool Aid Society	\$5,070,000	B	Debt	\$0	\$0	\$5,070,000	\$0	\$0	\$0	\$5,070,000
19-02	New	RHFP - acquire Balance Housing Units	CRD RHFP balance of \$20M Equity purchase of affordable housing units. Agreement with BC Housing	\$14,930,000	B	Debt	\$0	\$0	\$0	\$10,000,000	\$4,930,000	\$0	\$14,930,000
19-03	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	\$5,000	E	ERF	\$0	\$3,000	\$0	\$2,000	\$0	\$0	\$5,000
GRAND TOTAL				\$20,005,000			\$0	\$3,000	\$5,070,000	\$10,002,000	\$4,930,000	\$0	\$20,005,000

Service: 1.310

Land Banking and Housing

Proj. No. 19-01

Capital Project Title RHFP - acquire Cedar Grove 32 Units

Capital Project Description CRD RHFP Equity purchase of 32 affordable housing units at 210 Gorge Road East. Built by Cool Aid Society

Asset Class Buildings

Board Priority Area Housing

Corporate Priority Area Health & Well-Being

Project Rationale *This project is the first in what is expected to be a series of developments through the RHFP that include units of housing to address the needs of people experiencing chronic homelessness in the capital region. The CRD will acquire 32 units of housing that will be operated by a third party service provider within a coordinated assessment and access system.*

Proj. No. 19-02

Capital Project Title RHFP - acquire Balance Housing Units

Capital Project Description CRD RHFP balance of \$20M Equity purchase of affordable housing units. Agreement with BC Housing

Asset Class Buildings

Board Priority Area Housing

Corporate Priority Area Health & Well-Being

Project Rationale *The Regional Housing Affordability Strategy supports CRD action to address homelessness. The Coalition to End Homelessness developed an evidence base that has helped establish targets. A critical shortage of housing units available at social assistance shelter rates has been identified and in 2016 the Board approved borrowing up to \$30 million to build housing units to address the needs of people experiencing chronic homelessness. BC Housing has matched with \$30 million and the CRD has entered into a partnering agreement with BCH and Island Health to implement solutions.*

Proj. No. 19-03

Capital Project Title Office Equipment Replacement

Capital Project Description Office equipment scheduled replacement

Asset Class Equipment

Board Priority Area Housing

Corporate Priority Area Health & Well-Being

Project Rationale *Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department. Other office equipment at discretion of management and staffing needs. Computer/Printer Inventory: 2 laptops, 3 computers, 7 monitors, 1 printer. Workstations: 2 offices and 2 cubicles*

**1.310 Land Bank & Housing
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Land Bank & Housing

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

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Actual	Estimate	Budget				
	2016	2017	2018	2019	2020	2021	2022
Projected year end balance							
Beginning Balance	-	20,957	20,957	957	957	957	957
Transfer to Operating Budget			(20,000)				
Transfer to Capital Fund							
Transfer from Operating Budget	20,957						
Interest Income*							
Total projected year end balance	20,957	20,957	957	957	957	957	957

Assumptions/Background:

2016: funds transferred to Reserve to fund future affordable housing consulting contract in 2018.

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

1.310 Land, Banking and Housing
Asset and Reserve Summary
2018 - 2022 Financial Plan

Asset Profile

Land, Banking and Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, built in 2012, and office equipment. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule

Equipment Replacement Schedule	Actual	Estimate	Budget				
	2016	2017	2018	2019	2020	2021	2022
Projected year end balance							
Beginning Balance	34,509	33,100	22,700	21,700	23,700	23,700	25,700
Planned Purchase (Based on Capital Plan)	(23,296)	(20,000)	(3,000)	-	(2,000)	-	-
Transfer from Operating Budget	21,760	9,600	2,000	2,000	2,000	2,000	2,000
Interest Income*	126						
Total projected year end balance	33,100	22,700	21,700	23,700	23,700	25,700	27,700

Assumptions/Background:

2016-17 Regional Housing office space reorganization.
 2018 one laptop and one computer replaced
 2020 two computers replaced

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

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

- 1) assist in the acquisition, development and retention of housing that is affordable
- 2) facilitate social and economic investment in affordable housing
- 3) assist people in core housing need
- 4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014) based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

- 2011: \$882,594
- 2012: \$901,570 (includes 2.15% increase for inflation)
- 2013: \$910,585 (includes 1.0% increase for inflation)
- 2014: \$925,300 (Highlands joined and includes 1.0% increase for inflation)
- 2015: \$934,500 (includes 1.0% increase for inflation)
- 2016: \$953,240 (includes 2.0% increase for inflation)
- 2017: \$967,540 (includes 1.5% increase for inflation)
- 2018: \$986,890 (includes 2.0% increase for inflation)
- 2019: \$986,890 (includes 0% increase for inflation)
- 2020-2021: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2020 and the max \$1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2021.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND

Note: Service Phased-out effective 2019

OPERATING COSTS:

	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
Prior Year Unallocated Capital Grants	1,149,640	0	1,361,220	0	0	1,361,220	0	0	0	0
Current Year Capital Grants	993,260	795,000	1,010,930	0	0	1,010,930	1,011,930	717,400	0	0
Housing Programs Administration Service Fee	31,210	31,210	31,840	0	0	31,840	32,480	0	0	0
Allocation - Finance	5,300	5,300	5,627	0	0	5,627	5,740	0	0	0
Consultant Expenses	1,000	0	1,000	0	0	1,000	0	0	0	0
Legal/Auditing Costs	4,000	1,600	4,000	0	0	4,000	4,000	0	0	0
Other Costs	1,510	500	1,293	0	0	1,293	1,540	0	0	0

TOTAL OPERATING COSTS	2,185,920	833,610	2,415,910	0	0	2,415,910	1,055,690	717,400	0	0
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*Percentage Increase over prior year	0.00%	-61.86%	10.52%	0.00%	0.00%	10.52%	0.00%	0.00%	0.00%	0.00%
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CAPITAL / RESERVE

Transfer to Equipment Replacement Reserve	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0

TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
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Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0

TOTAL COSTS	2,185,920	833,610	2,415,910	0	0	2,415,910	1,055,690	717,400	0	0
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*Percentage Increase over prior year	0.00%	-61.86%	10.52%	0.00%	0.00%	10.52%	0.00%	0.00%	0.00%	0.00%
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Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0

OPERATING COSTS LESS INTERNAL RECOVERIES	2,185,920	833,610	2,415,910	0	0	2,415,910	1,055,690	717,400	0	0
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*Percentage Increase over prior year	0.00%	-61.86%	10.52%	0.00%	0.00%	10.52%	0.00%	0.00%	0.00%	0.00%
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Surplus / (Deficit)		1,361,220								
Balance C/F from Prior to Current year	(1,149,640)	(1,149,640)	(1,361,220)	0	0	(1,361,220)	0	0	0	0
Revenue - Other	(4,320)	(13,320)	(4,320)	0	0	(4,320)	(5,320)	0	0	0
Grants In Lieu of Taxes	(64,420)	(64,330)	(63,480)	0	0	(63,480)	(63,480)	(63,480)	0	0
Grants - Other	0	0	0	0	0	0	0	0	0	0

TOTAL REVENUE	(1,218,380)	133,930	(1,429,020)	0	0	(1,429,020)	(68,800)	(63,480)	0	0
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REQUISITION	(967,540)	(967,540)	(986,890)	0	0	(986,890)	(986,890)	(653,920)	0	0
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*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	0.00%	-33.74%	0.00%	0.00%
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PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI

AUTHORIZED POSITIONS:

Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the regional transportation strategy (Travel Choices).

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of the state of the region report as the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Regional Planning Services	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
OPERATING COSTS:										
Regional Information Systems										
Salaries & Wages	316,820	325,020	325,140	-	-	325,140	332,490	337,580	342,760	348,040
Contract for Services	10,300	10,300	10,510	-	-	10,510	10,720	10,930	11,150	11,370
Consulting	25,750	25,750	26,270	-	-	26,270	26,800	27,340	27,890	28,450
Allocations	114,870	112,880	114,850	-	-	114,850	117,150	119,490	121,880	124,320
Farming Infrastructure Research Project	-	-	-	-	25,000	25,000	-	-	-	-
Regional Food and Farmland Trust Options Business Case	-	-	-	-	30,000	30,000	-	-	-	-
Demographic Analysis	80,000	80,000	-	-	-	-	-	-	-	90,000
Other Operating Expenses	49,660	42,420	47,600	-	-	47,600	48,560	49,520	50,510	51,510
TOTAL RIS	597,400	596,370	524,370	-	55,000	579,370	535,720	544,860	554,190	653,690
*Percentage Increase over prior year			-12.2%			-3.0%	-7.5%	1.7%	1.7%	18.0%
Regional Transportation										
Salaries & Wages	400,920	400,920	411,600	-	-	411,600	418,650	425,240	431,950	438,810
Contract for Services	58,770	58,770	59,950	-	-	59,950	61,150	62,370	63,620	64,890
Active & Healthy Communities	125,000	125,000	-	-	-	-	-	-	-	-
Origin/Destination Study	400,000	400,000	-	-	-	-	-	-	-	450,000
Model Recalibration	-	-	-	-	-	-	-	-	180,000	-
Special Projects	-	-	48,000	-	-	48,000	88,000	120,000	-	-
Allocations	55,190	54,000	54,860	-	-	54,860	55,960	57,080	58,220	59,380
Other Operating Expenses	23,850	20,390	22,020	-	-	22,020	22,460	22,900	23,340	23,780
TOTAL Regional Transportation	1,063,730	1,059,080	596,430	-	-	596,430	646,220	687,590	757,130	1,036,860
*Percentage Increase over prior year			-43.9%			-43.9%	8.3%	6.4%	10.1%	36.9%
TOTAL OPERATING COSTS	1,661,130	1,655,450	1,120,800	-	55,000	1,175,800	1,181,940	1,232,450	1,311,320	1,690,550
*Percentage Increase over prior year			-32.5%			-29.2%	0.5%	4.3%	6.4%	28.9%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	50,220	57,300	59,940	-	-	59,940	61,010	62,460	62,480	62,480
TOTAL CAPITAL / RESERVES	60,220	67,300	69,940	-	-	69,940	71,010	72,460	72,480	72,480
TOTAL COSTS	1,721,350	1,722,750	1,190,740	-	55,000	1,245,740	1,252,950	1,304,910	1,383,800	1,763,030
FUNDING SOURCES (REVENUE)										
Sale of Goods and Services	(250)	(250)	(250)	-	-	(250)	(260)	(270)	(280)	(290)
Revenue - Other	(350)	-	(350)	-	-	(350)	(360)	(370)	(380)	(390)
Recovery - Other	(520)	(2,270)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
Grants in Lieu of Taxes	(67,360)	(67,360)	(67,360)	-	-	(67,360)	(68,710)	(70,090)	(71,490)	(72,920)
Transfer from Internal Reserve Account	(480,000)	(480,000)	(48,000)	-	-	(48,000)	(88,000)	(120,000)	(180,000)	(540,000)
TOTAL REVENUE	(548,480)	(549,880)	(116,480)	-	-	(116,480)	(157,860)	(191,270)	(252,700)	(614,160)
REQUISITION	(1,172,870)	(1,172,870)	(1,074,260)	-	(55,000)	(1,129,260)	(1,095,090)	(1,113,640)	(1,131,100)	(1,148,870)
*Percentage increase over prior year requisition			-8.4%			-3.7%	-3.0%	1.7%	1.6%	1.6%
Salaried	5.5	5.5	5.5	-	-	5.5	5.5	5.5	5.5	5.5

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.324 Regional Planning Services	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	-
Equipment	-	2,800	-	6,800	8,600	12,800	31,000
Land	-	-	-	-	-	-	-
Engineered Structures	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
	-	2,800	-	6,800	8,600	12,800	31,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-	-
Equipment Replacement Fund	-	2,800	-	6,800	8,600	12,800	31,000
Grants (Federal, Provincial)	-	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-	-
	-	2,800	-	6,800	8,600	12,800	31,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.324
Service Name: Regional Planning Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Computer Replacement	Computer Replacement	\$21,000	E	ERF	\$0	\$2,800		\$6,800	\$8,600	\$2,800	\$21,000
22-01	Renewal	Photocopier Renewal	Photocopier Renewal	\$10,000	E	ERF						\$10,000	\$10,000
GRAND TOTAL				<u><u>\$31,000</u></u>			<u><u>\$0</u></u>	<u><u>\$2,800</u></u>	<u><u>\$0</u></u>	<u><u>\$6,800</u></u>	<u><u>\$8,600</u></u>	<u><u>\$12,800</u></u>	<u><u>\$31,000</u></u>

Service: 1.324 **Regional Planning Services**

Proj. No. 18-01	Capital Project Title Computer Replacement	Capital Project Description Computer Replacement
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert</i>		

Proj. No. 22-01	Capital Project Title Photocopier Renewal	Capital Project Description Photocopier Renewal
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Other
Project Rationale		

**Regional Planning and Regional Growth Strategy
 Summary Schedule
 2018 - 2022 Financial Plan**

Reserve/Fund Summary

	Estimated	Budget				
	2017	2018	2019	2020	2021	2022
Regional Planning Reserve Account	1,108,597	1,120,537	1,093,547	1,036,007	918,487	440,967
Regional Growth Strategy Reserve Account	715,137	715,137	715,137	715,137	715,137	715,137
Equipment Replacement Fund	77,036	84,236	94,236	97,436	98,836	96,036
Total	1,900,770	1,919,910	1,902,920	1,848,580	1,732,460	1,252,140

Service: 1.330 Regional Growth Strategy

Committee: Planning, Transportation & Protective Services

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.2952 (Adopted August 2003) and was amended through CRD Bylaw 3244 (Amendment Bylaw No.1 2007)

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act*. The RGS is contained within CRD Bylaw No.2952 (adopted August 2003) and was amended through CRD Bylaw 3244 (Amendment Bylaw No.1 2007). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke; Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

REGIONAL GROWTH STRATEGY	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Salaries & Wages	250,890	250,890	280,760	-	-	280,760	285,130	289,580	294,110	298,740
Contract for Services	15,450	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Consulting	1,730	1,730	1,760	-	-	1,760	1,800	1,840	1,880	1,920
Allocations	89,240	89,240	90,260	-	-	90,260	92,070	93,910	95,790	97,700
Other Operating Expenses	36,290	29,930	31,300	-	-	31,300	31,920	32,550	33,190	33,870
TOTAL OPERATING COSTS	393,600	372,790	405,100	-	-	405,100	411,960	418,940	426,050	433,330
*Percentage Increase over prior year						2.9%	1.7%	1.7%	1.7%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Reserve Fund	-	20,610	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES		20,610	-	-	-	-	-	-	-	-
TOTAL COSTS	393,600	393,400	405,100	-	-	405,100	411,960	418,940	426,050	433,330
INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	393,600	393,400	405,100	-	-	405,100	411,960	418,940	426,050	433,330
<u>FUNDING SOURCES (REVENUE)</u>										
Balance c/fwd from 2016 to 2017	(25,580)	(25,580)	-	-	-	-	-	-	-	-
Revenue - Other	(200)	-	(200)	-	-	(200)	(200)	(200)	(200)	(200)
Provincial Grant	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(21,440)	(21,440)	(21,440)	-	-	(21,440)	(21,870)	(22,300)	(22,750)	(23,210)
TOTAL REVENUE	(47,220)	(47,020)	(21,640)	-	-	(21,640)	(22,070)	(22,500)	(22,950)	(23,410)
REQUISITION	(346,380)	(346,380)	(383,460)	-	-	(383,460)	(389,890)	(396,440)	(403,100)	(409,920)
*Percentage increase over prior year requisition						10.7%	1.7%	1.7%	1.7%	1.7%
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

Service: 1.025 Corporate Emergency

Committee: Planning, Transportation & Protective Services

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

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

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

1.025 CORPORATE EMERGENCY PROGRAM

1.025 CORPORATE EMERGENCY	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Software Licences	21,160	21,160	21,580	-	-	21,580	22,010	22,450	22,900	23,360
Allocations	112,080	97,490	117,160	-	-	117,160	119,510	121,890	124,330	126,800
Supplies	4,120	4,120	4,150	-	-	4,150	4,230	4,320	4,410	4,500
Other Operating Expenses	23,540	18,130	22,160	-	-	22,160	22,600	23,060	23,520	24,000
TOTAL OPERATING COSTS	160,900	140,900	165,050	-	-	165,050	168,350	171,720	175,160	178,660
*Percentage Increase over prior year						2.6%	2.0%	2.0%	2.0%	2.0%
CAPITAL/RESERVES										
Transfer to Equipment Replacement Fund	2,050	22,050	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL COSTS	162,950	162,950	167,050	-	-	167,050	170,350	173,720	177,160	180,660
<u>FUNDING SOURCES (REVENUE)</u>										
REQUISITION	(162,950)	(162,950)	(167,050)	-	-	(167,050)	(170,350)	(173,720)	(177,160)	(180,660)
*Percentage increase over prior year requisition						2.5%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

1.025 Corporate Emergency	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	0
Equipment	35,700	35,700	7,325	7,450	7,575	12,500	70,550
Land	-	-	-	-	-	-	0
Engineered Structures	-	-	-	-	-	-	0
Vehicles	-	-	-	-	-	-	0
	35,700	35,700	7,325	7,450	7,575	12,500	70,550

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	0
Debenture Debt (New Debt Only)	-	-	-	-	-	-	0
Equipment Replacement Fund	35,700	35,700	7,325	7,450	7,575	12,500	70,550
Grants (Federal, Provincial)	-	-	-	-	-	-	0
Donations / Third Party Funding	-	-	-	-	-	-	0
Reserve Fund	-	-	-	-	-	-	0
Short Term Loans	-	-	-	-	-	-	0
	35,700	35,700	7,325	7,450	7,575	12,500	70,550

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.025
Service Name: Corporate Emergency

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	EOC Laptop (3/year)		\$24,750	E	ERF	\$6,000	\$6,000	\$6,125	\$6,250	\$6,375		\$24,750
17-02	Replacement	Charging Cart		\$2,500	E	ERF	\$2,500	\$2,500					\$2,500
17-03	Replacement	EOC Telephone (3/year)		\$4,800	E	ERF	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200		\$4,800
17-04	Replacement	EOC Printer / Scanner		\$1,000	E	ERF	\$1,000	\$1,000					\$1,000
17-05	Replacement	Network Infrastructure EOC wiring		\$25,000	E	ERF	\$25,000	\$25,000					\$25,000
18-01	Replacement	Mobile Smart Board (EOC)		\$12,500	E	ERF	\$0					\$12,500	\$12,500
GRAND TOTAL				\$70,550			\$35,700	\$35,700	\$7,325	\$7,450	\$7,575	\$12,500	\$70,550

Service: 1.025

Corporate Emergency

Proj. No.	17-01	Capital Project Title	EOC Laptop (3/year)	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert</i>					

Proj. No.	17-02	Capital Project Title	Charging Cart	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	17-03	Capital Project Title	EOC Telephone (3/year)	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	17-04	Capital Project Title	EOC Printer / Scanner	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	17-05	Capital Project Title	Network Infrastructure EOC wiring	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

Proj. No.	18-01	Capital Project Title	Mobile Smart Board (EOC)	Capital Project Description	0
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Other
Project Rationale					

**1.025 Corporate Emergency
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Reserve Fund: 1.025 Corporate Emergency

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by

Fund: 1022 Fund Center: 101978 ERF Group: CRPEMERGE.ERF	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	38,120	60,170	26,470	21,145	15,695	10,120
Planned Purchase (Based on Capital Plan)	-	(35,700)	(7,325)	(7,450)	(7,575)	(12,500)
Transfer from Ops Budget	22,050	2,000	2,000	2,000	2,000	2,000
Interest Income*	-					
Ending Balance \$	60,170	26,470	21,145	15,695	10,120	(380)

Assumptions/Background:
Maintain balance sufficient to meet lifecycle replacement needs and emergency needs. Balance has historically been maintained at \$50,000.

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

Service: 1.374 Regional Emergency Program Support

Committee: Planning, Transportation & Protective Services

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

Regional Emergency Program Support	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
OPERATING COSTS:										
Salaries	86,580	86,580	87,370	-	-	87,370	88,450	89,530	90,640	91,750
REMP Contribution	33,730	46,310	20,330	-	-	20,330	21,790	23,320	24,890	26,530
Allocations	18,470	18,470	19,070	-	-	19,070	19,460	19,850	20,250	20,650
TOTAL OPERATING COSTS	138,780	151,360	126,770	-	-	126,770	129,700	132,700	135,780	138,930
*Percentage Increase over prior year						-9%	2%	2%	2%	2%
TOTAL COSTS	138,780	151,360	126,770	-	-	126,770	129,700	132,700	135,780	138,930
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2017 to 2018	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2016 to 2017	(17,220)	(17,220)	-	-	-	-	-	-	-	-
Revenue - Other	(90)	(12,670)	(2,440)	-	-	(2,440)	(2,440)	(2,440)	(2,440)	(2,440)
Grants in Lieu of Taxes	(7,200)	(7,200)	(7,200)	-	-	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)
TOTAL REVENUE	(24,510)	(37,090)	(9,640)	-	-	(9,640)	(9,640)	(9,640)	(9,640)	(9,640)
REQUISITION	(114,270)	(114,270)	(117,130)	-	-	(117,130)	(120,060)	(123,060)	(126,140)	(129,290)
*Percentage increase over prior year requisition						2.5%	2.5%	2.5%	2.5%	2.5%

Service: 1.375 Hazardous Material Incident Response

Committee: Planning, Transportation & Protective Services

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of \$400,000 or \$0.007 / \$1,000

FUNDING:

Requisition

HAZARDOUS MATERIALS INCIDENT RESPONSE	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
District of C Saanich Contract	55,200	55,200	55,500	-	-	55,500	56,610	57,740	58,890	60,070
Staff Training & Development	125,930	125,930	128,280	-	-	128,280	130,840	133,450	136,120	138,850
Purchased Maintenance - Equipment	12,060	12,060	12,300	-	-	12,300	12,550	12,800	13,060	13,320
Allocations	87,100	87,100	89,310	-	-	89,310	91,100	92,920	94,780	96,670
Other Operating Expenses	25,110	22,120	21,890	-	-	21,890	22,320	22,770	23,220	23,670
TOTAL OPERATING COSTS	305,400	302,410	307,280	-	-	307,280	313,420	319,680	326,070	332,580
*Percentage Increase over prior year						0.6%	2.0%	2.0%	2.0%	2.0%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	9,320	12,310	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVES	9,320	12,310	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL COSTS	314,720	314,720	317,280	-	-	317,280	323,420	329,680	336,070	342,580
<u>FUNDING SOURCES (REVENUE)</u>										
Interest Income	(300)	(300)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Grants in Lieu of Taxes	(18,960)	(18,960)	(18,960)	-	-	(18,960)	(18,960)	(18,960)	(18,960)	(18,960)
TOTAL REVENUE	(19,260)	(19,260)	(19,260)	-	-	(19,260)	(19,260)	(19,260)	(19,260)	(19,260)
REQUISITION	(295,460)	(295,460)	(298,020)	-	-	(298,020)	(304,160)	(310,420)	(316,810)	(323,320)
*Percentage increase over prior year requisition						0.9%	2.1%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.375 Hazardous Material Incident Response	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	-
Equipment	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Land	-	-	-	-	-	-	-
Engineered Structures	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
	10,000	10,000	10,000	10,000	10,000	10,000	50,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-	-
Equipment Replacement Fund	10,000	10,000	10,000	10,000	10,000	10,000	50,000
Grants (Federal, Provincial)	-	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-	-
	10,000	10,000	10,000	10,000	10,000	10,000	50,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.375
Service Name: Hazardous Material Incident Response

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	Hazmat Equipment	Hazmat Equipment Replacement	\$50,000	E	ERF	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
GRAND TOTAL				\$50,000			\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000

Service: 1.375

Hazardous Material Incident Response

Proj. No. 17-01

Capital Project Title Hazmat Equipment

Capital Project Description Hazmat Equipment Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

**Hamat Reserves
2017 - 2021 Financial Plan**

Reserve/Fund Summary

	2016	Budget				
		2017	2018	2019	2020	2021
Reserve Account	31,810	31,810	31,810	31,810	31,810	31,810
Equipment Replacement Fund	263,989	263,989	263,989	263,989	263,989	263,989
Total	295,799	295,799	295,799	295,799	295,799	295,799

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101957

ERF Group: HAZMAT.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	251,679	263,989	263,989	263,989	263,989	263,989
Expenditures (Based on Capital Plan)	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer from Operating Budget	12,310	10,000	10,000	10,000	10,000	10,000
Interest Income	-					
Ending Balance \$	263,989	263,989	263,989	263,989	263,989	263,989

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets

Service: 1.911 911 Call Answer

Committee: Planning, Transportation & Protective Services

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Victoria RCMP Operation Communications Centre in Langford for those jurisdictions policed by the RCMP.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

FUNDING:

Requisition

MUNICIPALITIES	2016 Populations	Percentage of Total
City of Colwood	16,859	4.42%
City of Victoria	85,792	22.48%
District of Central Saanich	16,814	4.41%
Township of Esquimalt	17,655	4.63%
City of Langford	35,342	9.26%
District of Saanich	114,148	29.91%
District of Oak Bay	18,094	4.74%
District of North Saanich	11,249	2.95%
District of Metchosin	4,708	1.23%
Town of Sidney	11,672	3.06%
Town of View Royal	10,408	2.73%
District of Highland	2,225	0.58%
District of Sooke	13,001	3.41%
Sub-Total	357,967	93.79%
ELECTORAL AREAS		
Juan de Fuca	4,860	1.27%
Saltspring Island	10,557	2.77%
Southern Gulf Islands	4,732	1.24%
Sub-Total	20,149	5.28%
FIRST NATIONS TAXATION		
Tsawout	1,709	0.45%
Songhees	1,842	0.48%
Sub-Total	3,551	0.93%
TOTAL	381,667	100.00%

911 CALL ANSWER	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
OPERATING COSTS:										
Service Fees	198,920	166,770	200,000	-	-	200,000	204,000	208,080	212,240	216,480
PSAP Call Answer	1,395,960	1,233,880	1,291,760	-	-	1,291,760	1,317,600	1,343,950	1,370,830	1,398,250
Allocations	195,790	193,950	202,310	-	-	202,310	205,280	209,390	213,560	217,840
Other Operating Expenses	29,360	12,670	15,680	-	-	15,680	16,020	16,480	16,970	17,440
TOTAL OPERATING COSTS	1,820,030	1,607,270	1,709,750	-	-	1,709,750	1,742,900	1,777,900	1,813,600	1,850,010
*Percentage Increase over prior year						-6.1%	1.9%	2.0%	2.0%	2.0%
RESERVES/DEBT										
Transfer to Capital Reserve Fund	-	20,160	13,630	-	-	13,630	14,800	14,800	14,800	14,800
Debt Charges	-	-	-	-	-	-	1,789,200	1,629,200	1,629,200	1,629,200
TOTAL RESERVES/DEBT	-	20,160	13,630	-	-	13,630	1,804,000	1,644,000	1,644,000	1,644,000
TOTAL COSTS	1,820,030	1,627,430	1,723,380	-	-	1,723,380	3,546,900	3,421,900	3,457,600	3,494,010
FUNDING SOURCES (REVENUE)										
Service Fees	(198,920)	(166,770)	(200,000)	-	-	(200,000)	(204,000)	(208,080)	(212,240)	(216,480)
CAL Received	(1,500,000)	(1,339,550)	(1,400,000)	-	-	(1,400,000)	(1,428,000)	(1,456,560)	(1,485,690)	(1,515,400)
Lease Revenue	-	-	-	-	-	-	(1,789,200)	(1,629,200)	(1,629,200)	(1,629,200)
Grants in Lieu of Taxes	(7,460)	(7,460)	(7,460)	-	-	(7,460)	(7,460)	(7,460)	(7,460)	(7,460)
TOTAL REVENUE	(1,706,380)	(1,513,780)	(1,607,460)	-	-	(1,607,460)	(3,428,660)	(3,301,300)	(3,334,590)	(3,368,540)
REQUISITION	(113,650)	(113,650)	(115,920)	-	-	(115,920)	(118,240)	(120,600)	(123,010)	(125,470)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.911	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$12,187,000	\$12,187,000	\$0	\$0	\$0	\$0	\$0	\$12,187,000
Equipment	\$1,413,000	\$1,413,000	\$0	\$0	\$0	\$0	\$0	\$1,413,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$13,600,000	\$13,600,000	\$0	\$0	\$0	\$0	\$0	\$13,600,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$13,600,000	\$13,600,000	\$0	\$0	\$0	\$0	\$0	\$13,600,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$13,600,000	\$13,600,000	\$0	\$0	\$0	\$0	\$0	\$13,600,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #:

1.911

Service Name:

911 Call Answer

Proj. No.

The first two digits represent first year the project was in the capital plan.

Capital Exp. Type

Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service

Funding Source Codes

Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)

Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class

L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	New	Unified Call Answer Centre	Cosolidated 911/Police Dispatch Centre	\$14,587,000	B	Debt	\$12,187,000	\$12,187,000	\$0	\$0	\$0	\$0	\$12,187,000
17-01				\$1,413,000	E	Debt	\$1,413,000	\$1,413,000	\$0	\$0	\$0	\$0	\$1,413,000
GRAND TOTAL				<u>\$16,000,000</u>			<u>\$13,600,000</u>	<u>\$13,600,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$13,600,000</u>

Service: 1.911 911 Call Answer

Proj. No. 17-01	Capital Project Title Unified Call Answer Centre	Capital Project Description Consolidated 911/Police Dispatch Centre
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Protective Services
Project Rationale <i>Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.</i>		

Reserve Schedule

Reserve Fund: 1.911 CALL ANSWER Equipment Replacement Fund

Reserve Cash Flow

**Fund: 1022 Fund Center: 101460
ERF Group: EMGTSV.ERF**

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	494,772	514,932	528,562	543,362	558,162	572,962
Planned Purchase (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	20,160	13,630	14,800	14,800	14,800	14,800
Interest Income*	-					
Ending Balance \$	514,932	528,562	543,362	558,162	572,962	587,762

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which

**911 Call Answer Reserves
 Summary Schedule
 2017 - 2021 Financial Plan**

Reserve/Fund Summary

	2016 Estimate	Budget				
		2017	2018	2019	2020	2021
Reserve Account	107,182	107,182	107,182	107,182	107,182	107,182
Equipment Replacement Fund	514,932	528,562	543,362	558,162	572,962	587,762
Total	622,113	635,743	650,543	665,343	680,143	694,943

Service: 1.912A Call Answer - RCMP

Committee: Planning, Transportation & Protective Services

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities (CRD Bylaw No. 2468 "Emergency Response Telephone Extended Service Establishment Bylaw No. 1, 1997"). This function covers the costs of telephone operators in the West Shore detachment.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs.

	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
912 Call Answer - RCMP										
OPERATING COSTS:										
PSAP Salaries & Wages	312,730	256,020	319,220	-	-	319,220	-	-	-	-
RCMP Contract	105,070	81,730	100,470	-	-	100,470	-	-	-	-
Allocations	144,450	144,060	149,340	-	-	149,340	-	-	-	-
Other Operating Expenses	1,610	2,780	1,410	-	-	1,410	-	-	-	-
Contingency	7,230	-	9,700	-	-	9,700	-	-	-	-
Operating Contract with ECOMM	-	-	-	-	-	-	589,320	598,650	608,130	617,770
TOTAL OPERATING COSTS	571,090	484,590	580,140	-	-	580,140	589,320	598,650	608,130	617,770
*Percentage Increase over prior year						1.6%	1.6%	1.6%	1.6%	1.6%
West Shore PSAP share of Call Answer Revenue	(462,670)	(411,290)	(430,540)	-	-	(430,540)	(439,160)	(447,940)	(456,900)	(466,040)
OPERATING COSTS NET OF RECOVERY	108,420	73,300	149,600	-	-	149,600	150,160	150,710	151,230	151,730
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2017 to 2018	-	35,120	(35,120)	-	-	(35,120)	-	-	-	-
Balance c/fwd from 2016 to 2017	6,060	6,060	-	-	-	-	-	-	-	-
Other Income	(5,720)	(5,720)	(5,720)	-	-	(5,720)	-	-	-	-
Total Revenue	340	35,460	(40,840)	-	-	(40,840)	-	-	-	-
REQUISITION	(108,760)	(108,760)	(108,760)	-	-	(108,760)	(150,160)	(150,710)	(151,230)	(151,730)
*Percentage increase over prior year requisition						0.0%	38.1%	0.4%	0.3%	0.3%
FTE's	3.5	3.5	3.5			3.5	3.5	3.5	3.5	3.5

Service: 1.912B Call Answer - Non West Shore Municipalities

Committee: Planning, Transportation & Protective Services

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

912B CALL ANSWER - MUNICIPALITIES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
EXPENDITURES										
Return Grants in Lieu of Taxes	70,850	70,850	70,850	-	-	70,850	70,850	70,850	45,750	45,750
FUNDING SOURCES (REVENUE)										
Call Answer Levy Revenue	(933,290)	(829,880)	(865,480)	-	-	(865,480)	(882,790)	(900,450)	(918,460)	(936,830)
Interest Income	(750)	(750)	(750)	-	-	(750)	(750)	(750)	(750)	(750)
TOTAL REVENUE	(934,040)	(830,630)	(866,230)	-	-	(866,230)	(883,540)	(901,200)	(919,210)	(937,580)
EXCESS OF REVENUE OVER EXPENDITURES	(863,190)	(759,780)	(795,380)	-	-	(795,380)	(812,690)	(830,350)	(873,460)	(891,830)
Estimated balance c/fwd from 2017 to 2018	-	(103,410)	103,410	-	-	103,410	-	-	-	-
Balance c/fwd from 2016 to 2017	66,090	66,090	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	797,100	797,100	691,970	-	-	691,970	812,690	830,350	873,460	891,830
*Percentage increase over prior year requisition						-13.2%	17.4%	2.2%	5.2%	2.1%

Service: 1.913 913 Fire Dispatch

Committee: Planning, Transportation & Protective Services

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas and the Tsawout and Songhees First Nations (CRD Bylaw No. 3854 "Emergency Communication Dispatch Service Establishment Bylaw No. 1, 2012"). The District of Langford has a contract to handle the dispatch service at its fire hall.

SERVICE DESCRIPTION:

This service provides for call relay from the 911 PSAP to fire for the area of the CRD served by the Sooke, Westshore, and Gulf Islands RCMP detachments.

The service funds a contract with Langford Fire to receive fire calls from the 911 Call Answer Centre at the Westshore RCMP.

The review of services for 911 will allow the CRD to reinvest and replace outdated equipment, with technology able to utilize current trends in Next Generation and Phase II Wireless 911.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

FUNDING:

Requisition

<u>MUNICIPALITIES</u>	2016 Populations	Percentage of Total
District of Langford	35,342	46.86%
District of Metchosin	4,708	6.24%
District of Highland	2,225	2.95%
District of Sooke	13,001	17.24%
Sub-Total	55,276	73.29%
<u>ELECTORAL AREAS</u>		
Juan de Fuca	4,860	6.44%
Saltspring Island	10,557	14.00%
Southern Gulf Islands	4,732	6.27%
Sub-Total	20,149	26.71%
TOTAL	75,425	100.00%

913 Fire Dispatch	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
OPERATING COSTS:										
Contract for Services	491,560	491,560	541,060	-	-	541,060	590,560	640,060	652,860	665,920
Allocations	26,690	26,690	27,450	-	-	27,450	28,000	28,560	29,130	29,710
Other Operating Expenses	14,920	8,580	16,270	-	-	16,270	16,600	16,930	17,260	17,610
TOTAL OPERATING COSTS	533,170	526,830	584,780	-	-	584,780	635,160	685,550	699,250	713,240
*Percentage Increase over prior year						9.7%	8.6%	7.9%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	7,960	14,400	7,730	-	-	7,730	4,420	3,580	2,720	2,560
Equipment Purchases	930	930	-	-	-	-	-	-	-	-
TOTAL COSTS	542,060	542,160	592,510	-	-	592,510	639,580	689,130	701,970	715,800
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(12,430)	(12,430)	(12,430)	-	-	(12,430)	(12,430)	(12,430)	(12,430)	(12,430)
Revenue - Other	(200)	(300)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	(12,630)	(12,730)	(12,630)	-	-	(12,630)	(12,630)	(12,630)	(12,630)	(12,630)
REQUISITION	(529,430)	(529,430)	(579,880)	-	-	(579,880)	(626,950)	(676,500)	(689,340)	(703,170)
*Percentage increase over prior year requisition			9.5%			9.5%	8.1%	7.9%	1.9%	2.0%

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.913 913 Fire Dispatch	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	-
Equipment	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Land	-	-	-	-	-	-	-
Engineered Structures	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
	5,000	5,000	5,000	5,000	5,000	5,000	25,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-	-
Equipment Replacement Fund	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Grants (Federal, Provincial)	-	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-	-
	5,000	5,000	5,000	5,000	5,000	5,000	25,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.913
Service Name: 913 Fire Dispatch

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-01	Replacement	Communication Equipment	Communication Equipment	\$25,000	E	ERF	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
GRAND TOTAL				<u><u>\$25,000</u></u>			<u><u>\$5,000</u></u>	<u><u>\$5,000</u></u>	<u><u>\$5,000</u></u>	<u><u>\$5,000</u></u>	<u><u>\$5,000</u></u>	<u><u>\$5,000</u></u>	<u><u>\$25,000</u></u>

Service: 1.913

913 Fire Dispatch

Proj. No. 17-01

Capital Project Title Communication Equipment

Capital Project Description Communication Equipment

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

Reserve Schedule

Reserve Fund: 1.913 Fire Dispatch Equipment Replacement Fund

Reserve Cash Flow

**Fund: 1022 Fund Center: 102125
ERF Group: LANGFIRE.ERF**

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	3,615	15,504	18,234	17,654	16,234	13,954
Expenditures (Based on Capital Plan)	(2,510)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfer from Operating Budget	14,400	7,730	4,420	3,580	2,720	2,560
Interest Income	-					
Ending Balance \$	15,504	18,234	17,654	16,234	13,954	11,514

Assumptions/Background:

Maintain balance which will allow for routine annual equipment replacements as well as unexpected expenditures.

DEFINITION:

To provide funding for a coordinated regional emergency communications network (Bylaw No. 2891, adopted July 17, 2001) to be used by all emergency service providers in the Capital Regional District.

In 2001, the Capital Regional District Emergency Communications Service was established, whereby funds are collected annually from the municipalities and electoral areas to contribute to the cost of running CREST corporation.

The CRD receives funds for 911 Call Answer through a telephone levy - these funds are used by the municipalities and electoral areas to reduce the cost of answering 911 telephones in the police stations and RCMP facilities. The CRD levies a fee (under a fee bylaw) on its members that happens to equal the revenue received by Telus for the Call Answer levy, thus there is one revenue stream reducing the cost to local government and an expenditure stream increasing costs in the identical amounts. The funds the CRD raises from this fee bylaw are forwarded to CREST to support their operation. The CRD basically is contracting with CREST to provide CRD Emergency Communications as allowed under the Service Establishment Bylaw.

PARTICIPATION:

The entire Capital Regional District on the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Service: 1.921 Regional CREST Contribution

Committee: Finance & Corporate Services

<u>MUNICIPALITIES</u>	2016 Populations	Percentage of Total
City of Colwood	16,859	4.42%
City of Victoria	85,792	22.48%
District of Central Saanich	16,814	4.41%
District of Highlands	2,225	0.58%
District of Langford	35,342	9.26%
District of Metchosin	4,708	1.23%
District of North Saanich	11,249	2.95%
District of Saanich	114,148	29.91%
District of Sooke	13,001	3.41%
District of Oak Bay	18,094	4.74%
Town of Sidney	11,672	3.06%
Town of View Royal	10,408	2.73%
Township of Esquimalt	17,655	4.63%
<u>ELECTORAL AREAS</u>		
Juan de Fuca	4,860	1.27%
Southern Gulf Islands	4,732	1.24%
Saltspring Island	10,557	2.77%
<u>FIRST NATIONS TAXATION</u>		
Songhees	1,842	0.48%
Tsawout	1,709	0.45%
TOTAL	381,667	100.00%

Regional CREST Contribution	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018		TOTAL	2019	2020	2021	2022
				ONGOING	ONE-TIME					
<u>OPERATING COSTS:</u>										
Payments to CREST	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
TOTAL OPERATING COSTS	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(96,240)	(96,240)	(98,170)	-	-	(98,170)	(100,130)	(102,130)	(104,170)	(106,260)
TOTAL REVENUE	(96,240)	(96,240)	(98,170)	-	-	(98,170)	(100,130)	(102,130)	(104,170)	(106,260)
REQUISITION	(1,488,370)	(1,488,370)	(1,518,130)	-	-	(1,518,130)	(1,548,500)	(1,579,470)	(1,611,060)	(1,643,270)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

Service: 1.922 Regional CREST Contribution

Committee: Finance & Corporate Services

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition and allocation from 911 Call Answer.

Regional CREST Contribution	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS:</u>										
Payments to CREST	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
TOTAL OPERATING COSTS	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
TOTAL COSTS	1,584,610	1,584,610	1,616,300	-	-	1,616,300	1,648,630	1,681,600	1,715,230	1,749,530
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(96,240)	(96,240)	(98,170)	-	-	(98,170)	(100,130)	(102,130)	(104,170)	(106,260)
TOTAL REVENUE	(96,240)	(96,240)	(98,170)	-	-	(98,170)	(100,130)	(102,130)	(104,170)	(106,260)
REQUISITION	(1,488,370)	(1,488,370)	(1,518,130)	-	-	(1,518,130)	(1,548,500)	(1,579,470)	(1,611,060)	(1,643,270)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

Service: 1.313 Animal Care Services

Committee: Electoral Area Services

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the T'Souke and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 2 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

1.313 Animal Care

Levy Statistics

<u>Year</u>	<u>Converted Assessments</u>	<u>Avg Household Assessment</u>	<u>Requisition</u>	<u>Cost per Avg Household</u>
2012	1,170,680,458	452,987	\$357,510	\$13.83
2013	1,123,444,190	431,297	\$364,230	\$13.98
2014	1,079,834,723	411,474	\$374,260	\$14.26
2015	1,087,920,099	408,063	\$381,750	\$14.32
2016	1,111,998,248	414,397	\$387,480	\$14.44
2017	1,213,935,708	452,720	\$395,230	\$14.74

1.313 ANIMAL CARE SERVICES

ANIMAL CARE SERVICES	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
<u>OPERATING COSTS</u>										
Salaries & Wages	694,070	775,840	709,110	-	-	709,110	720,300	731,720	743,350	755,230
Vehicle Operating Expenses	24,850	36,380	25,350	-	-	25,350	25,860	26,380	26,910	27,450
Telecommunications	41,300	41,730	42,130	-	-	42,130	42,970	43,830	44,710	45,600
Supplies	44,620	32,270	44,770	-	-	44,770	45,670	46,580	47,510	48,460
Allocations	165,430	166,360	169,480	-	-	169,480	172,870	176,320	179,860	183,450
Other Operating Expenses	126,380	127,710	102,670	-	-	102,670	104,710	106,780	108,920	111,090
TOTAL OPERATING COSTS	1,096,650	1,180,290	1,093,510	-	-	1,093,510	1,112,380	1,131,610	1,151,260	1,171,280
*Percentage Increase over prior year						-0.3%	1.7%	1.7%	1.7%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	10,000	-	10,180	-	-	10,180	13,370	16,430	18,130	21,060
TOTAL CAPITAL / RESERVES	10,000	-	10,180	-	-	10,180	13,370	16,430	18,130	21,060
TOTAL COSTS	1,106,650	1,180,290	1,103,690	-	-	1,103,690	1,125,750	1,148,040	1,169,390	1,192,340
Internal Charges (Bylaw)	9,100	(34,510)	11,500	-	-	11,500	11,730	11,960	12,200	12,440
OPERATING COSTS LESS INTERNAL RECOVERIES	1,115,750	1,145,780	1,115,190	-	-	1,115,190	1,137,480	1,160,000	1,181,590	1,204,780
<u>FUNDING SOURCES (REVENUE)</u>										
Fees Charged	(45,200)	(43,500)	(44,370)	-	-	(44,370)	(45,250)	(46,150)	(47,080)	(48,020)
Sale of Goods and Services	(656,680)	(642,730)	(649,050)	-	-	(649,050)	(662,300)	(675,600)	(687,760)	(701,340)
Revenue - Other	(5,650)	(10,680)	(5,650)	-	-	(5,650)	(5,750)	(5,850)	(5,960)	(6,070)
Grants in Lieu of Taxes	(12,990)	(12,990)	(12,990)	-	-	(12,990)	(12,990)	(12,990)	(12,990)	(12,990)
TOTAL REVENUE	(720,520)	(709,900)	(712,060)	-	-	(712,060)	(726,290)	(740,590)	(753,790)	(768,420)
REQUISITION	(395,230)	(435,880)	(403,130)	-	-	(403,130)	(411,190)	(419,410)	(427,800)	(436,360)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:										
Salaried	7.3	7.3	7.3	-	-	7.3	7.3	7.3	7.3	7.3

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.313 Animal Care Services	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	-
Equipment	-	-	-	15,000	-	15,000	30,000
Land	-	-	-	-	-	-	-
Engineered Structures	-	-	-	-	-	-	-
Vehicles	-	-	-	-	-	-	-
	-	-	-	15,000	-	15,000	30,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	-
Debenture Debt (New Debt Only)	-	-	-	-	-	-	-
Equipment Replacement Fund	-	-	-	15,000	-	15,000	30,000
Grants (Federal, Provincial)	-	-	-	-	-	-	-
Donations / Third Party Funding	-	-	-	-	-	-	-
Reserve Fund	-	-	-	-	-	-	-
Short Term Loans	-	-	-	-	-	-	-
	-	-	-	15,000	-	15,000	30,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.313
Service Name: Animal Care Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU - Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
20-01	Replacement	Vehicle Replacement	Vehicle Replacement	\$30,000	E	ERF	\$0	\$0		\$15,000	\$0	\$15,000	\$30,000
GRAND TOTAL				<u><u>\$30,000</u></u>			<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$15,000</u></u>	<u><u>\$0</u></u>	<u><u>\$15,000</u></u>	<u><u>\$30,000</u></u>

Service: 1.313

Animal Care Services

Proj. No. 20-01

Capital Project Title Vehicle Replacement

Capital Project Description Vehicle Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

Reserve Schedule

Reserve Fund: 1.313 Animal Control Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101424

ERF Group: ANICON.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	(1,863)	(1,919)	8,261	21,631	23,061	41,191
Planned Purchase (Based on Capital Plan)	-	-	-	(15,000)	-	(15,000)
Transfer from Ops Budget	-	10,180	13,370	16,430	18,130	21,060
Interest Income	(56)					
Ending Balance \$	(1,919)	8,261	21,631	23,061	41,191	47,251

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

Service: 1.320 Noise Control

Committee: Electoral Area Services

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000 \$3,330,717

Total of such functions not to exceed \$1.00 / \$1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

Noise Control	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	2018 ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2021
<u>OPERATING COSTS:</u>										
Legal	6,050	6,030	6,160	-	-	6,160	6,290	6,420	6,550	6,690
Allocations	1,230	1,230	1,280	-	-	1,280	1,300	1,320	1,340	1,360
Internal Time Charges	20,810	20,810	21,230	-	-	21,230	21,650	22,080	22,520	22,970
Other Operating Expenses	170	190	150	-	-	150	150	150	150	150
TOTAL OPERATING COSTS	28,260	28,260	28,820	-	-	28,820	29,390	29,970	30,560	31,170
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Other Revenue	(230)	(230)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
TOTAL REVENUE	(230)	(230)	(230)	-	-	(230)	(230)	(230)	(230)	(230)
REQUISITION	(28,030)	(28,030)	(28,590)	-	-	(28,590)	(29,160)	(29,740)	(30,330)	(30,940)
*Percentage increase over prior year requisition						2.0%	2.0%	2.0%	2.0%	2.0%

**1.320 Noise Control
 Asset and Reserve Summary
 2018 - 2022 Financial Plan**

Reserve Fund: 1.320 Noise Control

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Fund: 1500 Fund Center: 105406	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	2,337	2,337	2,337	2,337	2,337	2,337
Planned Purchase (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	-					
Ending Balance \$	2,337	2,337	2,337	2,337	2,337	2,337

Assumptions/Background: Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

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

Service: 1.322 Nuisance & Unsightly Premises

Committee: Electoral Area Services

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

\$ 0.50 / \$1,000

\$3,386,928

Total of such functions not to exceed \$1.00 / \$1,000 overall.

FUNDING:

Requisition

Nuisance & Unsightly Premises	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2021
<u>OPERATING COSTS:</u>										
Legal	3,000	3,000	2,070	-	-	2,070	2,050	2,040	2,020	2,000
Allocations	1,510	1,510	1,580	-	-	1,580	1,610	1,640	1,670	1,700
Internal Time Charges	40,530	40,530	41,340	-	-	41,340	42,170	43,010	43,870	44,750
Other Operating Expenses	90	190	170			170	170	170	170	170
TOTAL OPERATING COSTS	45,130	45,230	45,160	-	-	45,160	46,000	46,860	47,730	48,620
Transfer to Operating Reserve Fund	-	150	-	-	-	-	-	-	-	-
TOTAL COSTS	45,130	45,380	45,160	-	-	45,160	46,000	46,860	47,730	48,620
*Percentage Increase over prior year						0.1%	1.9%	1.9%	1.9%	1.9%
<u>FUNDING SOURCES (REVENUE)</u>										
Grants in Lieu of Taxes	(210)	(210)	(210)	-	-	(210)	(220)	(220)	(220)	(220)
Other Revenue	(100)	(350)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	(310)	(560)	(310)	-	-	(310)	(320)	(320)	(320)	(320)
REQUISITION	(44,820)	(44,820)	(44,850)	-	-	(44,850)	(45,680)	(46,540)	(47,410)	(48,300)
*Percentage increase over prior year requisition						0.1%	1.9%	1.9%	1.9%	1.9%

Reserve Schedule

Reserve Fund: Nuisance & Unsightly Internal Reserve FC 105403
--

For unforeseen legal expenses

Reserve Cash Flow

FC 105403	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	25,952	26,102	26,102	26,102	26,102	26,102
Transfer from Ops Budget	150	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Interest Income	-					
Ending Balance \$	26,102	26,102	26,102	26,102	26,102	26,102

Service: 1.323 ByLaw Services

Committee: Electoral Area Services

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

ByLaw Services	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2021
<u>OPERATING COSTS:</u>										
Salaries & Wages	325,090	307,310	315,470	24,000	-	339,470	344,800	350,250	355,790	361,440
Vehicle Operating Expenses	16,000	19,270	16,320	-	-	16,320	16,650	16,980	17,320	17,670
Telecommunications	4,770	5,860	4,870	-	-	4,870	4,970	5,070	5,170	5,270
Supplies	1,000	1,470	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Allocations	71,600	73,060	73,440	-	-	73,440	74,910	76,410	77,950	79,500
Other Operating Expenses	14,630	13,330	14,940	-	-	14,940	15,240	15,540	15,850	16,160
TOTAL OPERATING COSTS	433,090	420,300	426,060	24,000	-	450,060	457,610	465,310	473,160	481,140
*Percentage Increase over prior year						3.9%	1.7%	1.7%	1.7%	1.7%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	-	-	15,430	-	-	15,430	17,180	18,970	20,790	22,690
TOTAL CAPITAL / RESERVES	-	-	15,430	-	-	15,430	17,180	18,970	20,790	22,690
TOTAL COSTS	433,090	420,300	441,490	24,000	-	465,490	474,790	484,280	493,950	503,830
Internal Recoveries	(409,360)	(396,030)	(417,310)	(24,000)		(441,310)	(450,130)	(459,130)	(468,300)	(477,680)
OPERATING COSTS LESS INTERNAL RECOVERIES	23,730	24,270	24,180	-	-	24,180	24,660	25,150	25,650	26,150
<u>FUNDING SOURCES (REVENUE)</u>										
Sale of Goods and Services	(22,670)	(22,670)	(23,120)	-	-	(23,120)	(23,580)	(24,050)	(24,530)	(25,010)
Revenue - Other	(1,060)	(1,600)	(1,060)	-	-	(1,060)	(1,080)	(1,100)	(1,120)	(1,140)
TOTAL REVENUE	(23,730)	(24,270)	(24,180)	-	-	(24,180)	(24,660)	(25,150)	(25,650)	(26,150)
REQUISITION	-	-	-	-	-	-	-	-	-	-
<u>AUTHORIZED POSITIONS:</u>										
Salaried	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT
CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

1.323 ByLaw Services	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	-	-	-	-	-	-	0
Equipment	-	-	15,000	-	-	-	15,000
Land	-	-	-	-	-	-	0
Engineered Structures	-	-	-	-	-	-	0
Vehicles	-	-	-	-	-	-	0
	-	-	15,000	-	-	-	15,000

SOURCE OF FUNDS

Capital Funds on Hand	-	-	-	-	-	-	0
Debenture Debt (New Debt Only)	-	-	-	-	-	-	0
Equipment Replacement Fund	-	-	15,000	-	-	-	15,000
Grants (Federal, Provincial)	-	-	-	-	-	-	0
Donations / Third Party Funding	-	-	-	-	-	-	0
Reserve Fund	-	-	-	-	-	-	0
Short Term Loans	-	-	-	-	-	-	0
	-	-	15,000	-	-	-	15,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.323
Service Name: Geo-Spatial Referencing

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
19-01	Replacement	Vehicle Replacement	Vehicle Replacement	\$15,000	E	ERF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$15,000
GRAND TOTAL				<u><u>\$15,000</u></u>			<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$15,000</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$15,000</u></u>

Service: 1.323

ByLaw Services

Proj. No. 19-01

Capital Project Title Vehicle Replacement

Capital Project Description Vehicle Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage.*

Reserve Schedule

Reserve Fund: 1.323 bylaw Service Equipment Replacement Fund

Reserve Cash Flow

Fund: 1022 Fund Center: 101426 ERF Group: BYLAW.ERF	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	20,395	20,395	35,825	38,005	56,975	77,765
Planned Purchase (Based on Capital Plan)		-	(15,000)	-	-	-
Transfer from Operating Budget	-	15,430	17,180	18,970	20,790	22,690
Interest Income						
Ending Balance \$	20,395	35,825	38,005	56,975	77,765	100,455

Assumptions/Background:
Maintain level sufficient to fund required vehicle and computer replacements

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

Service: 1.318 Building Inspection

Committee: Electoral Area Services

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 2990. The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Building Inspection	2017		BUDGET REQUEST				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2019	2020	2021	2022
OPERATING COSTS:										
Salaries & Wages	857,050	879,350	1,012,940	-	-	1,012,940	1,023,510	1,036,740	1,050,150	1,063,720
Telecommunications	33,100	30,000	33,100	-	-	33,100	33,760	34,430	35,120	35,820
Legal Expenses	20,200	10,000	13,470	-	-	13,470	13,750	14,030	14,310	14,580
Building Rent	27,970	28,200	31,220	-	-	31,220	31,850	32,480	33,130	33,790
Supplies	12,510	14,840	14,150	-	-	14,150	14,430	14,720	15,010	15,300
Allocations	160,310	160,060	157,700	-	-	157,700	160,840	164,050	167,330	170,680
Other Operating Expenses	103,040	127,430	105,350	-	-	105,350	106,440	108,500	110,600	112,740
TOTAL OPERATING COSTS	1,214,180	1,249,880	1,367,930	-	-	1,367,930	1,384,580	1,404,950	1,425,650	1,446,630
*Percentage Increase over prior year						12.7%	1.2%	1.5%	1.5%	1.5%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	6,700	6,700	6,700	-	-	6,700	6,700	6,700	6,700	6,700
Transfer to Capital Reserve Fund	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
Transfer to Internal Reserve Fund	-	96,150	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	30,000	126,150	30,000	-	-	30,000	30,000	30,000	30,000	30,000
TOTAL COSTS	1,244,180	1,376,030	1,397,930	-	-	1,397,930	1,414,580	1,434,950	1,455,650	1,476,630
Internal Recoveries	(23,400)	(44,440)	(44,250)	-	-	(44,250)	(45,140)	(46,040)	(46,960)	(47,900)
OPERATING COSTS LESS INTERNAL RECOVERIES	1,220,780	1,331,590	1,353,680	-	-	1,353,680	1,369,440	1,388,910	1,408,690	1,428,730
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2017 to 2018	-	145,760	(145,760)	-	-	(145,760)	-	-	-	-
Balance C/Fwd from 2016 to 2017	(104,840)	(104,840)	-	-	-	-	-	-	-	-
Fees Charged	(708,210)	(948,580)	(800,190)	-	-	(800,190)	(833,760)	(850,440)	(859,790)	(869,200)
Contract Revenue	(15,000)	(30,000)	(15,000)	-	-	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Revenue - Other	(300)	(1,500)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Transfer from Operating Reserve	-	-	-	-	-	-	(120,140)	-	-	-
Grants in Lieu of Taxes	(1,860)	(1,860)	(1,860)	-	-	(1,860)	(1,860)	(1,860)	(1,860)	(1,860)
TOTAL REVENUE	(830,210)	(941,020)	(963,110)	-	-	(963,110)	(971,060)	(867,600)	(876,950)	(886,360)
REQUISITION	(390,570)	(390,570)	(390,570)	-	-	(390,570)	(398,380)	(521,310)	(531,740)	(542,370)
*Percentage increase over prior year requisition						0.0%	2.0%	30.9%	2.0%	2.0%
AUTHORIZED POSITIONS:										
Salaried	9.7	9.7	9.7			9.7	9.7	9.7	9.7	9.7

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.318	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	0	0	0	0	0	0	0	\$0
Equipment	0	0	35000	5000	5000	40000		\$85,000
Land	0	0	0	0	0	0	0	\$0
Engineered Structures	0	0	0	0	0	0	0	\$0
Vehicles	0	0	0	0	0	0	0	\$0
	\$0	\$0	\$35,000	\$5,000	\$5,000	\$40,000		\$85,000

SOURCE OF FUNDS

Capital Funds on Hand	0	0	0	0	0	0	0	\$0
Debenture Debt (New Debt Only)	0	0	0	0	0	0	0	\$0
Equipment Replacement Fund	0	0	35000	5000	5000	40000		\$85,000
Grants (Federal, Provincial)	0	0	0	0	0	0	0	\$0
Donations / Third Party Funding	0	0	0	0	0	0	0	\$0
Reserve Fund	0	0	0	0	0	0	0	\$0
Short Term Loans	0	0	0	0	0	0	0	\$0
	\$0	\$0	\$35,000	\$5,000	\$5,000	\$40,000		\$85,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 1.318
Service Name: Building Inspection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (con't)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU - Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	\$75,000	E	ERF	\$0	\$0	\$35,000	\$0	\$0	\$40,000	\$75,000
19-01	Replacement	Computer Replacement	Computer Replacement	\$10,000	E	ERF	\$0			\$5,000	\$5,000		\$10,000
GRAND TOTAL				<u>\$85,000</u>			<u>\$0</u>	<u>\$0</u>	<u>\$35,000</u>	<u>\$5,000</u>	<u>\$5,000</u>	<u>\$40,000</u>	<u>\$85,000</u>

Service: 1.318

Building Inspection

Proj. No. 18-01

Capital Project Title Vehicle Replacement

Capital Project Description Vehicle Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale *Example: A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert*

Proj. No. 19-01

Capital Project Title Computer Replacement

Capital Project Description Vehicle Replacement

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Other

Project Rationale

**Building Inspection Reserves
 Summary Schedule
 2018 - 2022 Financial Plan**

Reserve/Fund Summary

		Budget				
	2017	2018	2019	2020	2021	2022
Permit Fee Reserve Account	484,610	484,610	364,470	364,470	364,470	364,470
Equipment Replacement Fund	88,492	95,192	66,892	68,592	70,292	36,992
Total	573,102	579,802	431,362	433,062	434,762	401,462

**1.318 Building Inspection
Asset and Reserve Summary
2018 - 2022 Financial Plan**

Asset Profile

Building Inspection

Assets held by the building inspection service consist of equipment and an administration building.

Equipment Replacement Schedule (ERF)

Reserve Fund: 1.318 Building Inspection

Fund: 1022 Fund Center: 101425

ERF Group: BLDINS.ERF

	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	81,792	88,492	95,192	66,892	68,592	70,292
Expenditures (Based on Capital Plan)		-	(35,000)	(5,000)	(5,000)	(40,000)
Transfer from Ops Budget	6,700	6,700	6,700	6,700	6,700	6,700
Interest Income*						
Disposal of equipment						
Ending Balance \$	88,492	95,192	66,892	68,592	70,292	36,992

Assumptions/Background:

Maintain minimum balance of \$10,000 in case of immediate need for equipment

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

CAPITAL REGIONAL DISTRICT

2018 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

DECEMBER 13 2017

COMMITTEE OF THE WHOLE
December 13, 2017
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DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply Service - water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to those municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich

Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford

District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized: \$137,700,000 Pre - (Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities)
Borrowed: \$91,400,000 Pre - (Consolidated amounts borrowed - Regional Water Supply Water Works Facilities)
Expired: \$46,300,000

Authorized: \$12,500,000 2014 - (MFA Bylaw No. 3902 - Regional Water Supply Water Works Facilities)
Borrowed: \$4,500,000
Remaining: \$8,000,000

Authorized: \$60,000,000 (MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Borrowed: \$60,000,000 (MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)

FUNDING:

Costs are recovered through the sale of bulk water.

Rate Base for 2018 Revenue Year

	<u>2016</u> <u>Application</u>	<u>2017</u> <u>Application</u>	<u>End of 2017</u> <u>for '18 Applic.</u>	<u>Change</u>	
Wholesale System					
Physical Plant	\$ 232,576,192	\$ 227,628,493	\$ 226,180,350	\$ (1,448,143)	Note 1
Construction Work In Progress	2,048,288	8,694,962	9,205,888	510,927	Note 1
Cash Working Capital	1,555,422	1,605,523	1,782,018	176,495	
Inventory	<u>225,000</u>	<u>225,000</u>	<u>225,000</u>	<u>-</u>	
Total Wholesale Rate Base	\$ 236,404,902	\$ 238,153,977	\$ 237,393,256	\$ (760,722)	

Note 1: Refer to the Schedule of Change in Physical Plant & work in Progress for details.

Schedule of Change in Physical Plant & Work In Progress

Wholesale

Projected Asset Additions	<u>Projected Assets Capitalized</u>
Japan Gulch Treatment Plant Upgrades	1,543,160
Sooke Dam Safety Improvements	506,589
Leech River Restoration	285,584
Sooke Reservoir Powerline Upgrade & Repair	274,486
Waugh Creek Bank Stabilization	250,000
SRR Disinfection Facility Component Upgrades	225,000
Rithet Road West Rehabilitation	200,000
Watershed Security Enhancements	185,000
Goldstream Gate/Gatehouse Upgrade	168,451
Watershed Bridge & Culvert Replacement	165,000
Major Main Repairs	138,882
SCADA Equipment Replacement Program	125,000
Deception & Saddle Dam Review	85,097
Computer upgrades	85,000
Goldstream Dams Safety Review & Imprvmts	80,147
Transmission system component upgrades	80,000
Fish Stream Assessments	75,000
Water Supply Eqpt Upgrades	67,000
Drinking Water Safety Plan	65,166
Building Upgrades- 479 Island Hwy	62,100
Water Audit - Supply Condition Assessment	60,038
Main Lab Equipment Replacement	59,797
Goldstream Boathouse Shelter	59,205
Chlorine Analysers-Transmission Sys	59,177
Revenue Meter Replacement	50,000
Sooke Intake Tower Power Conversion	50,000
Other Projects (22 minor projects under \$50k)	523,394
Total projected assets capitalized	<u>\$ 5,528,273</u>
Less: current years depreciation	(6,608,787)
Less: change in prior year forecast addition estimates, & disposals.	(367,629)
Change in Physical Plant	<u><u>\$ (1,448,143)</u></u>

Projected Construction Work In Progress (CWIP)

Japan Gulch Treatment Plant Upgrades	7,582,616
Leech River Restoration	210,000
Sooke Intake Screens Condition Assessment/Replacement	207,872
Butchart Dam #5 Remediation	198,550
Lubbe Dam No. 4 Remediation	188,509
Sooke Dam Safety Improvements	150,000
Bulk Supply Meter Replacement Program	150,000
Goldstream Dams Safety Review	70,000
Asset Reconciliation/Transfer agreement study	60,193
Watershed Security Enhancements	15,000
Other Projects (17 minor projects under \$50k)	373,148
Projected CWIP	<u>\$ 9,205,888</u>
Less Prior years projected CWIP	(8,694,961)
Change in CWIP	<u><u>\$ 510,927</u></u>

Revenue Requirements for 2018 Year

	2016 Application	2017 Application	2018 Application	Change
Wholesale				
Operations & maintenance	\$ 12,616,202	\$ 13,022,577	\$ 14,454,147	\$ 1,431,570
Depreciation	6,625,500	6,708,904	6,835,513	\$ 126,609
Return on rate base	<u>8,849,600</u>	<u>9,538,600</u>	<u>9,190,400</u>	<u>\$ (348,200)</u> Note 1
Subtotal of above	\$ 28,091,302	\$ 29,270,081	\$ 30,480,060	\$ 1,209,979
Non-rate revenue including unaccounted water revenue	<u>(582,600)</u>	<u>(582,600)</u>	<u>(582,060)</u>	<u>\$ 540</u>
Total wholesale	\$ 27,508,702	\$ 28,687,481	\$ 29,898,000	\$ 1,210,519

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule of Ongoing and One-Time Budget Items for 2018-2019
For details refer to Attachment A

	<u>2018</u>		<u>2019</u>	
	<u>Ongoing</u>	<u>One-Time</u>	<u>Ongoing</u>	<u>One-Time</u>
Watershed Protection				
Watershed Technologist 1/Information Officer 1 for Resource Planning (1 FTE)	\$ 80,052			
Reduction in auxiliary hours previously needed in Resource Planning	\$ (38,000)			
Leech WSA Operating Funds	\$ 50,000			
Funding for Water NSERC Network for Forested Drinking Water Source Protection Technologies		25,000		25,000
Total	\$ 92,052	\$ 25,000	\$ -	\$ 25,000
Water Management				
Senior Manager - Infrastructure Operations allocation	\$ 35,400			
Additional auxiliary and student staff	\$ 7,640			
Additional costs of maintaining the upgraded Japan Gulch Treatment Plant	\$ 225,360			
Operations optimization review		\$ 50,000		
Total	\$ 268,400	\$ 50,000	\$ -	\$ -
Water Quality				
Regulatory water sampling services	\$ 105,000			
Total	\$ 105,000	\$ -	\$ -	\$ -
Cross Connection				
Total	\$ -	\$ -	\$ -	\$ -
Demand Management Programs				
Total	\$ -	\$ -	\$ -	\$ -
Infrastructure Engineering				
Dam Safety obligations	\$ 60,000			
Total	\$ 60,000	\$ -	\$ -	\$ -
Fleet Operation & Maintenance				
Total	\$ -	\$ -	\$ -	\$ -
Customer Technical Services & GM Support				
Total	\$ -	\$ -	\$ -	\$ -
Total	\$ 525,452	\$ 75,000	\$ -	\$ 25,000
Total Ongoing and One-Time Budget Items	\$ 600,452		\$ 25,000	

WATERSHED PROTECTION DIVISION

ATTACHMENT A DETAILS

Ongoing Budget Item:	
<p>YR 2018 1 FTE Watershed Technologist 1/Information Officer 1 in Resource Planning The Watershed Protection Division requires a new FTE to provide capacity for resource planning projects, hydrology field monitoring and public tour expansion.</p>	\$ 80,052
<p>Existing auxiliary labour in Resource Planning can be removed from the operating budget with approval of a full FTE.</p>	\$ (38,000)
Total	\$ 42,052

Ongoing Budget Item:	
<p>YR 2018 Leech WSA operating funds The addition of the Leech WSA almost doubled the size of the GVWSA to manage and maintain. The capital project for restoration of the Leech has provided funds for the restoration of the area, upgrade, replacement and deactivation of roads and crossing structures, but does not provide the funds for ongoing management and maintenance. An increase in operating funds to maintain and manage the Leech WSA was planned and approved in 2009 but not implemented. At that time an operating uplift of \$242,000 per year was planned for the period of 2016 - 2020. This request is for an ongoing uplift of \$50,000 to conduct regular maintenance activities.</p>	\$ 50,000
Total	\$ 50,000

WATERSHED PROTECTION DIVISION

One-Time Budget Item:	
YR 2018 - 2022 Annual funding of \$25,000 for five years to support the "forWater: NSERC Network for Forested Drinking Water Technologies" which leverages \$1 million in NSERC funding annually for five years for research projects, student training, and research extension on forest protection and management and the impact on source water treatability.	\$ 25,000
Total	\$ 25,000

WATER MANAGEMENT DIVISION

ATTACHMENT A DETAILS

Ongoing Budget Item:	
<p>YR 2018 0.5 FTE Senior Manager - Infrastructure Operations Allocation</p> <p>Currently, the Senior Manager - Infrastructure Operations (1 FTE) position is shared between the Water and the Wastewater operations. Due to the increase in staffing and infrastructure associated with the CAWTP, there is a need for a new Senior Manager position. Going forward, a full 1.0 FTE will be applied to Water Infrastructure Operations, and 1.0 FTE to Wastewater Infrastructure Operations. This results in a 0.5 FTE increase to the Water Management budget. The Regional Water Supply service receives its share of the costs via an increase in the Water Operations labour charge.</p>	<p>\$ 35,400</p>
Total	\$ 35,400

Ongoing Budget Item:	
<p>YR 2018 Auxiliary and Student Staff Allocation</p> <p>Additional resources are requested for the Water Management division to address seasonal workload stresses. This includes such seasonal work as valve exercising, reservoir cleaning due to water quality demand, service leaks and water main flushing. The Regional Water Supply service receives its share of the costs via an increase in the Water Operations labour charge.</p>	<p>\$ 7,640</p>
Total	\$ 7,640

WATER MANAGEMENT DIVISION

Ongoing Budget Item:	
YR 2018	
Additional costs of maintaining the upgraded Japan Gulch Treatment Plant	
The upgraded Japan Gulch Treatment Plant, and the conversion to liquid chemicals (Ammonia and chlorine) results in the following budget increases:	
- Chlorine & Ammonia chemicals	\$ 100,000
- Fuel and mechanical support for new UV Genset	\$ 39,280
- Electricity for climate control for chemical buildings	\$ 30,000
- Monochloramine reagents	\$ 17,280
- liquid chemical tank pumpout	\$ 18,000
- Monochloramine analysers	\$ 13,400
- other miscellaneous costs	\$ 7,400
Total	\$ 225,360

One-Time Budget Item:	
YR 2018	
Operations optimization review	\$ 50,000
Proposal to retain a consultant for \$100,000, to provide a complete assessment of the optimal level of annual preventative and corrective maintenance hours required for the assets in the RWS & JDFWD water services. The assessment would also consider the existing labour hours available to do this work by existing FTEs, and the expected number of labour hours required for CAPEX projects. This will lead to more informed decisions regarding labour requirements for the expanding assets and aging infrastructure in these water services. The review is proposed to be funded 50% by RWS; 50% by JDF Water Distribution (split is based on the budgeted Water Management program costs in both services).	
Total	\$ 50,000

WATER QUALITY PROGRAMS

ATTACHMENT A DETAILS

Ongoing Budget Item:	
YR 2018 Regulatory water sampling services Adding sampling, analysis and reporting support to the Water Quality programs, to address provincial regulatory requirements on behalf of the municipal water purveyors. These water sampling costs comprise of salary and benefit costs for a new Water Sampling Technician, as well as supplies and equipment costs.	\$ 105,000
Total	\$ 105,000

INFRASTRUCTURE ENGINEERING DIVISION

ATTACHMENT A DETAILS

Ongoing Budget Item:	
YR 2018 Dam Safety obligations Increased provincial regulatory requirements require increased scrutiny and reporting to meet those requirements. This includes additional efforts that are not capital in nature.	\$ 60,000
Total	\$ 60,000

2018 Demand Estimate

Wholesale Demand

<u>Years</u>	<u>Actual Demand cu.metre</u>	<u>Budgeted Demand cu.metre</u>
2012	45,845,000	47,721,000
2013	43,507,000	46,528,000
2014	44,716,000	45,067,000
2015	44,480,000	43,588,000
2016	47,602,000	43,152,000
2017	45,700,000*	45,000,000

2018 Demand Estimate

45,000,000

* *Projected consumption for 2017*

Summary of Wholesale Water Rates

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change</u>
Wholesale water rate						
Unit cost per cu.m.	\$0.5994	\$0.6254	\$0.6375	\$0.6375	\$0.6644	\$0.0269

Wholesale Water Rate Increase Impact on Residential Water Bill

Average Annual Consumption : 235.0 cubic metres

<u>Charge for Twelve Months Consumption</u>		<u>Annual Charge</u>	<u>2018 Annual Change \$</u>
Average Consumption	2017	\$ 149.81	
	2018	\$ 156.13	\$ 6.32
Half Average Consumption	2017	\$ 74.91	
	2018	\$ 78.07	\$ 3.16
Twice Average Consumption	2017	\$ 299.63	
	2018	\$ 312.27	\$ 12.64

Schedule A
Asset Useful Life Assignments - PSAB

<u>Classes:</u>	<u>Code</u>	<u>Asset Categories</u>	<u>Useful Life, Years</u>	
Land	LAND	Land & Rights of Way * (Note 1)	N/A	
Building	BLDG	Building, Permanent	50	
	BLOT	Building, Temporary/ Portable	20	
	BLFX	Building fixture (<i>sprinklers</i>)	20	
Equipment	BOAT	Boats & Marine Equipment	10	
	COMP	Computer Equipment (<i>includes software</i>)	5	
	ELEC	Electronic Equipment(<i>hydromet, weather stn eqpt</i>)	5	
	FIRE	Fire & Safety Equipment	10	
	GENT	Generator	20	
	HYDR	Hydrants and Standpipes	20	
	HYDY	Hydrology	10	
	MTRS	Meters	20	
	OFFE	Office Equipment	5	
	OFFF	Office Furniture	10	
	SCDA	SCADA Equipment	10	
	SCRN	Intake Screens/Membranes (<i>stop logs</i>)	20	
	SHOP	Shop Equipment	10	
	TELE	Telecommunication Eqpt (<i>radios, phone systems</i>)	10	
	WEQP	Water Works Eqpt(<i>W.Quality lab, Wshed eqpt</i>)	10	
	NEW GRP	Weather stn & communication tower	15	
	Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50	
Structure	CANL	Canal	50	
	DAMS	Dam Structures	100	
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75	
	PIPF	Pipelines, fittings	20	
	PLPV	Parking lot paved	40	
	PSEQ	Pump Station Equipment	20	
	PSHS	Pump Station Housing	50	
	PRVS	Valves, Flushes & PRV's	20	
	RDGR	Roads gravel	20	
	RDPV	Roads paved	40	
	RESS	Reservoirs (steel & concrete)	50	
	REST	Reservoirs (tower/tank)	35	
	TANK	Storage tank	40	
	TELP	Telephone and Power Lines	50	
	TUNN	Tunnel, Culvert and Diversions	50	
	WATP	Water Treatment Plant	25	
	WELL	Wet well/ Well	50	
	Other Assets	CSTU	Capital Management Studies	5
		FENC	Fences	15
LIMP		Land & Yard Improvements	20	

Note 1: Land is not depreciated so a useful life assignment is not applicable.

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No. 2.670 Regional Water Supply	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$34,000	\$194,000	\$25,000	\$325,000	\$1,725,000	\$2,025,000	\$4,294,000
Equipment	\$227,500	\$1,872,500	\$1,747,500	\$1,217,500	\$1,417,500	\$677,500	\$6,932,500
Land	\$0	\$185,000	\$275,000	\$200,000	\$150,000	\$150,000	\$960,000
Engineered Structures	\$2,960,063	\$10,430,063	\$11,215,000	\$7,185,000	\$6,650,000	\$6,080,000	\$41,560,063
Vehicles	\$0	\$865,000	\$208,000	\$367,000	\$185,000	\$0	\$1,625,000
	\$3,221,563	\$13,546,563	\$13,470,500	\$9,294,500	\$10,127,500	\$8,932,500	\$55,371,563

SOURCE OF FUNDS

Capital Funds on Hand	\$3,221,563	\$4,911,563	\$4,962,500	\$4,927,500	\$5,042,500	\$5,032,500	\$24,876,563
Debenture Debt (New Debt Only)	\$0	\$7,700,000	\$8,300,000	\$4,000,000	\$4,900,000	\$3,900,000	\$28,800,000
Equipment Replacement Fund	\$0	\$935,000	\$208,000	\$367,000	\$185,000	\$0	\$1,695,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$3,221,563	\$13,546,563	\$13,470,500	\$9,294,500	\$10,127,500	\$8,932,500	\$55,371,563

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
Service Name: Regional Water Supply

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
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Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	New	Historic Powerhouse - Options Assessment & Plan	The Goldstream Powerhouse is an historic building near the Great Trail in the GVWSA. Options and a plan to conserve the building are to be developed.	\$30,000	B	WU	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	\$190,000	E	WU	\$0	\$80,000	\$0	\$100,000	\$0	\$0	\$180,000
17-03	New	23S Quarry Rehabilitation	Rehabilitation of a quarry in the Sooke WSA that has evidence of natural acid rock drainage.	\$230,000	S	WU	\$0	\$100,000	\$0	\$100,000	\$0	\$0	\$200,000
17-04	New	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.	\$225,000	S	WU	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$150,000
17-06	New	Weeks Lake Area Environmental Assessment and Remediation	Assessment and remediation of the Weeks Lake gravel pit (lead from firearms) and Weeks Lake (metals and hydrocarbons from dumping).	\$270,000	S	WU	\$0	\$40,000	\$100,000	\$0	\$100,000	\$0	\$240,000
18-01	New	Post-Wildfire Debris Flow Modelling	Site specific modelling of the potential impact to Sooke Lake Reservoir and infrastructure of a significant wildfire in the Sooke WSA.	\$150,000	S	WU	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
18-02	New	Leech and Cragg River Slope and Channel Stability Assessment	Assessment of the existing signs of terrain instability in the lower reaches of the Leech River and Cragg Creek to better understand the risks to water quality and implications to water supply intake infrastructure.	\$100,000	S	WU	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
18-10	Study	Species-at-Risk Wildlife Habitat	An assessment (office and field) and plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	\$135,000	L	WU	\$0	\$35,000	\$50,000	\$50,000	\$0	\$0	\$135,000
19-07	Study	Leech WSA Lakes Assessment	An assessment of the physical, chemical and biological parameters of the Leech WSA source waterbodies.	\$75,000	L	WU	\$0	\$0	\$75,000	\$0	\$0	\$0	\$75,000
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	\$5,756,000	L	WU	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
15-01	Renewal	Replace Autogates at Goldstream Entrance	The security gates are past end of life and are to be replaced with more effective security infrastructure.	\$75,000	S	WU	\$67,663	\$67,663	\$0	\$0	\$0	\$0	\$67,663
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The security/first aid gatehouse is past end of life and is to be replaced with more effective security infrastructure.	\$95,000	S	WU	\$92,400	\$92,400	\$0	\$0	\$0	\$0	\$92,400
16-04	New	Establish Long Term Forest Monitoring Plots	Installation of 2 additional long term forest monitoring plots.	\$75,000	S	WU	\$15,000	\$30,000	\$15,000	\$0	\$0	\$0	\$45,000
16-06	Renewal	Watershed Protection Operations Centre (office, training and public tours classroom, sheltered large parts storage)	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training, emergency response, storage and interpretation space at Goldstream entrance.	\$4,050,000	B	WU	\$34,000	\$34,000	\$0	\$300,000	\$1,700,000	\$2,000,000	\$4,034,000
Sub-Total Page 1				\$11,456,000			\$209,063	\$814,063	\$615,000	\$700,000	\$1,950,000	\$2,150,000	\$6,229,063

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
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Asset Class
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S - Engineering Structure
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FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-07	Renewal	Weeks Main Road Upgrade North of Weeks Lake	Road upgrade, re-routing and a new bridge installation to bring the road to regulatory standard.	\$550,000	S	WU	\$0	\$300,000	\$250,000	\$0	\$0	\$0	\$550,000
18-03	Renewal	Leech River/Weeks Main Bridge Replacement	Replacement of an undersized culvert with a concrete bridge to handle peak flows and provide safe fish passage.	\$300,000	S	WU	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
18-04	New	Wildfire Detection Infrared Camera for Survey Mtn	Installation of a high sensitivity infrared camera to detect wildfire on Survey Mountain.	\$30,000	E	WU	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-05	New	GWWSA Fuel Management Corridors	Implementation of forest fuel management corridors in strategic locations for wildfire management in the GWWSA.	\$300,000	S	WU	\$0	\$150,000	\$150,000	\$0	\$0	\$0	\$300,000
18-06	Replacement	GWWSA Sanitation Facilities upgrade	Construction of permanent sanitation facilities in key locations using the existing "dry" system.	\$35,000	B	WU	\$0	\$35,000	\$0	\$0	\$0	\$0	\$35,000
18-11	Renewal	Large Equipment Storage at FOC	Addition of equipment bays to the existing FOC Warehouse to store valuable large equipment that is currently subject to the elements.	\$85,000	S	WU	\$0	\$85,000	\$0	\$0	\$0	\$0	\$85,000
18-12	New	Fibre Optic Network Link	To support video surveillance at Goldstream entrance, a fibre optic cable is required to link the FOC Annex to the FOC Main Office.	\$25,000	S	WU	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
18-13	New	Sand Storage Bin	Construction of a sand storage bin to support sanding operations during winter months in the Goldstream entrance and Japan Gulch Treatment Facility areas.	\$20,000	S	WU	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
19-01	Renewal	Goldstream River Bridge Replacement	Replacement of the existing undersized bridge with a longer and higher concrete structure.	\$300,000	S	WU	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
19-02	New	Whiskey Creek Bridge Replacement	Replacement of the existing undersized bridge with a longer and higher concrete structure.	\$300,000	S	WU	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as nearby asphalt repair or replacement.	\$450,000	S	WU	\$0	\$0	\$0	\$450,000	\$0	\$0	\$450,000
21-01	New	31N Bridge to Replace Undersized Culvert	Replacement of the existing undersized and failing culvert with a bridge structure.	\$200,000	S	WU	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000
													\$0
Sub-Total Watershed Protection				\$14,051,000			\$209,063	\$1,759,063	\$1,315,000	\$1,150,000	\$2,150,000	\$2,450,000	\$8,824,063

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
Service Name: Regional Water Supply

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FIVE YEAR FINANCIAL PLAN

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INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-07	New	Asset Reconciliation / Transfer Agreements	Identify, confirm and reconcile supply system assets ownership.	\$100,000	S	WU	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
16-08	New	Hydraulic Model, Audit, and Supply Forecasting	Conduct a hydraulic model and forecast water supply as well as audit bulk metering.	\$200,000	S	WU	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
16-09	New	Water Quality/Filtration Study	Conduct siting study for anticipated filtration treatment.	\$100,000	S	WU	\$80,000	\$0	\$80,000	\$0	\$0	\$0	\$80,000
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	\$1,100,000	S	WU	\$150,000	\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$950,000
17-13	New	Strategic Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	\$300,000	S	WU	\$150,000	\$300,000	\$0	\$0	\$0	\$0	\$300,000
17-14	Renewal	Hydraulic Actuators Assessment/Replacement	Assessment and replacement of hydraulic actuators that are key to operation of the water supply system.	\$450,000	E	WU	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$400,000
17-16	Renewal	Goldstream/Waugh Creek Cross Channel Decommissioning	Removal of sluice gates and other abandoned infrastructure.	\$40,000	S	WU	\$10,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-14	Renewal	Site Assessment/Feasibility of Overflow Channel	Humpback overflow channel condition assessment, and feasibility of enclosing channel.	\$50,000	S	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
19-04	New	Seismic Assessment of Critical Facilities	Identified as a priority from Strategic Plan, a seismic assessment of critical facilities will be undertaken.	\$150,000	S	WU	\$0	\$75,000	\$75,000	\$0	\$0	\$0	\$150,000
20-02	New	Supply System Resilience Feasibility Study	Identified as a priority from the Strategic Plan, a study of water supply system's resilience and high level measures to make important assets resilient will be undertaken	\$200,000	S	WU	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Capital													
14-02	Replacement	Upgrade JG Chloramination System	Construction of new chloramination system.	\$9,000,000	S	WU	\$660,000	\$1,160,000	\$0	\$0	\$0	\$0	\$1,160,000
15-02	Replacement	Mt. Tolmie Reservoir Control Valve Assess & Replacement	Assess current Mt Tolmie Reservoir control logic and replace end of life control valves.	\$75,000	E	WU	\$20,000	\$45,000	\$0	\$0	\$0	\$0	\$45,000
15-03	Renewal	Sooke Intake Screens Condition Assessment & Replacement	Renewal of the aging Sooke Intake Tower and equipment to maintain water supply.	\$1,860,000	S	WU	\$550,000	\$1,650,000	\$0	\$0	\$0	\$0	\$1,650,000
17-23	New	Japan Gulch Emergency Notification System	Design and implementation of an emergency notification system.	\$180,000	S	WU	\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000
17-24	Replacement	SCADA Equipment Replacement Program	Planned replacement of SCADA equipment as recommended from the SCADA Master Plan.	\$825,000	E	WU	\$0	\$0	\$0	\$200,000	\$500,000	\$0	\$700,000
18-07	New	JGTP - UV Reactor Lines 9 & 10 Installation	Installation of additional UV reactors.	\$200,000	E	WU	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	\$2,000,000	E	WU	\$50,000	\$450,000	\$400,000	\$400,000	\$400,000	\$200,000	\$1,850,000
Sub-Total Page 3				\$16,830,000			\$1,820,000	\$4,390,000	\$1,155,000	\$1,000,000	\$1,100,000	\$400,000	\$8,045,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
Service Name: Regional Water Supply

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Funding Source Codes (cont)
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Asset Class
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 B - Buildings
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FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-15	Renewal	Cathodic Protection Program	Study deficiencies in the current material protection and implement recommendations.	\$250,000	S	WU	\$0	\$50,000	\$100,000	\$100,000	\$0	\$0	\$250,000
18-16	Renewal	Main No. 2 Remove Abdn Valves - Admirals/Craigflower	Remove 3 abandoned valves on Main No. 2.	\$250,000	S	WU	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000
18-17	New	Sooke Spillway Gate Power	Addition of standby power to for the Sooke Spillway gates.	\$150,000	E	WU	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	\$19,800,000	S	WU	\$0	\$200,000	\$4,900,000	\$4,900,000	\$4,900,000	\$4,900,000	\$19,800,000
18-29	Renewal	Stelly's PS Assessment	Assess the requirement for the Stelly's pump station and implement electrical requirement reductions.	\$175,000	S	WU	\$0	\$75,000	\$100,000	\$0	\$0	\$0	\$175,000
19-05	Renewal	Kapoor Tunnel Repairs	Repair defects in the Kapoor tunnel.	\$250,000	S	WU	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
Sub-Total Infrastructure Engineering and Operations				\$37,705,000			\$1,820,000	\$5,115,000	\$6,505,000	\$6,000,000	\$6,000,000	\$5,300,000	\$28,920,000
DAM SAFETY PROGRAM													
14-04	Replacement	Sooke Dam Safety Improvements Piezometers Replacement	Complete instrumentation plan to monitor the Sooke Dam.	\$100,000	S	WU	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
16-15	Replacement	Lubbe Dam No. 4 Remediation	Replacement of the Lubbe Dam No. 4.	\$3,085,000	S	WU	\$820,000	\$2,265,000	\$0	\$0	\$0	\$0	\$2,265,000
16-16	Renewal	Goldstream Dams Safety Review & Improvements	Conduct a dam safety review and some improvements for the Goldstream dams.	\$705,000	S	WU	\$0	\$200,000	\$150,000	\$100,000	\$75,000	\$0	\$525,000
16-17	Renewal	Butchart Dam No. 5 Remediation	Replacement of Butchart Dam No. 5	\$3,550,000	S	WU	\$75,000	\$325,000	\$3,000,000	\$0	\$0	\$0	\$3,325,000
17-25	Renewal	Sooke Dam Safety Review and Implications	Conduct a dam safety review and some improvements for the Sooke Dam.	\$1,350,000	S	WU	\$0	\$310,000	\$320,000	\$120,000	\$300,000	\$0	\$1,050,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete instrumentation system improvements for the Sooke Dam.	\$1,250,000	S	WU	\$0	\$525,000	\$275,000	\$200,000	\$100,000	\$150,000	\$1,250,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach.	\$400,000	S	WU	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$400,000
18-21	New	Independent Dam Safety Assessment	Have an independent panel assess recent dam safety reviews and provide recommendations for improvements.	\$120,000	S	WU	\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000
18-22	New	Dam Emergency Plans, Operations Maintenance & Surveillance Manual Updates	Update operation & maintenance manuals and dam emergency plans.	\$120,000	S	WU	\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000
21-02	New	Charters Dam - Dam Safety Review & Improvements	Conduct a dam safety review and some improvements for the Charters Dam.	\$200,000	S	WU	\$0	\$0	\$0	\$100,000	\$100,000	\$0	\$200,000
21-03	New	Deception Dam - Dam Safety Review & Improvements	Conduct a dam safety review and some improvements for the Deception Dam.	\$300,000	S	WU	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$300,000
21-04	New	Saddle Dam - Dam Safety Review & Improvements	Conduct a dam safety review and some improvements for the Saddle Dam.	\$200,000	S	WU	\$0	\$0	\$0	\$100,000	\$100,000	\$0	\$200,000
Sub-Total Dam Safety Program				\$11,380,000			\$945,000	\$4,115,000	\$3,945,000	\$720,000	\$775,000	\$250,000	\$9,805,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
Service Name: Regional Water Supply

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FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
WATER QUALITY PROGRAM													
16-19	Replacement	WQ - Main Lab Equipment Replacement	Replacemnt of aging equipment.	\$60,000	E	WU	\$60,000	\$60,000	\$0	\$0	\$0	\$0	\$60,000
16-20	New	Chlorine Analyzers - Transmission System	Installation of new chlorine analyzers.	\$120,000	E	WU	\$0	\$30,000	\$30,000	\$0	\$0	\$0	\$60,000
16-21	New	Drinking Water Safety Plans	A study to identify and assess potential risks associated with the supply system.	\$70,000	S	WU	\$40,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
16-22	Renewal	WQIS Database - Functional Enhancements	Upgrade of the water quality database with additional functionality.	\$75,000	S	WU	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$0	\$60,000
16-23	New	Cross Connection Control New Software Request	New software to automate cross connection control auditing.	\$130,000	E	WU	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
16-24	New	pH Corrosion Study	Study potential risks and solutions to corrosion due to low pH.	\$50,000	S	WU	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$50,000
18-09	Renewal	WQ - Main Lab Renovation and Consolidation	Renovation of the water quality lab to consolidate services.	\$75,000	B	WU	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
18-23	New	Goldstream Background Water Quality Study - Backup Water Supply Assessment	Study water quality impacts of using backup Goldstream system for water supply.	\$15,000	S	WU	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
18-24	New	Capital Projects Assessment - Impacts on Water Quality	Assess the impacts of upcoming capital projects on system water supply.	\$5,000	s	WU	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-25	New	Juan de Fuca Distribution System - Lead Investigation	Conduct monitoring program to determine risks associated with lead-contaminated infrastructure.	\$5,000	S	WU	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
18-26	New	Supply Management (Sooke Res) Modeling - Implications from Down-Scaled Climate Change Projections	Assess impacts of regional precipitation patterns on regional water supply.	\$75,000	S	WU	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
18-27	New	Paperless Data Management Project	Develop paperless system for records management	\$15,000	S	WU	\$0	\$15,000	\$0	\$0	\$0	\$0	\$15,000
19-03	New	WQ - Nutrient Analyzer	Purchase of a nutrient analyzer for the water quality lab.	\$60,000	E	WU	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
19-06	New	Backflow Feasibility Study (Main No. 1 & 3)	Study possible cross contamination associated with flow direction of Mains No. 1 and Mains No. 2.	\$20,000	S	WU	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
20-03	New	Leech River Watershed - Implications for Supply Management	Develop program to evaluate water quality implications of adding Leech watershed to supply system.	\$40,000	S	WU	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
Sub-Total Water Quality Program				\$815,000			\$190,000	\$385,000	\$155,000	\$55,000	\$15,000	\$0	\$610,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670
Service Name: Regional Water Supply

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Asset Class
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FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	\$1,000,000	S	WU	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	\$915,000	E	WU	\$0	\$250,000	\$200,000	\$155,000	\$155,000	\$155,000	\$915,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather, wildfire suppression and water quality equipment replacement.	\$500,000	E	WU	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
17-30	Replacement	Kapoor Tunnel and Major Transmission Main Repairs	Kapoor Tunnel inspection and emergency repairs to the transmission mains.	\$850,000	S	WU	\$0	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$850,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	\$370,000	S	WU	\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$50,000	\$370,000
17-32	Replacement	Revenue Meter Replacement	Replacement of minor equipment associated with revenue meter sites.	\$230,000	E	WU	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$30,000	\$230,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	\$130,000	E	WU	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$10,000	\$130,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	\$50,000	S	WU	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Sub-Total for Annual Provisional Capital Items				\$4,045,000			\$0	\$890,000	\$840,000	\$795,000	\$795,000	\$725,000	\$4,045,000
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	\$2,295,000	V	ERF	\$0	\$865,000	\$208,000	\$367,000	\$185,000	\$0	\$1,625,000
18-28	New	EV Charging Stations	Advancing Strategic Board Priorities, IWS will install an EV charging station at the RWS facility	\$30,000	E	ERF	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-30	New	New Samplers' Vehicle	An additional sampler vehicle is required to facilitate an additional sampler for the regional/municipal systems	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Sub-Total for Customer and Technical Services				\$2,365,000			\$0	\$935,000	\$208,000	\$367,000	\$185,000	\$0	\$1,695,000
GRAND TOTAL				\$70,361,000			\$3,164,063	\$13,199,063	\$12,968,000	\$9,087,000	\$9,920,000	\$8,725,000	\$53,899,063

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670/2.680
Service Name: Regional Water Supply & JDF Water Distribution Combo

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FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$335,000	B		\$0	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000	\$280,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$640,000	E		\$15,000	\$35,000	\$590,000	\$0	\$0	\$0	\$625,000
18-01	Replacement	Crane Replacement	Replacement of the overhead crane in the Fleetshop	\$75,000	E		\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
18-02	New	Operational Support Program	Develop a program to aid in tracking and delivering engineering support to Operations for issues fanging from small equipment failures to emergency support.	\$40,000	S		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$1,090,000			\$15,000	\$230,000	\$640,000	\$50,000	\$50,000	\$50,000	\$1,020,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
16-04	New	Implementation of a Fleet Management Solution (software)	Development and implementation of a fleet management system.	\$150,000	E		\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-02	Replacement	SCADA Hardware Upgrading and Replacement	Upgrade and replacement of SCADA equipment as required.	\$210,000	E		\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$270,000	E		\$0	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$1,190,000	E		\$0	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$215,000	E		\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$440,000	E		\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$100,000	E		\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Sub-Total for Annual Provisional Capital Items				\$ 2,575,000			\$ 100,000	\$ 465,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$1,925,000
GRAND TOTAL				\$3,665,000			\$115,000	\$695,000	\$1,005,000	\$415,000	\$415,000	\$415,000	\$2,945,000

Service: 2.670

Regional Water Supply

Proj. No.	17-01	Capital Project Title	Historic Powerhouse - Options Assessm	Capital Project Description	The Goldstream Powerhouse is an historic building near the Great Trail in the GVWSA. Options and a plan to conserve the building are to be developed.
Asset Class	Buildings	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *Located near the Japan Gulch Treatment Plant and the Great Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs is being conducted in 2017. Funds in 2018 are to prepare options and funding applications for repairs, potential conservation works and public interpretation.*

Proj. No.	17-02	Capital Project Title	Leech River HydroMet System	Capital Project Description	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Asset Class	Equipment	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *A 17 year \$ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented (\$10,000) prior to funding implementation in 2018 (\$80,000) and 2010 (\$100,000). Funding requests have increased due to the difficult terrain and access to reach monitoring locations.*

Proj. No.	17-03	Capital Project Title	23S Quarry Rehabilitation	Capital Project Description	Rehabilitation of a quarry in the Sooke WSA that has evidence of natural acid rock drainage.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *The 23S rock quarry was greatly expanded during the Sooke Reservoir Expansion Project. Although this quarry has been used as a source of rock for the upgrade of roads and drainage structures, the most recently exposed rock face has exhibited some evidence of acid rock drainage. While drainage from this rock face has been diverted away from Sooke Lake Reservoir and there is no risk to water quality, this issue has triggered the end of the operational life of the quarry. A quarry reclamation plan (\$30,000) was developed in 2017. The first phase of reclamation (2018) is to sort and move a number of existing piles of rock to create a berm to stabilize an over-steepened rock face in the quarry, salvage useable rock, and improve the areas identified as an emergency helicopter staging area and for storage area of emergency dam repair materials. Water quality sampling will be undertaken during and after the work. Safety fencing will also be installed above the steep slopes created by the quarrying. The second reclamation phase planned for 2020 (\$100,000) will be to complete the capping of reclaimed areas to meet provincial requirements.*

Service: 2.670

Regional Water Supply

Proj. No.	17-04	Capital Project Title	Water Supply Area - Fish Stream Asses:	Capital Project Description	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *Presence or absence of fish as well as fish habitat information has only been collected in the Water Supply Areas on an as-needed basis related to specific road projects. In order to adequately plan and manage for fish habitat and water quality a systematic inventory and assessment of fish habitat, stream channel stability, and the hydrological condition of stream corridors will be conducted over three field seasons.*

Proj. No.	17-06	Capital Project Title	Weeks Lake Area Environmental Asses:	Capital Project Description	Assessment and remediation of the Weeks Lake gravel pit (lead from firearms) and Weeks Lake (metals and hydrocarbons from dumping).
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *Weeks Lake and the surrounding area are suspected to be contaminated by historic use of the area for unregulated public activities. An assessment for lead contamination in the Weeks Lake gravel pit from firearms use (2017) and for lead and other metals and hydrocarbons in Weeks Lake sediments from vehicle dumping and firearms use (2018) is planned. Expected remediation is planned for subsequent years (2019 and 2021). **If non-contaminated gravel can be sourced from the gravel pit, it will be used to assist in nearby Leech restoration projects in the fall of 2019.***

Proj. No.	18-01	Capital Project Title	Post-Wildfire Debris Flow Modelling	Capital Project Description	Site specific modelling of the potential impact to Sooke Lake Reservoir and infrastructure of a significant wildfire in the Sooke WSA.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale *Erosion and debris flows from areas burned by wildfire in the Greater Victoria Water Supply Area could pose a major threat to the quality of water in source reservoirs. A pilot project was completed in 2014-15 to model post-wildfire erosion and debris flow for two drainages close to the intake of Sooke Lake Reservoir. The results were then used to develop an emergency rehabilitation plan for these two drainages. A larger modelling project for all areas draining directly into Sooke Lake Reservoir is proposed for 2019 in order to develop further site specific emergency rehabilitation plans.*

Service: 2.670

Regional Water Supply

Proj. No. 18-02

Capital Project Title Leech and Cragg River Slope and Chan

Capital Project Description Assessment of the existing signs of terrain instability in the lower reaches of the Leech River and Cragg Creek to better understand the risks to water quality and implications to water supply intake infrastructure.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The lower reaches of the Leech River and Cragg Creek flow through canyons of steep and unstable glacial moraine. Landslides have occurred in the past and ongoing slides, erosion and stream channel instability cause sediment and turbidity issues in these watercourses during precipitation events. Although water from the Leech River may not be needed for water supply for some time, it is important to understand issues relating to slope and channel stability to determine how these factors will affect future engineering works and how they could be addressed and managed prior to the Leech River being required for water supply.*

Proj. No. 18-10

Capital Project Title Species-at-Risk Wildlife Habitat

Capital Project Description An assessment (office and field) and plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.

Asset Class Land

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 (\$35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 (\$50,000 each) will be used to field verify species, critical habitat and movement corridors in order to develop a site specific conservation plan.*

Proj. No. 09-01

Capital Project Title Leech River Watershed Restoration

Capital Project Description A 17 year project to restore the Leech WSA lands for water supply.

Asset Class Land

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *A 17 year project to 2025 to restore the Leech WSA lands for water supply. Priorities for this 5 year plan include: assessments and upgrade/deactivation of roads in the West Leech area and Lazar Main area. Given the cost associated with some priority road projects in the Leech, they are listed as separate capital line items and funding in this line item is reduced.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-07	Capital Project Title Leech WSA Lakes Assessment	Capital Project Description An assessment of the physical, chemical and biological parameters of the Leech WSA source waterbodies.
Asset Class Land	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply)*

Proj. No. 15-01	Capital Project Title Replace Autogates at Goldstream Entrance	Capital Project Description The security gates are past end of life and are to be replaced with more effective security infrastructure.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The security gates are past end of life and are to be replaced with more effective security infrastructure. This project has been delayed in order to coordinate with construction of the Japan Gulch Treatment Facility upgrades and the replacement of the Gatehouse building.*

Proj. No. 16-01	Capital Project Title Replace Gatehouse at Goldstream Entrance	Capital Project Description The security/first aid gatehouse is past end of life and is to be replaced with more effective security infrastructure.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer is unsuitable and located inside the secured area. An in/out road with upgraded autogates is also being established.*

Service: 2.670

Regional Water Supply

Proj. No.	16-04	Capital Project Title	Establish Long Term Forest Monitoring F	Capital Project Description	Installation of 2 additional long term forest monitoring plots.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water
Project Rationale	<i>The 2012 Strategic Plan for the Greater Victoria Water Supply System identified Adaptation to Climate Change as a strategic priority for the system. A key goal associated with this priority is improved understanding of the potential effects of climate change on forest ecosystems in the GVWSA. To achieve this goal, the plan set out the action of developing collaborative partnerships with other agencies to enhance research and monitoring of the forests in the GVWSA and setting up a network of long-term forest monitoring plots. Several existing federal and provincial forest monitoring plots have been incorporated into this network in collaboration with these agencies and a university, but additional monitoring plots are required to represent the forest ecosystems in the GVWSA and provide enough plots to detect trends. Given the intensity of initial data collection, one plot per year is being established.</i>				
Proj. No.	16-06	Capital Project Title	Watershed Protection Operations Centre	Capital Project Description	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training,
Asset Class	Buildings	Board Priority Area	Other	Corporate Priority Area	Drinking Water
Project Rationale	<i>Watershed Protection staff (25 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 10 years ago. The trailers are old, prone to leaks and therefore a concern for mold. Water Quality field staff are located in another converted facility in the Goldstream area. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area. Funds in 2020 will be used to develop a design with building and site construction in 2021 and 2022.</i>				
Proj. No.	17-07	Capital Project Title	Weeks Main Road Upgrade North of We	Capital Project Description	Road upgrade, re-routing and a new bridge installation to bring the road to regulatory standard.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water
Project Rationale	<i>This 500 m section at the north end of Weeks Main is prone to flooding in two areas and the streams are fish bearing. In one section the road surface needs to be elevated and a fish friendly drainage structure installed. In the other section the road will be re-routed to avoid an alluvial fan with multiple braided streams and a new bridge installed to cross the fish bearing stream further upslope.</i>				

Service: 2.670 **Regional Water Supply**

Proj. No. 18-03	Capital Project Title Leech River/Weeks Main Bridge Replac	Capital Project Description Replacement of an undersized culvert with a concrete bridge to handle peak flows and provide safe fish passage.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A large culvert near the headwaters of the Leech River is undersized and during peak flows has caused the river to overflow the roadway. The culvert needs to be replaced with a concrete bridge to restore proper water flow in the fish stream and provide safe road passage. **The project is moved forward to 2019.***

Proj. No. 18-04	Capital Project Title Wildfire Detection Infrared Camera for S	Capital Project Description Installation of a high sensitivity infrared camera to detect wildfire on Survey Mountain.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The 2012 Strategic Plan recommended continued upgrade of wildfire management capabilities. A high quality infrared camera specific to wildfire management can be used to detect wildfires kilometres away. An installation on Survey Mountain will provide 24/7 surveillance for a large area of the GVWSA.*

Proj. No. 18-05	Capital Project Title GVWSA Fuel Management Corridors	Capital Project Description Implementation of forest fuel management corridors in strategic locations for wildfire management in the GVWSA.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2017 CRD staff will have completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort.*

Service: 2.670

Regional Water Supply

Proj. No.	18-06	Capital Project Title	GVWSA Sanitation Facilities upgrade	Capital Project Description	Construction of permanent sanitation facilities in key locations using the existing "dry" system.
Asset Class	Buildings	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale Sanitation facilities are required in the GVWSA to ensure water quality protection. It is becoming difficult to procure portable units that function with the existing removable-bag system. Four to six permanent sanitation facilities will be constructed in key areas providing more of the existing portable units for worksites.

Proj. No.	18-11	Capital Project Title	Large Equipment Storage at FOC	Capital Project Description	Addition of equipment bays to the existing FOC Warehouse to store valuable large equipment that is currently subject to the elements.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale Increased protected storage is required for IWS equipment at the Field Operations Centre in Goldstream. The existing Fire and Spill Equipment Warehouse and adjacent covered storage is sound and fully utilised. Funds are for additional covered storage bays to accommodate additional large IWS equipment. The upgrade was recommended in the Building Needs Assessment for the Watershed Protection Operations Centre (Project 16-06).

Proj. No.	18-12	Capital Project Title	Fibre Optic Network Link	Capital Project Description	To support video surveillance at Goldstream entrance, a fibre optic cable is required to link the FOC Annex to the FOC Main Office.
Asset Class	Engineered Structures	Board Priority Area	Other	Corporate Priority Area	Drinking Water

Project Rationale Video surveillance cameras were installed at the FOC Annex building as part of the development of a video surveillance system to increase detection and enforcement associated with GVWSA trespass. The cameras are not currently physically connected to the CRD network but instead use a SHAW VPN connection back to CRD servers at Fisgard. System performance and reliability will be increased by installing a fibre optic link to connect the FOC Annex building to the CRD network.

Service: 2.670 **Regional Water Supply**

Proj. No. 18-13 **Capital Project Title** Sand Storage Bin **Capital Project Description** Construction of a sand storage bin to support sanding operations during winter months in the Goldstream entrance and Japan Gulch Treatment Facility areas.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Internal capacity to maintain the critical access routes during snowy periods requires improvement. A new sand storage bin needs to be constructed near the FOC to ensure a reliable source of sand is available when required.*

Proj. No. 19-01 **Capital Project Title** Goldstream River Bridge Replacement **Capital Project Description** Replacement of the existing undersized bridge with a longer and higher concrete structure.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *The existing bridge over the Goldstream River of the secondary water supply has inadequate free board and poses a risk to water quality and fish habitat. This bridge on Goldstream Main needs to be replaced with a longer concrete structure, with greater clearance from the high water mark. **The project has been moved ahead to 2018 and engineered designs indicate increased funding is required.***

Proj. No. 19-02 **Capital Project Title** Whiskey Creek Bridge Replacement **Capital Project Description** Replacement of the existing undersized bridge with a longer and higher concrete structure.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks.*

Service: 2.670 **Regional Water Supply**

Proj. No. 20-01	Capital Project Title Kapoor Main Mile 1 Bridge and Asphalt U	Capital Project Description Replacement of the existing undersized culvert with a large bridge as well as nearby asphalt repair or replacement.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project.*

Proj. No. 21-01	Capital Project Title 31N Bridge to Replace Undersized Culve	Capital Project Description Replacement of the existing undersized and failing culvert with a bridge structure.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure.*

Proj. No. 16-07	Capital Project Title Asset Reconciliation / Transfer Agreeeme	Capital Project Description Identify, confirm and reconcile supply system assets ownership.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The supply system has evolved over the past century and has been developed under different ownership. This item will identify specific water system assets and assign ownership, under agreement, between the CRD and the wholesale customers including the finalizing the agreement with the District of Saanich, and initiating agreements with the City of Victoria and the District of Oak Bay.*

Service: 2.670

Regional Water Supply

Proj. No. 16-08	Capital Project Title Hydraulic Model, Audit, and Supply Fore	Capital Project Description Conduct a hydraulic model and forecast water supply as well as audit bulk metering.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is proposed to evolve the existing hydraulic computer model and to conduct an audit of water usage and forecasting. This will guide the planning of future capital works to ensure that the infrastructure is improved in advance of future demands and to assist with pending water service agreements with the wholesale customers.*

Proj. No. 16-09	Capital Project Title Water Quality/Filtration Study	Capital Project Description Conduct siting study for anticipated filtration treatment.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *There is currently no filtration required for the water supply, but in the future it is anticipated that regulations will become stricter and filtration will be required at some point. This capital item is to consider alternative location(s) for filtration when it becomes necessary and treatment technology. This will help with site planning efforts and future capital works.*

Proj. No. 16-10	Capital Project Title Post Disaster Emergency Water Supply	Capital Project Description Identify and procure emergency systems for post disaster preparedness.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.*

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Proj. No. 17-13	Capital Project Title Strategic Asset Management Plan	Capital Project Description Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules. Additional funds are required to complete additional investigations highlighted in the 2017 study.*

Proj. No. 17-14	Capital Project Title Hydraulic Actuators Assessment/Replac	Capital Project Description Assessment and replacement of hydraulic actuators that are key to operation of the water supply system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *There are 16 hydraulic actuators that control valves and gates in the watershed that are nearing the end of their service life (installed in 1977). These actuators need replacement and evaluation of the existing actuators is required to determine optimum actuator technology, replacement strategy, associated mitigative improvements for each location. The 2017 work will result in an actuator replacement program with a defined schedule, scope and costs. The 2018 – 5 year Capital Budget has been adjusted to reflect initial findings in the 2017 assessment.*

Proj. No. 17-16	Capital Project Title Goldstream/Waugh Creek Cross Chann	Capital Project Description Removal of sluice gates and other abandoned infrastructure.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A series of cross channels was historically used to divert water from the Goldstream system to Jack Lake and Humpback Reservoir via Waugh Creek. This system has not been used for water supply since 1997, and the channels and associated works (sluice gates, etc.) should be decommissioned to avoid possible flooding. This was originally identified as a Watershed Protection project.*

Service: 2.670

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Proj. No. 18-14	Capital Project Title Site Assessment/Feasibility of Overflow Channel	Capital Project Description Humpback overflow channel condition assessment, and feasibility of enclosing channel.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Humpback overflow channel is utilized to convey water that has overflowed in safe discharge manner. This structure requires a condition assessment to ensure continues to function as designed. Additionally, a feasibility study of enclosing the channel for safety reasons will be carried out. Funds are required to retain a consultant to conduct a condition assessment of the overflow channel and feasibility study of enclosing the channel.*

Proj. No. 19-04	Capital Project Title Seismic Assessment of Critical Facilities	Capital Project Description Identified as a priority from Strategic Plan, a seismic assessment of critical facilities will be undertaken.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A Water Supply System Strategic Plan update occurred in 2017. Seismically assessing critical facilities has been highlighted as a priority to ensure a functioning water supply system after a seismic event. With the exception of dams, all critical facilities including the Japan Gulch and Sooke River Road Disinfection facility will be seismically assessed in a desktop study and confirmed through field inspections to determine if they meet current post-disaster requirements. The results of the assessment will inform future investigation and capital improvements if required. Funds are required to retain a consultant to seismically assess critical facilities within the water supply system.*

Proj. No. 20-02	Capital Project Title Supply System Resilience Feasibility Study	Capital Project Description Identified as a priority from the Strategic Plan, a study of water supply system's resilience and high level measures to make important assets resilient will be undertaken
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A Water Supply System Strategic Plan update occurred in 2017. Ensuring the water supply system is resilient with appropriate system redundancies has been highlighted as a priority to ensure continued water supply in the event of key infrastructure failure. A feasibility study of critical infrastructure will identify and assess to whether plans, procedures and necessary infrastructure are in place in the event key infrastructure fails. The results will inform future investigation and capital improvements if required. Funds are required to retain a consultant to conduct the supply system resilience feasibility study.*

Service: 2.670

Regional Water Supply

Proj. No. 14-02	Capital Project Title Upgrade JG Chloramination System	Capital Project Description Construction of new chloramination system.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale In 2012, an engineering study was conducted of the existing Japan Gulch chloramination system which consists of gaseous chlorine and ammonia delivered to the treatment facility. The consultant considered a number of options and recommended replacement of the gaseous systems with liquid delivered to site. A design-build contract was awarded in 2016 with construction starting in 2016 with final acceptance of the work anticipated for in 2018.		
Proj. No. 15-02	Capital Project Title Mt. Tolmie Reservoir Control Valve Asses	Capital Project Description Assess current Mt Tolmie Reservoir control logic and replace end of life control valves.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale The control valve system at the Mount Tolmie reservoir is complex and outdated. This item is to assess and identify alternative control valve options and to inform a future capital budget with replacement cost estimates. Additional funds are required to carry out some valving improvements, such as updating the out of date and non-functioning pneumatic actuated valve.		
Proj. No. 15-03	Capital Project Title Sooke Intake Screens Condition Assess	Capital Project Description Renewal of the aging Sooke Intake Tower and equipment to maintain water supply.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale The Intake Tower is an integral part of the Regional Water System and is the primary raw water feed to Japan Gulch and Sooke River Road Water Treatment Plants. Currently there is no redundancy within the structure in the event of mechanical failure. In 2016 Stantec Consulting Ltd. completed an assessment of the overall structure including major components consisting of: Travelling Screen, Sluice Gates/Actuators, and Electrical System. The assessment identified required remedial works to the major components that will be carried out over 2017 and 2018. In 2016 a Seismic Structural Analysis will be completed to assess the vulnerability of this structure and identify options of upgrades or replacement of the structure to meet current seismic codes. In 2017 Stantec had provided renewal and replacement options for the Intake Tower, additional funds are required to renew the Intake Tower to ensure proper functioning screens, sluice gates/actuators and electrical system.		

Service: 2.670

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Proj. No. 17-23	Capital Project Title Japan Gulch Emergency Notification Sys	Capital Project Description Design and implementation of an emergency notification system.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *An emergency notification system is required at the Japan Gulch Disinfection Facility to meet regulatory compliance related to gas release and other hazards (e.g. wildfire). The need was evaluated and solution described in detail in the Gas Release Risk Assessment and Communication Plan; Japan Gulch Disinfection Facility; June 30, 2016. This work will include installation of a new siren system (and associated controls) at the plant and fund CRD assistance in the development of an emergency mass notification system. Additional funds are required to implement the emergency notification system.*

Proj. No. 17-24	Capital Project Title SCADA Equipment Replacement Progra	Capital Project Description Planned replacement of SCADA equipment as recommended from the SCADA Master Plan.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *A study of the existing SCADA equipment was completed by Stantec Consulting and they proposed short-term and long-term SCADA equipment replacements. It is proposed to replace the equipment based on priority and defined by deterioration and/or age. Funding is required to upgrade the following equipment over the next 10 years:2017 - Watershed SCADA sites, upgrade of PCS & Communications; 2020 - Replacement of some bulk meter SCADA sites; 2021 - Replacement of some bulk meter SCADA sites, watershed SCADA sites and upgrade of PCS & Communications.*

Proj. No. 18-07	Capital Project Title JGTP - UV Reactor Lines 9 & 10 Installa	Capital Project Description Installation of additional UV reactors.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Two 24" UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24" stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections.*

Service: 2.670

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Proj. No. 18-08	Capital Project Title Bulk Supply Meter Replacement Program	Capital Project Description Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. In 2017, KWL completed a bulk water system audit and recommended that the Admirals and Cecelia sites are priority for 2017 and 2018, in 2019 Layritz and Maplewood, in 2020 Blue Ridge, Alderley and Holland, in 2022 St Giles be replaced. Funding is required to replace the flow meter and appurtenances.*

Proj. No. 18-15	Capital Project Title Cathodic Protection Program	Capital Project Description Study deficiencies in the current material protection and implement recommendations.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.*

Proj. No. 18-16	Capital Project Title Main No. 2 Remove Abdn Valves - Admi	Capital Project Description Remove 3 abandoned valves on Main No. 2.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is for CRD forces to remove three identified abandoned valves on Main No. 2 in the Admirals/Craigflower Road area. The valves pose a liability as they are old, abandoned and staff have no way of confirming their condition. This work includes confirming valve locations, removing the valves and replacing with blind flanges or caps. Funding is required for staff time to carry out the works.*

Service: 2.670 **Regional Water Supply**

Proj. No. 18-17	Capital Project Title Sooke Spillway Gate Power	Capital Project Description Addition of standby power to for the Sooke Spillway gates.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to provide emergency power to the Sooke Spillway Gates so that they can be operated during a power failure. This item was identified during an assessment and predesign of the Sooke Intake, this work is required to ensure proper function of the spillway gates during a power outage. Funding is required to retain a consultant to conducted detailed design and for procurement of a standby generator for the spillway gates.*

Proj. No. 18-18	Capital Project Title Main No.3 Segment Replacement	Capital Project Description Replacement of segments of Main No. 3 based upon previous studies.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.*

Proj. No. 18-29	Capital Project Title Stelly's PS Assessment	Capital Project Description Assess the requirement for the Stelly's pump station and implement electrical requirement reductions.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The existing Stelly's pump station was constructed in the late 1980's to increase available water pressure and flow to the Saanich Peninsula. After the GVWD became part of the CRD the Stelly's pump station was made redundant through adjustment of operation, and consequently the pumps are not required, but the flow meter is used. The Stelly's pump station had required a 2400V service to power the pumps, this requires considerable operations time to maintain the electrical service when a 120V service is sufficient for the flow meter. Funding is required to remove the 2400V service and install a 120V service.*

Service: 2.670 **Regional Water Supply**

Proj. No. 19-05 **Capital Project Title** Kapoor Tunnel Repairs **Capital Project Description** Repair defects in the Kapoor tunnel.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs.*

Proj. No. 14-04 **Capital Project Title** Sooke Dam Safety Improvements Piezo **Capital Project Description** Complete instrumentation plan to monitor the Sooke Dam.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Develop an instrumentation system plan and conceptual design for new set of "vibrating-wire" piezometers at Sooke Lake Dam to replace the 15 pneumatic piezometers (installed during the dam raise in 2002) that have come to the end of useable life and are no longer performing as designed. The 2016 Dam Safety Review Audit identified the inoperable piezometers as a deficiency and recommended replacement of piezometers and improvements to surveillance capability. 2018 work will focus on completing instrumentation system planning with consultant. In future years, this project will be included with "Sooke Lake Dam – Surveillance Improvements"*

Proj. No. 16-15 **Capital Project Title** Lubbe Dam No. 4 Remediation **Capital Project Description** Replacement of the Lubbe Dam No. 4.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *The Lubbe Dam #4 was determined to be eroding internally because of leakage through the dam and through a consultant's study it was concluded that the dam was in need of replacement. The preliminary design was completed in 2014 and it is proposed to complete the final design and granular material production in 2016/2017, with the new dam construction project scheduled for 2017/2018. Based upon preliminary design, additional funds are required to complete construction in 2018.*

Service: 2.670

Regional Water Supply

Proj. No. 16-16	Capital Project Title Goldstream Dams Safety Review & Imp	Capital Project Description Conduct a dam safety review and some improvements for the Goldstream dams.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 (\$80k) and the study provided recommendations for dam safety improvements at the suite of 11 dams in the Goldstream Watershed. Upcoming studies and capital work to be completed includes:*

- i. Dam Breach Assessment and Inundation Mapping (\$175k) – 2018*
- ii. Goldstream Dam – Install Riprap at Spillway (\$10k) - 2018*
- iii. Survey work (\$15k) – 2018*
- iv. Japan Gulch Spillway Hydraulic Assessment (\$25k) – 2019*
- v. Update Seismic Hazard (\$50k) – 2019*
- vi. Seismic Deformation Analysis (\$75k) – 2019*
- vii. Evaluate Core and Shell Materials – (\$100k) - 2020*
- viii. Lubbe Dam #1 – low level outlet inspection (\$10k) – 2021*
- ix. Lubbe Dams #2 and #3 – Install Seepage Weir at each dam (\$50k) – 2021*
- x. Lubbe Dam #2 – Install Riprap at upstream face of dam (\$15k) - 2021*

Proj. No. 16-17	Capital Project Title Butchart Dam No. 5 Remediation	Capital Project Description Replacement of Butchart Dam No. 5
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.*

Proj. No. 17-25	Capital Project Title Sooke Dam Safety Review and Implicati	Capital Project Description Conduct a dam safety review and some improvements for the Sooke Dam.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The 2016 Dam Safety Review Audit was completed in 2016 and provided a list of recommended improvements. Upcoming capital work to be completed includes:*

- 1. Repairs to spillway gates (\$200k) – 2018*
- 2. Further testing of spillway underdrainage system (\$100k) – 2018*
- 3. Review video inspection data for Low Level Outlet Pipes (\$10k) - 2018*
- 4. Upgrade roadside ditches near left abutment and add fill to abutment (\$100k) - 2019*
- 5. Failure Modes Analysis (\$120k) – 2019*
- 6. Emergency Drawdown Assessment (\$100k) - 2019*
- 7. Risk Analysis and Assessment (\$100k) 2020*
- 8. Freeboard Analysis – wind and wave run-up assessment (\$20k) – 2020*
- 9. Reservoir Slope Stability Assessment (\$200k) – 2021*
- 10. Structural Assessment of Intake Tower Footings during rapid reservoir drawdown scenario (\$100k) - 2021*

Service: 2.670

Regional Water Supply

Proj. No. 18-19	Capital Project Title Sooke Lake Dam - Instrumentation System	Capital Project Description Complete instrumentation system improvements for the Sooke Dam.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale Development of a more robust surveillance system suitable for an "extreme" consequence classification dam that includes new instrumentation, and will allow for improved observation and timely analysis of critical dam safety related data. This was identified as a recommended action from the 2016 Dam Safety Review Audit. Results of planning study (#14-04) will inform the phasing priorities for the capital works. Initial planned phases are to be confirmed and currently consist of:

1. Phase 1 – Detailed design and installation of new vibrating wire piezometers (\$600k) – 2018/2019
2. Phase 2 – Installation of new seepage weirs (\$200k) - 2019
3. Phase 3 – SCADA upgrades (\$200k) - 2020
4. Phase 4 – New data processing and training (\$100k) - 2021
5. Phase 5 – Install Seismograph (\$150k) - 2022

Proj. No. 18-20	Capital Project Title Sooke Lake Dam - Breach Risk Reduction	Capital Project Description Implement measures to reduce Sooke Lake Dam breach.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale A dam breach assessment and inundation mapping project is being completed in 2017 by an engineering consultant. The study will include assessment of the dam consequence classification. Recommendations from the study are anticipated to include structural and non-structural risk mitigation measures to lower risks associated with an emergency dam breach. Mitigation measures are anticipated to be implemented in future years and may include:

1. Stockpile of riprap near dam site (\$200k) - 2018
2. Installation of early warning systems and structural improvements (\$200k) - 2019

Proj. No. 18-21	Capital Project Title Independent Dam Safety Assessment	Capital Project Description Have an independent panel assess recent dam safety reviews and provide recommendations for improvements.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale A dam safety expert panel will be hired to conduct an independent review and provide recommendations regarding outcomes and proposed work from recent dam safety studies, including the 2016 Sooke Lake Dam, Saddle & Deception Dams Probabilistic Seismic Hazard Assessment and the 2016 Sooke Lake Dam - Dam Safety Review Audit. The panel will also review the status of CRD's dam safety management system and provide recommendations for any improvements.

Service: 2.670

Regional Water Supply

Proj. No. 18-22	Capital Project Title Dam Emergency Plans, Operations Mair	Capital Project Description Update operation & maintenance manuals and dam emergency plans.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The current dam emergency plans for Sooke Lake Watershed Dams and Goldstream Watershed Dams need to be updated to meet the current Canadian Dam Association Guidelines and provincial updated template. This is a requirement under the B.C. Dam Safety Regulation and has been recommended by dam safety engineering professionals in the latest Dam Safety Reviews. The work will include the updates to the existing Operations, Maintenance and Surveillance Manuals which is also a recommendation from the most recent Dam Safety Reviews.*

Proj. No. 21-02	Capital Project Title Charters Dam - Dam Safety Review & In	Capital Project Description Conduct a dam safety review and some improvements for the Charters Dam.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review will include assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.*

Proj. No. 21-03	Capital Project Title Deception Dam - Dam Safety Review &	Capital Project Description Conduct a dam safety review and some improvements for the Deception Dam.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.*

Service: 2.670

Regional Water Supply

Proj. No. 21-04	Capital Project Title Saddle Dam - Dam Safety Review & Imp	Capital Project Description Conduct a dam safety review and some improvements for the Saddle Dam.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.*

Proj. No. 16-19	Capital Project Title WQ - Main Lab Equipment Replacement	Capital Project Description Replacement of aging equipment.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *There are several key pieces of equipment (distilled water system, autoclave, pH analyzer, incubator) that are beyond repair and reliability and need to be replaced. Additional funds are required to replace equipment past their useful service life.*

Proj. No. 16-20	Capital Project Title Chlorine Analyzers - Transmission System	Capital Project Description Installation of new chlorine analyzers.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The analyzers (4) will be located at strategic positions within the distribution system to ensure consistent delivery of chlorine residual concentrations by optimizing treatment plant processes through feedback with better, real-time field data.*

Service: 2.670 **Regional Water Supply**

Proj. No. 16-21	Capital Project Title Drinking Water Safety Plans	Capital Project Description A study to identify and assess potential risks associated with the supply system.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *As part of the strategic plan process, this study will identify all potential risks and issues associated with the overall system related to drinking water protection.*

Proj. No. 16-22	Capital Project Title WQIS Database - Functional Enhancem	Capital Project Description Upgrade of the water quality database with additional functionality.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The main database for water quality and results will require several small upgrades, including GIS compatibility to allow visual representation of data.*

Proj. No. 16-23	Capital Project Title Cross Connection Control New Software	Capital Project Description New software to automate cross connection control auditing.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The electronic cross connection control audit form needs to be linked to the existing CRIMS software and synchronized with new software over time.*

Service: 2.670 **Regional Water Supply**

Proj. No. 16-24	Capital Project Title pH Corrosion Study	Capital Project Description Study potential risks and solutions to corrosion due to low pH.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *As part of the strategic planning process, a study of the potential risks and solutions to corrosion due to low pH is required.*

Proj. No. 18-09	Capital Project Title WQ - Main Lab Renovation and Consolida	Capital Project Description Renovation of the water quality lab to consolidate services.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The main lab will be redesigned, upgraded and consolidated with the SPWWTP lab within the existing main lab space. All laboratory services (drinking water, wastewater) and staff will be located within one accredited facility.*

Proj. No. 18-23	Capital Project Title Goldstream Background Water Quality S	Capital Project Description Study water quality impacts of using backup Goldstream system for water supply.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to assess available data and develop a monitoring program to evaluate the water quality associated with the Goldstream Reservoir system. A full assessment is required beyond the monitoring done 2 weeks prior to the Kapoor Tunnel shutdown to evaluate water quality of the system for emergency backup throughout the year.*

Service: 2.670 **Regional Water Supply**

Proj. No. 18-24 **Capital Project Title** Capital Projects Assessment - Impacts c **Capital Project Description** Assess the impacts of upcoming capital projects on system water supply.
Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This item is to evaluate the implications for water quality as a result of major capital upgrades of the Butchart and Lubbe dams on the Goldstream Reservoir (pre and post-project monitoring). Funding is required to carry out water quality monitoring and analyze the data.*

Proj. No. 18-25 **Capital Project Title** Juan de Fuca Distribution System - Leac **Capital Project Description** Conduct monitoring program to determine risks associated with lead-contaminated infrastructure.
Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This item is to undertake a monitoring program within the Juan de Fuca distribution system to determine any risks associated with lead-contaminated infrastructure. Funding is required for staff time to carry out the program.*

Proj. No. 18-26 **Capital Project Title** Supply Management (Sooke Res) Mode **Capital Project Description** Assess impacts of regional precipitation patterns on regional water supply.
Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This item is to study the implications of shifts in regional precipitation patterns associated with climate change will be applied to the regional water supply.*

Service: 2.670 **Regional Water Supply**

Proj. No. 18-27	Capital Project Title Paperless Data Management Project	Capital Project Description Develop paperless system for records management
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is for design and implementation of paperless laboratory for process improvement: reduction of paper work, increased efficiency, automating regulatory compliance, reducing cost and paper waste. The goal is to integrate with new EQIS system when it is live and using electronic records as official records.*

Proj. No. 19-03	Capital Project Title WQ - Nutrient Analyzer	Capital Project Description Purchase of a nutrient analyzer for the water quality lab.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The contract to have nutrients analyzed by external labs will be replaced by in-house capacity through the purchase of the analyzer and internal training.*

Proj. No. 19-06	Capital Project Title Backflow Feasibility Study (Main No. 1 &	Capital Project Description Study possible cross contamination associated with flow direction of Mains No. 1 and Mains No. 2.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to undertake an assessment of risks associated with cross-contamination and flow direction in Mains #1 and #3 and develop a program to inform capital upgrades.*

Service: 2.670

Regional Water Supply

Proj. No. 20-03

Capital Project Title Leech River Watershed - Implications fo

Capital Project Description Develop program to evaluate water quality implications of adding Leech watershed to supply system.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *This item is to develop and implement a research program to evaluate the implications of adding Leech Watershed water supply to existing Sooke Reservoir when future demand exceeds current supply*

Proj. No. 17-27

Capital Project Title Watershed Bridge and Culvert Replacen

Capital Project Description Replacement of small culverts and bridges throughout the GVWSA.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.*

Proj. No. 17-28

Capital Project Title Watershed Security Infrastructure Upgra

Capital Project Description New, upgrade and replacement of security infrastructure in the GVWSA.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. An uplift in provisional funding requirement is foreseen in 2017 to upgrade and maintain Weeks Lake area security after CRD Board decision to close the area to unauthorized public access; and, for additional fencing and/or gates to maintain a secure GVWSA with the implementation of the Sooke Hills Wilderness Trail (Trans Canada Trail).*

Service: 2.670 **Regional Water Supply**

Proj. No. 17-29 **Capital Project Title** Water Supply Area Equipment Replacen **Capital Project Description** Hydrometeorological, fireweather, wildfire suppression and water quality equipment replacement.

Asset Class Equipment **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment.*

Proj. No. 17-30 **Capital Project Title** Kapoor Tunnel and Major Transmission **Capital Project Description** Kapoor Tunnel inspection and emergency repairs to the transmission mains.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.*

Proj. No. 17-31 **Capital Project Title** Transmission System Components Repl **Capital Project Description** Replacement and repair of transmission components.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.*

Service: 2.670 **Regional Water Supply**

Proj. No. 17-32	Capital Project Title Revenue Meter Replacement	Capital Project Description Replacement of minor equipment associated with revenue meter sites.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This is an annual allowance for minor equipment replacement or repair related to the revenue water meters, vaults and electrical and electronic equipment.*

Proj. No. 17-33	Capital Project Title Disinfection Equipment Parts Replacement	Capital Project Description Replacement of incidental equipment and parts associated with the disinfection system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.*

Proj. No. 17-34	Capital Project Title Supply System Computer Model Update	Capital Project Description Annual update of the regional hydraulic model.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.*

Service: 2.670 **Regional Water Supply**

Proj. No. 17-35	Capital Project Title Vehicle & Equipment Replacement (Fun	Capital Project Description This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure.*

Proj. No. 18-28	Capital Project Title EV Charging Stations	Capital Project Description Advancing Strategic Board Priorities, IWS will install an EV charging station at the RWS facility
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *IWS is committed to advancing the Strategic Board Priorities related to Climate Change by greening the fleet. One of the initiatives is the ongoing evaluation of procurement to consider the use of electrical vehicles. At present IWS has one electrical vehicle in the IWS Fleet. In order to support the use of electrical vehicles, IWS installed an electric charging station at 479 Island Hwy. In 2018 the initiative is to install one more station at a RWS facility to support the use of electrical vehicles.*

Proj. No. 18-30	Capital Project Title New Samplers' Vehicle	Capital Project Description An additional sampler vehicle is required to facilitate an additional sampler for the regional/municipal systems
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Approval was received from the RWSC for Water Quality to move forward with an additional sampler for our regional/municipal distribution systems. That position will require a samplers vehicle, similar to the vehicles used by the two existing samplers.*

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 16-01 Capital Project Title Upgrades to Buildings at 479 Island Hig Capital Project Description Maintenance and changes to buildings and office layouts.

Asset Class Buildings Board Priority Area Other Corporate Priority Area Drinking Water

Project Rationale The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:
• Repairs, upgrades and changes to the buildings (provisional \$50,000)
• Painting of hte buildings. (provisional \$10,000 annually)
• Repair and replacement of carpets, floors and walls. (provisional \$10,000 annually)
• Repair, refurbishment and replacement of equipment and property. (provisional \$10,000 annually)

Proj. No. 17-01 Capital Project Title Voice Radio Upgrade Capital Project Description Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Asset Class Equipment Board Priority Area Other Corporate Priority Area Drinking Water

Project Rationale Service Life and projected replacement:
• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
• Support for repairs and maintenance of the present radio will continue for the next 3 years at least. •
There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.

Mobile Radios: There are 100 Mobile radios in the system at present, all will need to be replaced.

Portable Radios: There are 90 Portable radios in the system at present all will need to be replaced.

Proj. No. 18-01 Capital Project Title Crane Replacement Capital Project Description Replacement of the overhead crane in the Fleetshop

Asset Class Equipment Board Priority Area Other Corporate Priority Area Drinking Water

Project Rationale The overhead crane in the Fleetshop is at the end of life and requires replacement. Funding is required to remove the existing crane and replace with new one.

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 18-02

Capital Project Title Operational Support Program

Capital Project Description

Develop a program to aid in tracking and delivering engineering support to Operations for issues ranging from small equipment failures to emergency support.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale IWS Engineering currently spends a large, unknown amount of time supporting RWS and JdF operations on issues ranging from operational system optimization, small equipment condition assessment to emergency support for water main breaks and other key infrastructure failures. Funding is required to optimize logging and communication processes for when these issues occur, and to predict and allocate appropriate resources for engineering support of operations.

Proj. No. 16-04

Capital Project Title Implementation of a Fleet Management

Capital Project Description

Development and implementation of a fleet management system.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale It is proposed that IT undertake an evaluation to determine if the present CRD ERP software meets the needs of Corporate Fleet Management. A fleet management needs document has been compiled and IT has been consulted on fleet requirements, the first indication is that the existing system are not able to meet the requirements in a cost effective manner. The next step is to provide funding for an in depth review by the CRD of the present systems' ability to provide a business solution for Fleet Management. This was a recommendation from the 2011 Fleet Management Working Group. Pending the outcome of the evaluation, provision has been made for the configuration changes of the SAP modules to meet the needs or the implementation of a fleet management software solution. Having an acceptable solution available will ensure that all aspects of fleet management is integrated to the existing systems, to do fleet planning and achieve regulatory compliance. At present not all data required for optimum fleet management is being captured and the systems that are in place are not linked together resulting in extensive staff hours to assemble reports, statistics and forecasts. i.e. provincial GHG reporting, vehicle replacement cycles, driver records etc.

Proj. No. 17-02

Capital Project Title SCADA Hardware Upgrading and Repl

Capital Project Description

Upgrade and replacement of SCADA equipment as required.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale The SCADA system needs continuous upgrading and repairs to keep it at present day standards. If the system is allowed to age, replacement components are more difficult to obtain, as well the utilization of the system becomes limited. Electronic components fail due to a variety of reasons and it is difficult to project their life expectancy. Provision includes budget for the replacement of radios that fail before the planned future upgrade of the radio system and an allowance for a study to evaluate the use of the Motorola versus the SCADA pack data handling devices. The outcome of this study will have an impact on the future radio replacements.

Proj. No. 17-03

Capital Project Title Office Equipment, Upgrades and Repla

Capital Project Description

Upgrade and replacement of office equipment as required.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale Funds will be used for the replacement and upgrading of office equipment and furniture, as required.

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-04	Capital Project Title Computer Upgrades	Capital Project Description Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$175,000 annually to reflect actual costs.

Capital Budget 2017
 Network Switch Maintenance \$10,000
 Additional Wireless Access Points and Maintenance \$15,000
 Photocopier Replacement \$20,000
 Additional Data Storage \$15,000
 Replacement Computers \$75,000
 Equipment Maintenance (contingency) \$23,000
 Replace Access Control System - Gates/ Video Cameras \$12,000
 Total Capital \$170,000

Proj. No. 17-05	Capital Project Title Development of the Maintenance Manag	Capital Project Description Develop maintenance management system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following IT related projects:-

- Develop a dashboard to display information.
- Investigate standardization of SAP mobile platform.

Proj. No. 17-06	Capital Project Title Small Equipment & Tool Replacement	Capital Project Description Replacement of tools and small equipment for Water Operations as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.

Proj. No. 17-07	Capital Project Title Small Equipment & Tool Replacement	Capital Project Description Replacement of tools and small equipment for Fleet as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY

1

GENERAL PROGRAM EXPENDITURES:

	2017 BOARD BUDGET 2	2017 ESTIMATED ACTUAL 3	2018 CORE BUDGET 4	2018 ONGOING 5	2018 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2019 8	2020 9	2021 10	2022 11
WATERSHED PROTECTION	4,845,723	4,872,578	4,958,177	92,052	25,000	5,075,229	5,176,734	5,280,268	5,385,874	5,493,591
WATER MANAGEMENT	3,521,929	3,872,342	4,078,024	268,400	50,000	4,396,424	4,433,256	4,521,882	4,612,171	4,704,347
WATER QUALITY	1,293,728	1,309,855	1,363,973	105,000	-	1,468,973	1,498,318	1,528,262	1,558,805	1,589,960
CROSS CONNECTION	710,010	714,972	721,163	-	-	721,163	735,586	750,297	622,704	638,010
DEMAND MANAGEMENT	759,120	757,018	774,025	-	-	774,025	789,502	805,290	821,400	837,831
INFRASTRUCTURE ENGINEERING	402,500	423,572	414,510	60,000	-	474,510	484,000	493,680	503,554	513,625
FLEET OPERATION & MAINTENANCE	(288,994)	(114,815)	(268,923)	-	-	(268,923)	(274,301)	(279,787)	(285,383)	(291,089)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	578,561	379,331	587,746	-	-	587,746	604,745	616,066	627,607	640,150

TOTAL OPERATING EXPENDITURES	11,822,577	12,214,853	12,628,695	525,452	75,000	13,229,147	13,447,841	13,715,958	13,846,731	14,126,425
<i>Percentage increase over prior year's board budget</i>			6.82%			11.90%	1.65%	1.99%	0.95%	2.02%

AGRICULTURAL WATER RATE FUNDING	1,200,000	1,300,000	1,225,000	-	-	1,225,000	1,250,000	1,275,000	1,300,000	1,326,000
			2.08%			2.08%	2.04%	2.00%	1.96%	2.00%

CAPITAL EXPENDITURES & TRANSFERS

TRANSFER TO WATER CAPITAL FUND	3,743,388	3,761,154	5,301,214	-	-	5,301,214	5,700,000	6,100,000	6,800,000	7,400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	288,994	288,994	268,923	-	-	268,923	274,301	279,787	285,383	291,090
TRANSFER TO DEBT RESERVE FUND	81,250	46,250	116,390	-	-	116,390	132,390	89,390	98,390	88,390

TOTAL CAPITAL EXPENDITURES & TRANSFERS	4,113,632	4,096,398	5,686,527	-	-	5,686,527	6,106,691	6,469,177	7,183,773	7,779,480
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DEBT

DEBT - INTEREST AND PRINCIPAL	12,179,601	12,109,809	10,378,776	-	-	10,378,776	10,759,391	11,461,204	11,898,504	12,364,104
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TOTAL DEBT EXPENDITURES	12,179,601	12,109,809	10,378,776	-	-	10,378,776	10,759,391	11,461,204	11,898,504	12,364,104
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DEFICIT TRANSFERRED TO FOLLOWING YR

TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD	-	-	-	-	-	-	-	-	-	-
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TOTAL EXPENDITURES	29,315,810	29,721,060	29,918,998	525,452	75,000	30,519,450	31,563,923	32,921,339	34,229,008	35,596,009
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SOURCES OF FUNDING

REVENUE - SALES	(28,687,500)	(29,130,000)	(29,297,548)	(525,452)	(75,000)	(29,898,000)	(30,942,473)	(32,299,889)	(33,607,558)	(34,974,559)
REVENUE - OTHER	(628,310)	(591,060)	(621,450)	-	-	(621,450)	(621,450)	(621,450)	(621,450)	(621,450)

TOTAL SOURCE OF FUNDING FROM OPERATIONS	(29,315,810)	(29,721,060)	(29,918,998)	(525,452)	(75,000)	(30,519,450)	(31,563,923)	(32,921,339)	(34,229,008)	(35,596,009)
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TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										

TOTAL SOURCES OF FUNDING	(29,315,810)	(29,721,060)	(29,918,998)	(525,452)	(75,000)	(30,519,450)	(31,563,923)	(32,921,339)	(34,229,008)	(35,596,009)
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<i>Percentage increase over prior year's board budget</i>			2.06%			4.11%	3.42%	4.30%	3.97%	3.99%
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**2.670 Regional Water Supply
Asset/ Reserve Schedule
2018 - 2022 Financial Plan**

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system. The total historical value as of Dec 31, 2016 for all assets was \$355.4M.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	2,611,657	2,199,151	1,732,824	1,830,325	1,797,907	1,926,040
Equipment purchases (Based on Capital Plan)	(870,000)	(865,000)	(208,000)	(367,300)	(185,000)	-
Transfer from Operating Budget	288,994	268,923	274,301	279,787	285,383	291,090
Proceeds on disposals	130,500	129,750	31,200	55,095	27,750	-
Interest Income*	38,000					
Ending Balance \$	2,199,151	1,732,824	1,830,325	1,797,907	1,926,040	2,217,130

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment & its mobile components as stipulated in the capital plan. Proceeds from disposals of vehicles and depreciation allowance of the vehicles is transferred to Reserves. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

Service: 2.680 JDF Water Distribution

Commission: Juan De Fuca Water Distribution

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service - retail water distribution system providing water to Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood	District of Metchosin
City of Langford	District of Sooke
Town of View Royal	District of Highlands
Juan de Fuca Electoral Area	

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	\$19,000,000 Pre - (Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities)
Borrowed:	\$17,500,000 Pre - (Consolidated amounts borrowed - Juan de Fuca Water Distribution Facilities)
Expired:	\$1,500,000

Authorized:	\$14,800,000 2015 - (MFA Bylaw No. 3981 Juan de Fuca Water Distribution Facilities)
Borrowed:	\$2,000,000
Remaining:	\$12,800,000

Authorized:	\$10,000,000 DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Borrowed:	\$3,500,000 DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Expired:	\$6,500,000

FUNDING:

Water Revenue and transfer from DCC reserves to service DCC debt.

Rate Base for 2018 Revenue Year

	<u>2016 Applic</u>	<u>2017 Applic</u>	<u>End of 2017 for '18 Applic.</u>	<u>Change</u>	
Retail System					
Physical Plant	\$ 142,629,920	\$ 143,494,080	\$ 151,568,400	\$ 8,074,320	Note 1
Construction Work In Progress	5,114,836	2,361,486	6,715,207	4,353,722	Note 1
Cash Working Capital	638,149	653,151	709,617	56,466	
Inventory	<u>525,000</u>	<u>525,000</u>	<u>525,000</u>	<u>-</u>	
Total Retail Rate Base	\$ 148,907,905	\$ 147,033,716	\$ 159,518,224	\$ 12,484,507	

Note 1: Refer to the Schedule of Change in Physical Plant & Work in Progress for details.

Schedule of Change in Physical Plant & Work In Progress

Retail

Projected Asset Additions	<u>Projected Assets Capitalized</u>
Pipes	\$ 6,844,877
Pump Station Equipment & valves	3,083,889
Meters	250,000
Studies (Hydraulic model, water audit, etc)	219,603
Computer Upgrades	85,000
Building improvements	82,100
Scada	75,000
Hydrants	70,000
Other Projects (5 minor projects under \$50k)	90,000
Total projected assets capitalized	\$ 10,800,469
Less: current years depreciation	\$ (4,329,058)
Less: change in prior year forecast addition estimates, & disposals.	1,602,909
Change in Physical Plant	<u>\$ 8,074,320</u>

Projected Construction Work In Progress (CWIP)

Pipes	\$ 5,612,014
Reservoir rehabilitation	\$ 457,811
Pump Station Upgrades	\$ 236,240
DCC Bylaw Capital Planning	\$ 149,935
Fire Flow Study	\$ 78,207
Reservoir Assessment	\$ 50,000
Strategic Asset Management Plan	\$ 50,000
Other Projects (7 minor projects under \$50k)	\$ 81,000
Projected CWIP	<u>\$ 6,715,207</u>
Less Prior years projected CWIP	(2,361,486)
Change in CWIP	<u>\$ 4,353,721</u>

Revenue Requirements for 2018 Year

	2016 Application	2017 Application	2018 Application	Change
Retail				
Operations & maintenance	\$ 5,176,098	\$ 5,297,781	\$ 5,755,783	\$ 458,002
Depreciation	4,096,563	4,138,989	4,336,976	197,986
Return on rate base	<u>1,014,500</u>	<u>1,205,300</u>	<u>1,890,600</u>	<u>685,300</u> Note 1
Subtotal of above	\$ 10,287,161	\$ 10,642,070	\$ 11,983,359	\$ 1,341,288
Non-rate revenue	(170,000)	(174,500)	(174,500)	-
DCC Repayment	<u>(284,495)</u>	<u>(264,536)</u>	<u>(251,136)</u>	<u>13,400</u>
Total retail	\$ 9,832,666	\$ 10,203,034	\$ 11,557,723	\$ 1,354,688

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

Schedule of Ongoing and One-Time Budget Items for 2018-2019
For details refer to Attachment A

	<u>2018</u>		<u>2019</u>	
	Ongoing	One-Time	Ongoing	One-Time
Water Management				
Senior Manager - Infrastructure Operations allocation	\$ 24,180			
Auxiliary and student staff allocation	\$ 15,770			
Electrical/SCADA technicians allocation	\$ 4,930			
Engineering and Operations Support Allocation - Admin Clerk (1 FTE)	\$ 117,000			
Recovery of Admin Clerk from existing Engineering and Operations Support budget	\$ (117,000)			
Operations optimization review		\$ 50,000		
Total	\$ 44,880	\$ 50,000	\$ -	\$ -
Fleet Operation & Maintenance				
Total	\$ -	\$ -	\$ -	\$ -
Administration & Finance				
Total	\$ -	\$ -	\$ -	\$ -
Total	\$ 44,880	\$ 50,000	\$ -	\$ -
Total Ongoing and One-Time Budget Items	\$ 94,880		\$ -	

WATER MANAGEMENT

ATTACHMENT A DETAILS

Ongoing Budget Item:	
<p>YR 2018</p> <p>Senior Manager - Infrastructure Operations Allocation</p> <p>Currently, the Senior Manager - Infrastructure Operations (1 FTE) position is shared between the Water and the Wastewater operations. Due to the increase in staffing and infrastructure associated with the CAWTP, there is a need for a new Senior Manager position. Going forward, a full 1.0 FTE will be applied to Water Infrastructure Operations, and 1.0 FTE to Wastewater Infrastructure Operations. This results in a 0.5 FTE increase to the Water Management budget. JDF Water Distribution receives its share of the costs via an increase in the Water Operations labour charge.</p>	<p>\$ 24,180</p>
<p>Auxiliary and Student Staff Allocation</p> <p>Additional resources are requested for the Water Management division to address seasonal workload stresses. This includes such seasonal work as valve exercising, reservoir cleaning due to water quality demand, service leaks and water main flushing. JDF Water Distribution receives its share of the costs via an increase in the Water Operations labour charge.</p>	<p>\$ 15,770</p>
<p>Electrical/SCADA Technicians Allocation</p> <p>The increased labour allocation for the Electrical/SCADA technicians is due to increased overhead costs. This impacts the maintenance costs of JDFWD's pump stations, reservoirs and PRV stations.</p>	<p>\$ 4,930</p>
<p>Engineering and Operations Support Allocation</p> <p>Labour allocation for 1 FTE Admin Clerk, to provide administrative support and public interaction with the customers of the rapidly growing JDF Water Distribution system. Also, to lead the implementation of Tempest as the new database system and monitor the new DCC collection process. This request includes annual salary, benefits and overhead costs.</p>	<p>\$ 117,000</p>
<p>The FTE will be fully recovered from the existing labour allocation budget for Engineering and Operations support, in the JDF Water Distribution operating budget.</p>	<p>\$ (117,000)</p>
Total	\$ 44,880

One-Time Budget Item:	
<p>YR 2018 Operations optimization review Proposal to retain a consultant for \$100,000, to provide a complete assessment of the optimal level of annual preventative and corrective maintenance hours required for the assets in the RWS & JDFWD water services. The assessment would also consider the existing labour hours available to do this work by existing FTEs, and the expected number of labour hours required for CAPEX projects. This will lead to more informed decisions regarding labour requirements for the expanding assets and aging infrastructure in these water services. The review is proposed to be funded 50% by RWS; 50% by JDF Water Distribution (split is based on the budgeted Water Management program costs in both services).</p>	<p>\$ 50,000</p>
Total	\$ 50,000

2018 Demand Estimate

Retail Demand

<u>Years</u>	<u>Actual Demand cu.metre</u>	<u>Budgeted Demand cu.metre</u>
2012	8,016,147	8,489,000
2013	7,810,360	8,088,000
2014	8,164,289	7,840,000
2015	8,204,674	7,710,000
2016	8,622,990	7,710,000
2017	8,400,000*	8,000,000

2018 Demand Estimate

8,200,000

** Projected consumption for 2017*

Summary of Retail Water Rates

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change</u>
Retail (direct) water rate						
Unit cost per cu.m.	\$1.7892	\$1.8101	\$1.9129	\$1.9129	\$2.0739	\$0.1610

Retail Water Rate Increase Impact on Residential Water Bill

Average consumption per 2 month billing cycle: * 39.0 cubic meters (annual = 234.0 cu.m)

<u>Charge for Two Months Consumption</u>	<u>Year</u>	<u>Bi monthly Charge</u>	<u>Annual Charge</u>	<u>2018 Annual Change \$</u>
Average Consumption	2017	\$ 74.60	\$ 447.62	
	2018	\$ 80.88	\$ 485.29	\$ 37.67
Half Average Consumption	2017	\$ 37.30	\$ 223.81	
	2018	\$ 40.44	\$ 242.65	\$ 18.84
Twice Average Consumption	2017	\$ 149.21	\$ 895.24	
	2018	\$ 161.76	\$ 970.59	\$ 75.35

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (<i>sprinklers</i>)	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (<i>includes software</i>)	5
	ELEC	Electronic Equipment(<i>hydromet, weather stn eqpt</i>)	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes (<i>stop logs</i>)	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (<i>radios, phone systems</i>)	10
	WEQP	Water Works Eqpt(<i>W.Quality lab, Wshed eqpt</i>)	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No. 2.680	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
Juan de Fuca Water Distribution							

EXPENDITURE

Buildings	\$0	\$40,000	\$25,000	\$25,000	\$25,000	\$25,000	\$140,000
Equipment	\$87,500	\$407,500	\$477,500	\$482,500	\$232,500	\$182,500	\$1,782,500
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$3,720,000	\$9,677,100	\$8,475,000	\$6,875,000	\$4,950,000	\$3,855,000	\$33,832,100
Vehicles	\$0	\$405,000	\$425,000	\$70,000	\$210,000	\$474,000	\$1,584,000
	\$3,807,500	\$10,529,600	\$9,402,500	\$7,452,500	\$5,417,500	\$4,536,500	\$37,338,600

SOURCE OF FUNDS

Capital Funds on Hand	\$2,607,500	\$3,317,500	\$3,507,500	\$3,462,500	\$4,187,500	\$3,487,500	\$17,962,500
Debenture Debt (New Debt Only)	\$0	\$4,600,000	\$3,100,000	\$1,900,000	\$0	\$400,000	\$10,000,000
Equipment Replacement Fund	\$0	\$405,000	\$425,000	\$70,000	\$210,000	\$474,000	\$1,584,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,200,000	\$2,857,100	\$2,370,000	\$2,020,000	\$1,020,000	\$175,000	\$8,442,100
Short Term Loans	\$0	-\$650,000	\$0	\$0	\$0	\$0	-\$650,000
	\$3,807,500	\$10,529,600	\$9,402,500	\$7,452,500	\$5,417,500	\$4,536,500	\$37,338,600

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.680
Service Name: JDF Water Distribution

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-01	Renewal	Reservoir Assessment	Conduct a condition assessment, water quality analysis of existing reservoirs.	\$200,000	S	WU	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$150,000
16-03	Renewal	Strategic Asset Management Plan	Combine past studies to plan out future capital expenditures.	\$150,000	S	WU	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-01	Renewal	Annual Small Diameter Pipe Replacement Program Update	Update the annual small diameter pipe replacement program.	\$150,000	S	WU	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-02	New	Implement Tempest Software	Purchase software and train staff in use of land use software specific for land-based use.	\$150,000	S	WU	\$50,000	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Capital													
99-01	Replacement	Annual Small Diameter Pipe Replacement Program	Planned pipe replacement to maintain reliable level of service.	\$0	S	WU	\$0	\$1,250,000	\$950,000	\$800,000	\$1,250,000	\$1,250,000	\$5,500,000
12-01	Renewal	Fire Flow Upgrade Program Phase 2 Volume/Flow Upgrade Program Review	Assess and update the fire flow upgrade program to inform future capital works.	\$100,000	S	WU	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
15-02	Renewal	Sun River Reservoir Rehabilitation	Repair a leaking reservoir.	\$1,000,000	S	WU	\$550,000	\$550,000	\$0	\$0	\$0	\$0	\$550,000
16-04	Replacement	Jacklin Rd - 900m of 600mm Pipe	Replacement of aged, large diameter water main.	\$2,400,000	S	WU	\$1,320,000	\$1,620,000	\$0	\$0	\$0	\$0	\$1,620,000
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	\$200,000	S	WU	\$200,000	\$200,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,200,000
17-04	Replacement	SCADA Equipment Replacement Program	Replacement of SCADA equipment as outlined in Stantec's 2015 SCADA Master Plan report.	\$400,000	E	WU	\$0	\$0	\$0	\$300,000	\$50,000	\$0	\$350,000
17-05	New	Develop E-Billing and Pre-Authorized Debit System	Develop electronic system to send out invoices and evaluate pre-authorized payments.	\$150,000	E	WU	\$30,000	\$120,000	\$0	\$0	\$0	\$0	\$120,000
18-01	Replacement	Sooke Rd Ph. 2 - 1,000m of 600m Pipe - Cecil Blogg to Jacklin	Replacement of aged, large diameter water main.	\$800,000	S	WU	\$0	\$800,000	\$0	\$0	\$0	\$0	\$800,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs will be conducted including implementing improvements to Walfred.	\$1,300,000	S	WU	\$0	\$300,000	\$500,000	\$500,000	\$0	\$0	\$1,300,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	\$1,000,000	S	WU	\$0	\$150,000	\$350,000	\$100,000	\$350,000	\$100,000	\$1,050,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & watermain upgrades.	\$2,500,000	S	WU	\$0	\$250,000	\$1,125,000	\$1,125,000	\$0	\$0	\$2,500,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Produce response plan with regards to water supply and distribution.	\$50,000	S	WU	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
19-01	Replacement	Sooke Rd Ph. 1 - 1,200m of 600m Pipe - Wishart to Cecil Blogg	Replacement of aged, large diameter water main.	\$1,100,000	S	WU	\$0	\$0	\$1,100,000	\$0	\$0	\$0	\$1,100,000
20-01	Replacement	Residential Meter Replacement Program	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report	\$2,500,000	S	WU	\$0	\$250,000	\$250,000	\$500,000	\$500,000	\$500,000	\$2,000,000
Sub-Total System Infrastructure and Operations				\$14,150,000			\$2,550,000	\$6,090,000	\$5,275,000	\$4,325,000	\$3,150,000	\$2,850,000	\$21,690,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.680
Service Name: JDF Water Distribution

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
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Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
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ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
CUSTOMER AND TECHNICAL SERVICES													
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	\$1,395,000	V	ERF	\$0	\$405,000	\$425,000	\$70,000	\$210,000	\$474,000	\$1,584,000
Sub-Total Customer and Technical Services				\$1,395,000			\$0	\$405,000	\$425,000	\$70,000	\$210,000	\$474,000	\$1,584,000
ANNUAL PROVISIONAL ITEMS													
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	\$50,000	S	WU	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
17-08	Replacement	Water Service Replacement Program	Replacement of failed water services as required.	\$1,500,000	S	WU	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
17-09	Replacement	Emergency Major Main Replacement	Major main replacement under emergencies.	\$500,000	S	WU	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
17-11	Replacement	Hydrant Replacement, Upgrades and Additions	Upgrade, replacement or installation of fire hydrants.	\$350,000	S	WU	\$0	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
17-12	Replacement	Large Meters/Meter Vaults Replacement, Upgrades and Additions	Replacement or repairs to large meters/vaults as required.	\$500,000	S	WU	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	\$200,000	S	WU	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	\$750,000	S	WU	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	\$300,000	S	WU	\$0	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Sub-Total for Annual Provisional Items				\$4,150,000			\$0	\$830,000	\$830,000	\$830,000	\$830,000	\$830,000	\$4,150,000
DEVELOPMENT COST CHARGE (DCC)													
16-07	New	Update DCC Bylaw (Comprehensive Update in 2016)	Planned update of the DCC Bylaw.	\$255,000	S	Res	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$255,000
16-32	New	McCallum Pump Station	Construct new pump station to provide water to South Skirt development lands.	\$2,400,000	S	Res	\$0	\$1,150,000	\$1,150,000	\$0	\$0	\$0	\$2,300,000
17-18	New	Bear Mountain Parkway Extension	Design and construct new fire line from McCallum Rd to Skirt Mountain Reservoir.	\$3,987,100	S	Res	\$100,000	\$487,100	\$0	\$0	\$0	\$0	\$487,100
17-19	New	Millstream Extension	Design and construct new water main to service part of the Bear Mountain Development.	\$1,200,000	S	Res	\$1,100,000	\$1,100,000	\$0	\$0	\$0	\$0	\$1,100,000
18-04	New	Nicklaus Pump Station Upgrade	Upgrades to existing pump station to provide increased flow.	\$100,000	S	Res	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
19-02	New	Leigh Rd Supply & Distribution Mains	Supply & Distribution mains installed by the City of Langford.	\$1,200,000	S	Res	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$1,200,000
20-02	New	Bear Mountain Parkway Extension Supply Mains	Supply & Distribution mains installed by the City of Langford.	\$2,000,000	S	Res	\$0	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000
21-01	New	Sooke Hentyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	\$1,000,000	S	Res	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
Sub-Total for Development Cost Charges (DCC)				\$12,142,100			\$1,200,000	\$2,857,100	\$2,370,000	\$2,020,000	\$1,020,000	\$175,000	\$8,442,100
GRAND TOTAL				\$31,837,100			\$3,750,000	\$10,182,100	\$8,900,000	\$7,245,000	\$5,210,000	\$4,329,000	\$35,866,100

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.670/2.680
Service Name: Regional Water Supply & JDF Water Distribution Combo

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	\$335,000	B		\$0	\$80,000	\$50,000	\$50,000	\$50,000	\$50,000	\$280,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	\$640,000	E		\$15,000	\$35,000	\$590,000	\$0	\$0	\$0	\$625,000
18-01	Replacement	Crane Replacement	Replacement of the overhead crane in the Fleetshop	\$75,000	E		\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000
18-02	New	Operational Support Program	Develop a program to aid in tracking and delivering engineering support to Operations for issues fanging from small equipment failures to emergency support.	\$40,000	S		\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				\$1,090,000			\$15,000	\$230,000	\$640,000	\$50,000	\$50,000	\$50,000	\$1,020,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
16-04	New	Implementation of a Fleet Management Solution (software)	Development and implementation of a fleet management system.	\$150,000	E		\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-02	Replacement	SCADA Hardware Upgrading and Replacement	Upgrade and replacement of SCADA equipment as required.	\$210,000	E		\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	\$270,000	E		\$0	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	\$1,190,000	E		\$0	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	\$215,000	E		\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	\$440,000	E		\$0	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	\$100,000	E		\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Sub-Total for Annual Provisional Capital Items				\$ 2,575,000			\$ 100,000	\$ 465,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$1,925,000
GRAND TOTAL				<u>\$3,665,000</u>			<u>\$115,000</u>	<u>\$695,000</u>	<u>\$1,005,000</u>	<u>\$415,000</u>	<u>\$415,000</u>	<u>\$415,000</u>	<u>\$2,945,000</u>

Service: 2.680

JDF Water Distribution

Proj. No. 16-01

Capital Project Title Reservoir Assessment

Capital Project Description Conduct a condition assessment, water quality analysis of existing reservoirs.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *Similar to the assessments in progress or that have been completed for other JDF assets, it is proposed to conduct a review of the existing storage reservoirs/tanks. This will include a higher level structural assessment, condition of materials, functionality and water quality aspects. The results of this review will advise the proposed Strategic Asset Management Plan for 2016 in order to arrive at a comprehensive plan for system upgrades with potential improvements constructed in 2017.*

Proj. No. 16-03

Capital Project Title Strategic Asset Management Plan

Capital Project Description Combine past studies to plan out future capital expenditures.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritize future capital expenditures and programs.*

Proj. No. 17-01

Capital Project Title Annual Small Diameter Pipe Replacement

Capital Project Description Update the annual small diameter pipe replacement program.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *This is to update the 1990 Annual Small Diameter Replacement Program using external consulting services.*

Proj. No. 17-02

Capital Project Title Implement Tempest Software

Capital Project Description Purchase software and train staff in use of land use software specific for land-based use.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The Infrastructure Engineering Section regulates the bylaws related to many of the utilities which includes receiving and processing of applications for service as well as a multitude of referrals from internal and external agencies. Currently, the CRD Staff utilize database software to log the file status and it is proposed to purchase and install Tempest software to track and report the status of each application, referral or development cost charge. The Tempest software is "land-based" and has been implemented by the CRD Building Inspection and Planning department. The proposed budget includes CRD staff effort to setup the software, transfer active files into the new system and staff training.*

Service: 2.680

JDF Water Distribution

Proj. No. 99-01

Capital Project Title Annual Small Diameter Pipe Replacement

Capital Project Description Planned pipe replacement to maintain reliable level of service.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale This item is the 2018 to 2022 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. The program has been underway since 1997. 2018 pipe replacement is planned 930 m on Metchosin Road from Bilston Creek to east of Lomax Road, 150 m on Hull Road from Haslam to 2005 Hull Road in Langford, and 220 m for Derrien Place from Happy Valley Road to the end in Metchosin.

Proj. No. 12-01

Capital Project Title Fire Flow Upgrade Program Phase 2 V

Capital Project Description Assess and update the fire flow upgrade program to inform future capital works.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. It is proposed to complete the study aspects in 2017, followed by subsequent years of reservoir construction starting in 2017 as required. This will be combined with a review of the 5-year accelerated fire flow pipe upgrade program to produce a comprehensive fire upgrade program (flow, volume and pressure). The results of this review will advise the Strategic Asset Management Plan proposed for 2016 in order to arrive at a comprehensive plan for system upgrades.

Proj. No. 15-02

Capital Project Title Sun River Reservoir Rehabilitation

Capital Project Description Repair a leaking reservoir.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale The Sun River reservoir is experiencing leakage through concrete form tie holes as a result of the original construction process. It was originally estimated that \$250K would be needed to rehabilitate the two cells of the reservoir in 2014, but investigations indicated that geotechnical and structural problems were also present. An additional \$750,000 of funding in 2016 is requested to solve these new problems.

Proj. No. 16-04

Capital Project Title Jacklin Rd - 900m of 600mm Pipe

Capital Project Description Replacement of aged, large diameter water main.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area 0

Project Rationale According to a corrosion assessment, this 900m section of steel pipe is unprotected and needs to be replaced. This project schedule was adjusted to allow for upgrade of the Jacklin Road Main

Service: 2.680

JDF Water Distribution

Proj. No. 16-05	Capital Project Title Comprehensive Pump Station Upgrade	Capital Project Description Continue pump station condition assessments, plan and carry out upgrades.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately \$1.0M per year for the next ten years is needed to upgrade existing pump stations. A review of system hydraulics, electrical/mechanical issues and backup power is due to be completed in 2016, which will advise the proposed Strategic Asset Management Plan proposed for 2016 in order to arrive at a comprehensive plan for system upgrades. The carryforward amount of \$200,000 allows for completion of the review.		
Proj. No. 17-04	Capital Project Title SCADA Equipment Replacement Progr	Capital Project Description Replacement of SCADA equipment as outlined in Stantec's 2015 SCADA Master Plan report.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale A study of the existing SCADA equipment was completed by Stantec Consulting and they proposed short-term and long-term SCADA equipment replacements. It is proposed to replace the equipment based on priority and defined by deterioration and/or age.		
Proj. No. 17-05	Capital Project Title Develop E-Billing and Pre-Authorized E	Capital Project Description Develop electronic system to send out invoices and evaluate pre-authorized payments.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale A system will be created to electronically access account information and send out electronic invoices. The feasibility of pre-authorized debit will also be assessed.		
Proj. No. 18-01	Capital Project Title Sooke Rd Ph. 2 - 1,000m of 600m Pipe	Capital Project Description Replacement of aged, large diameter water main.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale As described above, a cost estimate based on the detailed design indicated that additional funding of \$800,000 was required to complete this project. Phase 2 will be constructed by CRD resources.		

Service: 2.680

JDF Water Distribution

Proj. No. 18-02

Capital Project Title JDF Reservoir Upgrades

Capital Project Description Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs will be conducted including implementing improvements to Walfred.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale According to a corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. The balance of Phase 1 construction (VMP to Cecil Blogg Drive is due to be completed in 2019.

Proj. No. 18-03

Capital Project Title JDF Site Decommissioning Program

Capital Project Description Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JdF system. Sites have been identified as part of the annual provisional project and funds are required to complete decommission of the sites and then demolish them. The Townsview tank and pump station will be carried out first.

Proj. No. 18-05

Capital Project Title Rocky Point Upgrades

Capital Project Description Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & watermain upgrades.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. During the design stage in 2018 it is proposed to come up with a fair and equitable cost sharing agreement between the Beecher Bay First Nation and the Juan de Fuca service area for the proposed upgrades.

Proj. No. 18-06

Capital Project Title Disaster Response Plan for Water Supply

Capital Project Description Produce response plan with regards to water supply and distribution.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to develop the plan in conjunction with the Regional Water Supply disaster response Plan.

Service: 2.680

JDF Water Distribution

Proj. No. 19-01	Capital Project Title Sooke Rd Ph. 1 - 1,200m of 600m Pipe	Capital Project Description Replacement of aged, large diameter water main.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale According to a corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. The balance of Phase 1 construction (VMP to Cecil Blogg Drive is due to be completed in 2019.		
Proj. No. 20-01	Capital Project Title Residential Meter Replacement Program	Capital Project Description Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale A July 8, 2014 staff report analyzed the results of testing performed on existing residential meters and recommended a sustainable meter replacement program due to start in 2020 subject to available capital funding. A water audit was carried out in 2017 by KWL and it highlighted the need to replace 1,000 meters per year. Funding is required to determine priority areas of meter replacement and implement a replacement program.		
Proj. No. 16-06	Capital Project Title Vehicle & equipment replacement (fund	Capital Project Description Vehicle and equipment replacement.
Asset Class Vehicles	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund. The 2018 replacements are an utility trailer, the Water Truck and two Service vehicles that were not replaced in 2017. The two service vehicle replacements are dependent on the evaluation of the new step type service vehicle purchased in 2017.		
Proj. No. 17-07	Capital Project Title Site Decommissioning - General	Capital Project Description Planning for decommissioning of unused sites.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.		
Proj. No. 17-08	Capital Project Title Water Service Replacement Program	Capital Project Description Replacement of failed water services as required.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is a provisional item to allow for the replacement of existing water services that fail during the year and that are currently repaired under the operating budget.		

Service: 2.680

JDF Water Distribution

Proj. No. 17-09	Capital Project Title Emergency Major Main Replacement	Capital Project Description Major main replacement under emergencies.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This item is to fund the costs of responding to emergency major main breaks and conducting replacements.		
Proj. No. 17-11	Capital Project Title Hydrant Replacement, Upgrades and A	Capital Project Description Upgrade, replacement or installation of fire hydrants.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is an annual provision for replacing old and outdated hydrants, adding new hydrants to the system where requested by the municipalities or fire departments.		
Proj. No. 17-12	Capital Project Title Large Meters/Meter Vaults Replacemer	Capital Project Description Replacement or repairs to large meters/vaults as required.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.		
Proj. No. 17-13	Capital Project Title Site Security Upgrades	Capital Project Description Upgrading and replacement of security systems for sites as required.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.		
Proj. No. 17-15	Capital Project Title Distribution System Improvements	Capital Project Description Unplanned distribution system improvements.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.		

Service: 2.680

JDF Water Distribution

Proj. No. 17-16	Capital Project Title Hydraulic Model Yearly Update	Capital Project Description Annual hydraulic model update.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale	<i>This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.</i>	
Proj. No. 16-07	Capital Project Title Update DCC Bylaw (Comprehensive U	Capital Project Description Planned update of the DCC Bylaw.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale	<i>This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled for 2022 for \$175,000.</i>	
Proj. No. 16-32	Capital Project Title McCallum Pump Station	Capital Project Description Construct new pump station to provide water to South Skirt development lands.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale	<i>The proposed McCallum pump station is a new pump station will provide water to the South Skirt development lands. The design was completed in 2017 and tendering and construction should commence in 2018 with construction completion in 2019.</i>	
Proj. No. 17-18	Capital Project Title Bear Mountain Parkway Extension	Capital Project Description Design and construct new fire line from McCallum Rd to Skirt Mountain Reservoir.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale	<i>Commission approved the engineering and construction of a fire main from the Skirt Mountain Reservoir to the intersection of McCallum Rd. and Bear Mountain Parkway on september 20, 2016. Project to be started in 2016 and completed in 2018.</i>	
Proj. No. 17-19	Capital Project Title Millstream Extension	Capital Project Description Design and construct new water main to service part of the Bear Mountain Development.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water
Project Rationale	<i>Construction of approximately 575 metres of 400 mm diameter water main extending north from the District of Highlands municipal boundary. The water main is to service industrial lands along Millstream Road as well as part of the Bear Mountain development.</i>	

Service: 2.680

JDF Water Distribution

Proj. No. 18-04

Capital Project Title Nicklaus Pump Station Upgrade

Capital Project Description Upgrades to existing pump station to provide increased flow.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The existing Nicklaus pump station provides water to the Skirt Mountain Reservoir and Bear Mountain development area. Proposed work will include the installation of a 3rd duty pump and any mechanical or electrical upgrades including consideration for potential pressure surges to increase flow capacity at the existing pump station.*

Proj. No. 19-02

Capital Project Title Leigh Rd Supply & Distribution Mains

Capital Project Description Supply & Distribution mains installed by the City of Langford.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The City of Langford installed DCC eligible supply and distribution water mains as part of their Highway interchange project in 2013. It is proposed to pay back the eligible costs in 2019.*

Proj. No. 20-02

Capital Project Title Bear Mountain Parkway Extension Sup

Capital Project Description Supply & Distribution mains installed by the City of Langford.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The City of Langford has installed DCC eligible supply water mains as part of their 2017 Bear Mountain Parkway extension road project to avoid future pavement restoration and traffic disruption. It is proposed to pay back the eligible costs in 2020.*

Proj. No. 21-01

Capital Project Title Sooke Henlyn Supply & Distribution Ma

Capital Project Description Construction of watermains based upon development predictions from the Helgesen Pump Station westwards.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.*

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 16-01

Capital Project Title Upgrades to Buildings at 479 Island Hig

Capital Project Description Maintenance and changes to buildings and office layouts.

Asset Class Buildings

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:

- Repairs, upgrades and changes to the buildings (provisional \$50,000)
- Painting of hte buildings. (provisional \$10,000 annually)
- Repair and replacement of carpets, floors and walls. (provisional \$10,000 annually)
- Repair, refurbishment and replacement of equipment and property. (provisional \$10,000 annually)

Proj. No. 17-01

Capital Project Title Voice Radio Upgrade

Capital Project Description Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale Service Life and projected replacement:

- The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
- The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
- Support for repairs and maintenance of the present radio will continue for the next 3 years at least.

There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.

Mobile Radios: There are 100 Mobile radios in the system at present, all will need to be replaced.

Portable Radios: There are 90 Portable radios in the system at present all will need to be replaced.

Proj. No. 18-01

Capital Project Title Crane Replacement

Capital Project Description Replacement of the overhead crane in the Fleetshop

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale The overhead crane in the Fleetshop is at the end of life and requires replacement. Funding is required to remove the existing crane and replace with new one.

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 18-02

Capital Project Title Operational Support Program

Capital Project Description

Develop a program to aid in tracking and delivering engineering support to Operations for issues ranging from small equipment failures to emergency support.

Asset Class Engineered Structures

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *IWS Engineering currently spends a large, unknown amount of time supporting RWS and JdF operations on issues ranging from operational system optimization, small equipment condition assessment to emergency support for water main breaks and other key infrastructure failures. Funding is required to optimize logging and communication processes for when these issues occur, and to predict and allocate appropriate resources for engineering support of operations.*

Proj. No. 16-04

Capital Project Title Implementation of a Fleet Management

Capital Project Description

Development and implementation of a fleet management system.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *It is proposed that IT undertake an evaluation to determine if the present CRD ERP software meets the needs of Corporate Fleet Management. A fleet management needs document has been compiled and IT has been consulted on fleet requirements, the first indication is that the existing system are not able to meet the requirements in a cost effective manner. The next step is to provide funding for an in depth review by the CRD of the present systems' ability to provide a business solution for Fleet Management. This was a recommendation from the 2011 Fleet Management Working Group. Pending the outcome of the evaluation, provision has been made for the configuration changes of the SAP modules to meet the needs or the implementation of a fleet management software solution. Having an acceptable solution available will ensure that all aspects of fleet management is integrated to the existing systems, to do fleet planning and achieve regulatory compliance. At present not all data required for optimum fleet management is being captured and the systems that are in place are not linked together resulting in extensive staff hours to assemble reports, statistics and forecasts. i.e. provincial GHG reporting, vehicle replacement cycles, driver records etc.*

Proj. No. 17-02

Capital Project Title SCADA Hardware Upgrading and Repl

Capital Project Description

Upgrade and replacement of SCADA equipment as required.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *The SCADA system needs continuous upgrading and repairs to keep it at present day standards. If the system is allowed to age, replacement components are more difficult to obtain, as well the utilization of the system becomes limited. Electronic components fail due to a variety of reasons and it is difficult to project their life expectancy. Provision includes budget for the replacement of radios that fail before the planned future upgrade of the radio system and an allowance for a study to evaluate the use of the Motorola versus the SCADA pack data handling devices. The outcome of this study will have an impact on the future radio replacements.*

Proj. No. 17-03

Capital Project Title Office Equipment, Upgrades and Repla

Capital Project Description

Upgrade and replacement of office equipment as required.

Asset Class Equipment

Board Priority Area Other

Corporate Priority Area Drinking Water

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service: 2.670/2.680

Regional Water Supply & JDF Water Distribution Combo

Proj. No. 17-04	Capital Project Title Computer Upgrades	Capital Project Description Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from \$160,000 to \$175,000 annually to reflect actual costs.

Capital Budget 2017
 Network Switch Maintenance \$10,000
 Additional Wireless Access Points and Maintenance \$15,000
 Photocopier Replacement \$20,000
 Additional Data Storage \$15,000
 Replacement Computers \$75,000
 Equipment Maintenance (contingency) \$23,000
 Replace Access Control System - Gates/ Video Cameras \$12,000
 Total Capital \$170,000

Proj. No. 17-05	Capital Project Title Development of the Maintenance Manag	Capital Project Description Develop maintenance management system.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following IT related projects:-

- Develop a dashboard to display information.
- Investigate standardization of SAP mobile platform.

Proj. No. 17-06	Capital Project Title Small Equipment & Tool Replacement	Capital Project Description Replacement of tools and small equipment for Water Operations as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills, plasma cutter, wire welder, etc.

Proj. No. 17-07	Capital Project Title Small Equipment & Tool Replacement	Capital Project Description Replacement of tools and small equipment for Fleet as required.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution SUMMARY OF PROGRAMS 1	2018 BUDGET REQUEST						FUTURE PROJECTIONS			
	2017 BOARD BUDGET 2	2017 ESTIMATED ACTUAL 3	2018 CORE BUDGET 4	2018 ONGOING 5	2018 ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2019 8	2020 9	2021 10	2022 11
<u>GENERAL PROGRAM EXPENDITURES:</u>										
WATER MANAGEMENT	3,922,287	4,214,140	4,235,420	44,880	50,000	4,330,300	4,417,306	4,505,036	4,594,507	4,685,778
FLEET OPERATIONS & MAINTENANCE	(268,650)	(306,900)	(246,192)	-	-	(246,192)	(251,116)	(256,138)	(261,261)	(266,486)
^ADMINISTRATION & FINANCE	1,644,144	1,640,274	1,671,675	-	-	1,671,675	1,693,909	1,716,588	1,739,721	1,763,316
TOTAL OPERATING EXPENDITURES	5,297,781	5,547,514	5,660,903	44,880	50,000	5,755,783	5,860,099	5,965,486	6,072,967	6,182,608
Percentage increase over prior year's board budget			6.85%			8.65%	1.81%	1.80%	1.80%	1.81%
BULK WATER PURCHASE	5,100,000	5,355,000	5,448,080	-	-	5,448,080	5,775,840	6,029,520	6,273,120	6,528,480
BULK WATER EXPENDITURES	5,100,000	5,355,000	5,448,080	-	-	5,448,080	5,775,840	6,029,520	6,273,120	6,528,480
			6.83%			6.83%				
<u>CAPITAL EXPENDITURES & TRANSFERS</u>										
TRANSFER TO WATER CAPITAL FUND	3,376,956	3,655,133	4,444,346	-	-	4,444,346	4,500,000	5,100,000	5,500,000	6,000,000
TRANSFER TO DEBT RESERVE FUND	13,570	6,570	57,470	-	-	57,470	36,470	24,470	5,470	9,470
TRANSFER TO EQUIPMENT REPLACEMENT FUND	268,650	268,650	246,192	-	-	246,192	251,116	256,138	261,261	266,486
TOTAL CAPITAL EXPENDITURES & TRANSFERS	3,659,176	3,930,353	4,748,008	-	-	4,748,008	4,787,586	5,380,608	5,766,731	6,275,956
<u>DEBT SERVICING</u>										
DEBT - INTEREST & PRINCIPAL	1,691,849	1,667,199	1,485,038	-	-	1,485,038	1,952,653	2,216,686	2,188,601	2,156,913
TOTAL DEBT EXPENDITURES	1,691,849	1,667,199	1,485,038	-	-	1,485,038	1,952,653	2,216,686	2,188,601	2,156,913
TOTAL EXPENDITURES	15,748,806	16,500,066	17,342,029	44,880	50,000	17,436,909	18,376,178	19,592,300	20,301,419	21,143,957
<u>SOURCES OF FUNDING</u>										
REVENUE - SALES	(15,303,200)	(16,068,360)	(16,910,923)	(44,880)	(50,000)	(17,005,803)	(17,943,972)	(19,171,719)	(20,039,057)	(20,926,616)
REVENUE - OTHER	(181,070)	(180,570)	(179,970)	-	-	(179,970)	(181,070)	(181,070)	(181,070)	(181,070)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(15,484,270)	(16,248,930)	(17,090,893)	(44,880)	(50,000)	(17,185,773)	(18,125,042)	(19,352,789)	(20,220,127)	(21,107,686)
<u>SOURCES OF OTHER FUNDING</u>										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(264,536)	(251,136)	(251,136)	-	-	(251,136)	(251,136)	(239,511)	(81,292)	(36,271)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(15,748,806)	(16,500,066)	(17,342,029)	(44,880)	(50,000)	(17,436,909)	(18,376,178)	(19,592,300)	(20,301,419)	(21,143,957)
Percentage increase over prior year's board budget			10.12%			10.72%	5.69%	6.62%	3.62%	4.15%

**2.680 Juan de Fuca Water Distribution
Summary Schedule
2018 - 2022 Financial Plan**

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include the lands, office buildings, pump stations, pipe lines, equipment and vehicles. The total historical value as of Dec 31, 2016 for all assets was \$198.6M.

Reserve/Fund Summary

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
DCC Reserve Account	4,300,401	3,892,166	2,771,031	2,011,521	2,410,230	3,698,959
Equipment Replacement Fund	625,456	527,398	417,264	613,902	696,663	560,249
Total	5,003,462	4,497,171	3,265,904	2,703,034	3,184,506	4,336,823

**2.680 Juan de Fuca Water Distribution
Development Cost Charges
2018 - 2022 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	5,835,026	4,300,401	3,892,166	2,771,031	2,011,521	2,410,230
Transfer to Cap Fund to fund DCC projects	(2,893,490)	(1,657,100)	(2,370,000)	(2,020,000)	(1,020,000)	(175,000)
Payment of P&I on LA 3164	(251,135)	(251,135)	(251,135)	(239,510)	(81,291)	(36,271)
DCC's received from Member Municipalities	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Interest Income*	110,000					
Ending Balance \$	4,300,401	3,892,166	2,771,031	2,011,521	2,410,230	3,698,959

General Comments:

Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water system capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. An estimate of \$1.5m per year has been used, based on recent annual collections of DCCs, and adjusted for potential annual payments of current DCC liabilities.

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

**2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2018 - 2022 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	725,306	625,456	527,398	417,264	613,902	696,663
Equipment purchases (Based on Capital Plan)	(450,000)	(405,000)	(425,000)	(70,000)	(210,000)	(474,000)
Transfer from Operating Budget	268,650	246,192	251,116	256,138	261,261	266,486
Proceeds on disposals	67,500	60,750	63,750	10,500	31,500	71,100
Interest Income*	14,000					
Ending Balance \$	625,456	527,398	417,264	613,902	696,663	560,249

General Comments:

Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment & its mobile components as stipulated in the capital plan. Proceeds from disposals of vehicles and depreciation allowance of the vehicles is transferred to Reserves. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

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

Service: 1.577 IW - Environmental Operations

Committee: Environmental Services

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

ENVIRONMENTAL SERVICES - OPERATIONS	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
<u>OPERATING COSTS:</u>										
ENGINEERING OPERATIONS - OPERATIONS	6,524,638	6,075,042	6,645,253	175,270	134,640	6,955,163	7,094,266	7,236,151	7,145,884	7,288,799
ENGINEERING OPERATIONS - MAINTENANCE	69,130	69,175	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	6,593,768	6,144,217	6,645,253	175,270	134,640	6,955,163	7,094,266	7,236,151	7,145,884	7,288,799
*Percentage Increase over prior year	0.00%	-6.82%	0.78%	2.66%	2.04%	5.48%	2.00%	2.00%	-1.25%	2.00%
<u>CAPITAL / RESERVE</u>										
Transfer to Own Funds	85,249	85,249	192,752	0	0	192,752	93,998	86,954	88,693	90,467
Transfer to Equipment Replacement Fund	139,874	139,874	139,874	0	0	139,874	139,874	142,671	145,524	148,434
TOTAL CAPITAL / RESERVES	225,123	225,123	332,626	0	0	332,626	233,872	229,625	234,218	238,901
DEBT CHARGES	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	6,818,891	6,369,340	6,977,879	175,270	134,640	7,287,789	7,328,138	7,465,776	7,380,101	7,527,700
*Percentage Increase over prior year	0.00%	-6.59%	2.33%	2.57%	1.97%	6.88%	0.55%	1.88%	-1.15%	2.00%
Internal Recoveries	(6,818,891)	(6,369,340)	(6,948,436)	(175,270)	(134,640)	(7,258,346)	(7,298,106)	(7,435,145)	(7,348,857)	(7,495,831)
Transfer from Operating Reserve Fund	0	0	(29,443)	0	0	(29,443)	(30,032)	(30,631)	(31,244)	(31,869)
OPERATING COSTS LESS INTERNAL RECOVERIES	0	0	0	0	0	0	(0)	0	0	0
<u>FUNDING SOURCES (REVENUE)</u>										
<u>Surplus / (Deficit)</u>										
Funds Carried Forward		0								
TOTAL REVENUE	0	0	0	0	0	0	0	0	0	0
REQUISITION	0	0	0	0	0	0	0	0	0	(0)
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	42.30	42.30	42.30	1.50	0.00	43.80	43.80	43.80	43.80	43.80
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	1.577	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$546,000	\$520,500	\$266,000	\$242,000	\$150,000	\$1,724,500	
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	\$0	\$546,000	\$520,500	\$266,000	\$242,000	\$150,000	\$1,724,500	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$546,000	\$520,500	\$266,000	\$242,000	\$150,000	\$1,724,500	
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	\$0	\$546,000	\$520,500	\$266,000	\$242,000	\$150,000	\$1,724,500	

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 1.577
Service Name: IW - Environmental Operations

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
 Debt = Debenture Debt (new debt only)
 ERF = Equipment Replacement Fund
 Grant = Grants (Federal, Provincial)
 Cap = Capital Funds on Hand
 Other = Donations / Third Party Funding

Funding Source Codes (cont)
 Res = Reserve Fund
 STLoan = Short Term Loans
 WU = Water Utility

Asset Class
 L - Land
 S - Engineering Structure
 B - Buildings
 V - Vehicles
 E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
18-01	Replacement	Replace Equipment Mech Shop	Horizontal band saw replacement for mechanical shop	\$25,000	E	ERF	\$0	\$25,000	\$0	\$0	\$0	\$0	\$25,000
18-02	Replacement	Replace Computer Equipment	Computer replacements per IT cycle.	\$100,000	E	ERF	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
18-03	Replacement	Replace ERF Equipment	Gas Tech Replacements Core and Saan Pen	\$50,000	E	ERF	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
18-04	Replacement	SCADA Server Infrastructure Upgrade	Upgrade SCADA server to be under IT care/control	\$200,000	E	ERF	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
17-07	Replacement	Replace IWOps Vehicle F00931	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-05	Replacement	Replace IWOps Vehicle F01056	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-06	Replacement	Replace IWOps Vehicle F01070	Vehicle replacement - end of life	\$50,000	E	ERF	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-07	Replacement	Replace IWOps Vehicle F00957	Vehicle replacement - end of life	\$30,000	E	ERF	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-08	Replacement	Replace IWOps Vehicle F01075	Vehicle replacement - end of life	\$37,000	E	ERF	\$0	\$37,000	\$0	\$0	\$0	\$0	\$37,000
18-09	Replacement	Replace IWOps Vehicle F01076	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$40,000	\$0	\$0	\$0	\$0	\$40,000
18-10	Replacement	Replace IWOps Vehicle F01080	Vehicle replacement - end of life	\$27,000	E	ERF	\$0	\$27,000	\$0	\$0	\$0	\$0	\$27,000
18-11	Replacement	Replace IWOps Vehicle F01083	Vehicle replacement - end of life	\$27,000	E	ERF	\$0	\$27,000	\$0	\$0	\$0	\$0	\$27,000
17-04	Replacement	Replace IWOps Vehicle F00929	Vehicle replacement - end of life	\$100,000	E	ERF	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	\$150,000	E	ERF	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
19-03	Replacement	Replace IWOps Vehicle F00994	Vehicle replacement - end of life	\$36,000	E	ERF	\$0	\$0	\$36,000	\$0	\$0	\$0	\$36,000
19-04	Replacement	Replace IWOps Vehicle F01059	Vehicle replacement - end of life	\$100,000	E	ERF	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000
19-05	Replacement	Replace IWOps Vehicle F01081	Vehicle replacement - end of life	\$27,000	E	ERF	\$0	\$0	\$27,000	\$0	\$0	\$0	\$27,000
19-06	Replacement	Replace IWOps Vehicle F01082	Vehicle replacement - end of life	\$37,500	E	ERF	\$0	\$0	\$37,500	\$0	\$0	\$0	\$37,500
20-01	Replacement	Replace IWOps Vehicle F01002	Vehicle replacement - end of life	\$35,000	E	ERF	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	\$63,000	E	ERF	\$0	\$0	\$0	\$63,000	\$0	\$0	\$63,000
20-03	Replacement	Replace IWOps Vehicle F12006	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$33,000	\$0	\$0	\$33,000

20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	\$30,000	E	ERF	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	\$35,000	E	ERF	\$0	\$0	\$0	\$35,000	\$0	\$0	\$35,000
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$0	\$33,000	\$0	\$33,000
21-04	Replacement	Replace IWOps Vehicle F13002	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$0	\$33,000	\$0	\$33,000
21-05	Replacement	Replace IWOps Vehicle F13009	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$0	\$33,000	\$0	\$33,000
21-06	Replacement	Replace IWOps Vehicle F13010	Vehicle replacement - end of life	\$33,000	E	ERF	\$0	\$0	\$0	\$0	\$33,000	\$0	\$33,000
21-07	Replacement	Replace IWOps Vehicle F01103 (mini excavator)	Vehicle replacement - end of life	\$40,000	E	ERF	\$0	\$0	\$0	\$0	\$40,000	\$0	\$40,000
22-01	Replacement	SPWWTP - Skid Steer	Vehicle replacement - end of life	\$60,000	E	ERF	\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000
22-02	Replacement	Burgoyne - Skid Steer	Vehicle replacement - end of life	\$60,000	E	ERF	\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000
GRAND TOTAL				\$1,724,500			\$0	\$546,000	\$520,500	\$266,000	\$242,000	\$150,000	\$1,724,500

Service: 1.577

IW - Environmental Operations

Proj. No. 18-01	Capital Project Title Replace Equipment Mech Shop	Capital Project Description Horizontal band saw replacement for mechanical shop
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace Equipment Mech Shop - Horizontal band saw replacement for mechanical shop		

Proj. No. 18-02	Capital Project Title Replace Computer Equipment	Capital Project Description Computer replacements per IT cycle.
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace Computer Equipment - Computer replacements per IT cycle.		

Proj. No. 18-03	Capital Project Title Replace ERF Equipment	Capital Project Description Gas Tech Replacements Core and Saan Pen
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen		

Proj. No. 18-04	Capital Project Title SCADA Server Infrastructure Upgrade	Capital Project Description Upgrade SCADA server to be under IT care/control
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale SCADA Server Infrastructure Upgrade - Upgrade SCADA server to be under IT care/control		

Proj. No. 17-07	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale #N/A		

Proj. No. 18-05	Capital Project Title Replace IWOps Vehicle F01056	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01056 - Vehicle replacement - end of life		

Proj. No. 18-06	Capital Project Title Replace IWOps Vehicle F01070	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01070 - Vehicle replacement - end of life		

Proj. No. 18-07	Capital Project Title Replace IWOps Vehicle F00957	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F00957 - Vehicle replacement - end of life		

Proj. No. 18-08	Capital Project Title Replace IWOps Vehicle F01075	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01075 - Vehicle replacement - end of life		

Proj. No. 18-09	Capital Project Title Replace IWOps Vehicle F01076	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01076 - Vehicle replacement - end of life		

Proj. No. 18-10	Capital Project Title Replace IWOps Vehicle F01080	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01080 - Vehicle replacement - end of life		

Proj. No. 18-11	Capital Project Title Replace IWOps Vehicle F01083	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01083 - Vehicle replacement - end of life		

Proj. No. 17-04	Capital Project Title Replace IWOps Vehicle F00929	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F00929 - Vehicle replacement - end of life		

Proj. No. 19-01	Capital Project Title Replace IWOps Vehicle FQS014	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle FQS014 - Vehicle replacement - end of life		

Proj. No. 19-02	Capital Project Title Replace IWOps Vehicle F00932	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F00932 - Vehicle replacement - end of life		

Proj. No. 19-03	Capital Project Title Replace IWOps Vehicle F00994	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F00994 - Vehicle replacement - end of life		

Proj. No. 19-04	Capital Project Title Replace IWOps Vehicle F01059	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01059 - Vehicle replacement - end of life		

Proj. No. 19-05	Capital Project Title Replace IWOps Vehicle F01081	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01081 - Vehicle replacement - end of life		

Proj. No. 19-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale #N/A		

Proj. No. 20-01	Capital Project Title Replace IWOps Vehicle F01002	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F01002 - Vehicle replacement - end of life		

Proj. No. 20-02	Capital Project Title Replace IWOps Vehicle F11030	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F11030 - Vehicle replacement - end of life		

Proj. No. 20-03	Capital Project Title Replace IWOps Vehicle F12006	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F12006 - Vehicle replacement - end of life		

Proj. No. 20-04	Capital Project Title Replace IWOps Vehicle F12009	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F12009 - Vehicle replacement - end of life		

Proj. No. 20-05	Capital Project Title Replace IWOps Vehicle F12024	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F12024 - Vehicle replacement - end of life		

Proj. No. 20-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale #N/A		

Proj. No. 21-02	Capital Project Title Replace IWOps Vehicle F11033	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F11033 - Vehicle replacement - end of life		

Proj. No. 21-03	Capital Project Title Replace IWOps Vehicle F12029	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F12029 - Vehicle replacement - end of life		

Proj. No. 21-04	Capital Project Title Replace IWOps Vehicle F13002	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F13002 - Vehicle replacement - end of life		

Proj. No. 21-05	Capital Project Title Replace IWOps Vehicle F13009	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F13009 - Vehicle replacement - end of life		

Proj. No. 21-06	Capital Project Title Replace IWOps Vehicle F13010	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Replace IWOps Vehicle F13010 - Vehicle replacement - end of life		

Proj. No. 21-07	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale #N/A		

Proj. No. 22-01	Capital Project Title SPWWTP - Skid Steer	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale SPWWTP - Skid Steer - Vehicle replacement - end of life		

Proj. No. 22-02	Capital Project Title Burgoyne - Skid Steer	Capital Project Description Vehicle replacement - end of life
Asset Class Equipment	Board Priority Area Other	Corporate Priority Area Regional Infrastructure
Project Rationale Burgoyne - Skid Steer - Vehicle replacement - end of life		

**1.577 IW Environmental Operations Asset and Reserve Summary
 Summary Schedule
 2018 - 2022 Financial Plan**

Asset Profile

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

ERF Reserve Cash Flow

ERF: IW Wtr Mgmt Operations Senior Budget - Equipment Replacement for Equipment and Vehicles

Equipment Replacement Fund Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	2,267,722	2,168,840	1,955,466	1,668,838	1,632,463	1,624,680
Planned Purchase (Based on Capital Plan)	(375,000)	(546,000)	(520,500)	(266,000)	(242,000)	(150,000)
Transfer from Operating Budget	225,123	332,626	233,872	229,625	234,217	238,901
Interest Income*	45,808	-	-	-	-	-
Proceeds Disposal	5,187	-	-	-	-	-
Total projected year end balance	2,168,840	1,955,466	1,668,838	1,632,463	1,624,680	1,713,581

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

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

**1.577 IW ES Operations
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

IW ES Operations

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

Operating Reserve Schedule - FC 105516

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	328,769	332,878	303,435	273,403	242,772	211,528
Planned Purchase	-	(29,443)	(30,032)	(30,631)	(31,244)	(31,869)
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	4,110	-	-	-	-	-
Total projected year end balance	332,878	303,435	273,403	242,772	211,528	179,659

Assumptions/Background:

2018 - \$300,000 is retained in the reserve for charge-out rate stabilization

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

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2018**

Estimated Reserve Balance		01/01/2018	\$ (3,786,293)	\$ (3,443,539)	\$ (1,245,240)	\$ (198,660)	\$ (107,547)	\$ (364,128)	\$ (195,607)	\$ 482	\$ (279,691)	inc Esquimalt	
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
17-02	NWT Root Removal and CCTV Program	NWT	\$ 10,000	\$ 2,430	\$ 2,538		\$ 833	\$ 781	\$ 617	\$ 104	\$ 38	\$ 2,176	\$ 484
17-06	Macaulay Pt Outfall Inspection	NWT	\$ 180,000	\$ 43,744	\$ 45,689		\$ 14,986	\$ 14,055	\$ 11,098	\$ 1,863	\$ 689	\$ 39,167	\$ 8,708
18-01	NWT Root Removal & CCTV Program Section 2	NWT	\$ 150,000	\$ 36,454	\$ 38,074		\$ 12,489	\$ 11,712	\$ 9,248	\$ 1,553	\$ 574	\$ 32,640	\$ 7,257
Total			\$ 340,000	\$ 82,628	\$ 86,301	\$ -	\$ 28,308	\$ 26,548	\$ 20,963	\$ 3,519	\$ 1,301	\$ 73,983	\$ 16,449
	No 2018 capital projects	NET - C	\$ -	\$ 57.69%	\$ 13.16%	\$ 29.15%							
Total			\$ -										
18-04	ECI Root Removal and CCTV Program - Section 3	ECI	\$ 150,000	\$ 24,230	\$ 41,797	\$ 83,973							
18-05	Trunk Sewer Rehabilitation	ECI	\$ 400,000	\$ 64,614	\$ 111,459	\$ 223,927							
16-05	Harling Point PS Upgrade Pre-design Phase	ECI	\$ 150,000	\$ 24,230	\$ 41,797	\$ 83,973							
Total			\$ 700,000	\$ 113,074	\$ 195,053	\$ 391,873	\$ -						
18-01	NET Pipe Lining	NET B	\$ 750,000	\$ 686,250	\$ 63,750	\$ -							
18-03	NET-B Root Removal & CCTV Section 3	NET B	\$ 40,000	\$ 8,466	\$ 979	\$ 30,556							
17-04	Core Area Strategic Plan	NET-B	\$ 30,000	\$ 6,349	\$ 734	\$ 22,917							
Total			\$ 820,000	\$ 701,065	\$ 65,463	\$ 53,472							
Total per Municipality/City			\$ 1,860,000	\$ 896,767	\$ 346,817	\$ 445,345	\$ 28,308	\$ 26,548	\$ 20,963	\$ 3,519	\$ 1,301	\$ 73,983	\$ 16,449
Remaining Reserve - 2018		12/31/2018		\$ (2,889,526)	\$ (3,096,723)	\$ (799,895)	\$ (170,352)	\$ (80,998)	\$ (343,165)	\$ (192,088)	\$ 1,783	\$ (205,708)	

COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2019

Estimated Reserve Balance		as of	01/01/2019	\$ (2,889,526)	\$ (3,096,723)	\$ (799,895)	\$ (170,352)	\$ (80,998)	\$ (343,165)	\$ (192,088)	\$ 1,783	\$ (205,708)	inc Esquimalt
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
16-03	Old Craigflower PS Demolition	NWT	\$ 290,000	\$ 24.30% 70,477	\$ 25.38% 73,609		\$ 8.33% 24,145	\$ 7.81% 22,644	\$ 6.17% 17,880	\$ 1.04% 3,002	\$ 0.38% 1,109	\$ 21.76% 63,103	\$ 4.84% 14,030
18-03	Core Area Strategic Plan	NWT	\$ 30,000	\$ 24.30% 7,291	\$ 25.38% 7,615		\$ 8.33% 2,498	\$ 7.81% 2,342	\$ 6.17% 1,850	\$ 1.04% 311	\$ 0.38% 115	\$ 21.76% 6,528	\$ 4.84% 1,451
19-01	NWT Root Removal & CCTV Program Section 3	NWT	\$ 300,000	\$ 24.30% 72,907	\$ 25.38% 76,148		\$ 8.33% 24,977	\$ 7.81% 23,425	\$ 6.17% 18,497	\$ 1.04% 3,105	\$ 0.38% 1,148	\$ 21.76% 65,279	\$ 4.84% 14,514
19-02	Trunk Sewer Rehabilitation Sections 1 & 2	NWT	\$ 1,400,000	\$ 24.30% 340,234	\$ 25.38% 355,356		\$ 8.33% 116,562	\$ 7.81% 109,316	\$ 6.17% 86,319	\$ 1.04% 14,491	\$ 0.38% 5,356	\$ 21.76% 304,635	\$ 4.84% 67,732
19-03	Cecelia Ravine Pipe Protection	NWT	\$ 250,000	\$ 24.30% 60,756	\$ 25.38% 63,456		\$ 8.33% 20,815	\$ 7.81% 19,521	\$ 6.17% 15,414	\$ 1.04% 2,588	\$ 0.38% 956	\$ 21.76% 54,399	\$ 4.84% 12,095
19-04	Wastewater Vacuum/Flush Truck	NWT	\$ 250,000	\$ 24.30% 60,756	\$ 25.38% 63,456		\$ 8.33% 20,815	\$ 7.81% 19,521	\$ 6.17% 15,414	\$ 1.04% 2,588	\$ 0.38% 956	\$ 21.76% 54,399	\$ 4.84% 12,095
			\$ 2,520,000	\$ 612,421	\$ 639,640	\$ -	\$ 209,811	\$ 196,769	\$ 155,374	\$ 26,085	\$ 9,640	\$ 548,344	\$ 121,917
19-01	Trunk Sewer Rehabilitation	NET - C	\$ 300,000	\$ 57.69% 173,063	\$ 13.16% 39,476	\$ 29.15% 87,461							
			\$ 300,000	\$ 173,063	\$ 39,476	\$ 87,461							
18-06	Emergency Repairs	ECI	\$ 100,000	\$ 16.15% 16,153	\$ 27.86% 27,865	\$ 55.98% 55,982							
19-02	ECI Root Removal and CCTV Program Section 4	ECI	\$ 200,000	\$ 16.15% 32,307	\$ 27.86% 55,729	\$ 55.98% 111,964							
19-03	Wastewater Vacuum/Flush Truck	ECI	\$ 150,000	\$ 16.15% 24,230	\$ 27.86% 41,797	\$ 55.98% 83,973							
			\$ 450,000	\$ 72,691	\$ 125,391	\$ 251,918							
19-01	NET-B Root Removal & CCTV Section 4	NET B	\$ 40,000	\$ 21.16% 8,466	\$ 2.45% 979	\$ 76.39% 30,556							
19-02	Trunk Sewer Rehabilitation	NET B	\$ 250,000	\$ 21.16% 52,910	\$ 2.45% 6,118	\$ 76.39% 190,972							
19-03	Wastewater Vacuum/Flush Truck	NET B	\$ 175,000	\$ 21.16% 37,037	\$ 2.45% 4,282	\$ 76.39% 133,681							
18-04	Emergency Repairs	NET B	\$ 100,000	\$ 21.16% 21,164	\$ 2.45% 2,447	\$ 76.39% 76,389							
			\$ 565,000	\$ 119,577	\$ 13,826	\$ 431,597							
Total per Municipality/City			\$ 3,835,000	\$ 977,752	\$ 818,333	\$ 770,977	\$ 209,811	\$ 196,769	\$ 155,374	\$ 26,085	\$ 9,640	\$ 548,344	\$ 121,917
Remaining Reserve			12/31/2019	\$ (1,911,774)	\$ (2,278,390)	\$ (28,919)	\$ 39,459	\$ 115,770	\$ (187,791)	\$ (166,003)	\$ 11,423	\$ 464,553	

COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2020

Estimated Reserve Balance		as of	01/01/2020	\$ (1,911,774)	\$ (2,278,390)	\$ (28,919)	\$ 39,459	\$ 115,770	\$ (187,791)	\$ (166,003)	\$ 11,423	\$ 464,553	Inc Esquimalt
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
20-01	Pressurized Mains Assessment: Section 4		\$ 350,000	\$ 24.30% 85,059	\$ 25.38% 88,839		\$ 8.33% 29,140	\$ 7.81% 27,329	\$ 6.17% 21,580	\$ 1.04% 3,623	\$ 0.38% 1,339	\$ 21.76% 76,159	\$ 4.84% 16,933
			\$ 350,000	\$ 85,059	\$ 88,839	\$ -	\$ 29,140	\$ 27,329	\$ 21,580	\$ 3,623	\$ 1,339	\$ 76,159	\$ 16,933
		NET - C	\$ -	\$ 57.69% \$0.00	\$ 13.16% \$0.00	\$ 29.15% \$0.00							
			\$ -	\$ -	\$ -	\$ -							
18-02	Harling Point Pump Station Upgrade - Design Phase	ECI	\$ 150,000	\$ 16.15% 24,230	\$ 27.86% 41,797	\$ 55.98% 83,973							
18-03	Hood Pump Station Electrical and Mech Upgrades	ECI	\$ 320,000	\$ 16.15% 51,691	\$ 27.86% 89,167	\$ 55.98% 179,142							
18-06	Emergency Repairs	ECI	\$ 100,000	\$ 16.15% 16,153	\$ 27.86% 27,865	\$ 55.98% 55,982							
			\$ 570,000	\$ 92,075	\$ 158,829	\$ 319,096							
19-02	Trunk Sewer Rehabilitation	NET B	\$ 250,000	\$ 21.16% 52,910	\$ 2.45% 6,118	\$ 76.39% 190,972							
20-01	NET-B Root Removal & CCTV Section 5	NET B	\$ 40,000	\$ 21.16% 8,466	\$ 2.45% 979	\$ 76.39% 30,556							
21-01	Trunk Sewer Rehabilitation	NET B	\$ 500,000	\$ 21.16% 105,820	\$ 2.45% 12,235	\$ 76.39% 381,944							
18-04	Emergency Repairs	NET B	\$ 100,000	\$ 21.16% 21,164	\$ 2.44% 2,447	\$ 76.39% 76,389							
			\$ 890,000	\$ 188,360	\$ 21,779	\$ 679,861							
Total per Municipality/City			\$ 1,810,000	\$ 365,493	\$ 269,447	\$ 998,958	\$ 29,140	\$ 27,329	\$ 21,580	\$ 3,623	\$ 1,339	\$ 76,159	\$ 16,933
Remaining Reserve - 2018			12/31/2020	\$ (1,546,281)	\$ (2,008,943)	\$ 970,039	\$ 68,599	\$ 143,099	\$ (166,212)	\$ (162,380)	\$ 12,762	\$ 557,645	

**COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2021**

Estimated Reserve Balance		as of	01/01/2021	\$ (1,546,281)	\$ (2,008,943)	\$ 970,039	\$ 68,599	\$ 143,099	\$ (166,212)	\$ (162,380)	\$ 12,762	\$ 557,645	Inc Esquimalt
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
21-01	Lang Cove PS Mechanical Upgrades	NWT W	\$ 300,000	\$ 24.30% 72,907	\$ 25.38% 76,148		\$ 8.33% 24,977	\$ 7.81% 23,425	\$ 6.17% 18,497	\$ 1.04% 3,105	\$ 0.38% 1,148	\$ 21.76% 65,279	\$ 4.84% 14,514
			\$ 300,000	\$ 72,907	\$ 76,148	\$ -	\$ 24,977	\$ 23,425	\$ 18,497	\$ 3,105	\$ 1,148	\$ 65,279	\$ 14,514
		NET - C	\$ -	\$ 57.69% -	\$ 13.16% -	\$ 29.15% -							
			\$ -	\$ -	\$ -	\$ -							
18-01	Currie Major Pump Station Structural Assessment	ECI	\$ 90,000	\$ 16.15% 14,538	\$ 27.86% 25,078	\$ 55.98% 50,384							
18-06	Emergency Repairs	ECI	\$ 100,000	\$ 16.15% 16,153	\$ 27.86% 27,865	\$ 55.98% 55,982							
20-01	Harling Point Pump Station Upgrade - Construction	ECI	\$ 500,000	\$ 16.15% 80,767	\$ 27.86% 139,324	\$ 55.98% 279,909							
21-02	Trunk Sewer Rehabilitation Section 3 & 4	ECI	\$ 500,000	\$ 16.15% 80,767	\$ 27.86% 139,324	\$ 55.98% 279,909							
			\$ 1,190,000	\$ 192,226	\$ 331,590	\$ 666,184							
21-01	Trunk Sewer Rehabilitation	NET B	\$ 500,000	\$ 21.16% 105,820	\$ 2.45% 12,235	\$ 76.39% 381,944							
18-04	Emergency Repairs	NET B	\$ 100,000	\$ 21.16% 21,164	\$ 2.44% 2,447	\$ 76.38% 76,389							
			\$ 600,000	\$ 126,984	\$ 14,683	\$ 458,333							
Total per Municipality/City			\$ 2,090,000	\$ 392,118	\$ 422,420	\$ 1,124,517	\$ 24,977	\$ 23,425	\$ 18,497	\$ 3,105	\$ 1,148	\$ 65,279	\$ 14,514
Remaining Reserve - 2021			12/31/2021	\$ (1,154,164)	\$ (1,586,523)	\$ 2,094,556	\$ 93,577	\$ 166,524	\$ (147,715)	\$ (159,275)	\$ 13,909	\$ 637,438	

Cost Allocations

COST SHARING ALLOCATION
Core Area Sewers Infrastructure Upgrade Projects for 2022

Estimated Reserve Balance as of 01/01/2022			\$ (1,154,164)	\$ (1,586,523)	\$ 2,094,556	\$ 93,577	\$ 166,524	\$ (147,715)	\$ (159,275)	\$ 13,909	\$ 637,438	inc Esquimalt	
Item	Improvement	Area	Estimated Cost	Victoria	Saanich	Oak Bay	Langford	Colwood	View Royal	Songhees Nation	Esquimalt Nation	Esquimalt	DND
			\$ -	24.30%	25.38%		8.33%	7.81%	6.17%	1.04%	0.38%	21.76%	4.84%
			\$ -										
			\$ -	57.69%	13.16%	29.15%							
			\$ -										
			\$ -										
18-05	Trunk Sewer Rehabilitation Sections 1 & 2	ECI	\$ 400,000	\$ 0	\$ 0	\$ 1							
				\$ 64,614	\$ 111,459	\$ 223,927							
18-06	Emergency Repairs	ECI	\$ 100,000	16.15%	27.86%	55.98%							
				\$ 16,153	\$ 27,865	\$ 55,982							
19-01	Currie Major Pump Station Structural Improvements	ECI	\$ 910,000	16.15%	27.86%	55.98%							
				\$ 146,996	\$ 253,569	\$ 509,435							
20-01	Harling Point Pump Station Upgrade - Construction	ECI	\$ 500,000	16.15%	27.86%	55.98%							
				\$ 80,767	\$ 139,324	\$ 279,909							
			\$ 1,910,000	\$ 308,531	\$ 532,216	\$ 1,069,253							
18-01	NET-B Pipe Lining	NET B	\$ 1,250,000	91.50%	8.50%	0.00%							
				\$ 1,143,750	\$ 106,250	\$ -							
18-04	Emergency Repairs	NET B	\$ 100,000	21.16%	2.45%	76.39%							
				\$ 21,164	\$ 2,447	\$ 76,389							
			\$ 1,350,000	\$ 1,164,914	\$ 108,697	\$ 76,389							
Total per Municipality/City			\$ 3,260,000	\$ 1,473,445	\$ 640,913	\$ 1,145,642	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Remaining Reserve - 2022			12/31/2022	\$ 319,281	\$ (945,609)	\$ 3,240,198	\$ 93,577	\$ 166,524	\$ (147,715)	\$ (159,275)	\$ 13,909	\$ 637,438	\$ -

Service: 3.710 North West Trunk Sewer

Committee: Core Area Liquid Waste Management

DEFINITION:

Provision of sewage disposal facilities through fine-screening process and disposal through ocean outfall for all member municipalities tributary to the North West Trunk System.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area and West Shore, including sewer collection, conveyance, screening and disposal through the ocean outfall at Macaulay Point. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on member percentage of total sewage input.

Hartland offset to Saanich (2.30%) for Leachate flows to Saanich portion of trunk. Solid waste (Leachate Division) to reimburse Saanich for the Hartland Leachate flow.

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

RESERVE FUND:

North West Trunk Sewer Capital Reserve Fund, Bylaw No. 2354 (1995) terminated.
Trunk Sewers & Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525 (1997).

Service: 3.710 North West Trunk Sewer

Committee: Core Area Liquid Waste Management

SEWER COST SHARING SUMMARY - OCTOBER TO SEPTEMBER (PRIOR YEAR NUMBERS)

	2013	2014	2015	2016	2017
Saanich	45.33%	45.43%	44.43%	43.89%	42.60%
Victoria	14.53%	14.48%	14.57%	15.08%	15.04%
Esquimalt	15.28%	15.17%	15.11%	14.89%	14.24%
View Royal	3.44%	3.67%	3.99%	3.86%	5.06%
Colwood	6.86%	7.02%	6.53%	6.30%	6.48%
Langford	12.44%	12.29%	13.35%	13.62%	14.08%
Songhees	1.37%	1.34%	1.35%	1.36%	1.37%
Dept of National Defence (D.N.D.)	0.71%	0.56%	0.63%	0.93%	1.04%
Esquimalt Band	0.04%	0.04%	0.04%	0.07%	0.09%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.710 - N.W.T. OPERATIONS

	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Allocation - Operations	1,706,044	1,653,304	1,745,527	174,157	0	1,919,684	1,958,052	1,997,193	2,037,122	2,077,872
Operating - Other Costs	853,280	799,944	881,467	0	0	881,467	895,343	909,492	923,918	938,612
Prgms - LWD - I&I	193,551	193,551	197,438	0	0	197,438	201,387	205,415	209,523	213,714
Consultant Expenses	10,000	0	10,000	0	0	10,000	10,200	10,404	10,612	10,824
Contract For Services	12,000	105,500	20,648	0	0	20,648	22,261	121,906	25,584	27,295
TOTAL OPERATING COSTS	2,774,875	2,752,299	2,855,080	174,157	0	3,029,237	3,087,243	3,244,410	3,206,759	3,268,317
*Percentage Increase over prior year	0.00%	-0.81%	2.89%	6.28%	0.00%	9.17%	1.91%	5.09%	-1.16%	1.92%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	75,951	75,951	75,951	0	0	75,951	75,951	75,951	75,951	75,951
Transfer to Reserve Fund	147,155	239,801	0	0	0	0	0	0	0	0
Transfer to Operating Reserve	60,000	60,000	56,068	0	0	56,068	55,990	55,910	55,829	55,745
TOTAL CAPITAL / RESERVES	283,106	375,752	132,019	0	0	132,019	131,941	131,861	131,780	131,696
Debt Expenditures	0	0	0	0	0	0	283,092	300,767	332,209	332,209
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	3,057,981	3,128,051	2,987,099	174,157	0	3,161,256	3,502,276	3,677,038	3,670,748	3,732,222
*Percentage Increase over prior year	0.00%	2.29%	-2.32%	5.70%	0.00%	3.38%	10.79%	4.99%	-0.17%	1.67%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	3,057,981	3,128,051	2,987,099	174,157	0	3,161,256	3,502,276	3,677,038	3,670,748	3,732,222
*Percentage Increase over prior year	0.00%	2.29%	-2.32%	5.70%	0.00%	3.38%	10.79%	4.99%	-0.17%	1.67%
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(184)	(254)	(184)	0	0	(184)	(184)	(184)	(184)	(184)
Transfer From Own Funds	(264,668)	(264,668)	(264,668)	0	0	(264,668)	(264,668)	(264,668)	(264,668)	(264,668)
Transfer from Operating Reserve	0	(70,000)	0	0	0	0	0	(98,000)	0	0
TOTAL REVENUE	(264,852)	(334,922)	(264,852)	0	0	(264,852)	(264,852)	(362,852)	(264,852)	(264,852)
REQUISITION	(2,793,129)	(2,793,129)	(2,722,247)	(174,157)	0	(2,896,404)	(3,237,424)	(3,314,186)	(3,405,896)	(3,467,370)
*Percentage Increase over prior year	0.00%	0.00%	-2.54%	6.24%	0.00%	3.70%	11.77%	2.37%	2.77%	1.80%
PARTICIPANTS: Victoria, Esquimalt, Saanich, View Royal, DND, Songhees										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.710	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$425,000	\$690,000	\$2,370,000	\$450,000	\$400,000	\$100,000	\$4,010,000	
Vehicles	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000	
	\$425,000	\$690,000	\$2,620,000	\$450,000	\$400,000	\$100,000	\$4,260,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$220,000	\$135,000	\$290,000	\$0	\$0	\$0	\$425,000
Debenture Debt (New Debt Only)	\$0	\$0	\$2,230,000	\$350,000	\$0	\$0	\$2,580,000
Equipment Replacement Fund	\$0	\$100,000	\$100,000	\$100,000	\$400,000	\$100,000	\$800,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$205,000	\$455,000	\$0	\$0	\$0	\$0	\$455,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$425,000	\$690,000	\$2,620,000	\$450,000	\$400,000	\$100,000	\$4,260,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 3.710
Service Name: North West Trunk Sewer

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
													\$0
16-02	Renewal	Marigold Pump Station Detailed Structural Assessment	Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.	\$80,000	S	Cap	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
16-03	Replacement	Old Craigflower PS Demolition	Demolition of the old Craigflower PS. Complete preliminary design and cost estimate to remove the old pump station.	\$350,000	S	Cap	\$110,000	\$25,000	\$290,000	\$0	\$0	\$0	\$315,000
17-02	Renewal	NWT Flow Meter Auditing Study	The accuracy of the flow meters will be checked and recalibrated if required.	\$60,000	S	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
17-05	Renewal	NWT Hydraulic Network Model	A hydraulic model is required to assess capacity of the system, optimize operation, and forecast growth implications. A consultant will create the model and train staff on how to use it.	\$120,000	S	Res	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-06	Renewal	Macaulay Pt Outfall Protection	A section of coating the outfall has failed and the pipe is corroding. This project is to repair the coating and construct shoreline protection over the pipe.	\$260,000	S	Res	\$105,000	\$205,000	\$0	\$0	\$0	\$0	\$205,000
18-01	Renewal	NWT Root Removal & CCTV Program Section 2	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 2nd out of 4 sections. Results from the inspection will inform future repairs.	\$150,000	S	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-03	New	Core Area Strategic Plan	An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.	\$30,000	S	Debt	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
19-01	Renewal	NWT Root Removal & CCTV Program Section 3	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 4 sections. Results from the inspection will inform future repairs.	\$300,000	S	Debt	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
19-02	Renewal	Trunk Sewer Rehabilitation Sections 1 & 2	Based on the Section 1&2 CCTV inspections, high priority repairs will be completed in 2019.	\$1,400,000	S	Debt	\$0	\$0	\$1,400,000	\$0	\$0	\$0	\$1,400,000
19-03	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	\$250,000	S	Debt	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
19-04	New	Wastewater Vacuum/Flush Truck	A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich	\$250,000	V	Debt	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
20-01	Renewal	Pressurized Mains Assessment: Section 4	Sections of the NWT are pressurized (pre-stressed concrete pipe) and have never been assessed. The consequences of a pipe failure would be significant, so a specialized contractor is required to assess the pipe.	\$350,000	S	Debt	\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
21-01	Renewal	Lang Cove PS Mechanical Upgrades	Delcan's 2013 condition assessment recommended replacement of pumps, valves and discharge piping.	\$300,000	S	ERF	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Annual Provisional													\$0
18-02	Renewal	Emergency Repairs	Emergency Repairs for unplanned works.	\$500,000	S	ERF	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL				\$4,400,000			\$425,000	\$690,000	\$2,620,000	\$450,000	\$400,000	\$100,000	\$4,260,000

Service: 3.710

North West Trunk Sewer

Proj. No. 16-02

Capital Project Title Marigold Pump Station Detailed Structural Assessment

Capital Project Description Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale Structural upgrades identified in the Core Area Strategic Plan, prepared out by Delcan in 2013, are required for Marigold pump station to meet 2012 BC Building Code. Funds are required to conduct a detailed structural assessment and design required works to have the Marigold pump station meet the current 2012 building code or post disaster. The Marigold pump station is integral to all proposed Core Area Wastewater solutions.

Proj. No. 16-03

Capital Project Title Old Craigflower PS Demolition

Capital Project Description Demolition of the old Craigflower PS. Complete preliminary design and cost estimate to remove the old pump station.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale With commissioning of the new Craigflower pump station the old Craigflower pump station is no longer required. Funding is required for contracted services to conduct a hazard assessment and demolition the building and restore the site to an acceptable condition. Tendering in 2017 resulted in higher than anticipated bids, resulting in further assessment in 2018 required to potentially reduce demolition costs. Additional funds are required for increased costs.

Proj. No. 17-02

Capital Project Title NWT Flow Meter Auditing Study

Capital Project Description The accuracy of the flow meters will be checked and recalibrated if required.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale The flow metering studies carried out by KWL in 1996 will be updated by a consultant, auditing the accuracy of the flow meters. This comprehensive study will ensure that accurate flows are recorded for proper cost allocation.

Service: 3.710

North West Trunk Sewer

Proj. No. 17-05

Capital Project Title NWT Hydraulic Network Model

Capital Project Description

A hydraulic model is required to assess capacity of the system, optimize operation, and forecast growth implications. A consultant will create the model and train staff on how to use it.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale A recommendation of the Core Area Wastewater Strategic Plan was that the CRD have a complete sanitary hydraulic model of the trunk system. The hydraulic model will allow the CRD to easily assess potential network changes, optimize pump operation, identify undersized or underutilized pipes. This project will be the NWT's contribution to purchasing the required software and obtaining training in the use of the software. CRD staff time is required to gather relevant sanitary sewer trunk data and verify its accuracy for generating a sanitary hydraulic model of the NWT system.

Proj. No. 17-06

Capital Project Title Macaulay Pt Outfall Protection

Capital Project Description

A section of coating the outfall has failed and the pipe is corroding. This project is to repair the coating and construct shoreline protection over the pipe.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale Highlighted in the 2012 outfall inspection, a section of coating on the steel outfall has failed and pipe is corroding. This project is to repair the coating. **The project was started in 2016 but further investigation resulted in more sections of the pipe missing exterior coating, resulting in the construction window missed. Additional funds were added in 2017 to repair the additional sections. In 2017 the coating repair was tendered and received bids were in excess of the budgeted project. Additional funds are required to complete the project.**

Proj. No. 18-01

Capital Project Title NWT Root Removal & CCTV Program Section 2

Capital Project Description

Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 2nd out of 4 sections. Results from the inspection will inform future repairs.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale This project will be a continuation of the CCTV program where sections of the NWT will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program. Funds will be used to retain a contractor to conduct CCTV and root removal for pipe sections between manholes 190 and 270.

Service: 3.710

North West Trunk Sewer

Proj. No. 19-01	Capital Project Title NWT Root Removal & CCTV Program Section 3	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 4 sections. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>This project will be a continuation of the CCTV program where sections of the NWT will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program. Funds will be used to retain a contractor to conduct CCTV and root removal for pipe sections between manholes 460 and 575.</i>		

Proj. No. 19-02	Capital Project Title Trunk Sewer Rehabilitation Sections 1 & 2	Capital Project Description Based on the Section 1&2 CCTV inspections, high priority repairs will be completed in 2019.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on results of the CCTV inspection of Section 1 & 2, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</i>		

Proj. No. 19-03	Capital Project Title Cecelia Ravine Pipe Protection	Capital Project Description Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based upon the 2014 Thurber Geotechnical report, protection from falling rocks of an exposed section of the NWT trunk pipe within the Ceceilia Ravine Park is required. Funding is required to retain a contractor to carry out the recommendations to protect the pipe.</i>		

Proj. No. 19-04	Capital Project Title Wastewater Vacuum/Flush Truck	Capital Project Description A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula sewer budgets.
Asset Class Vehicles	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Northwest Trunk has numerous manholes, grit chambers, pump stations and meter stations that require regular cleaning with a vacuum/flush truck. Funds are required for the NWT's portion of a flush truck, with remaining portion of costs shared between the remaining 3 trunk sewers and the Saanich Peninsula Wastewater System.</i>		

Service: 3.710

North West Trunk Sewer

Proj. No. 20-01	Capital Project Title Pressurized Mains Assessment: Section 4	Capital Project Description Sections of the NWT are pressurized (pre-stressed concrete pipe) and have never been assessed. The consequences of a pipe failure would be significant, so a specialized contractor is required to assess the pipe.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The NWT trunk has pressurized trunk mains, some comprised of prestressed concrete pipe. Due to the age and pipe material sections of pipe, like the Inverted siphon from Marigold pump station require their condition assessed to determine remaining service life and associated risk. Funds will be for contracted services to conduct a condition assessment of some of the pressurized trunk mains.</i>		

Proj. No. 21-01	Capital Project Title Lang Cove PS Mechanical Upgrades	Capital Project Description Delcan's 2013 condition assessment recommended replacement of pumps, valves and discharge piping.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Identified in the 2013 Condition Assessment by Delcan, the Lang Cove Pump Station will require the pumps discharge piping and check valves replaced. Funding is for procurement and replacement of new pumps, check valves and discharge piping.</i>		

Proj. No. 18-02	Capital Project Title Emergency Repairs	Capital Project Description Emergency Repairs for unplanned works.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>This item is to fund emergency repairs that may occur throughout the year.</i>		

Proj. No. 18-03	Capital Project Title Core Area Strategic Plan	Capital Project Description An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>In 2013 Delcan conducted a condition assessment of pump stations and desktop study of previous CCTV inspections. It is proposed to complete the strategic plan with an inventory of assets, documenting their condition and planned actions to meet expected level-of-service and financing options for future work. Funding is required to complete the strategic plan.</i>		

3.710 North West Trunk Sewer Asset and Reserve Summary
Summary Schedule
2018 - 2022 Financial Plan

Asset Profile

North West Trunk Sewer

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Macaulay Point Outfall services the Northwest Trunk, which conveys wastewater from Colwood, Langford, View Royal, Esquimalt, Saanich & Victoria. Assets held by the Northwest Trunk include land, pump and odour control stations, sewage storage tank, regional trunk system and the Macaulay Point Outfall.

Summary

Reserve/Fund Summary	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Maintenance Reserves	882,555	942,555	1,002,555	964,555	1,024,555	1,084,555
Equipment Replacement Fund	1,900,844	1,876,795	1,852,746	1,828,697	1,504,648	1,480,599
Total projected year end balance	2,783,400	2,819,352	2,855,304	2,793,256	2,529,208	2,565,160

See attached reserve schedules for projected annual cash flows.

3.710 North West Trunk Sewer (Macaulay)
Operating Reserve Summary
2018 - 2022 Financial Plan

Profile

North West Trunk Sewer (Macaulay)

Starting 2003, maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule - FC 105200

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	874,533	882,555	942,555	1,002,555	964,555	1,024,555
Planned Purchase	(70,000)	-	-	(98,000)	-	-
Transfer from Ops Budget	60,000	60,000	60,000	60,000	60,000	60,000
Interest Income*	18,023	-	-	-	-	-
Total projected year end balance	882,555	942,555	1,002,555	964,555	1,024,555	1,084,555

Assumptions/Background:

Outfall inspection in 2017 budget. Assumption that inspection needed approximately every 3 years.

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

**3.710 North West Trunk Sewer
ERF Reserve Fund Schedule NWT
2018 - 2022 Financial Plan**

ERF Reserve Fund Schedule NWT

ERF: NWT ERF or PERS Fund for Equipment

Equipment Replacement Fund- NWT	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,937,704	1,900,844	1,876,795	1,852,746	1,828,697	1,504,648
Planned Purchase (Based on Capital Plan)	(150,000)	(100,000)	(100,000)	(100,000)	(400,000)	(100,000)
Transfer from Operating Budget	75,951	75,951	75,951	75,951	75,951	75,951
Interest Income*	37,189	-	-	-	-	-
Ending Balance \$	1,900,844	1,876,795	1,852,746	1,828,697	1,504,648	1,480,599

Assumptions/Background:

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pump etc.

Transfers OUT TBD based on further PERS refinement. Some replacements delayed pending Core Area Sewage Project direction.

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

Service: 3.712 North East Trunk Sewer

Committee: Core Area Liquid Waste Management

DEFINITION:

Provision of sewage disposal facilities through fine-screening process and disposal through ocean outfall for all member municipalities tributary to the North East Trunk system.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance, screening and disposal through the ocean outfall. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

USER CHARGE:

N/A

AUTHORIZATION:

N/A

RESERVE FUND:

North East Trunk Sewer Capital Reserve Fund, Bylaw No. 2352 (1995).
Trunk Sewers & Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525 (1997).

Service: 3.712 North East Trunk Sewer

Committee: Core Area Liquid Waste Management

COST SHARING ALLOCATION

	2013	2014	2015	2016	2017
Victoria	63.14%	64.39%	62.63%	62.09%	61.89%
Saanich	20.15%	19.38%	19.72%	20.38%	20.33%
Oak Bay	16.71%	16.23%	17.65%	17.53%	17.78%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.712 - NORTH EAST TRUNK OPERATIONS	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Allocation - Environmental Services	1,183,030	1,164,170	1,210,255	105,569	0	1,315,824	1,342,143	1,368,991	1,396,369	1,424,301
Operating Expenditures	559,933	603,277	569,581	0	0	569,581	580,254	591,139	602,248	613,573
Prgms - LWD - I&I	203,313	203,313	207,380	0	0	207,380	211,528	215,758	220,073	224,475
Consultant Expenses	4,000	0	4,000	0	0	4,000	4,080	4,162	4,245	4,330
Contract For Services	1,000	3,000	5,110	0	0	5,110	76,591	8,102	9,643	11,215
TOTAL OPERATING COSTS	1,951,276	1,973,760	1,996,326	105,569	0	2,101,895	2,214,596	2,188,152	2,232,578	2,277,894
*Percentage Increase over prior year	0.00%	1.15%	2.31%	5.41%	0.00%	7.72%	5.36%	-1.19%	2.03%	2.03%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	33,960	10,776	31,155	0	0	31,155	31,099	31,041	30,983	30,923
Transfer to Operating Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	33,960	10,776	31,155	0	0	31,155	31,099	31,041	30,983	30,923
Debt Expenditures	0	0	0	0	0	0	31,441	31,441	41,818	41,818
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	1,985,236	1,984,536	2,027,481	105,569	0	2,133,050	2,277,136	2,250,634	2,305,379	2,350,635
*Percentage Increase over prior year	0.00%	-0.04%	2.13%	5.32%	0.00%	7.45%	6.75%	-1.16%	2.43%	1.96%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	1,985,236	1,984,536	2,027,481	105,569	0	2,133,050	2,277,136	2,250,634	2,305,379	2,350,635
*Percentage Increase over prior year	0.00%	-0.04%	2.13%	5.32%	0.00%	7.45%	6.75%	-1.16%	2.43%	1.96%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	(96)	(96)	(83)	0	0	(83)	(83)	(83)	(83)	(83)
Grants In Lieu of Taxes	(700)	0	(700)	0	0	(700)	(700)	(700)	(700)	(700)
Transfer from Operating Reserve	0	0	0	0	0	0	(70,000)	0	0	0
TOTAL REVENUE	(796)	(96)	(783)	0	0	(783)	(70,783)	(783)	(783)	(783)
REQUISITION	(1,984,440)	(1,984,440)	(2,026,698)	(105,569)	0	(2,132,267)	(2,206,353)	(2,249,851)	(2,304,596)	(2,349,852)
*Percentage Increase over prior year	0.00%	0.00%	2.13%	5.32%	0.00%	7.45%	3.47%	1.97%	2.43%	1.96%
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.712	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000	\$825,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000	\$825,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$25,000	\$25,000	\$300,000	\$0	\$0	\$0	\$0	\$325,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000	\$825,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 3.712
Service Name: North East Trunk Sewer

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-04	Renewal	Core Area Strategic Plan	An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.	\$30,000	S	Res	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
19-01	Renewal	Trunk Sewer Rehabilitation	Repair damaged sections of the trunk sewer highlighted in the CCTV inspection.	\$300,000	S	Res	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
Annual Provisional													
18-01	Renewal	Emergency Repairs	This item is to fund emergency repairs to infrastructure that was unforeseen.	\$500,000	S	ERF	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL				\$830,000			\$25,000	\$125,000	\$400,000	\$100,000	\$100,000	\$100,000	\$825,000

Service: 3.712 North East Trunk Sewer

Proj. No. 17-04 **Capital Project Title** Core Area Strategic Plan **Capital Project Description** An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.

Asset Class Engineered Structures **Board Priority Area** Integrated Water Management **Corporate Priority Area** Environmental Protection

Project Rationale *In 2013 Delcan conducted a condition assessment of pump stations and desktop study of previous CCTV inspections. It is proposed to complete the strategic plan with an inventory of assets, documenting their condition and planned actions to meet expected level-of-service and financing options for future work. Funding is required to complete the strategic plan.*

Proj. No. 19-01 **Capital Project Title** Trunk Sewer Rehabilitation **Capital Project Description** Repair damaged sections of the trunk sewer highlighted in the CCTV inspection.

Asset Class Engineered Structures **Board Priority Area** Integrated Water Management **Corporate Priority Area** Environmental Protection

Project Rationale *Based on results of the NET CCTV inspection, trunk mains requiring rehabilitation will be identified and deficiencies remediated.*

Proj. No. 18-01 **Capital Project Title** Emergency Repairs **Capital Project Description** This item is to fund emergency repairs to infrastructure that was unforeseen.

Asset Class Engineered Structures **Board Priority Area** Integrated Water Management **Corporate Priority Area** Environmental Protection

Project Rationale *This item is to fund emergency repairs that may occur throughout the year.*

3.712 North East Trunk Sewer (Clover) Asset and Reserve Summary

Summary Schedule

2018 - 2022 Financial Plan

Asset Profile

North East Trunk Sewer

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Clover Point Outfall services the Northeast Trunk and East Coast Interceptor, which conveys wastewater from Oak Bay, Saanich and Victoria. Assets held by the Northeast Trunk include the land, Clover Point Pump Station (built in 1975) and the Harling Point Pump Station (built in 1981), regional trunk system and Clover Point Outfall.

Summary

Reserve/Fund Summary	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Maintenance Reserves	1,049,533	1,084,533	1,049,533	1,084,533	1,119,533	1,154,533
Equipment Replacement Fund	811,762	745,722	679,682	613,642	547,602	481,562
Total projected year end balance	1,861,296	1,830,257	1,729,218	1,698,179	1,667,140	1,636,101

See attached reserve schedules for projected annual cash flows.

**3.712 North East Trunk Sewer
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

North East Trunk Sewer

Starting 2003, maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on an irregular basis.

Operating Reserve Schedule - FC 105201

Operating Reserve Schedule Projected year end balance	Actual	Estimate	Budget				
	2016	2017	2018	2019	2020	2021	2022
Beginning Balance	1,044,790	1,069,533	1,049,533	1,084,533	1,049,533	1,084,533	1,119,533
Planned Purchase	-	(70,000)	-	(70,000)	-	-	-
Transfer from Ops Budget	-	35,000	35,000	35,000	35,000	35,000	35,000
Interest Income*	24,743	15,000	-	-	-	-	-
Total projected year end balance	1,069,533	1,049,533	1,084,533	1,049,533	1,084,533	1,119,533	1,154,533

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

3.712 North East Trunk Sewer (Clover)
ERF Reserve Fund Schedule NET
2018 - 2022 Financial Plan

ERF Reserve Fund Schedule NET

ERF: NET ERF or PERS Fund for Equipment

Equipment Replacement Fund- NET	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	800,986	811,762	745,722	679,682	613,642	547,602
Planned Purchase (Based on Capital Plan)	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfer from Operating Budget	10,776	33,960	33,960	33,960	33,960	33,960
Interest Income*	-	-	-	-	-	-
Ending Balance \$	811,762	745,722	679,682	613,642	547,602	481,562

Assumptions/Background:

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called Priority Equipment Replacement (PER) (Example motors and pumps). Spending plan awaiting further review of equipment replacement prioritization.

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

Service: 3.713 East Coast Interceptor

Committee: Core Area Liquid Waste Management

DEFINITION:

Provision of sewage disposal facilities for all member municipalities tributary to the East Coast Interceptor system.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

USER CHARGE:

N/A

AUTHORIZATION:

N/A

RESERVE FUND:

East Coast Interceptor Trunk Sewer Capital Reserve Fund, Bylaw No. 2353 (1995).
Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525. Amended Bylaw No. 2353 (1997).

Service: 3.713 East Coast Interceptor

Committee: Core Area Liquid Waste Management

COST SHARING ALLOCATION

	2013	2014	2015	2016	2017
Victoria	40.93%	43.18%	38.32%	34.69%	37.38%
Saanich	32.29%	30.93%	32.55%	35.12%	33.40%
Oak Bay	26.78%	25.89%	29.13%	30.19%	29.22%
	100.00%	100.00%	100.00%	100.00%	100.00%

3.713 - EAST COAST INTERCEPTOR	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
<u>OPERATING COSTS:</u>										
Allocations	515,884	515,884	528,618	53,083	0	581,701	593,346	605,208	617,310	629,662
Operating - Other Costs	292,590	313,982	300,283	0	0	300,283	306,267	312,387	318,625	324,981
Consultant Expenses	5,000	5,000	5,000	0	0	5,000	5,100	5,202	5,306	5,412
Contract For Services	12,017	26,499	15,550	0	0	15,550	16,710	17,893	19,101	20,332
Contingency	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING COSTS	825,491	861,365	849,451	53,083	0	902,534	921,423	940,690	960,342	980,387
*Percentage Increase over prior year	0.00%	4.35%	2.90%	6.43%	0.00%	9.33%	2.09%	2.09%	2.09%	2.09%
<u>CAPITAL / RESERVE</u>										
Transfer to Equipment Replacement Fund	33,960	0	32,502	0	0	32,502	32,472	32,442	32,411	32,380
Transfer to Operating Reserve Fund	8,500	6,076	8,500	0	0	8,500	8,500	8,500	8,500	8,500
TOTAL CAPITAL / RESERVES	42,460	6,076	41,002	0	0	41,002	40,972	40,942	40,911	40,880
Debt Expenditures	0	0	0	0	0	0	47,214	106,983	231,711	352,625
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	867,951	867,441	890,453	53,083	0	943,536	1,009,609	1,088,615	1,232,964	1,373,892
*Percentage Increase over prior year	0.00%	-0.06%	2.59%	6.12%	0.00%	8.71%	7.00%	7.83%	13.26%	11.43%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	867,951	867,441	890,453	53,083	0	943,536	1,009,609	1,088,615	1,232,964	1,373,892
*Percentage Increase over prior year	0.00%	-0.06%	2.59%	6.12%	0.00%	8.71%	7.00%	7.83%	13.26%	11.43%
<u>SOURCES OF FUNDING (REVENUE)</u>										
Surplus / (Deficit)	0	0	0	0	0	0	0	0	0	0
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Revenue - Other	(510)	0	(510)	0	0	(510)	(510)	(510)	(510)	(510)
Grants In Lieu of Taxes	(74)	(74)	(57)	0	0	(57)	(57)	(57)	(57)	(57)
TOTAL REVENUE	(584)	(74)	(567)	0	0	(567)	(567)	(567)	(567)	(567)
REQUISITION	(867,367)	(867,367)	(889,886)	(53,083)	0	(942,969)	(1,009,042)	(1,088,048)	(1,232,397)	(1,373,325)
*Percentage Increase over prior year	0.00%	0.00%	2.60%	6.12%	0.00%	8.72%	7.01%	7.83%	13.27%	11.44%
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.713	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$245,000	\$645,000	\$450,000	\$570,000	\$1,190,000	\$1,910,000	\$4,765,000	
Vehicles	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000	
	\$245,000	\$645,000	\$600,000	\$570,000	\$1,190,000	\$1,910,000	\$4,915,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$70,000	\$70,000	\$0	\$0	\$0	\$0	\$70,000
Debenture Debt (New Debt Only)	\$150,000	\$550,000	\$600,000	\$570,000	\$1,190,000	\$1,910,000	\$4,820,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$245,000	\$645,000	\$600,000	\$570,000	\$1,190,000	\$1,910,000	\$4,915,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022

Service #: 3.713
Service Name: East Coast Interceptor

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp. Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
													\$0
16-01	Renewal	Penrhyn Pump Station Structural Improvements	Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.	\$80,000	S	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
16-05	Renewal	Harling Point PS Upgrade Pre-design Phase	The Harling Point PS requires mechanical upgrades, but costs of upgrading may be more than total replacement. This will be an option analysis for the pump station.	\$150,000	S	Debt	\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$150,000
16-06	Renewal	ECI Flow Metering Audit Study	The accuracy of the flow meters will be checked and recalibrated if required.	\$50,000	S	Cap	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$30,000
17-06	Renewal	Core Area Strategic Asset Management Plan	An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.	\$30,000	S	Res	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
18-01	Renewal	Currie Major Pump Station Structural Assessment	Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.	\$90,000	S	Debt	\$0	\$0	\$0	\$0	\$90,000	\$0	\$90,000
18-02	Replacement	Harling Point Pump Station Upgrade - Design Phase	Based upon the pre-design, a detailed design for upgrade or replacement will be carried out.	\$150,000	S	Debt	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000
18-03	Replacement	Hood Pump Station Electrical and Mech Upgrades	Delcan's 2013 condition assessment highlighted numerous electrical and mechanical upgrades required.	\$320,000	S	Debt	\$0	\$0	\$0	\$320,000	\$0	\$0	\$320,000
18-04	Replacement	ECI Root Removal and CCTV Program Section 3	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 4 sections. Results from the inspection will inform future repairs.	\$150,000	S	Debt	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-05	Renewal	Trunk Sewer Rehabilitation Sections 1 & 2	Based on the previous trunk inspections, KWL recommends that medium and high priority repairs be completed in 2018 and low priority repairs be considered in 5 years (2022).	\$400,000	S	Debt	\$0	\$400,000	\$0	\$0	\$0	\$400,000	\$800,000
19-01	Renewal	Currie Major Pump Station Structural Improvements	Based upon the structural assessment carried out in 2021, structural improvements will be designed and carried out.	\$910,000	S	Debt	\$0	\$0	\$0	\$0	\$0	\$910,000	\$910,000
19-02	Renewal	ECI Root Removal and CCTV Program Section 4	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.	\$200,000	S	Debt	\$0	\$0	\$200,000	\$0	\$0	\$0	\$200,000
19-03	New	Wastewater Vacuum/Flush Truck	A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula sewer budgets.	\$150,000	V	Debt	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000
20-01	Replacement	Harling Point Pump Station Upgrade - Construction	Replacement of the Harling Point PS will be carried based upon the detailed design.	\$1,000,000	S	Debt	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$1,000,000
21-02	Renewal	Trunk Sewer Rehabilitation Section 3 & 4	Based on results of CCTV inspections in Sections 3 & 4, repairs will be prioritized based on discovered defects.	\$500,000	S	Debt	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Annual Provisional													
18-06	Renewal	Emergency Repairs	This item is to fund emergency repairs to infrastructure that was unforeseen.	\$400,000	S	Debt	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
GRAND TOTAL				\$4,580,000			\$245,000	\$645,000	\$600,000	\$570,000	\$1,190,000	\$1,910,000	\$4,915,000

Service: 3.713

East Coast Interceptor

Proj. No. 16-01	Capital Project Title Penrhyn Pump Station Structural Improvements	Capital Project Description Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The 2013 Core Area Strategic Plan highlighted that the some of the pump station's underground concrete structure is showing some cracking, access to the pump station with a landing making operations access tough, and a structural deficiency where the steel roof deck diaphragm needs to be connected to the top exterior wall. A consultant is required to confirm the structural deficiency and design remediation work for a contractor to complete.</i>		

Proj. No. 16-05	Capital Project Title Harling Point PS Upgrade Pre-design Phase	Capital Project Description The Harling Point PS requires mechanical upgrades, but costs of upgrading may be more than total replacement. This will be an option analysis for the pump station.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Harling Point PS was highlighted in the 2013 Core Area Strategic Plan to have numerous deficiencies. This project will analyze the most economical and effective approach to upgrade or replace the Harling Point PS.</i>		

Proj. No. 16-06	Capital Project Title ECI Flow Metering Audit Study	Capital Project Description The accuracy of the flow meters will be checked and recalibrated if required.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Flow metering studies carried out by KWL in 2012 and 1996 will be updated by a consultant, auditing the accuracy of the flow meters. This will ensure that accurate and precise flows are recorded for proper cost allocation.</i>		

Proj. No. 17-06	Capital Project Title Core Area Strategic Asset Management Plan	Capital Project Description An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>A comprehensive study will be undertaken to consolodate past studies including hydraulic capacity and condition assessment studies. The document will create an inventory, describe the characteristics and condition of infrastructure assets (pump stations, sewers, tanks, etc.), the expected levels-of-serive, planned actions to ensure the assets are providing the expected level-of-service, and financing stratgegies to implement any proposed future capital improvements.</i>		

Proj. No. 18-01	Capital Project Title Currie Major Pump Station Structural Assessment	Capital Project Description Delcan's 2013 preliminary assessment identified structural deficiencies that may require remediation. Additional assessment will be conducted first.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The 2013 Core Area Strategic Plan highlighted that the Curie Major PS requires approximately \$1,000,000 in upgrades for the structure to meet current 2012 BC Building Code as a post disaster facility. A consultant is required to confirm the deficiencies, design remediation works and provide tender documents.</i>		

Proj. No. 18-02	Capital Project Title Harling Point Pump Station Upgrade - Design Phase	Capital Project Description Based upon the pre-design, a detailed design for upgrade or replacement will be carried out.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Harling Point PS was highlighted in the 2013 Core Area Strategic Plan to have numerous deficiencies. This project will proceed based on the Pre-Design. Funding will be for completion of design.</i>		

Proj. No. 18-03	Capital Project Title Hood Pump Station Electrical and Mech Upgrades	Capital Project Description Delcan's 2013 condition assessment highlighted numerous electrical and mechanical upgrades required.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The 2013 Core Area Strategic Plan highlighted that the McMicking Point PS requires a new electrical kiosk with new VFD's and new valve chamber complete with check valves and knife gate valves. This project consists of a consultant designing the new valve chamber and kiosk and a contractor completing the upgrades.</i>		

Proj. No. 18-04	Capital Project Title ECI Root Removal and CCTV Program Section 3	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 4 sections. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>This project will be for CCTV and root removal of approximately 1.25 m of wastewater trunk between manholes 0065 and 0155 will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.</i>		

Proj. No. 18-05	Capital Project Title Trunk Sewer Rehabilitation Sections 1 & 2	Capital Project Description Based on the previous trunk inspections, KWL recommends that medium and high priority repairs be completed in 2018 and low priority repairs be considered in 5 years (2022).
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on results of the ECI CCTV Sections 1 & 2, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</i>		

Proj. No. 19-01	Capital Project Title Currie Major Pump Station Structural Improvements	Capital Project Description Based upon the structural assessment carried out in 2021, structural improvements will be designed and carried out.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>This project is a continuation of the 2017 capital project, Currie Major PS Structural Assessment, and will require a contractor to construct the structural upgrades.</i>		

Proj. No. 19-02	Capital Project Title ECI Root Removal and CCTV Program Section 4	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>This project will be for CCTV and root removal of approximately 1.25 km of wastewater trunk between manholes 0010 and 0090 will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.</i>		

Proj. No. 19-03	Capital Project Title Wastewater Vacuum/Flush Truck	Capital Project Description A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula sewer budgets.
Asset Class Vehicles	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The Northeast Trunk Bowker has numerous manholes, grit chambers, pump stations and meter stations that require regular cleaning with a vacuum/flush truck. Funds are required for the NETB's portion of a flush truck, with remaining portion of costs shared between the remaining 3 trunk sewers and the Saanich Peninsula Wastewater System.</i>		

Proj. No. 20-01	Capital Project Title Harling Point Pump Station Upgrade - Construction	Capital Project Description Replacement of the Harling Point PS will be carried based upon the detailed design.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on the 2013 Delcan condition assessment the Harling Point pump station required upgrades or complete replacement. The construction for the Harling Point PS upgrade or replacement will proceed in 2018. Work to be undertaken by contracted services.</i>		

Proj. No. 21-02	Capital Project Title Trunk Sewer Rehabilitation Section 3 & 4	Capital Project Description Based on results of CCTV inspections in Sections 3 & 4, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Based on results of the ECI CCTV Sections 3 & 4, trunk mains requiring rehabilitation will be identified and deficiencies remediated.</i>		

Proj. No. 18-06	Capital Project Title Emergency Repairs	Capital Project Description This item is to fund emergency repairs to infrastructure that was unforeseen.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The East Coast Interceptor Trunk is long, covering a numerous municipalities. As the pump stations and trunk main ages, unplanned repairs outside of maintenance contingencies will be required with more frequency. Funds are required to conduct emergency repairs.</i>		

**3.713 East Coast Interceptor Sewer
Summary Schedule
2017 - 2021 Financial Plan**

Asset Profile

Ease Coast Interceptor Sewer Assets

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Clover Point Outfall services the East Coast Interceptor and Northeast Trunk, which conveys wastewater from Oak Bay, Saanich and Victoria. Assets held by the East Coast Interceptor include land, seven pump stations, and regional trunk system.

Summary

Reserve/Fund Summary	Budget					
	2017	2018	2019	2020	2021	2022
Projected year end balance						
Maintenance Reserves	114,792	123,292	131,792	140,292	123,792	132,292
Equipment Replacement Fund	406,096	440,056	474,016	507,976	541,936	575,896
Total projected year end balance	520,889	563,350	605,811	648,272	665,733	708,194

See attached reserve schedules for projected annual cash flows.

**3.713 East Coast Interceptor
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

East Coast Interceptor

Maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on an irregular basis.

Operating Reserve Schedule - FC 105203

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	114,606	114,792	123,292	131,792	140,292	123,792
Planned Purchase	(10,000)	-	-	-	(25,000)	-
Transfer from Ops Budget	8,500	8,500	8,500	8,500	8,500	8,500
Interest Income*	1,686	-	-	-	-	-
Total projected year end balance	114,792	123,292	131,792	140,292	123,792	132,292

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

**3.713 East Coast Interceptor Sewer
ERF Reserve Fund Schedule
2018 - 2022 Financial Plan**

ERF Reserve Fund Schedule ECI

ERF: ECI ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the ECI System. Also called PERS (Priority Equipment Replacement). Example motors, pumps etc.

Equipment Replacement Fund- ECI	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	424,118	406,096	440,056	474,016	507,976	541,936
Planned Purchase (Based on Capital Plan)	(60,000)	-	-	-	-	-
Transfer from Other (MFA etc.)	33,960	33,960	33,960	33,960	33,960	33,960
Interest Income*	8,018	-	-	-	-	-
Ending Balance \$	406,096	440,056	474,016	507,976	541,936	575,896

Transfers OUT TBD based on further PERS refinement. Some replacements delayed pending Core Area Sewage Project direction.

Service: 3.715 North East Trunk 2 (Bowker)

Committee: Core Area Liquid Waste Management

DEFINITION:

Provision of sewage disposal facilities for all member municipalities tributary to the North East Trunk Bowker.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

USER CHARGE:

N/A

AUTHORIZATION:

N/A

RESERVE FUND:

N/A

Service: 3.715 North East Trunk 2 (Bowker)

COMMITTEE: ENVIRONMENT

COST SHARING ALLOCATION

	2013	2014	2015	2016	2017
Victoria	68.45%	68.48%	68.58%	68.57%	65.97%
Saanich	4.37%	3.61%	3.48%	4.46%	4.77%
Oak Bay	27.18%	27.91%	27.94%	26.97%	29.26%
	100%	100%	100%	100%	100%

3.715 - NORTH EAST TRUNK (BOWKER)	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Allocations	282,088	296,484	289,139	27,955	0	317,094	323,436	329,898	336,493	343,230
Operating - Other Costs	158,240	133,950	161,775	0	0	161,775	164,738	167,768	170,853	173,991
Consultant Expenses	2,000	0	2,000	0	0	2,000	2,040	2,081	2,123	2,165
Contract For Services	3,004	38,076	5,055	0	0	5,055	5,428	5,808	6,196	6,592
TOTAL OPERATING COSTS	445,332	468,510	457,969	27,955	0	485,924	495,642	505,555	515,665	525,978
*Percentage Increase over prior year	0.00%	5.20%	2.84%	6.28%	0.00%	9.11%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	750	650	750	0	0	750	765	780	796	812
TOTAL CAPITAL / RESERVES	750	650	750	0	0	750	765	780	796	812
Debt Expenditures	0	0	0	0	0	0	59,251	152,537	215,419	314,320
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	446,082	469,160	458,719	27,955	0	486,674	555,658	658,872	731,880	841,110
*Percentage Increase over prior year	0.00%	5.17%	2.83%	6.27%	0.00%	9.10%	14.17%	18.58%	11.08%	14.92%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	446,082	469,160	458,719	27,955	0	486,674	555,658	658,872	731,880	841,110
*Percentage Increase over prior year	0.00%	5.17%	2.83%	6.27%	0.00%	9.10%	14.17%	18.58%	11.08%	14.92%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(34)	(34)	(30)	0	0	(30)	(30)	(30)	(30)	(30)
Transfer from Operating Reserve	0	(23,078)	0	0	0	0	0	0	0	0
TOTAL REVENUE	(34)	(23,112)	(30)	0	0	(30)	(30)	(30)	(30)	(30)
REQUISITION	(446,048)	(446,048)	(458,689)	(27,955)	0	(486,644)	(555,628)	(658,842)	(731,850)	(841,080)
*Percentage Increase over prior year	0.00%	0.00%	2.83%	6.27%	0.00%	9.10%	14.18%	18.58%	11.08%	14.93%
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.715	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$250,000	\$960,000	\$890,000	\$600,000	\$1,350,000	\$4,050,000	
Vehicles	\$0	\$0	\$175,000	\$0	\$0	\$0	\$175,000	
	\$0	\$250,000	\$1,135,000	\$890,000	\$600,000	\$1,350,000	\$4,225,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$250,000	\$0	\$0	\$0	\$1,250,000	\$1,500,000
Debenture Debt (New Debt Only)	\$0	\$0	\$505,000	\$790,000	\$500,000	\$0	\$1,795,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$630,000	\$100,000	\$100,000	\$100,000	\$930,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$250,000	\$1,135,000	\$890,000	\$600,000	\$1,350,000	\$4,225,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 3.715
Service Name: North East Trunk 2 (Bowker)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont'd)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
17-04	Renewal	Core Area Strategic Plan	An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.	\$30,000	S	Res	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
18-01	Renewal	NET-B Pipe Lining	Based on the previous trunk inspections, KWL recommends that high priority repairs be completed in 2018 and medium priority repairs be considered in 5 years (2022).	\$1,500,000	S	Cap	\$0	\$250,000	\$0	\$0	\$0	\$1,250,000	\$1,500,000
18-01				\$500,000	S	Res	\$0	\$0	\$500,000	\$0	\$0	\$0	\$500,000
18-03	Renewal	NET-B Root Removal & CCTV Section 3	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 5 sections. Results from the inspection will inform future repairs.	\$40,000	S	Debt	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
19-01	Renewal	NET-B Root Removal & CCTV Section 4	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 4th out of 5 sections. Results from the inspection will inform future repairs.	\$40,000	S	Debt	\$0	\$0	\$40,000	\$0	\$0	\$0	\$40,000
19-02	Renewal	Trunk Sewer Rehabilitation	Based on results of CCTV inspection in Section 3, repairs will be prioritized based on discovered defects.	\$500,000	S	Debt	\$0	\$0	\$250,000	\$250,000	\$0	\$0	\$500,000
19-03	New	Wastewater Vacuum/Flush Truck	A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula sewer budgets.	\$175,000	V	Debt	\$0	\$0	\$175,000	\$0	\$0	\$0	\$175,000
20-01	Renewal	NET-B Root Removal & CCTV Section 5	Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.	\$40,000	S	Debt	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
21-01	Renewal	Trunk Sewer Rehabilitation	Based on results of CCTV inspections in Sections 4 and 5, repairs will be prioritized based on discovered defects.	\$1,000,000	S	Debt	\$0	\$0	\$0	\$500,000	\$500,000	\$0	\$1,000,000
Annual Provisional													\$0
18-04	Renewal	Emergency Repairs	This item is to fund emergency repairs to infrastructure that was unforeseen.	\$400,000	S	Res	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
GRAND TOTAL				\$4,225,000				\$250,000	\$1,135,000	\$890,000	\$600,000	\$1,350,000	\$4,225,000

Service: 3.715

North East Trunk 2 (Bowker)

Proj. No. 17-04

Capital Project Title Core Area Strategic Plan

Capital Project Description

An inventory of assets will be created documenting their condition and planned actions to meet expected level-of-service and financing options for future work.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale In 2013 Delcan conducted a condition assessment of pump stations and desktop study of previous CCTV inspections. It is proposed to complete the strategic plan with an inventory of assets, documenting their condition and planned actions to meet expected level-of-service and financing options for future work. Funding is required to complete the strategic plan.

Proj. No. 18-01

Capital Project Title NET-B Pipe Lining

Capital Project Description

Based on the previous trunk inspections, KWL recommends that high priority repairs be completed in 2018 and medium priority repairs be considered in 5 years (2022).

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale An approximately 70m long section of trunk main on Pearl Street (MH305 to MH300) and approximately two 100m long sections of trunk main on Shelbourne Street (MH290 to MH285 & MH280 to MH275) were identified in the 2013 Core Area Strategic Plan as having concentrated fractures. The trunk mains will need to be cleaned, structurally lined and confirmation of work by CCTV completed to maintain the integrity of the pipes.

Proj. No. 18-03

Capital Project Title NET-B Root Removal & CCTV Section 3

Capital Project Description

Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 5 sections. Results from the inspection will inform future repairs.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale This project will be a continuation of the CCTV program where sections of the NET-B will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.

Proj. No. 19-01

Capital Project Title NET-B Root Removal & CCTV Section 4

Capital Project Description

Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 4th out of 5 sections. Results from the inspection will inform future repairs.

Asset Class Engineered Structures

Board Priority Area Integrated Water Management

Corporate Priority Area Environmental Protection

Project Rationale This project will be a continuation of the CCTV program where sections of the NET-B will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.

Proj. No. 19-02	Capital Project Title Trunk Sewer Rehabilitation	Capital Project Description Based on results of CCTV inspection in Section 3, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale Based on results of the NET-B CCTV Sections 1-3, trunk mains requiring rehabilitation will be identified and deficiencies remediated.		
Proj. No. 19-03	Capital Project Title Wastewater Vacuum/Flush Truck	Capital Project Description A flush truck is required to clean sewer MHs, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula sewer budgets.
Asset Class Vehicles	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale The Northeast Trunk Bowker has numerous manholes, grit chambers, pump stations and meter stations that require regular cleaning with a vacuum/flush truck. Funds are required for the NETB's portion of a flush truck, with remaining portion of costs shared between the remaining 3 trunk sewers and the Saanich Peninsula Wastewater System.		
Proj. No. 20-01	Capital Project Title NET-B Root Removal & CCTV Section 5	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale This project will be a continuation of the CCTV program where sections of the NET-B will be inspected for condition and defects. Results from the inspection program will be used for the following year's rehabilitation program.		
Proj. No. 21-01	Capital Project Title Trunk Sewer Rehabilitation	Capital Project Description Based on results of CCTV inspections in Sections 4 and 5, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale Based on results of the NET-B CCTV Section 4, trunk mains requiring rehabilitation will be identified and deficiencies remediated.		
Proj. No. 18-04	Capital Project Title Emergency Repairs	Capital Project Description This item is to fund emergency repairs to infrastructure that was unforeseen.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale This item is to fund emergency repairs that may occur throughout the year.		

Proj. No. 19-01	Capital Project Title NET-B Root Removal & CCTV Section 4	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 4th out of 5 sections. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale		
Proj. No. 19-02	Capital Project Title Trunk Sewer Rehabilitation	Capital Project Description Based on results of CCTV inspection in Section 3, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale		
Proj. No. 20-01	Capital Project Title NET-B Root Removal & CCTV Section 5	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale		
Proj. No. 21-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale		
Proj. No. 22-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale		
Proj. No. 18-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The East Coast Interceptor Trunk is long, covering a numerous municipalities. As the pump stations and trunk main ages, unplanned repairs outside of maintenance contingencies will be required with more frequency. Funds are required to conduct emergency repairs.</i>		
Proj. No. 18-03	Capital Project Title NET-B Root Removal & CCTV Section 3	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 3rd out of 5 sections. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale		

Proj. No. 18-04	Capital Project Title Emergency Repairs	Capital Project Description This item is to fund emergency repairs to infrastructure that was unforeseen.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale		
Proj. No. 18-05	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2017 CRD staff will have completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort.		
Proj. No. 18-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale Sanitation facilities are required in the GVWSA to ensure water quality protection. It is becoming difficult to procure portable units that function with the existing removable-bag system. Four to six permanent sanitation facilities will be constructed in key areas providing more of the existing portable units for worksites.		
Proj. No. 18-11	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale Increased protected storage is required for IWS equipment at the Field Operations Centre in Goldstream. The existing Fire and Spill Equipment Warehouse and adjacent covered storage is sound and fully utilised. Funds are for additional covered storage bays to accommodate additional large IWS equipment. The upgrade was recommended in the Building Needs Assessment for the Watershed Protection Operations Centre (Project 16-06).		
Proj. No. 18-12	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale Video surveillance cameras were installed at the FOC Annex building as part of the development of a video surveillance system to increase detection and enforcement associated with GVWSA trespass. The cameras are not currently physically connected to the CRD network but instead use a SHAW VPN connection back to CRD servers at Fisgard. System performance and reliability will be increased by installing a fibre optic link to connect the FOC Annex building to the CRD network.		
Proj. No. 18-13	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale Internal capacity to maintain the critical access routes during snowy periods requires improvement. A new sand storage bin needs to be constructed near the FOC to ensure a reliable source of sand is available when required.		

Proj. No. 19-01	Capital Project Title NET-B Root Removal & CCTV Section 4	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the 4th out of 5 sections. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The existing bridge over the Goldstream River of the secondary water supply has inadequate free board and poses a risk to water quality and fish habitat. This bridge on Goldstream Main needs to be replaced with a longer concrete structure, with greater clearance from the high water mark. The project has been moved ahead to 2018 and engineered designs indicate increased funding is required.</i>		
Proj. No. 19-02	Capital Project Title Trunk Sewer Rehabilitation	Capital Project Description Based on results of CCTV inspection in Section 3, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks.</i>		
Proj. No. 20-01	Capital Project Title NET-B Root Removal & CCTV Section 5	Capital Project Description Regional sewers should be cleaned and inspected on a 5-year cycle. This project is the last section to be inspected. Results from the inspection will inform future repairs.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project.</i>		
Proj. No. 21-01	Capital Project Title Trunk Sewer Rehabilitation	Capital Project Description Based on results of CCTV inspections in Sections 4 and 5, repairs will be prioritized based on discovered defects.
Asset Class Engineered Structures	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale <i>The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure.</i>		
Proj. No. 16-07	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The supply system has evolved over the past century and has been developed under different ownership. This item will identify specific water system assets and assign ownership, under agreement, between the CRD and the wholesale customers including the finalizing the agreement with the District of Saanich, and initiating agreements with the City of Victoria and the District of Oak Bay.</i>		

Proj. No. 16-08	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is proposed to evolve the existing hydraulic computer model and to conduct an audit of water usage and forecasting. This will guide the planning of future capital works to ensure that the infrastructure is improved in advance of future demands and to assist with pending water service agreements with the wholesale customers.</i>	
Proj. No. 16-09	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>There is currently no filtration required for the water supply, but in the future it is anticipated that regulations will become stricter and filtration will be required at some point. This capital item is to consider alternative location(s) for filtration when it becomes necessary and treatment technology. This will help with site planning efforts and future capital works.</i>	
Proj. No. 16-10	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.</i>	
Proj. No. 17-13	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules. Additional funds are required to complete additional investigations highlighted in the 2017 study.</i>	
Proj. No. 17-14	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>There are 16 hydraulic actuators that control valves and gates in the watershed that are nearing the end of their service life (installed in 1977). These actuators need replacement and evaluation of the existing actuators is required to determine optimum actuator technology, replacement strategy, associated mitigative improvements for each location. The 2017 work will result in an actuator replacement program with a defined schedule, scope and costs. The 2018 – 5 year Capital Budget has been adjusted to reflect initial findings in the 2017 assessment.</i>	
Proj. No. 17-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>A series of cross channels was historically used to divert water from the Goldstream system to Jack Lake and Humpback Reservoir via Waugh Creek. This system has not been used for water supply since 1997, and the channels and associated works (sluice gates, etc.) should be decommissioned to avoid possible flooding. This was originally identified as a Watershed Protection project.</i>	
Proj. No. 18-14	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>The Humpback overflow channel is utilized to convey water that has overflowed in safe discharge manner. This structure requires a condition assessment to ensure continues to function as designed. Additionally, a feasibility study of enclosing the channel for safety reasons will be carried out. Funds are required to retain a consultant to conduct a condition assessment of the overflow channel and feasibility study of enclosing the channel.</i>	

Proj. No. 19-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A Water Supply System Strategic Plan update occurred in 2017. Seismically assessing critical facilities has been highlighted as a priority to ensure a functioning water supply system after a seismic event. With the exception of dams, all critical facilities including the Japan Gulch and Sooke River Road Disinfection facility will be seismically assessed in a desktop study and confirmed through field inspections to determine if they meet current post-disaster requirements. The results of the assessment will inform future investigation and capital improvements if required. Funds are required to retain a consultant to seismically assess critical facilities within the water supply system.</i>		
Proj. No. 20-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A Water Supply System Strategic Plan update occurred in 2017. Ensuring the water supply system is resilient with appropriate system redundancies has been highlighted as a priority to ensure continued water supply in the event of key infrastructure failure. A feasibility study of critical infrastructure will identify and assess to whether plans, procedures and necessary infrastructure are in place in the event key infrastructure fails. The results will inform future investigation and capital improvements if required. Funds are required to retain a consultant to conduct the supply system resilience feasibility study.</i>		
Proj. No. 14-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>In 2012, an engineering study was conducted of the existing Japan Gulch chloramination system which consists of gaseous chlorine and ammonia delivered to the treatment facility. The consultant considered a number of options and recommended replacement of the gaseous systems with liquid delivered to site. A design-build contract was awarded in 2016 with construction starting in 2016 with final acceptance of the work anticipated for in 2018.</i>		
Proj. No. 15-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The control valve system at the Mount Tolmie reservoir is complex and outdated. This item is to assess and identify alternative control valve options and to inform a future capital budget with replacement cost estimates. Additional funds are required to carry out some valving improvements, such as updating the out of date and non-functioning pneumatic actuated valve.</i>		
Proj. No. 15-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The Intake Tower is an integral part of the Regional Water System and is the primary raw water feed to Japan Gulch and Sooke River Road Water Treatment Plants. Currently there is no redundancy within the structure in the event of mechanical failure. In 2016 Stantec Consulting Ltd. completed an assessment of the overall structure including major components consisting of: Travelling Screen, Sluice Gates/Actuators, and Electrical System. The assessment identified required remedial works to the major components that will be carried out over 2017 and 2018. In 2016 a Seismic Structural Analysis will be completed to assess the vulnerability of this structure and identify options of upgrades or replacement of the structure to meet current seismic codes. In 2017 Stantec had provided renewal and replacement options for the Intake Tower, additional funds are required to renew the Intake Tower to ensure proper functioning screens, sluice gates/actuators and electrical system.</i>		

Proj. No. 17-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>An emergency notification system is required at the Japan Gulch Disinfection Facility to meet regulatory compliance related to gas release and other hazards (e.g. wildfire). The need was evaluated and solution described in detail in the Gas Release Risk Assessment and Communication Plan; Japan Gulch Disinfection Facility; June 30, 2016. This work will include installation of a new siren system (and associated controls) at the plant and fund CRD assistance in the development of an emergency mass notification system. Additional funds are required to implement the emergency notification system.</i>		
Proj. No. 17-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A study of the existing SCADA equipment was completed by Stantec Consulting and they proposed short-term and long-term SCADA equipment replacements. It is proposed to replace the equipment based on priority and defined by deterioration and/or age. Funding is required to upgrade the following equipment over the next 10 years:2017 - Watershed SCADA sites, upgrade of PCS & Communications; 2020 - Replacement of some bulk meter SCADA sites; 2021 - Replacement of some bulk meter SCADA sites, watershed SCADA sites and upgrade of PCS & Communications.</i>		
Proj. No. 18-07	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Two 24" UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24" stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections.</i>		
Proj. No. 18-08	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. In 2017, KWL completed a bulk water system audit and recommended that the Admirals and Cecelia sites are priority for 2017 and 2018, in 2019 Layritz and Maplewood, in 2020 Blue Ridge, Alderley and Holland, in 2022 St Giles be replaced. Funding is required to replace the flow meter and appurtenances.</i>		
Proj. No. 18-15	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.</i>		
Proj. No. 18-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is for CRD forces to remove three identified abandoned valves on Main No. 2 in the Admirals/Craigflower Road area. The valves pose a liability as they are old, abandoned and staff have no way of confirming their condition. This work includes confirming valve locations, removing the valves and replacing with blind flanges or caps.Funding is required for staff time to carry out the works.</i>		

Proj. No. 18-17	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to provide emergency power to the Sooke Spillway Gates so that they can be operated during a power failure. This item was identified during an assessment and predesign of the Sooke Intake, this work is required to ensure proper function of the spillway gates during a power outage. Funding is required to retain a consultant to conducted detailed design and for procurement of a standby generator for the spillway gates.</i>	
Proj. No. 18-18	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.</i>	
Proj. No. 18-29	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>The existing Stelly's pump station was constructed in the late 1980's to increase available water pressure and flow to the Saanich Peninsula. After the GVWD became part of the CRD the Stelly's pump station was made redundant through adjustment of operation, and consequently the pumps are not required, but the flow meter is used. The Stelly's pump station had required a 2400V service to power the pumps, this requires considerable operations time to maintain the electrical service when a 120V service is sufficient for the flow meter. Funding is required to remove the 2400V service and install a 120V service.</i>	
Proj. No. 19-05	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs.</i>	
Proj. No. 14-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>Develop an instrumentation system plan and conceptual design for new set of "vibrating-wire" piezometers at Sooke Lake Dam to replace the 15 pneumatic piezometers (installed during the dam raise in 2002) that have come to the end of useable life and are no longer performing as designed. The 2016 Dam Safety Review Audit identified the inoperable piezometers as a deficiency and recommended replacement of piezometers and improvements to surveillance capability. 2018 work will focus on completing instrumentation system planning with consultant. In future years, this project will be included with "Sooke Lake Dam – Surveillance Improvements"</i>	
Proj. No. 16-15	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>The Lubbe Dam #4 was determined to be eroding internally because of leakage through the dam and through a consultant's study it was concluded that the dam was in need of replacement. The preliminary design was completed in 2014 and it is proposed to complete the final design and granular material production in 2016/2017, with the new dam construction project scheduled for 2017/2018. Based upon preliminary design, additional funds are required to complete construction in 2018.</i>	

Proj. No. 16-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<p>The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 (\$80k) and the study provided recommendations for dam safety improvements at the suite of 11 dams in the Goldstream Watershed. Upcoming studies and capital work to be completed includes:</p> <ul style="list-style-type: none"> i. Dam Breach Assessment and Inundation Mapping (\$175k) – 2018 ii. Goldstream Dam – Install Riprap at Spillway (\$10k) - 2018 iii. Survey work (\$15k) – 2018 iv. Japan Gulch Spillway Hydraulic Assessment (\$25k) – 2019 v. Update Seismic Hazard (\$50k) – 2019 vi. Seismic Deformation Analysis (\$75k) – 2019 vii. Evaluate Core and Shell Materials – (\$100k) - 2020 viii. Lubbe Dam #1 – low level outlet inspection (\$10k) – 2021 ix. Lubbe Dams #2 and #3 – Install Seepage Weir at each dam (\$50k) – 2021 x. Lubbe Dam #2 – Install Riprap at upstream face of dam (\$15k) - 2021 	
Proj. No. 16-17	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<p>Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.</p>	
Proj. No. 17-25	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<p>The 2016 Dam Safety Review Audit was completed in 2016 and provided a list of recommended improvements. Upcoming capital work to be completed includes:</p> <ul style="list-style-type: none"> 1. Repairs to spillway gates (\$200k) – 2018 2. Further testing of spillway underdrainage system (\$100k) – 2018 3. Review video inspection data for Low Level Outlet Pipes (\$10k) - 2018 4. Upgrade roadside ditches near left abutment and add fill to abutment (\$100k) - 2019 5. Failure Modes Analysis (\$120k) – 2019 6. Emergency Drawdown Assessment (\$100k) - 2019 7. Risk Analysis and Assessment (\$100k) 2020 8. Freeboard Analysis – wind and wave run-up assessment (\$20k) – 2020 9. Reservoir Slope Stability Assessment (\$200k) – 2021 10. Structural Assessment of Intake Tower Footings during rapid reservoir drawdown scenario (\$100k) - 2021 	
Proj. No. 18-19	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<p>Development of a more robust surveillance system suitable for an "extreme" consequence classification dam that includes new instrumentation, and will allow for improved observation and timely analysis of critical dam safety related data. This was identified as a recommended action from the 2016 Dam Safety Review Audit. Results of planning study (#14-04) will inform the phasing priorities for the capital works. Initial planned phased are to be confirmed and currently consist of:</p> <ul style="list-style-type: none"> 1. Phase 1 – Detailed design and installation of new vibrating wire piezometers (\$600k) – 2018 2. Phase 2 – Installation of new seepage weirs (\$200k) - 2019 3. Phase 3 – SCADA upgrades (\$200k) - 2020 4. Phase 4 – New data processing and training (\$100k) - 2021 5. Phase 5 – Install Seismograph (\$150k) - 2022 	

Proj. No. 18-20	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A dam breach assessment and inundation mapping project is being completed in 2017 by an engineering consultant. The study will include assessment of the dam consequence classification. Recommendations from the study are anticipated to include structural and non-structural risk mitigation measures to lower risks associated with an emergency dam breach. Mitigation measures are anticipated to be implemented in future years and may include:</i>		
<ol style="list-style-type: none"> 1. Stockpile of riprap near dam site (\$200k) - 2018 2. Installation of early warning systems and structural improvements (\$200k) - 2019 		
Proj. No. 18-21	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A dam safety expert panel will be hired to conduct an independent review and provide recommendations regarding outcomes and proposed work from recent dam safety studies, including the 2016 Sooke Lake Dam, Saddle & Deception Dams Probabilistic Seismic Hazard Assessment and the 2016 Sooke Lake Dam - Dam Safety Review Audit. The panel will also review the status of CRD's dam safety management system and provide recommendations for any improvements.</i>		
Proj. No. 18-22	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The current dam emergency plans for Sooke Lake Watershed Dams and Goldstream Watershed Dams need to be updated to meet the current Canadian Dam Association Guidelines and provincial updated template. This is a requirement under the B.C. Dam Safety Regulation and has been recommended by dam safety engineering professionals in the latest Dam Safety Reviews. The work will include the updates to the existing Operations, Maintenance and Surveillance Manuals which is also a recommendation from the most recent Dam Safety Reviews.</i>		
Proj. No. 21-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review will include assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		
Proj. No. 21-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		
Proj. No. 21-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		

Proj. No. 16-19	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>There are several key pieces of equipment (distilled water system, autoclave, pH analyzer, incubator) that are beyond repair and reliability and need to be replaced. Additional funds are required to replace equipment past their useful service life.</i>		
Proj. No. 16-20	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The analyzers (4) will be located at strategic positions within the distribution system to ensure consistent delivery of chlorine residual concentrations by optimizing treatment plant processes through feedback with better, real-time field data.</i>		
Proj. No. 16-21	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>As part of the strategic plan process, this study will identify all potential risks and issues associated with the overall system related to drinking water protection.</i>		
Proj. No. 16-22	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The main database for water quality and results will require several small upgrades, including GIS compatibility to allow visual representation of data.</i>		
Proj. No. 16-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The electronic cross connection control audit form needs to be linked to the existing CRIMS software and synchronized with new software over time.</i>		
Proj. No. 16-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>As part of the strategic planning process, a study of the potential risks and solutions to corrosion due to low pH is required.</i>		
Proj. No. 18-09	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The main lab will be redesigned, upgraded and consolidated with the SPWWTP lab within the existing main lab space. All laboratory services (drinking water, wastewater) and staff will be located within one accredited facility.</i>		
Proj. No. 18-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to assess available data and develop a monitoring program to evaluate the water quality associated with the Goldstream Reservoir system. A full assessment is required beyond the monitoring done 2 weeks prior to the Kapoor Tunnel shutdown to evaluate water quality of the system for emergency backup throughout the year.</i>		

Proj. No. 18-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to evaluate the implications for water quality as a result of major capital upgrades of the Butchart and Lubbe dams on the Goldstream Reservoir (pre and post-project monitoring). Funding is required to carry out water quality monitoring and analyze the data.</i>	
Proj. No. 18-25	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to undertake a monitoring program within the Juan de Fuca distribution system to determine any risks associated with lead-contaminated infrastructure. Funding is required for staff time to carry out the program.</i>	
Proj. No. 18-26	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to study the implications of shifts in regional precipitation patterns associated with climate change will be applied to the regional water supply.</i>	
Proj. No. 18-27	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is for design and implementation of paperless laboratory for process improvement: reduction of paper work, increased efficiency, automating regulatory compliance, reducing cost and paper waste. The goal is to integrate with new EQIS system when it is live and using electronic records as official records.</i>	
Proj. No. 19-03	Capital Project Title Wastewater Vacuum/Flush Truck	Capital Project Description A flush truck is required to clean sewer MHS, grit chambers, pump stations, etc. The cost of the truck will be shared among all Core Area and Saanich Peninsula
Asset Class Vehicles	Board Priority Area Integrated Water Management	Corporate Priority Area Environmental Protection
Project Rationale	<i>The contract to have nutrients analyzed by external labs will be replaced by in-house capacity through the purchase of the analyzer and internal training.</i>	
Proj. No. 19-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to undertake an assessment of risks associated with cross-contamination and flow direction in Mains #1 and #3 and develop a program to inform capital upgrades.</i>	
Proj. No. 20-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale	<i>This item is to develop and implement a research program to evaluate the implications of adding Leech Watershed water supply to existing Sooke Reservoir when future demand exceeds current supply</i>	

Proj. No. 17-27	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.</i>		
Proj. No. 17-28	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. An uplift in provisional funding requirement is foreseen in 2017 to upgrade and maintain Weeks Lake area security after CRD Board decision to close the area to unauthorized public access; and, for additional fencing and/or gates to maintain a secure GVWSA with the implementation of the Sooke Hills Wilderness Trail (Trans Canada Trail).</i>		
Proj. No. 17-29	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment.</i>		
Proj. No. 17-30	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.</i>		
Proj. No. 17-31	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.</i>		
Proj. No. 17-32	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This is an annual allowance for minor equipment replacement or repair related to the revenue water meters, vaults and electrical and electronic equipment.</i>		

Proj. No. 17-33	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.*

Proj. No. 17-34	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.*

Proj. No. 17-35	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure.*

Proj. No. 18-28	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *IWS is committed to advancing the Strategic Board Priorities related to Climate Change by greening the fleet. One of the initiatives is the ongoing evaluation of procurement to consider the use of electrical vehicles. At present IWS has one electrical vehicle in the IWS Fleet. In order to support the use of electrical vehicles, IWS installed an electric charging station at 479 Island Hwy. In 2018 the initiative is to install one more station at a RWS facility to support the use of electrical vehicles.*

Proj. No. 18-30	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *Approval was received from the RWSC for Water Quality to move forward with an additional sampler for our regional/municipal distribution systems. That position will require a samplers vehicle, similar to the vehicles used by the two existing samplers.*

**3.715 North East Trunk 2
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

North East Trunk 2

Maintenance accounts started for operating costs (unexpected maintenance items) that were not incurred annually, but incurred on an irregular basis.

Operating Reserve Schedule - FC 105202

Operating Reserve Schedule Projected year end balance	Actual	Estimate					
	2016	2017	2018	2019	2020	2021	2022
Beginning Balance	179,122	181,796	198,070	198,070	198,070	158,070	138,070
Planned Purchase	-	-	-	-	(40,000)	(20,000)	-
Transfer from Ops Budget	-	13,600	-	-	-	-	-
Interest Income*	2,674	2,674	-	-	-	-	-
Total projected year end balance	181,796	198,070	198,070	198,070	158,070	138,070	138,070

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

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This program provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich/North Saanich/Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Water rates and debt cost allocation to be established by bylaw, charged to the individual municipalities.

Bulk Water Rate

To cover 100% of operating costs, billed monthly to each municipality.

Requisition

To cover 100% of debt costs by formula: levy of \$0.115 / \$1,000 of total hospital assessments for all members plus 1/3 of balance on each of members: number of connections, specified area school assessments and population.

CAPITAL DEBT:

All Bylaws have expired.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY

OPERATING EXPENDITURES:

OPERATING - OTHER

TOTAL OPERATING EXPENDITURES

*Percentage increase over prior year board budget

TOTAL BULK WATER EXPENDITURES

CAPITAL EXPENDITURES & TRANSFERS

TRANSFER TO CAPITAL RESERVE FUND

TRANSFER TO EQUIPMENT REPLACEMENT FUND

TOTAL CAPITAL EXPENDITURES & TRANSFERS

DEBT SERVICING

DEBT-INTEREST & PRINCIPAL

TOTAL DEBT SERVICING EXPENDITURES

TOTAL EXPENDITURES

SOURCES OF FUNDING-OPERATIONS

REVENUE -WATER SALES

REVENUE -OTHER

TOTAL SOURCES OF FUNDING FROM OPERATIONS

SOURCES OF FUNDING-REQUISITION

PROPERTY TAX REQUISITION FOR DEBT

TOTAL REQUISITION

TRANSFER FROM PRIOR YEAR

TRANSFER TO FOLLOWING YEAR

TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT

TOTAL SOURCES OF ALL FUNDING

Percentage increase over prior year's board budget

			2018 BUDGET REQUEST				FUTURE PROJECTIONS			
	2017 BOARD BUDGET 2	2017 ESTIMATED ACTUAL 3	CORE BUDGET 4	ONGOING 5	ONE-TIME 6	TOTAL (COL 4, 5 & 6) 7	2018 8	2019 9	2019 10	2019 11
OPERATING - OTHER	1,344,060	1,308,050	1,381,475	-	-	1,381,475	1,416,420	1,444,754	1,473,640	1,502,524
TOTAL OPERATING EXPENDITURES	1,344,060	1,308,050	1,381,475	-	-	1,381,475	1,416,420	1,444,754	1,473,640	1,502,524
*Percentage increase over prior year board budget			2.78%			2.78%	2.53%	2.00%	2.00%	1.96%
TOTAL BULK WATER EXPENDITURES	3,997,125	4,016,250	4,185,720	-	-	4,185,720	4,331,946	4,521,985	4,705,058	4,896,438
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	277,200	321,430	450,000	-	-	450,000	600,000	700,000	800,000	900,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	100,000	100,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	377,200	421,430	500,000	-	-	500,000	650,000	750,000	850,000	950,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICING EXPENDITURES	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	5,718,385	5,745,730	6,067,195	-	-	6,067,195	6,398,366	6,716,739	7,028,698	7,348,962
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(5,712,585)	(5,739,930)	(6,061,215)	-	-	(6,061,395)	(6,392,566)	(6,710,939)	(7,022,898)	(7,343,162)
REVENUE -OTHER	(5,800)	(5,800)	(5,800)	-	-	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(5,718,385)	(5,745,730)	(6,067,015)	-	-	(6,067,195)	(6,398,366)	(6,716,739)	(7,028,698)	(7,348,962)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUISITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUISITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR	-	-	-	-	-	-	-	-	-	-
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(5,718,385)	(5,745,730)	(6,067,015)	-	-	(6,067,195)	(6,398,366)	(6,716,739)	(7,028,698)	(7,348,962)
Percentage increase over prior year's board budget			6.10%			6.10%	5.46%	4.98%	4.64%	4.56%

SAANICH PENINSULA WATER SUPPLY

2018 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2012	6,642,265	6,677,710
2013	6,412,785	6,544,156
2014	6,485,594	6,600,000
2015	6,645,312	6,270,000
2016	6,600,000	6,270,000
2017	6,300,000*	6,270,000

2018 Demand Estimate

6,300,000

* Projected consumption for 2017

SAANICH PENINSULA WATER SUPPLY

Summary of Retail Water Rates to Participating Municipalities

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Sannich Peninsula Retail cost per cu.m.	\$0.8464	\$0.8898	\$0.9073	\$0.9111	\$0.9621	\$0.0510	5.60%
Agricultural Research Station cost per cu.m.	\$0.8816	\$0.9250	\$0.9425	\$0.9463	\$0.9973	\$0.0510	5.39%

Summary of Bulk Water Purchase Rates from Regional Water Supply

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change</u>	<u>% change</u>
CRD Bulk water purchase cost per cu.m.	\$0.5994	\$0.6254	\$0.6375	\$0.6375	\$0.6644	\$0.0269	4.22%

SAANICH PENINSULA WATER SUPPLY

Summary of Retail Water Rates to Participating Municipalities

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Change</u>	<u>% change</u>
Retail (direct) water rate							
Unit cost per cu.m.	\$0.8464	\$0.8898	\$0.9073	\$0.9111	\$0.9621	\$0.0510	5.60%

Retail Water Rate Increase Impact on Participating Municipalities Water Bill

Average consumption:		235.0	cubic meters	
<u>Charge for Twelve Months Consumption</u>	<u>Year</u>	<u>Annual charge</u>	<u>2016 Annual Change \$</u>	
Average Consumption	2017	\$ 214.11		
	2018	\$ 226.10	\$	11.99
Half Average Consumption	2017	\$ 107.05		
	2018	\$ 113.05	\$	6.00
Twice Average Consumption	2017	\$ 428.22		
	2018	\$ 452.20	\$	23.99

Schedule A
Asset Useful Life Assignments - PSAB

<u>Classes:</u>	<u>Code</u>	<u>Asset Categories</u>	<u>Useful Life, Years</u>
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (<i>sprinklers</i>)	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (<i>includes software</i>)	5
	ELEC	Electronic Equipment(<i>hydromet, weather stn eqpt</i>)	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes (<i>stop logs</i>)	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (<i>radios, phone systems</i>)	10
	WEQP	Water Works Eqpt(<i>W. Quality lab, Wshed eqpt</i>)	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No. 2.610 Saanich Peninsula Water Supply	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$150,000	\$1,650,000	\$0	\$0	\$0	\$0	\$1,650,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$1,000,000	\$1,605,000	\$770,000	\$500,000	\$1,500,000	\$500,000	\$4,875,000
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,150,000	\$3,255,000	\$770,000	\$500,000	\$1,500,000	\$500,000	\$6,525,000

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$1,150,000	\$3,205,000	\$720,000	\$450,000	\$1,450,000	\$450,000	\$6,275,000
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$1,150,000	\$3,255,000	\$770,000	\$500,000	\$1,500,000	\$500,000	\$6,525,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 2.610
Service Name: Saanich Peninsula Water Supply

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
Planning													
16-01	New	Strategic Asset Management Plan	Develop an asset management plan to determine future projects to maintain expected level of service.	\$100,000	S	Res	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Capital													
16-02	Replacement	Air Valve Replacement Phase 5	Replacement of non-functioning air valves and renewal so that they can be safely maintained.	\$150,000	B	Res	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$125,000
16-03	Renewal	Decommission Elk Lake Main	Develop a report to inform future costs in decommissioning the Elk Lake water main.	\$100,000	B	Res	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$25,000
16-04	Renewal	Replace Deep Cove Permastran Main, 2300m	Replacement of 400mm diameter permastran pipe before it fails.	\$3,400,000	B	Res	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
16-05	Renewal	Dean Park Upper Reservoir Rehabilitation	Rehabilitation of the leaking Dean Park Upper Reservoir.	\$485,000	S	Res	\$350,000	\$350,000	\$0	\$0	\$0	\$0	\$350,000
16-06	Replacement	Implement Asset Replacement (SAMP) Recommendations	Implementation of recommendations from the 16-01 project, Strategic Asset Management Plan.	\$1,500,000	S	Res	\$200,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
17-01	New	Reservoir Seismic Isolation Valves	Assessment, design and installation of seismic isolation valves at 7 of the reservoirs.	\$400,000	S	Res	\$350,000	\$350,000	\$0	\$0	\$0	\$0	\$350,000
18-01	New	Remote Read Bulk Meters	Upgradebulk meter sites to have remote read equipment to reduce costs associated with confined space entry required.	\$150,000	S	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-02	New	Site Security Assessment & Improvements	Assess the security of facilities and make improvements for the public and operators	\$250,000	S	Res	\$0	\$80,000	\$170,000	\$0	\$0	\$0	\$250,000
18-03	New	Stelley's PS Assessment	Assess the requirement for the Stelley's PS.	\$175,000	S	Res	\$0	\$75,000	\$100,000	\$0	\$0	\$0	\$175,000
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness	\$750,000	S	Res	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Sub-Total System Upgrades & Replacements				\$7,360,000			\$1,050,000	\$3,105,000	\$720,000	\$450,000	\$450,000	\$450,000	\$5,175,000
ANNUAL PROVISIONAL ITEMS													
17-02	Renewal	Provisional Equipment Replacements	Funds to conduct emergency and unplanned repairs outside of normal Operations.	\$250,000	S	ERF	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													
16-08	New	Bear Hill Reservoir	Construct the Bear Hill Reservoir	\$1,010,000	S	Res	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
Sub-Total Development Cost Charge				\$1,010,000			\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$1,000,000
GRAND TOTAL				\$8,720,000			\$1,150,000	\$3,255,000	\$770,000	\$500,000	\$1,500,000	\$500,000	\$6,525,000

Service: 2.610 **Saanich Peninsula Water Supply**

Proj. No. 16-01 **Capital Project Title** Strategic Asset Management Plan **Capital Project Description** Develop an asset management plan to determine future projects to maintain expected level of service.

Asset Class Engineered Structures **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *A comprehensive study will be undertaken to consolidate recent studies including the hydraulic and water main condition assessment studies. The document will create an inventory, describe the characteristics and condition of infrastructure assets (pumps, water mains, pressure control stations, storage tanks, etc.), the expected levels-of-service, planned actions to ensure the assets are providing the expected level-of-service, and financing strategies to implement any proposed future capital improvements.*

Proj. No. 16-02 **Capital Project Title** Air Valve Replacement Phase 5 **Capital Project Description** Replacement of non-functioning air valves and renewal so that they can be safely maintained.

Asset Class Buildings **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *A review of the existing air valves was undertaken in 2010 after a safety incident occurred involving an air valve that could not be properly isolated in order to complete the required maintenance. A number of safety issues regarding confined space have also been identified and most of the existing air valves have deteriorated to the point that failures are likely in the near future.*

Proj. No. 16-03 **Capital Project Title** Decommission Elk Lake Main **Capital Project Description** Develop a report to inform future costs in decommissioning the Elk Lake water main.

Asset Class Buildings **Board Priority Area** Other **Corporate Priority Area** Drinking Water

Project Rationale *The existing Elk Lake Main is no longer used and should be disconnected from the system. The SPWC approved an initial capital project "Decommission Plan Elk Lake Main" for \$50,000 which is progressing and it is proposed to assess the entire length of the main from Elk Lake to the Victoria International Airport and result in a report of work to be completed to appropriately decommission and abandon existing assets. This report will inform future capital expenditures/budgets, but in the short-term it is proposed to terminate two existing connections in 2017 that are potential health and liability risks. In addition the Mt. Newton and Keating Cross Road water main connections need to be decommissioned for an additional \$50,000.*

Service: 2.610 **Saanich Peninsula Water Supply**

Proj. No. 16-04	Capital Project Title Replace Deep Cove Permastran Main, 2	Capital Project Description Replacement of 400mm diameter permastran pipe before it fails.
Asset Class Buildings	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Replace existing 400mm diameter Permastran supply main along West Saanich Road, starting at Deep Cove Pump Station and extending 2,300m north. Permastran pipe material is an inferior material type and subject to failure.*

Proj. No. 16-05	Capital Project Title Dean Park Upper Reservoir Rehabilitat	Capital Project Description Rehabilitation of the leaking Dean Park Upper Reservoir.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Upper Dean Park storage tank has been identified as leaking and an initial engineering assessment indicated that the tank can remain in service, but remedial work should be completed. Detailed design is complete and remedial works will take place late 2016 and early 2017.*

Proj. No. 16-06	Capital Project Title Implement Asset Replacement (SAMP)	Capital Project Description Implementation of recommendations from the 16-01 project, Strategic Asset Management Plan.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The asset replacement study will create a prioritized list of assets that need to be replaced over time, including meters, tanks and pump stations. It is proposed to include the funding amounts in the capital budget until such time that specific system improvements are identified by the Strategic Assessment Management Plan.*

Service: 2.610 **Saanich Peninsula Water Supply**

Proj. No. 17-01	Capital Project Title Reservoir Seismic Isolation Valves	Capital Project Description Assessment, design and installation of seismic isolation valves at 7 of the reservoirs.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Commission has indicated a desire to include seismic valves on each of the 8 Saanich Peninsula Water System reservoirs. At present, the Dean Park Middle Reservoir is the only reservoir equipped with a seismic valve. In summary a seismic valve is simple actuated system to shut the outlet valve(s) automatically if a seismic event (of a specific magnitude) is experienced. Each site is unique and installation complexity and associated costs will vary. The first task in this project will be to further define the proposed solution and budget for each site. The resulting detailed project will be reviewed in conjunction with the Strategic Asset Management Plan for the system to confirm affordability and value prior to initiating construction works.*

Proj. No. 18-01	Capital Project Title Remote Read Bulk Meters	Capital Project Description Upgrade bulk meter sites to have remote read equipment to reduce costs associated with confined space entry required.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Several of the bulk meters used for billing are in confined spaces and require costly confined space entry to read and maintain. To reduce costs associated with the monthly meter readings it is proposed to replace the meters with meters that have remote read heads. Funds are required to design and install remote read meters.*

Proj. No. 18-02	Capital Project Title Site Security Assessment & Improvement	Capital Project Description Assess the security of facilities and make improvements for the public and operators
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Saanich Peninsula Water system is comprised of various pump stations, pressure control stations, meter facilities and storage tanks. The facilities have varying levels of security with no consistent intent. A site security assessment is proposed to secure all facilities so that operators can safely maintain the sites and keep the public and infrastructure safe. Funding is required to assess all facilities and conduct improvements to secure them.*

Service: 2.610

Saanich Peninsula Water Supply

Proj. No. 18-03	Capital Project Title Stelley's PS Assessment	Capital Project Description Assess the requirement for the Stelley's PS.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The Stelley's Pump Station was constructed in 1988 but has rarely been operated. The flow meter within the pump station is the only piece of equipment utilized. Due to the electrical service size considerable amount of Operations time is required to maintain the electrical service. It is proposed to undertake an assessment of the need for the pump station and plan out reducing the electrical service size. Funds are required to carry out the assessment and decommission the pump station if it is found to be redundant.*

Proj. No. 17-02	Capital Project Title Provisional Equipment Replacements	Capital Project Description Funds to conduct emergency and unplanned repairs outside of normal Operations.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.*

Proj. No. 16-08	Capital Project Title Bear Hill Reservoir	Capital Project Description Construct the Bear Hill Reservoir
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Drinking Water

Project Rationale *The previous development cost charge update of 2006 included several projects of which the remaining project is to provide additional storage at Bear Hill. It is proposed to conduct a specific assessment of this previous recommendation to inform development cost charge bylaw review update. Although the previous DCC report estimated the storage tank to cost \$4.62M (2006) an amount of \$1,000,000 is included in 2021 until the work is further defined.*

**2.610 Saanich Peninsula Water
Summary Schedule
2018 - 2022 Financial Plan**

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
DCC Reserve Account	1,363,627	1,513,627	1,663,627	1,813,627	963,627	1,113,627
Equipment Replacement Fund	1,627,939	1,627,939	1,627,939	1,627,939	1,627,939	1,627,939
Capital Reserve	4,668,979	3,063,979	2,943,979	3,193,979	3,543,979	3,993,979
Total	7,660,545	6,205,545	6,235,545	6,635,545	6,135,545	6,735,545

**2.610 Saanich Peninsula Water
Development Cost Charges
2018 - 2022 Financial Plan**

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,191,627	1,363,627	1,513,627	1,663,627	1,813,627	963,627
Transfers from Reserve based on DCC-capital plan	-	-	-	-	(1,000,000)	-
DCC's received from Member Municipalities	150,000	150,000	150,000	150,000	150,000	150,000
Interest Income*	22,000					
Ending Balance \$	1,363,627	1,513,627	1,663,627	1,813,627	963,627	1,113,627

General Comments:

Saanich Peninsula Water Development Cost charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

Future years DCC's are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. A conservative estimate of \$150,000 per year has been used, based on historical annual collections of DCCs.

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

**2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2018 - 2022 Financial Plan**

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,554,939	1,627,939	1,627,939	1,627,939	1,627,939	1,627,939
Equipment purchases (Based on Capital Plan)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer from Operating Budget	100,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	23,000					
Ending Balance \$	1,627,939	1,627,939	1,627,939	1,627,939	1,627,939	1,627,939

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

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

**2.610 Saanich Peninsula Water
Capital Reserve Fund
2018 - 2022 Financial Plan**

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	5,937,556	4,668,979	3,063,979	2,943,979	3,193,979	3,543,979
Transfers from Reserve based on capital plan	(2,250,000)	(2,055,000)	(720,000)	(450,000)	(450,000)	(450,000)
Transfer unspent capital funds from LA funds	607,223					
Transfer from Operating Budget	277,200	450,000	600,000	700,000	800,000	900,000
Interest Income*	97,000					
Ending Balance \$	4,668,979	3,063,979	2,943,979	3,193,979	3,543,979	3,993,979

General Comments:

Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

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

Service: 3.714 Central Saanich Odour Management

Committee: Environmental Services

DEFINITION:

Provision of odour control and management.

PARTICIPATION:

Operating costs to be recovered by requisition from Central Saanich.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

CENTRAL SAANICH SEWER SYSTEM:

<u>Population</u>	<u>Debt & Operating</u>
16,814	100.00%

USER CHARGE:

N/A

RESERVE FUND:

Central Saanich Treatment Plant Capital Reserve Fund, Bylaw No. 2351 (December, 1995).
Central Saanich Treatment Plant Capital Reserve Fund, Bylaw No. 3330 (March, 2006) (amendment to Bylaw No. 2351).

3.714 - CENTRAL SAANICH TREATMENT PLANT	BUDGET REQUEST						2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL				
OPERATING COSTS:										
Operating - Other Costs	48,730	48,320	44,440	0	0	44,440	45,329	46,235	47,160	48,103
Allocations	27,528	25,808	28,525	326	0	28,851	29,427	30,015	30,616	31,228
Contingency	5,000	0	5,000	0	0	5,000	5,100	5,202	5,306	5,412
TOTAL OPERATING COSTS	81,258	74,128	77,965	326	0	78,291	79,856	81,453	83,082	84,744
*Percentage Increase over prior year	0.00%	-8.77%	-4.05%	0.40%	0.00%	-3.65%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	0	0	0	0	0	0	0	0	0	0
Transfer to Reserve Fund	0	0	0	0	0	0	0	0	0	0
TOTAL CAPITAL / RESERVES	0	0	0	0	0	0	0	0	0	0
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	81,258	74,128	77,965	326	0	78,291	79,856	81,453	83,082	84,744
*Percentage Increase over prior year	0.00%	-8.77%	-4.05%	0.40%	0.00%	-3.65%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	0	0	0	0	0	0	0	0	0	0
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	81,258	74,128	77,965	326	0	78,291	79,856	81,453	83,082	84,744
*Percentage Increase over prior year	0.00%	-8.77%	-4.05%	0.40%	0.00%	-3.65%	2.00%	2.00%	2.00%	2.00%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		6,810								
Balance C/F from Prior to Current year	(15,263)	(15,263)	(6,810)	0	0	(6,810)	0	0	0	0
Revenue - Other	(420)	(100)	(420)	0	0	(420)	(420)	(420)	(420)	(420)
Grants In Lieu of Taxes	(325)	(325)	(300)	0	0	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	(16,008)	(8,878)	(7,530)	0	0	(7,530)	(720)	(720)	(720)	(720)
REQUISITION	(65,250)	(65,250)	(70,435)	(326)	0	(70,761)	(79,136)	(80,733)	(82,362)	(84,024)
*Percentage Increase over prior year	0.00%	0.00%	7.95%	0.50%	0.00%	8.45%	11.84%	2.02%	2.02%	2.02%
PARTICIPANTS: C. Saanich										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of \$5,663,000 or \$1.56 / \$1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

<u>Location</u>	<u>Allocation for 2017</u>
Airport	1.41%
Sidney	41.09%
Pauquachin	0.98%
Central Saanich	41.50%
North Saanich	14.44%
Tseycum	0.41%
IOS	0.17%
Total	100.00%

USER CHARGE:

N/A

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

3.718 - SAANICH PENINSULA WASTEWATER	BUDGET REQUEST									
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	2018 ONGOING	2018 ONE-TIME	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 TOTAL	2022 TOTAL
OPERATING COSTS:										
Operating	2,253,490	2,294,749	2,352,703	0	0	2,352,703	2,470,596	2,417,992	2,566,337	2,565,667
Lab	154,784	152,105	157,170	0	0	157,170	160,315	163,521	166,791	170,127
Heat Recovery	91,810	95,030	95,162	0	0	95,162	97,065	99,001	100,974	102,992
Biosolids Mgmt.	571,943	573,430	584,435	0	0	584,435	596,805	610,900	625,261	639,887
TOTAL OPERATING COSTS	3,072,027	3,115,314	3,189,470	0	0	3,189,470	3,324,781	3,291,414	3,459,363	3,478,673
*Percentage Increase over prior year	0.00%	1.41%	3.82%	0.00%	0.00%	3.82%	4.24%	-1.00%	5.10%	0.56%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	104,440	104,440	104,440	0	0	104,440	104,440	104,440	104,440	104,440
Transfer to Reserve Fund	253,236	362,639	255,836	0	0	255,836	260,953	266,172	271,495	276,925
Transfer to Operating Reserve Fund	63,170	63,170	63,270	0	0	63,270	64,364	65,480	66,618	67,779
TOTAL CAPITAL / RESERVES	420,846	530,249	423,546	0	0	423,546	429,757	436,092	442,553	449,144
Debt Expenditures	0	0	0	0	0	0	0	0	0	0
MFA Debt Reserve	0	0	0	0	0	0	0	0	0	0
TOTAL COSTS	3,492,873	3,645,563	3,613,016	0	0	3,613,016	3,754,538	3,727,506	3,901,916	3,927,817
*Percentage Increase over prior year	0.00%	4.37%	3.44%	0.00%	0.00%	3.44%	3.92%	-0.72%	4.68%	0.66%
Internal Recovery - Other	(130,450)	(139,450)	(137,910)	0	0	(137,910)	(140,670)	(143,500)	(146,370)	(149,300)
Recovery - Other	0	0	0	0	0	0	0	0	0	0
OPERATING COSTS LESS INTERNAL RECOVERIES	3,362,423	3,506,113	3,475,106	0	0	3,475,106	3,613,868	3,584,006	3,755,546	3,778,517
*Percentage Increase over prior year	0.00%	4.27%	3.35%	0.00%	0.00%	3.35%	3.99%	-0.83%	4.79%	0.61%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	0	0	0	0	0	0	0	0	0	0
Grants In Lieu of Taxes	(6,993)	(6,993)	(6,993)	0	0	(6,993)	(6,993)	(6,993)	(6,993)	(6,993)
Transfer From Own Funds	0	(143,690)	(30,000)	0	0	(30,000)	(100,000)	0	(100,000)	(50,000)
TOTAL REVENUE	(6,993)	(150,683)	(36,993)	0	0	(36,993)	(106,993)	(6,993)	(106,993)	(56,993)
REQUISITION	(3,355,430)	(3,355,430)	(3,438,113)	0	0	(3,438,113)	(3,506,875)	(3,577,013)	(3,648,553)	(3,721,524)
*Percentage Increase over prior year	0.00%	0.00%	2.46%	0.00%	0.00%	2.46%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

SCHEDULE B

Service No.	3.718	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$630,000	\$2,157,500	\$1,235,000	\$290,000	\$410,000	\$200,000	\$200,000	\$4,292,500
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$630,000	\$2,157,500	\$1,235,000	\$290,000	\$410,000	\$200,000	\$200,000	\$4,292,500

SOURCE OF FUNDS

Capital Funds on Hand	\$140,000	\$140,000	\$0	\$0	\$0	\$0	\$0	\$140,000
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$595,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,395,000
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$490,000	\$1,422,500	\$1,035,000	\$90,000	\$210,000	\$0	\$0	\$2,757,500
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$630,000	\$2,157,500	\$1,235,000	\$290,000	\$410,000	\$200,000	\$200,000	\$4,292,500

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #:
Service Name:

3.718
Saanich Peninsula Wastewater

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
Capital Projects													\$0
16-02	Renewal	Sidney Pump Station Upgrades	This project is for painting the building, and numerous small mechanical and electrical equipment based on the 2013 Stantec condition assessment.	\$95,000	S	Cap	\$40,000	\$40,000	\$0	\$0	\$0	\$0	\$40,000
16-06	New	Potential Pilot Study or Research for Solids Disposal	Research or potential pilot studies into disposal of biosolids from the SPWWTP.	\$100,000	S	Cap	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
17-01	Replacement	SPWWTP Air Handler Unit Replacement	Replacement of aging air handler units before they experience failure.	\$370,000	S	Res	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$300,000
17-02	Renewal	Oxidation Ditch Permanent Access Construction	Construction of permanent access to eliminate confined space entry requirements into the Oxidation ditches.	\$90,000	S	Res	\$90,000	\$90,000	\$0	\$0	\$0	\$0	\$90,000
17-03	Renewal	Oxidation Ditch Exp Joint Repair	The expansion joint requires to be resealed to maintain water tightness.	\$100,000	S	Res	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$100,000
18-01	Replacement	SPWWTP Repairs & Replacements	The 2013 Stantec condition assessment identified numerous electrical and mechanical equipment requiring replacement and/or repairs.	\$335,000	S	Res	\$0	\$335,000	\$0	\$0	\$150,000	\$0	\$485,000
18-02	Renewal	SPWW SCADA Upgrades	Replacement of aging SCADA equipment to meet current and future SCADA requirements.	\$85,000	S	Res	\$0	\$85,000	\$0	\$50,000	\$0	\$0	\$135,000
18-04	New	Primary Clarifier Access Construction	Construction of permanent access to eliminate confined space entry requirements into the primary clarifiers.	\$150,000	S	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-05	New	Sludge Bin Weigh Scales	Sludge disposal is based upon weight, additional of weigh scales weight scales will inform Operations on when to remove bins	\$200,000	S	ERF	\$0	\$200,000	\$0	\$0	\$0	\$0	\$200,000
18-06	New	Engineered Fall Protection	Assess potential fall risks to operators at the SPWWTP and implement appropriate fall protection.	\$50,000	S	Res	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
18-07	Replacement	Bazan Bay Outfall Remediation	Condition assessment of the Bazan Bay Outfall.	\$150,000	S	Res	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-08	Replacement	EV Charging Station	Advancing Strategic Board Priorities, IWS will install an EV charging station at the SPWWTP facility	\$30,000	S	Res	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
18-09	Replacement	Corrosion Protection of Secondary Clarifiers	The sacrificial anodes installed on the mechanical systems are consumed and need to be replaced.	\$45,000	S	ERF	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
18-11	Replacement	Replacement of Lab Ducting	Lab ducting from fume hoods, etc. has significant corrosion and requires replacement.	\$150,000	S	ERF	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
18-12	Renewal	CCTV & Manhole Inspection	Conduct a CCTV and manhole inspection of all gravity mains and some root removal.	\$125,000	S	Res	\$0	\$125,000	\$0	\$0	\$0	\$0	\$125,000
18-13	Replacement	DESS Electrical Pull Box Replacement	Replace electrical pull boxes with vehicle load rated pull boxes.	\$7,500	S	Res	\$0	\$7,500	\$0	\$0	\$0	\$0	\$7,500
19-01	Replacement	SPWWTP Replacement of Rotary Presses	Assess dewatering options of sludge and implement prior to failure of the rotary presses.	\$900,000	S	Res	\$0	\$0	\$900,000	\$0	\$0	\$0	\$900,000
19-02	Renewal	5 Year SPWW Strategic Plan Update	Update the Strategic Plan that was finalized in 2014 with additional information.	\$135,000	S	Res	\$0	\$0	\$135,000	\$0	\$0	\$0	\$135,000
20-01	Renewal	Isolation Valve Installation for Oxidation Ditches	To maintain operator safety isolation valves are required prior to the oxidation ditches at the SPWWTP.	\$40,000	S	Res	\$0	\$0	\$0	\$40,000	\$0	\$0	\$40,000
21-02	Renewal	SPWWTP Road Upgrades & Repairs	Repair and upgrades to the road at SPWWTP.	\$60,000	S	Res	\$0	\$0	\$0	\$0	\$60,000	\$0	\$60,000
Annual Provisional													
18-10	Replacement	Equipment Replacement	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies	\$200,000	S	ERF	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL				\$3,417,500			\$630,000	\$2,157,500	\$1,235,000	\$290,000	\$410,000	\$200,000	\$4,292,500

Service: 3.718

Saanich Peninsula Wastewater

Proj. No. 16-02	Capital Project Title Sidney Pump Station Upgrades	Capital Project Description This project is for painting the building, and numerous small mechanical and electrical equipment based on the 2013 Stantec condition assessment.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Visible from Tulista Park, the Sidney Pump Station exterior paint is showing signs of deterioration and painting is required to maintain the building. Identified in the 2013 Stantec condition assessment, the odour control fan is operating rough and may fail at any time preventing odours from escaping to the surrounding residential area, additionally, numerous electrical and mechanical small components require replacement to maintain proper operation of the pump station and reduce the risk of costly call outs for emergency repairs. Funding is required to retain a painting contractor to paint the building, upgrade and repair numerous small components.</i>		
Proj. No. 16-06	Capital Project Title Potential Pilot Study or Research for Sol	Capital Project Description Research or potential pilot studies into disposal of biosolids from the SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The Saanich Peninsula Wastewater Commission directed Staff at the January 21, 2016 Commission meeting to amend the 2016 budget to include \$100,000 from the reserve fund towards potential pilot studies or research into disposal of residual solids from the SPWWTP.</i>		
Proj. No. 17-01	Capital Project Title SPWWTP Air Handler Unit Replacement	Capital Project Description Replacement of aging air handler units before they experience failure.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Units have obvious corrosion, as well the units have had electrical issues. Replacement is required.</i>		
Proj. No. 17-02	Capital Project Title Oxidation Ditch Permanent Access Construction	Capital Project Description Construction of permanent access to eliminate confined space entry requirements into the Oxidation ditches.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>As a continuation of the 2016 project, funds are required to construct permanent access to the oxidation ditch to meet WorkSafeBC regulations while operation staff carry out maintenance.</i>		

Proj. No. 17-03	Capital Project Title Oxidation Ditch Exp Joint Repair	Capital Project Description The expansion joint requires to be resealed to maintain water tightness.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale In 2014 Stantec carried out an inspection of primary clarifier expansion joints as it was noted that the primary clarifier was leaking a measurable amount. The Inspection resulted in the patching of the expansion joint, but the report highlighted the requirement for the rest of the WWTP will require repairs at all water tight expansion joints. Funding is required for staff to undertake draining, cleaning of the oxidation ditch as well as required expansion joint repairs.		
Proj. No. 18-01	Capital Project Title SPWWTP Repairs & Replacements	Capital Project Description The 2013 Stantec condition assessment identified numerous electrical and mechanical equipment requiring replacement and/or repairs.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale These pumps are at end of life and require replacement. Repairs to cracks in sludge handling area slab are required to avoid the situation getting worse. Numerous electrical items in the pump viewing room, secondary clarifier and secondary scum pump chamber require replacement, including flow meters, controllers, heat detectors and sludge level controllers.		
Proj. No. 18-02	Capital Project Title SPWW SCADA Upgrades	Capital Project Description Replacement of aging SCADA equipment to meet current and future SCADA requirements.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale A CRD wide SCADA master plan phase 2 was completed by Stantec in 2015. A schedule for equipment replacement for each SCADA equipped facility was recommended by the consultant. The Keating and Turgoose pump stations were identified as critical sites that required immediate replacement due to age. Funds will be used to procure replacement equipment and have CRD forces replace the equipment.		
Proj. No. 18-04	Capital Project Title Primary Clarifier Access Construction	Capital Project Description Construction of permanent access to eliminate confined space entry requirements into the primary clarifiers.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale The primary clarifiers do not have permanent access and require costly confined space entry to conduct maintenance. Funds are required to construct permanent access to the primary clarifiers to meet WorkSafeBC regulations while operation staff carry out maintenance.		
Proj. No. 18-05	Capital Project Title Sludge Bin Weigh Scales	Capital Project Description Sludge disposal is based upon weight, additional of weigh scales weight scales will inform Operations on when to remove bins
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale The SPWWTP currently disposes of biosolids through bin pick up and disposal to Hartland. Biosolid disposal costs are based upon weight and trucking costs. To ensure that bins did not exceed bin rated weights for transport, operation staff have been under utilizing bin capacity. To reduce trucking costs associated with biosolid disposal, weigh scales at the SPWWTP are proposed so that bins can be sent to Hartland with an optimal load. Funds are required to design and install appropriate load cells.		

Proj. No. 18-06	Capital Project Title Engineered Fall Protection	Capital Project Description Assess potential fall risks to operators at the SPWWTP and implement appropriate fall protection.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The SPWWTP has numerous locations around the facility that are potentially lacking in fall protection. To maintain operator safety it is proposed that the site is assessed for fall risk and fall protection equipment are installed where required. Funding is required to retain a specialist in fall protection, procure and install appropriate fall protection.</i>		
Proj. No. 18-07	Capital Project Title Bazan Bay Outfall Remediation	Capital Project Description Condition assessment of the Bazan Bay Outfall.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The Bazan Bay Outfall is a steel pipe outfall and is directly exposed to the marine environment for majority of its length. Constructed in 1999, it has been operated without cathodic protection until 2015, when an impressed current system was installed. During installation of the impressed current system an approximately 200mm diameter hole was found in the outfall and was repaired with a welded patch. During the 2017 outfall inspection an approximate 50mm diameter hole was found and the previously patch hole was found to be leaking. The two holes were patched with repair clamps, and the impressed current system was assessed. Assessment of the impressed current system found it was operating, but due to 15 years of operation without cathodic protection irreputable damage may have occurred. It is proposed that a detailed condition assessment is undertaken to inform possible remediation of the outfall in the future. Funds are required to retain a consultant to undertake the condition assessment to recommend remediation options for the outfall.</i>		
Proj. No. 18-08	Capital Project Title EV Charging Station	Capital Project Description Advancing Strategic Board Priorities, IWS will install an EV charging station at the SPWWTP facility
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>IWS is committed to advancing the Strategic Board Priorities related to Climate Change by greening the fleet. One of the initiatives is the ongoing evaluation of procurement to consider the use of electrical vehicles. At present IWS has one electrical vehicle in the IWS Fleet. In order to support the use of electrical vehicles, IWS installed an electric charging station at 479 Island Hwy. In 2018 the initiative is to install one more station at the SPWWTP facility to support the use of electrical vehicles.</i>		
Proj. No. 18-09	Capital Project Title Corrosion Protection of Secondary Clarifiers	Capital Project Description The sacrificial anodes installed on the mechanical systems are consumed and need to be replaced.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The secondary clarifier has various pipes and mechanical systems that are exposed to the corrosive environment. Sacrificial anodes are installed on metallic fittings that are submerged in the effluent to provide corrosion protection. The sacrificial anodes for the secondary clarifier have been consumed and require replacement. Funds are required to procure and install replacement sacrificial anodes.</i>		

Proj. No. 18-11	Capital Project Title Replacement of Lab Ducting	Capital Project Description Lab ducting from fume hoods, etc. has significant corrosion and requires replacement.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The SPWWTP has been in operation for 17 years. Through regular maintenance, the lab ducting illustrated significant corrosion and requires replacement before it fails. Funding is required to procure new ducting and replace the existing ducting.</i>		
Proj. No. 18-12	Capital Project Title CCTV & Manhole Inspection	Capital Project Description Conduct a CCTV and manhole inspection of all gravity mains and some root removal.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The Saanich Peninsula Wastewater system is made up of numerous sewer main sizes and material type. CCTV and manhole inspections for gravity feed mains are required to ensure that manhole and pipe integrity are maintained. Funding is required to conduct a CCTV and manhole inspection of the entire Saanich Peninsula Wastewater gravity system to confirm system integrity.</i>		
Proj. No. 18-13	Capital Project Title DESS Electrical Pull Box Replacement	Capital Project Description Replace electrical pull boxes with vehicle load rated pull boxes.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>In 2017, an existing pull box the the DESS sustained damage and required replacement by CRD Operations. Upon further investigation, 6 of the existing pull boxes, including the damaged one, were not rated for vehicle loading, but had a high possibility of experiencing vehicle traffic. Funds are required for staff to procure and replace the remaining 5 pull boxes with vehicle rated pull boxes.</i>		
Proj. No. 19-01	Capital Project Title SPWWTP Replacement of Rotary Presses	Capital Project Description Assess dewatering options of sludge and implement prior to failure of the rotary presses.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The 2013 Stantec condition assessment of the SPWWTP highlighted that the rotary presses will reach their end of life approximately 2020. It is proposed to replace the rotary presses before they fail so that the SPWWTP can maintain operation. Funding is required to assess replacement thickening options and complete the design and installation of new replacement units.</i>		
Proj. No. 19-02	Capital Project Title 5 Year SPWW Strategic Plan Update	Capital Project Description Update the Strategic Plan that was finalized in 2014 with additional information.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The SPWW Strategic Plan, prepared by Stantec in 2013 highlighted that there was insufficient information to properly assess the trunk main network. The results of additional flow monitoring and Network Hydraulic Modeling will aid in better assessing the condition of the trunk main system and will require the Strategic Plan updated to reflect the new information.</i>		

Proj. No. 20-01	Capital Project Title Isolation Valve Installation for Oxidation Ditches	Capital Project Description To maintain operator safety isolation valves are required prior to the oxidation ditches at the SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The oxidation ditches at SPWWTP currently have outlet piping with no isolation valves to allow for repairs. Funding is required to procure two 600mm diameter valves and install outside the oxidation ditches.</i>		
Proj. No. 21-02	Capital Project Title SPWWTP Road Upgrades & Repairs	Capital Project Description Repair and upgrades to the road at SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The Pavement around the SPWWTP will be nearing the end of life, funds are required for road upgrades and repairs to maintain serviceable access to the facility.</i>		
Proj. No. 18-10	Capital Project Title Equipment Replacement	Capital Project Description Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale		
Proj. No. 18-13	Capital Project Title DESS Electrical Pull Box Replacement	Capital Project Description Replace electrical pull boxes with vehicle load rated pull boxes.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Internal capacity to maintain the critical access routes during snowy periods requires improvement. A new sand storage bin needs to be constructed near the FOC to ensure a reliable source of sand is available when required.</i>		
Proj. No. 19-01	Capital Project Title SPWWTP Replacement of Rotary Press	Capital Project Description Assess dewatering options of sludge and implement prior to failure of the rotary presses.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The existing bridge over the Goldstream River of the secondary water supply has inadequate free board and poses a risk to water quality and fish habitat. This bridge on Goldstream Main needs to be replaced with a longer concrete structure, with greater clearance from the high water mark. The project has been moved ahead to 2018 and engineered designs indicate increased funding is required.</i>		

Proj. No. 19-02	Capital Project Title 5 Year SPWW Strategic Plan Update	Capital Project Description Update the Strategic Plan that was finalized in 2014 with additional information.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks.</i>		
Proj. No. 20-01	Capital Project Title Isolation Valve Installation for Oxidation	Capital Project Description To maintain operator safety isolation valves are required prior to the oxidation ditches at the SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project.</i>		
Proj. No. 21-01	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure.</i>		
Proj. No. 16-07	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The supply system has evolved over the past century and has been developed under different ownership. This item will identify specific water system assets and assign ownership, under agreement, between the CRD and the wholesale customers including the finalizing the agreement with the District of Saanich, and initiating agreements with the City of Victoria and the District of Oak Bay.</i>		

Proj. No. 16-08	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is proposed to evolve the existing hydraulic computer model and to conduct an audit of water usage and forecasting. This will guide the planning of future capital works to ensure that the infrastructure is improved in advance of future demands and to assist with pending water service agreements with the wholesale customers.</i>		

Proj. No. 16-09	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>There is currently no filtration required for the water supply, but in the future it is anticipated that regulations will become stricter and filtration will be required at some point. This capital item is to consider alternative location(s) for filtration when it becomes necessary and treatment technology. This will help with site planning efforts and future capital works.</i>		

Proj. No. 16-10	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.</i>		

Proj. No. 17-13	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules. Additional funds are required to complete additional investigations highlighted in the 2017 study.</i>		

Proj. No. 17-14	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>There are 16 hydraulic actuators that control valves and gates in the watershed that are nearing the end of their service life (installed in 1977). These actuators need replacement and evaluation of the existing actuators is required to determine optimum actuator technology, replacement strategy, associated mitigative improvements for each location. The 2017 work will result in an actuator replacement program with a defined schedule, scope and costs. The 2018 – 5 year Capital Budget has been adjusted to reflect initial findings in the 2017 assessment.</i>		

Proj. No. 17-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A series of cross channels was historically used to divert water from the Goldstream system to Jack Lake and Humpback Reservoir via Waugh Creek. This system has not been used for water supply since 1997, and the channels and associated works (sluice gates, etc.) should be decommissioned to avoid possible flooding. This was originally identified as a Watershed Protection project.</i>		

Proj. No. 18-14	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The Humpback overflow channel is utilized to convey water that has overflowed in safe discharge manner. This structure requires a condition assessment to ensure continues to function as designed. Additionally, a feasibility study of enclosing the channel for safety reasons will be carried out. Funds are required to retain a consultant to conduct a condition assessment of the overflow channel and feasibility study of enclosing the channel.</i>		

Proj. No. 19-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A Water Supply System Strategic Plan update occurred in 2017. Seismically assessing critical facilities has been highlighted as a priority to ensure a functioning water supply system after a seismic event. With the exception of dams, all critical facilities including the Japan Gulch and Sooke River Road Disinfection facility will be seismically assessed in a desktop study and confirmed through field inspections to determine if they meet current post-disaster requirements. The results of the assessment will inform future investigation and capital improvements if required. Funds are required to retain a consultant to seismically asses critical facilities within the water supply system.</i>		

Proj. No. 20-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *A Water Supply System Strategic Plan update occurred in 2017. Ensuring the water supply system is resilient with appropriate system redundancies has been highlighted as a priority to ensure continued water supply in the event of key infrastructure failure. A feasibility study of critical infrastructure will identify and assess to whether plans, procedures and necessary infrastructure are in place in the event key infrastructure fails. The results will inform future investigation and capital improvements if required. Funds are required to retain a consultant to conduct the supply system resilience feasibility study.*

Proj. No. 14-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *In 2012, an engineering study was conducted of the existing Japan Gulch chloramination system which consists of gaseous chlorine and ammonia delivered to the treatment facility. The consultant considered a number of options and recommended replacement of the gaseous systems with liquid delivered to site. A design-build contract was awarded in 2016 with construction starting in 2016 with final acceptance of the work anticipated for in 2018.*

Proj. No. 15-02	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *The control valve system at the Mount Tolmie reservoir is complex and outdated. This item is to assess and identify alternative control valve options and to inform a future capital budget with replacement cost estimates. Additional funds are required to carry out some valving improvements, such as updating the out of date and non-functioning pneumatic actuated valve.*

Proj. No. 15-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale *The Intake Tower is an integral part of the Regional Water System and is the primary raw water feed to Japan Gulch and Sooke River Road Water Treatment Plants. Currently there is no redundancy within the structure in the event of mechanical failure. In 2016 Stantec Consulting Ltd. completed an assessment of the overall structure including major components consisting of: Travelling Screen, Sluice Gates/Actuators, and Electrical System. The assessment identified required remedial works to the major components that will be carried out over 2017 and 2018. In 2016 a Seismic Structural Analysis will be completed to assess the vulnerability of this structure and identify options of upgrades or replacement of the structure to meet current seismic codes. In 2017 Stantec had provided renewal and replacement options for the Intake Tower, additional funds are required to renew the Intake Tower to ensure proper functioning screens, sluice gates/actuators and electrical system.*

Proj. No. 17-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>An emergency notification system is required at the Japan Gulch Disinfection Facility to meet regulatory compliance related to gas release and other hazards (e.g. wildfire). The need was evaluated and solution described in detail in the Gas Release Risk Assessment and Communication Plan; Japan Gulch Disinfection Facility; June 30, 2016. This work will include installation of a new siren system (and associated controls) at the plant and fund CRD assistance in the development of an emergency mass notification system. Additional funds are required to implement the emergency notification system.</i>		

Proj. No. 17-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A study of the existing SCADA equipment was completed by Stantec Consulting and they proposed short-term and long-term SCADA equipment replacements. It is proposed to replace the equipment based on priority and defined by deterioration and/or age. Funding is required to upgrade the following equipment over the next 10 years:2017 - Watershed SCADA sites, upgrade of PCS & Communications; 2020 - Replacement of some bulk meter SCADA sites; 2021 - Replacement of some bulk meter SCADA sites, watershed SCADA sites and upgrade of PCS & Communications.</i>		

Proj. No. 18-07	Capital Project Title Bazan Bay Outfall Remediation	Capital Project Description Condition assessment of the Bazan Bay Outfall.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Two 24" UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24" stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections.</i>		

Proj. No. 18-08	Capital Project Title EV Charging Station	Capital Project Description Advancing Strategic Board Priorities, IWS will install an EV charging station at the SPWWTP facility
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. In 2017, KWL completed a bulk water system audit and recommended that the Admirals and Cecelia sites are priority for 2017 and 2018, in 2019 Layritz and Maplewood, in 2020 Blue Ridge, Alderley and Holland, in 2022 St Giles be replaced. Funding is required to replace the flow meter and appurtenances.</i>		

Proj. No. 18-15	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.</i>		

Proj. No. 18-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is for CRD forces to remove three identified abandoned valves on Main No. 2 in the Admirals/Craigflower Road area. The valves pose a liability as they are old, abandoned and staff have no way of confirming their condition. This work includes confirming valve locations, removing the valves and replacing with blind flanges or caps. Funding is required for staff time to carry out the works.</i>		

Proj. No. 18-17	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to provide emergency power to the Sooke Spillway Gates so that they can be operated during a power failure. This item was identified during an assessment and predesign of the Sooke Intake, this work is required to ensure proper function of the spillway gates during a power outage. Funding is required to retain a consultant to conducted detailed design and for procurement of a standby generator for the spillway gates.</i>		

Proj. No. 18-18	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.</i>		

Proj. No. 18-29	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The existing Stelly's pump station was constructed in the late 1980's to increase available water pressure and flow to the Saanich Peninsula. After the GVWD became part of the CRD the Stelly's pump station was made redundant through adjustment of operation, and consequently the pumps are not required, but the flow meter is used. The Stelly's pump station had required a 2400V service to power the pumps, this requires considerable operations time to maintain the electrical service when a 120V service is sufficient for the flow meter. Funding is required to remove the 2400V service and install a 120V service.</i>		

Proj. No. 19-05	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs.</i>		

Proj. No. 14-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Develop an instrumentation system plan and conceptual design for new set of "vibrating-wire" piezometers at Sooke Lake Dam to replace the 15 pneumatic piezometers (installed during the dam raise in 2002) that have come to the end of useable life and are no longer performing as designed. The 2016 Dam Safety Review Audit identified the inoperable piezometers as a deficiency and recommended replacement of piezometers and improvements to surveillance capability. 2018 work will focus on completing instrumentation system planning with consultant. In future years, this project will be included with "Sooke Lake Dam – Surveillance Improvements"</i>		

Proj. No. 16-15	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The Lubbe Dam #4 was determined to be eroding internally because of leakage through the dam and through a consultant's study it was concluded that the dam was in need of replacement. The preliminary design was completed in 2014 and it is proposed to complete the final design and granular material production in 2016/2017, with the new dam construction project scheduled for 2017/2018. Based upon preliminary design, additional funds are required to complete construction in 2018.</i>		

Proj. No. 16-16	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 (\$80k) and the study provided recommendations for dam safety improvements at the suite of 11 dams in the Goldstream Watershed. Upcoming studies and capital work to be completed includes:

- i. Dam Breach Assessment and Inundation Mapping (\$175k) – 2018
- ii. Goldstream Dam – Install Riprap at Spillway (\$10k) - 2018
- iii. Survey work (\$15k) – Japan Gulch Spillway Hydraulic
- iv. Update Seismic Hazard (\$50k) – 2019
- v. Assessment (\$25k) – 2019
- vi. Seismic Deformation Analysis (\$75k) – 2019
- vii. Evaluate Core and Shell Materials – (\$100k) - 2020
- viii. Lubbe Dam #1 – low level outlet inspection (\$10k) – 2021
- ix. Lubbe Dams #2 and #3 – Install Seepage Weir at each dam (\$50k) – 2021
- x. Lubbe Dam #2 – Install Riprap at upstream face of dam (\$15k) - 2021

Proj. No. 16-17	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.

Proj. No. 17-25	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale The 2016 Dam Safety Review Audit was completed in 2016 and provided a list of recommended improvements. Upcoming capital work to be completed includes:

1. Repairs to spillway gates (\$200k) – 2018
2. Further testing of spillway underdrainage system (\$100k) – 2018
3. Review video inspection data for Low Level Outlet Pipes (\$10k) - 2018
4. Upgrade roadside ditches near left abutment and add fill to abutment (\$100k) - 2019
5. Failure Modes Analysis (\$120k) – 2019
6. Emergency Drawdown Assessment (\$100k) - 2019
7. Risk Analysis and Assessment (\$100k) 2020
8. Freeboard Analysis – wind and wave run-up assessment (\$20k) – 2020
9. Reservoir Slope Stability Assessment (\$200k) – 2021
10. Structural Assessment of Intake Tower Footings during rapid reservoir drawdown scenario (\$100k) - 2021

Proj. No. 18-19	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A

Project Rationale Development of a more robust surveillance system suitable for an "extreme" consequence classification dam that includes new instrumentation, and will allow for improved observation and timely analysis of critical dam safety related data. This was identified as a recommended action from the 2016 Dam Safety Review Audit. Results of planning study (#14-04) will inform the phasing priorities for the capital works. Initial planned phased are to be confirmed and currently consist of:

1. Phase 1 – Detailed design and installation of new vibrating wire piezometers (\$600k) – 2018
2. Phase 2 – Installation of new seepage weirs (\$200k) - 2019
3. Phase 3 – SCADA upgrades (\$200k) - 2020
4. Phase 4 – New data processing and training (\$100k) - 2021
5. Phase 5 – Install Seismograph (\$150k) - 2022

Proj. No. 18-20	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A dam breach assessment and inundation mapping project is being completed in 2017 by an engineering consultant. The study will include assessment of the dam consequence classification. Recommendations from the study are anticipated to include structural and non-structural risk mitigation measures to lower risks associated with an emergency dam breach. Mitigation measures are anticipated to be implemented in future years and may include:</i>		
<ol style="list-style-type: none"> 1. Stockpile of riprap near dam site (\$200k) - 2018 2. Installation of early warning systems and structural improvements (\$200k) - 2019 		

Proj. No. 18-21	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>A dam safety expert panel will be hired to conduct an independent review and provide recommendations regarding outcomes and proposed work from recent dam safety studies, including the 2016 Sooke Lake Dam, Saddle & Deception Dams Probabilistic Seismic Hazard Assessment and the 2016 Sooke Lake Dam - Dam Safety Review Audit. The panel will also review the status of CRD's dam safety management system and provide recommendations for any improvements.</i>		

Proj. No. 18-22	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The current dam emergency plans for Sooke Lake Watershed Dams and Goldstream Watershed Dams need to be updated to meet the current Canadian Dam Association Guidelines and provincial updated template. This is a requirement under the B.C. Dam Safety Regulation and has been recommended by dam safety engineering professionals in the latest Dam Safety Reviews. The work will include the updates to the existing Operations, Maintenance and Surveillance Manuals which is also a recommendation from the most recent Dam Safety Reviews.</i>		

Proj. No. 21-02	Capital Project Title SPWWTP Road Upgrades & Repairs	Capital Project Description Repair and upgrades to the road at SPWWTP.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review will include assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		

Proj. No. 21-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		

Proj. No. 21-04	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.</i>		

Proj. No. 16-19	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>There are several key pieces of equipment (distilled water system, autoclave, pH analyzer, incubator) that are beyond repair and reliability and need to be replaced. Additional funds are required to replace equipment past their useful service life.</i>		

Proj. No. 16-20	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The analyzers (4) will be located at strategic positions within the distribution system to ensure consistent delivery of chlorine residual concentrations by optimizing treatment plant processes through feedback with better, real-time field data.</i>		

Proj. No. 16-21	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>As part of the strategic plan process, this study will identify all potential risks and issues associated with the overall system related to drinking water protection.</i>		

Proj. No. 16-22	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The main database for water quality and results will require several small upgrades, including GIS compatibility to allow visual representation of data.</i>		

Proj. No. 16-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The electronic cross connection control audit form needs to be linked to the existing CRIMS software and synchronized with new software over time.</i>		

Proj. No. 16-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>As part of the strategic planning process, a study of the potential risks and solutions to corrosion due to low pH is required.</i>		

Proj. No. 18-09	Capital Project Title Corrosion Protection of Secondary Clarif	Capital Project Description The sacrificial anodes installed on the mechanical systems are consumed and need to be replaced.
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Environmental Protection
Project Rationale <i>The main lab will be redesigned, upgraded and consolidated with the SPWWTP lab within the existing main lab space. All laboratory services (drinking water, wastewater) and staff will be located within one accredited facility.</i>		

Proj. No. 18-23	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to assess available data and develop a monitoring program to evaluate the water quality associated with the Goldstream Reservoir system. A full assessment is required beyond the monitoring done 2 weeks prior to the Kapoor Tunnel shutdown to evaluate water quality of the system for emergency backup throughout the year.</i>		

Proj. No. 18-24	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to evaluate the implications for water quality as a result of major capital upgrades of the Butchart and Lubbe dams on the Goldstream Reservoir (pre and post-project monitoring). Funding is required to carry out water quality monitoring and analyze the data.</i>		

Proj. No. 18-25	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to undertake a monitoring program within the Juan de Fuca distribution system to determine any risks associated with lead-contaminated infrastructure. Funding is required for staff time to carry out the program.</i>		

Proj. No. 18-26	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to study the implications of shifts in regional precipitation patterns associated with climate change will be applied to the regional water supply.</i>		

Proj. No. 18-27	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is for design and implementation of paperless laboratory for process improvement: reduction of paper work, increased efficiency, automating regulatory compliance, reducing cost and paper waste. The goal is to integrate with new EQIS system when it is live and using electronic records as official records.</i>		

Proj. No. 19-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The contract to have nutrients analyzed by external labs will be replaced by in-house capacity through the purchase of the analyzer and internal training.</i>		

Proj. No. 19-06	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to undertake an assessment of risks associated with cross-contamination and flow direction in Mains #1 and #3 and develop a program to inform capital upgrades.</i>		

Proj. No. 20-03	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to develop and implement a research program to evaluate the implications of adding Leech Watershed water supply to existing Sooke Reservoir when future demand exceeds current supply</i>		

Proj. No. 17-27	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.</i>		

Proj. No. 17-28	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. An uplift in provisional funding requirement is foreseen in 2017 to upgrade and maintain Weeks Lake area security after CRD Board decision to close the area to unauthorized public access; and, for additional fencing and/or gates to maintain a secure GVWSA with the implementation of the Sooke Hills Wilderness Trail (Trans Canada Trail).</i>		

Proj. No. 17-29	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment.</i>		

Proj. No. 17-30	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.</i>		

Proj. No. 17-31	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.</i>		

Proj. No. 17-32	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This is an annual allowance for minor equipment replacement or repair related to the revenue water meters, vaults and electrical and electronic equipment.</i>		

Proj. No. 17-33	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.</i>		

Proj. No. 17-34	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.</i>		

Proj. No. 17-35	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure.</i>		

Proj. No. 18-28	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>IWS is committed to advancing the Strategic Board Priorities related to Climate Change by greening the fleet. One of the initiatives is the ongoing evaluation of procurement to consider the use of electrical vehicles. At present IWS has one electrical vehicle in the IWS Fleet. In order to support the use of electrical vehicles, IWS installed an electric charging station at 479 Island Hwy. In 2018 the initiative is to install one more station at a RWS facility to support the use of electrical vehicles.</i>		

Proj. No. 18-30	Capital Project Title #N/A	Capital Project Description #N/A
Asset Class #N/A	Board Priority Area #N/A	Corporate Priority Area #N/A
Project Rationale <i>Approval was received from the RWSC for Water Quality to move forward with an additional sampler for our regional/municipal distribution systems. That position will require a samplers vehicle, similar to the vehicles used by the two existing samplers.</i>		

**3.718 Saanich Peninsula Wastewater
Summary Schedule
2018 - 2022 Financial Plan**

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled to the Hartland landfill for disposal as controlled waste. Treated effluent is discharged through the Bazan Bay Outfall to the marine environment. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, PRV station, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and two marine outfalls.

Summary

**SPWWTP Reserve/Fund Summary
Projected year end balance**

	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Sewer Capital Reserve Fund	3,568,792	2,962,128	2,358,081	2,704,253	2,936,748	3,383,673
Maintenance Reserves	440,852	474,122	438,486	503,966	470,584	488,363
Equipment Replacement Fund	1,175,722	685,162	589,602	494,042	398,482	302,922
Total projected year end balance	5,185,367	4,121,414	3,386,172	3,702,265	3,805,819	4,174,964

See attached reserve schedules for projected annual cash flows.

3.718 Saanich Peninsula Wastewater

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,528,982	1,716,867	1,886,867	2,056,867	2,226,867	2,396,867
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN - DCC Funding	170,000	170,000	170,000	170,000	170,000	170,000
Interest Income	17,885	-	-	-	-	-
Ending Balance \$	1,716,867	1,886,867	2,056,867	2,226,867	2,396,867	2,566,867

Assumptions/Background:
 Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
 Approved capital expenditures to be funded by DCC to be determined, as under review.

3.718 Saanich Peninsula Wastewater

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Capital Reserve Portion	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	2,112,195	1,851,925	1,075,261	301,214	477,386	539,881
Transfer OUT	(645,000)	(1,032,500)	(1,035,000)	(90,000)	(210,000)	-
Transfer IN - Capital Reserve Portion	362,639	255,836	260,953	266,172	272,495	276,925
Interest Income*	22,091	-	-	-	-	-
Ending Balance \$	1,851,925	1,075,261	301,214	477,386	539,881	816,806

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

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

**3.718 Saanich Peninsula Wastewater
Operating Reserve Summary
2018 - 2022 Financial Plan**

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule - FC 105204

Operating Reserve Schedule Projected year end balance	Estimate	Budget				
	2017	2018	2019	2020	2021	2022
Beginning Balance	515,051	440,852	474,122	438,486	503,966	470,584
Planned Purchase	(143,690)	(30,000)	(100,000)	-	(100,000)	(50,000)
Transfer from Ops Budget	63,170	63,270	64,364	65,480	66,618	67,779
Interest Income*	6,321	-	-	-	-	-
Total projected year end balance	440,852	474,122	438,486	503,966	470,584	488,363

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

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

3.718 Saanich Peninsula Wastewater

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

Equipment Replacement Fund- SPWWTP	Budget					
	2017	2018	2019	2020	2021	2022
Beginning Balance	1,080,282	1,175,722	685,162	589,602	494,042	398,482
Planned Purchase (Based on Capital Plan)	(9,000)	(595,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfer IN (from Ops Budget)	104,440	104,440	104,440	104,440	104,440	104,440
Interest Income*	-	-	-	-	-	-
Ending Balance \$	1,175,722	685,162	589,602	494,042	398,482	302,922

Assumptions/Background:
 The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Core Area Wastewater Treatment Project (CAWTP)	BUDGET REQUEST					FUTURE PROJECTIONS				
	2017 BOARD BUDGET	2017 ESTIMATED ACTUAL	2018 CORE BUDGET	ongoing	one time	2018 TOTAL	2019 TOTAL	2020 TOTAL	2021 Opex TOTAL	2022 Opex TOTAL
OPERATING COSTS:										
Properties	-	1,026,571	413,353	-	-	413,353	413,353	388,353	388,353	388,353
Operating - Other Costs	-	-	-	-	-	-	-	-	13,743,000	14,017,860
Allocations - Finance	16,600	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	16,600	1,026,571	413,353	-	-	413,353	413,353	388,353	14,131,353	14,406,213
*Percentage Increase over prior year						-59.73%	0.00%	-6.05%	3538.79%	1.95%
CAPITAL / RESERVE										
Transfer to Capital Reserve	20,169,382	19,997,640	25,212,980	-	-	25,252,980	28,804,595	33,390,313	4,218,671	3,937,085
TOTAL CAPITAL / RESERVES	20,169,382	19,997,640	25,212,980			25,252,980	28,804,595	33,390,313	4,218,671	3,937,085
Debt Expenditures	387,917	201,386	736,423	-	-	736,423	2,232,908	2,855,393	23,304,055	23,310,781
MFA Debt Reserve	15,825	-	150,000	-	-	150,000	150,000	-	-	-
TOTAL COSTS	20,589,724	21,225,597	26,512,756	-	-	26,552,756	31,600,856	36,634,059	41,654,079	41,654,079
*Percentage Increase over prior year						25%	19%	16%	14%	0%
INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	20,589,724	21,225,597	26,512,756	-	-	26,552,756	31,600,856	36,634,059	41,654,079	41,654,079
*Percentage Increase over prior year						25%	19%	16%	14%	0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(589,724)	(589,724)	(589,724)	-	-	(629,724)	(629,724)	(629,724)	(629,724)	(629,724)
Interest Revenue	-	-	-	-	-	-	-	-	-	-
Lease Revenue	-	(635,873)	(923,032)	-	-	(923,032)	(971,132)	(1,004,335)	(1,024,355)	(1,024,355)
TOTAL REVENUE	(589,724)	(1,225,597)	(1,512,756)	-	-	(1,552,756)	(1,600,856)	(1,634,059)	(1,654,079)	(1,654,079)
REQUISITION	(20,000,000)	(20,000,000)	(25,000,000)	-	-	(25,000,000)	(30,000,000)	(35,000,000)	(40,000,000)	(40,000,000)
*Percentage Increase over prior year						25%	20%	17%	14%	0%
AUTHORIZED POSITIONS:	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

SCHEDULE B

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

Service No.	3.798C	Carry Forward from 2017	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$134,691,000	\$202,779,000	\$226,880,000	\$27,054,000	\$7,539,000	\$598,943,000	
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$134,691,000	\$202,779,000	\$226,880,000	\$27,054,000	\$7,539,000	\$598,943,000	

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$24,933,000	\$28,472,000	\$33,035,000	\$0	\$0	\$86,440,000
Debenture Debt (New Debt Only)	\$0	\$68,446,000	\$124,709,000	-\$134,352,000	-\$2,371,000	\$7,539,000	\$63,971,000
Equipment Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants (Federal, Provincial)	\$0	\$41,312,000	\$49,598,000	\$328,197,000	\$29,425,000	\$0	\$448,532,000
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Short Term Loans	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$134,691,000	\$202,779,000	\$226,880,000	\$27,054,000	\$7,539,000	\$598,943,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

**CAPITAL BUDGET FORM
2018 & Forecast 2019 to 2022**

Service #: 3.798C
Service Name: Debt - Core Area Wastewater Treatment Program

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (cont)
Res = Reserve Fund
STLoan = Short Term Loans
WU = Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carry Forward from 2017	2018	2019	2020	2021	2022	5 - Year Total
16-01	New	Wastewater Treatment Plant	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	\$0	S	Debt	\$0	\$68,446,000	\$124,709,000	-\$134,352,000	-\$2,371,000	\$7,539,000	\$63,971,000
16-01				\$0	S	Grant	\$0	\$41,312,000	\$49,598,000	\$328,197,000	\$29,425,000	\$0	\$448,532,000
16-01				\$0	S	Cap	\$0	\$24,933,000	\$28,472,000	\$33,035,000	\$0	\$0	\$86,440,000
GRAND TOTAL				\$0			\$0	\$134,691,000	\$202,779,000	\$226,880,000	\$27,054,000	\$7,539,000	\$598,943,000

Service: 3.798C

Debt - Core Area Wastewater Treatment Program

Proj. No. 2016-01	Capital Project Title Wastewater Treatment Plant	Capital Project Description Wastewater Treatment Project (including WWTP, RTF, Conveyance)
Asset Class Engineered Structures	Board Priority Area Other	Corporate Priority Area Other
Project Rationale	<p>The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.</p> <ol style="list-style-type: none">1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as "Class A" biosolids such that it is safe for further use.3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill. <p>The project will cost \$765 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.</p>	

CAPITAL EXPENDITURE PLAN SUMMARY - 2018 to 2022

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2018	2019	2020	2021	2022	TOTAL
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EXPENDITURE

B	Buildings	21,146,180	7,593,729	12,659,264	9,486,000	2,960,000	53,845,173
E	Equipment	7,996,374	4,563,339	3,844,366	3,570,902	2,739,601	22,714,582
L	Land	1,405,259	2,196,866	1,444,414	200,000	600,000	5,846,540
S	Engineered Structures	180,971,706	239,892,279	254,338,000	58,739,000	32,159,000	766,099,985
V	Vehicles	1,736,400	1,772,200	1,335,500	765,000	674,000	6,283,100
		213,255,919	256,018,413	273,621,544	72,760,902	39,132,601	854,789,380

SOURCE OF FUNDS

C	Capital Funds on Hand	45,107,770	40,660,564	44,744,000	13,010,000	13,055,000	156,577,334
D	Debenture Debt (New Debt Only)	102,646,000	151,009,000	(112,534,000)	12,359,000	17,764,000	171,244,000
E	Equipment Replacement Fund	4,564,070	3,404,831	3,277,866	2,959,102	2,400,901	16,606,770
G	Grants (Federal, Provincial)	44,341,100	50,362,481	328,947,414	32,525,000	2,400,000	458,575,996
O	Donations / Third Party Funding	879,384	394,708	49,000	1,236,300	109,700	2,669,092
R	Reserve Fund	15,717,595	10,186,829	9,137,264	10,671,500	3,403,000	49,116,188
		213,255,919	256,018,413	273,621,544	72,760,902	39,132,601	854,789,380

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN
2018**

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	3,420	0	0	0	0	3,420	0	0	3,420	0	0	0	3,420
1.015	Real Estate	950	0	0	0	0	950	0	0	950	0	0	0	950
1.016	Human Resources	9,400	0	0	0	0	9,400	0	0	9,400	0	0	0	9,400
1.017	Finance	30,350	0	0	0	0	30,350	0	0	30,350	0	0	0	30,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	405,000	0	0	0	0	405,000	0	230,000	175,000	0	0	0	405,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	35,700	0	0	0	0	35,700	0	0	35,700	0	0	0	35,700
1.105	Facility Management	4,200	35,000	0	0	0	39,200	0	0	39,200	0	0	0	39,200
1.106	Facilities and Risk	0	0	227,378	0	0	227,378	0	0	0	227,378	0	0	227,378
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	2,000	0	0	0	0	2,000	0	0	2,000	0	0	0	2,000
1.118	Corporate Communications	1,540	0	0	0	0	1,540	0	0	1,540	0	0	0	1,540
1.123	Family Court Building	0	0	45,000	0	0	45,000	0	30,000	0	15,000	0	0	45,000
1.141	SSI Public Library	9,000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	57,000	0	1,606,065	0	0	1,663,065	0	702,574	0	960,491	0	0	1,663,065
1.235	SGI Small Craft Harbour Facilities	0	0	0	774,500	0	774,500	0	100,000	0	324,500	0	350,000	774,500
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	20,000	0	20,000	0	15,000	0	5,000	0	0	20,000
1.238B	Community Transportation (SSI)	0	0	0	1,818,000	0	1,818,000	0	0	0	1,132,720	685,280	0	1,818,000
1.280	Regional Parks	526,000	243,000	50,000	7,015,000	20,000	7,854,000	3,880,000	2,023,000	433,000	1,413,000	0	105,000	7,854,000
1.290	Royal Theatre	194,704	0	295,000	0	0	489,704	0	44,704	0	378,000	0	67,000	489,704
1.295	McPherson Theatre	150,000	0	454,742	0	0	604,742	0	9,742	0	595,000	0	0	604,742
1.297	Arts Grants and Development	1,890	0	0	0	0	1,890	0	0	1,890	0	0	0	1,890
1.310	Land Banking and Housing	3,000	0	0	0	0	3,000	0	0	3,000	0	0	0	3,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	0	0	0	0	0	0	0	0	0	0	0	0	0
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	2,800	0	0	0	0	2,800	0	0	2,800	0	0	0	2,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.353	Otter Point Fire	0	0	25,000	0	0	25,000	0	0	0	25,000	0	0	25,000
1.356	Pender Island Fire	100,000	0	87,000	0	0	187,000	0	0	100,000	87,000	0	0	187,000
1.357	East Sooke Fire	9,200	0	0	0	0	9,200	0	0	9,200	0	0	0	9,200
1.358	Port Renfrew Fire	550,000	0	0	0	0	550,000	0	0	0	0	550,000	0	550,000
1.369	Electoral Area Fire Services	5,000	30,000	0	0	0	35,000	0	0	0	30,000	0	5,000	35,000
1.370	JDF Emergency Program	4,870	0	0	0	0	4,870	0	0	4,870	0	0	0	4,870
1.372	Emergency Planning Coordination	0	30,000	0	0	0	30,000	0	0	30,000	0	0	0	30,000
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	155,200	0	2,971,170	0	0	3,126,370	0	936,000	113,200	834,500	1,242,670	0	3,126,370
1.405	JDF EA Community Parks & Recreation	0	0	0	0	166,000	166,000	0	20,000	0	0	146,000	0	166,000
1.44X	Panorama Recreation	470,350	35,000	1,038,825	15,000	0	1,559,175	0	683,625	315,350	545,200	15,000	0	1,559,175
1.459	SSI Park Land & Rec Programs	40,000	0	275,000	10,000	30,000	355,000	0	250,000	0	105,000	0	0	355,000
1.521	Environmental Resource Management	253,000	30,000	0	5,494,000	0	5,777,000	0	4,964,000	283,000	530,000	0	0	5,777,000
1.575	Environmental Administration Services	20,850	0	0	0	0	20,850	0	0	20,850	0	0	0	20,850
1.576	Environmental Engineering Services	37,000	35,000	0	0	0	72,000	0	0	72,000	0	0	0	72,000
1.577	IW - Environmental Operations	546,000	0	0	0	0	546,000	0	0	546,000	0	0	0	546,000
1.578	Environmental Protection	62,950	28,400	0	0	0	91,350	0	0	91,350	0	0	0	91,350
1.911	911 Call Answer	1,413,000	0	12,187,000	0	0	13,600,000	13,600,000	0	0	0	0	0	13,600,000
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	1,650,000	1,605,000	0	3,255,000	0	0	50,000	3,205,000	0	0	3,255,000
2.620	Highland Water (SSI)	0	0	0	95,561	0	95,561	0	80,000	0	0	15,561	0	95,561
2.621	Highland & Fernwood Water (SSI)	0	0	0	20,000	0	20,000	0	0	0	20,000	0	0	20,000
2.622	Cedars of Tuam Water (SSI)	0	0	0	18,100	0	18,100	0	9,100	0	9,000	0	0	18,100
2.624	Beddis Water (SSI)	0	0	0	37,130	0	37,130	0	0	0	20,000	17,130	0	37,130
2.626	Fulford Water (SSI)	0	0	0	50,552	0	50,552	0	24,162	0	26,390	0	0	50,552
2.628	Cedar Lane Water (SSI)	5,000	0	0	10,000	0	15,000	0	0	0	10,000	5,000	0	15,000

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN
2018**

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	
2.630	Magic Lake Estates Water (Pender)	125,000	0	0	435,000	0	560,000	0	0	0	560,000	0	0	560,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	2,000	0	0	100,000	0	102,000	0	5,000	0	64,616	0	32,384	102,000
2.642	Skana Water (Mayne)	400,000	0	0	35,000	0	435,000	400,000	0	0	35,000	0	0	435,000
2.650	Port Renfrew Water	0	0	0	499,000	0	499,000	0	21,000	0	0	158,000	320,000	499,000
2.660	Fernwood Water (SSI)	5,000	0	0	0	0	5,000	0	5,000	0	0	0	0	5,000
2.665	Sticks Allison Water (Galiano)	0	0	0	6,000	0	6,000	0	0	0	6,000	0	0	6,000
2.667	Surfside Park Estates (Mayne)	20,000	0	0	30,200	0	50,200	0	0	0	50,200	0	0	50,200
2.670	Regional Water Supply	1,872,500	865,000	194,000	10,430,063	185,000	13,546,563	7,700,000	4,911,563	935,000	0	0	0	13,546,563
2.680	JDF Water Distribution	407,500	405,000	40,000	9,677,100	0	10,529,600	5,200,000	2,717,500	405,000	2,857,100	0	(650,000)	10,529,600
2.691	Wilderness Mountain Water Service	0	0	0	45,000	2,500	47,500	0	27,500	0	20,000	0	0	47,500
3.701	Millstream Site Remediation	0	0	0	0	1,001,759	1,001,759	0	842,300	0	0	159,459	0	1,001,759
3.705	SSI Septage / Composting	0	0	0	175,000	0	175,000	70,000	105,000	0	0	0	0	175,000
3.710	North West Trunk Sewer	0	0	0	540,000	0	540,000	0	340,000	100,000	100,000	0	0	540,000
3.712	North East Trunk Sewer	0	0	0	125,000	0	125,000	0	0	100,000	25,000	0	0	125,000
3.713	East Coast Interceptor	0	0	0	645,000	0	645,000	550,000	70,000	0	25,000	0	0	645,000
3.715	North East Trunk 2 (Bowker)	0	0	0	250,000	0	250,000	0	250,000	0	0	0	0	250,000
3.718	Saanich Peninsula Wastewater	0	0	0	2,157,500	0	2,157,500	0	140,000	595,000	1,422,500	0	0	2,157,500
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	134,691,000	0	134,691,000	68,446,000	24,933,000	0	0	41,312,000	0	134,691,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	3,450,000	0	3,450,000	3,450,000	0	0	0	0	0	3,450,000
3.820	Maliview Sewer Utility (SSI)	0	0	0	43,000	0	43,000	0	8,000	0	0	35,000	0	43,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	625,000	0	625,000	0	610,000	0	15,000	0	0	625,000
3.850	Port Renfrew Sewer	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
TOTAL		7,996,374	1,736,400	21,146,180	180,971,706	1,405,259	213,255,919	103,296,000	45,107,770	4,564,070	15,717,595	44,341,100	229,384	213,255,919

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														Schedule B
2019		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debtenture Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	970	0	0	0	0	970	0	0	970	0	0	0	970
1.016	Human Resources	3,880	0	0	0	0	3,880	0	0	3,880	0	0	0	3,880
1.017	Finance	22350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	1000	0	0	0	0	1,000	0	0	1,000	0	0	0	1,000
1.022	Information Technology	440000	0	0	0	0	440,000	0	260,000	180,000	0	0	0	440,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	7325	0	0	0	0	7,325	0	0	7,325	0	0	0	7,325
1.105	Facility Management	23400	0	0	0	0	23,400	0	0	23,400	0	0	0	23,400
1.106	Facilities and Risk	0	0	34,729	0	0	34,729	0	0	0	34,729	0	0	34,729
1.110	S&I Admin. Expenditures	1200	0	0	0	0	1,200	0	0	1,200	0	0	0	1,200
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	6,240	0	0	0	0	6,240	0	0	6,240	0	0	0	6,240
1.123	Family Court Building	0	0	50,000	0	0	50,000	0	0	0	50,000	0	0	50,000
1.141	SSI Public Library	9000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	S&I Small Craft Harbour Facilities	0	0	0	719,000	0	719,000	359,000	0	0	0	360,000	0	719,000
1.236	SSI Small Craft Harbour (Fernwood Do	0	0	0	22,500	0	22,500	0	0	0	22,500	0	0	22,500
1.238B	Community Transportation (SSI)	0	0	0	52,000	0	52,000	0	0	0	52,000	0	0	52,000
1.280	Regional Parks	45000	91,000	250,000	2,915,000	20,000	3,321,000	2,170,000	0	136,000	1,015,000	0	0	3,321,000
1.290	Royal Theatre	30000	0	145,000	0	0	175,000	0	0	0	175,000	0	0	175,000
1.295	McPherson Theatre	0	0	1,000,000	0	0	1,000,000	0	0	0	1,000,000	0	0	1,000,000
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	5,070,000	0	0	5,070,000	5,070,000	0	0	0	0	0	5,070,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	35000	0	0	0	0	35,000	0	0	35,000	0	0	0	35,000
1.323	ByLaw Services	15000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.324	Regional Planning Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.325	Community Planning	2500	0	0	0	0	2,500	0	0	2,500	0	0	0	2,500
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.353	Otter Point Fire	188900	0	0	30,000	0	218,900	0	0	188,900	30,000	0	0	218,900
1.356	Pender Island Fire	67000	0	0	0	0	67,000	0	0	67,000	0	0	0	67,000
1.357	East Sooke Fire	7000	80,000	0	0	0	87,000	0	0	87,000	0	0	0	87,000
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	7208	0	0	0	0	7,208	0	0	0	0	0	7,208	7,208
1.370	JDF Emergency Program	4970	0	0	0	0	4,970	0	0	4,970	0	0	0	4,970
1.372	Emergency Planning Coordination	43000	0	0	0	0	43,000	0	0	0	0	0	43,000	43,000
1.375	Hazardous Material Incident Response	10000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	73700	0	345,000	0	0	418,700	0	0	27,700	391,000	0	0	418,700
1.405	JDF EA Community Parks & Recreation	0	0	0	0	129,000	129,000	0	49,000	0	0	80,000	0	129,000
1.44X	Panorama Recreation	263800	215,000	349,000	113,600	0	941,400	0	0	419,300	477,600	0	44,500	941,400
1.459	SSI Park Land & Rec Programs	0	0	300,000	100,000	630,000	1,030,000	0	0	0	1,030,000	0	0	1,030,000
1.521	Environmental Resource Management	253000	30,000	0	2,680,000	0	2,963,000	0	2,180,000	283,000	500,000	0	0	2,963,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	37000	35,000	0	0	0	72,000	0	0	72,000	0	0	0	72,000
1.577	IW - Environmental Operations	520500	0	0	0	0	520,500	0	0	520,500	0	0	0	520,500
1.578	Environmental Protection	48396	113,200	0	0	0	161,596	0	0	161,596	0	0	0	161,596
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													Schedule B	
2019														
Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.913	913 Fire Dispatch	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	770,000	0	770,000	0	0	50,000	720,000	0	0	770,000
2.620	Highland Water (SSI)	0	0	0	93,623	0	93,623	0	93,623	0	0	0	0	93,623
2.621	Highland & Fernwood Water (SSI)	0	0	0	150,000	0	150,000	0	0	0	150,000	0	0	150,000
2.622	Cedars of Tuam Water (SSI)	0	0	0	5,000	0	5,000	0	0	0	5,000	0	0	5,000
2.624	Beddis Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	90000	0	0	0	0	90,000	0	0	0	90,000	0	0	90,000
2.640	Lyall Harbour Boot Cove Water (Saturn)	36000	0	0	20,000	0	56,000	16,000	0	0	40,000	0	0	56,000
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.650	Port Renfrew Water	0	0	0	300,000	0	300,000	0	0	0	0	0	300,000	300,000
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.670	Regional Water Supply	1747500	208,000	25,000	11,215,000	275,000	13,470,500	8,300,000	4,962,500	208,000	0	0	0	13,470,500
2.680	JDF Water Distribution	477500	425,000	25,000	8,475,000	0	9,402,500	3,100,000	3,507,500	425,000	2,370,000	0	0	9,402,500
2.691	Wilderness Mountain Water Service	0	0	0	0	0	0	0	0	0	0	0	0	0
3.701	Millstream Site Remediation	0	0	0	0	1,142,866	1,142,866	0	845,941	0	0	296,925	0	1,142,866
3.705	SSI Septage / Composting	0	0	0	1,040,000	0	1,040,000	1,000,000	0	0	40,000	0	0	1,040,000
3.710	North West Trunk Sewer	0	250,000	0	2,520,000	0	2,770,000	2,380,000	290,000	100,000	0	0	0	2,770,000
3.712	North East Trunk Sewer	0	0	0	400,000	0	400,000	0	0	100,000	300,000	0	0	400,000
3.713	East Coast Interceptor	0	150,000	0	450,000	0	600,000	600,000	0	0	0	0	0	600,000
3.715	North East Trunk 2 (Bowker)	0	175,000	0	960,000	0	1,135,000	505,000	0	0	630,000	0	0	1,135,000
3.718	Saanich Peninsula Wastewater	0	0	0	1,235,000	0	1,235,000	0	0	200,000	1,035,000	0	0	1,235,000
3.798	Debt/Capital - LWMP Core Treatment P	0	0	0	202,779,000	0	202,779,000	124,709,000	28,472,000	0	0	49,598,000	0	202,779,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	27,556	0	27,556	0	0	0	0	27,556	0	27,556
3.820	Malview Sewer Utility (SSI)	0	0	0	300,000	0	300,000	300,000	0	0	0	0	0	300,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	2,500,000	0	2,500,000	2,500,000	0	0	0	0	0	2,500,000
3.850	Port Renfrew Sewer	0	0	0	20,000	0	20,000	0	0	0	20,000	0	0	20,000
TOTAL		4,563,339	1,772,200	7,593,729	239,892,279	2,196,866	256,018,413	151,009,000	40,660,564	3,404,831	10,186,829	50,362,481	394,708	256,018,413

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN
2020**

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	2970	0	0	0	0	2,970	0	0	2,970	0	0	0	2,970
1.016	Human Resources	1,610	0	0	0	0	1,610	0	0	1,610	0	0	0	1,610
1.017	Finance	22350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	375000	0	0	0	0	375,000	0	270,000	105,000	0	0	0	375,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	7450	0	0	0	0	7,450	0	0	7,450	0	0	0	7,450
1.105	Facility Management	2700	70,000	0	0	0	72,700	0	0	72,700	0	0	0	72,700
1.106	Facilities and Risk	20000	0	0	0	0	20,000	0	0	0	20,000	0	0	20,000
1.110	S&I Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	3,200.00	0	0	0	0	3,200	0	0	3,200	0	0	0	3,200
1.123	Family Court Building	0	0	149,764	0	0	149,764	0	0	0	149,764	0	0	149,764
1.141	SSI Public Library	9000	0	0	0	0	9,000	0	0	0	9,000	0	0	9,000
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	S&I Small Craft Harbour Facilities	0	0	0	143,000	0	143,000	143,000	0	0	0	0	0	143,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
1.238B	Community Transportation (SSI)	0	0	0	30,000	0	30,000	0	0	0	30,000	0	0	30,000
1.280	Regional Parks	45000	406,000	150,000	590,000	20,000	1,211,000	0	0	451,000	760,000	0	0	1,211,000
1.290	Royal Theatre	0	0	1,350,000	0	0	1,350,000	0	0	0	850,000	500,000	0	1,350,000
1.295	McPherson Theatre	0	0	500,000	0	0	500,000	0	0	0	500,000	0	0	500,000
1.297	Arts Grants and Development	1550	0	0	0	0	1,550	0	0	1,550	0	0	0	1,550
1.310	Land Banking and Housing	2000	0	10,000,000	0	0	10,002,000	10,000,000	0	2,000	0	0	0	10,002,000
1.313	Animal Care Services	15000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.318	Building Inspection	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	6800	0	0	0	0	6,800	0	0	6,800	0	0	0	6,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	30,000	0	0	0	0	30,000	0	0	30,000	0	0	0	30,000
1.353	Otter Point Fire	9000	0	30,000	0	0	39,000	0	0	9,000	30,000	0	0	39,000
1.356	Pender Island Fire	165000	0	0	0	0	165,000	0	0	165,000	0	0	0	165,000
1.357	East Sooke Fire	191200	160,000	0	0	0	351,200	0	0	351,200	0	0	0	351,200
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.370	JDF Emergency Program	11710	0	0	0	0	11,710	0	0	11,710	0	0	0	11,710
1.372	Emergency Planning Coordination	9000	0	0	0	0	9,000	0	0	0	0	9,000	0	9,000
1.375	Hazardous Material Incident Response	10000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.377	JDF Search and Rescue	0	0	0	0	0	0	0	0	0	0	0	0	0
1.40X	SEAPARC	292700	30,000	9,500	35,000	0	367,200	0	0	60,700	236,500	70,000	0	367,200
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	232980	180,000	95,000	0	0	507,980	0	0	372,980	95,000	0	40,000	507,980
1.459	SSI Park Land & Rec Programs	0	0	25,000	1,000,000	530,000	1,555,000	1,000,000	0	0	555,000	0	0	1,555,000
1.521	Environmental Resource Management	253000	30,000	0	5,535,000	0	5,818,000	0	2,535,000	283,000	3,000,000	0	0	5,818,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	266000	0	0	0	0	266,000	0	0	266,000	0	0	0	266,000
1.578	Environmental Protection	67146	22,500	0	0	0	89,646	0	0	89,646	0	0	0	89,646
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.913	913 Fire Dispatch	5000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	500,000	0	500,000	0	0	50,000	450,000	0	0	500,000
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.621	Highland & Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN
2020**

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
2.624	Beddis Water (SSI)	0	0	0	40,000	0	40,000	0	0	0	40,000	0	0	40,000
2.626	Fulford Water (SSI)	0	0	0	50,000	0	50,000	0	0	0	50,000	0	0	50,000
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	15,000	0	0	0	0	15,000	0	0	0	15,000	0	0	15,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	27,000	0	0	0	0	27,000	20,000	0	0	7,000	0	0	27,000
2.642	Skana Water (Mayne)	0	0	0	25,000	0	25,000	0	0	0	25,000	0	0	25,000
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	0
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.670	Regional Water Supply	1217,500	367,000	325,000	7,185,000	200,000	9,294,500	4,000,000	4,927,500	367,000	0	0	0	9,294,500
2.680	JDF Water Distribution	482,500	70,000	25,000	6,875,000	0	7,452,500	1,900,000	3,462,500	70,000	2,020,000	0	0	7,452,500
2.691	Wilderness Mountain Water Service	0	0	0	50,000	0	50,000	50,000	0	0	0	0	0	50,000
3.701	Millstream Site Remediation	0	0	0	0	694,414	694,414	0	514,000	0	0	180,414	0	694,414
3.705	SSI Septage / Composting	0	0	0	75,000	0	75,000	0	0	0	75,000	0	0	75,000
3.710	North West Trunk Sewer	0	0	0	450,000	0	450,000	350,000	0	100,000	0	0	0	450,000
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	100,000
3.713	East Coast Interceptor	0	0	0	570,000	0	570,000	570,000	0	0	0	0	0	570,000
3.715	North East Trunk 2 (Bowker)	0	0	0	890,000	0	890,000	790,000	0	0	100,000	0	0	890,000
3.718	Saanich Peninsula Wastewater	0	0	0	290,000	0	290,000	0	0	200,000	90,000	0	0	290,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	226,880,000	0	226,880,000	(134,352,000)	33,035,000	0	0	328,197,000	0	226,880,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
3.820	Maliview Sewer Utility (SSI)	0	0	0	860,000	0	860,000	860,000	0	0	0	0	0	860,000
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	2,000,000	0	2,000,000	2,000,000	0	0	0	0	0	2,000,000
3.850	Port Renfrew Sewer	0	0	0	135,000	0	135,000	135,000	0	0	0	0	0	135,000
TOTAL		3,844,366	1,335,500	12,659,264	254,338,000	1,444,414	273,621,544	(112,534,000)	44,744,000	3,277,866	9,137,264	328,947,414	49,000	273,621,544

**CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN
2021**

Schedule B

Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	
1.011	Board Expenditures	5,900	0	0	0	0	5,900	0	0	5,900	0	0	0	5,900
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	0	0	0	0	0	0	0	0	0	0	0	0	0
1.016	Human Resources	1,640	0	0	0	0	1,640	0	0	1,640	0	0	0	1,640
1.017	Finance	22,350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	7,000	0	0	0	0	7,000	0	0	7,000	0	0	0	7,000
1.022	Information Technology	390,000	0	0	0	0	390,000	0	195,000	195,000	0	0	0	390,000
1.024	GM - Planning & Protective Services	3,100	0	0	0	0	3,100	0	0	3,100	0	0	0	3,100
1.025	Corporate Emergency	7,575	0	0	0	0	7,575	0	0	7,575	0	0	0	7,575
1.105	Facility Management	2,700	68,000	0	0	0	70,700	0	0	70,700	0	0	0	70,700
1.106	Facilities and Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	2,160	0	0	0	0	2,160	0	0	2,160	0	0	0	2,160
1.123	Family Court Building	0	0	0	0	0	0	0	0	0	0	0	0	0
1.141	SSI Public Library	0	0	0	0	0	0	0	0	0	0	0	0	0
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	SGI Small Craft Harbour Facilities	0	0	0	280,000	0	280,000	280,000	0	0	0	0	0	280,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.238B	Community Transportation (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.280	Regional Parks	45,000	140,000	0	2,775,000	20,000	2,980,000	0	0	185,000	795,000	2,000,000	0	2,980,000
1.290	Royal Theatre	0	0	2,000,000	0	0	2,000,000	0	0	0	400,000	500,000	1,100,000	2,000,000
1.295	McPherson Theatre	0	0	500,000	0	0	500,000	0	0	0	400,000	100,000	0	500,000
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	4,930,000	0	0	4,930,000	4,930,000	0	0	0	0	0	4,930,000
1.313	Animal Care Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.318	Building Inspection	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	8,600	0	0	0	0	8,600	0	0	8,600	0	0	0	8,600
1.325	Community Planning	2,500	0	0	0	0	2,500	0	0	2,500	0	0	0	2,500
1.335	Geo-Spatial Referencing	45,000	0	0	0	0	45,000	0	0	45,000	0	0	0	45,000
1.353	Otter Point Fire	28,300	0	0	0	0	28,300	0	0	28,300	0	0	0	28,300
1.356	Pender Island Fire	150,000	0	6,000	0	0	156,000	0	0	150,000	6,000	0	0	156,000
1.357	East Sooke Fire	7,300	0	0	0	0	7,300	0	0	7,300	0	0	0	7,300
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	126,300	0	0	0	0	126,300	0	0	0	0	0	126,300	126,300
1.370	JDF Emergency Program	7,470	0	0	0	0	7,470	0	0	7,470	0	0	0	7,470
1.372	Emergency Planning Coordination	0	0	0	0	0	0	0	0	0	0	0	0	0
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	67,200	0	0	1,000,000	0	1,067,200	0	0	27,200	540,000	500,000	0	1,067,200
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	327,200	107,000	300,000	0	0	734,200	0	0	363,700	360,500	0	10,000	734,200
1.459	SSI Park Land & Rec Programs	0	0	0	310,000	30,000	340,000	0	0	0	340,000	0	0	340,000
1.521	Environmental Resource Management	253,000	30,000	0	8,585,000	0	8,868,000	0	3,585,000	283,000	5,000,000	0	0	8,868,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	242,000	0	0	0	0	242,000	0	0	242,000	0	0	0	242,000
1.578	Environmental Protection	63,607	25,000	0	0	0	88,607	0	0	88,607	0	0	0	88,607
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	1,500,000	0	1,500,000	0	0	50,000	1,450,000	0	0	1,500,000
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.621	Highland & Fernwood Water (SSI)	0	0	0	50,000	0	50,000	0	0	0	50,000	0	0	50,000
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2021													Schedule B		
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debtenture Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other		
2.624	Beddis Water (SSI)	0	0	0	100,000	0	100,000	100,000	0	0	0	0	0	0	100,000
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	25,000	0	0	1,000,000	0	1,025,000	1,025,000	0	0	0	0	0	0	1,025,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	20,000	0	0	85,000	0	105,000	105,000	0	0	0	0	0	0	105,000
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.670	Regional Water Supply	1,417,500	185,000	1,725,000	6,650,000	150,000	10,127,500	4,900,000	5,042,500	185,000	0	0	0	0	10,127,500
2.680	JDF Water Distribution	232,500	210,000	25,000	4,950,000	0	5,417,500	0	4,187,500	210,000	1,020,000	0	0	0	5,417,500
2.691	Wilderness Mountain Water Service	0	0	0	200,000	0	200,000	200,000	0	0	0	0	0	0	200,000
3.701	Millstream Site Remediation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.705	SSI Septage / Composting	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.710	North West Trunk Sewer	0	0	0	400,000	0	400,000	0	0	400,000	0	0	0	0	400,000
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	0	100,000
3.713	East Coast Interceptor	0	0	0	1,190,000	0	1,190,000	1,190,000	0	0	0	0	0	0	1,190,000
3.715	North East Trunk 2 (Bowker)	0	0	0	600,000	0	600,000	500,000	0	0	100,000	0	0	0	600,000
3.718	Saanich Peninsula Wastewater	0	0	0	410,000	0	410,000	0	0	200,000	210,000	0	0	0	410,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	27,054,000	0	27,054,000	(2,371,000)	0	0	0	29,425,000	0	0	27,054,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.820	Maliview Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	1,500,000	0	1,500,000	1,500,000	0	0	0	0	0	0	1,500,000
3.850	Port Renfrew Sewer	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		3,570,902	765,000	9,486,000	58,739,000	200,000	72,760,902	12,359,000	13,010,000	2,959,102	10,671,500	32,525,000	1,236,300	72,760,902	

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2022														Schedule B
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other	TOTAL
1.011	Board Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.014	Chief Administrative Officer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.015	Real Estate	1,030	0	0	0	0	1,030	0	0	1,030	0	0	0	1,030
1.016	Human Resources	4,860	0	0	0	0	4,860	0	0	4,860	0	0	0	4,860
1.017	Finance	22,350	0	0	0	0	22,350	0	0	22,350	0	0	0	22,350
1.018	Health & Capital Planning Strategies	0	0	0	0	0	0	0	0	0	0	0	0	0
1.022	Information Technology	350,000	0	0	0	0	350,000	0	215,000	135,000	0	0	0	350,000
1.024	GM - Planning & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.025	Corporate Emergency	12,500	0	0	0	0	12,500	0	0	12,500	0	0	0	12,500
1.105	Facility Management	8,400	0	0	0	0	8,400	0	0	8,400	0	0	0	8,400
1.106	Facilities and Risk	0	0	0	0	0	0	0	0	0	0	0	0	0
1.110	SGI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.111	SSI Admin. Expenditures	0	0	0	0	0	0	0	0	0	0	0	0	0
1.118	Corporate Communications	1,670	0	0	0	0	1,670	0	0	1,670	0	0	0	1,670
1.123	Family Court Building	0	0	0	0	0	0	0	0	0	0	0	0	0
1.141	SSI Public Library	0	0	0	0	0	0	0	0	0	0	0	0	0
1.226	Health Facilities - VIHA	0	0	0	0	0	0	0	0	0	0	0	0	0
1.235	SGI Small Craft Harbour Facilities	0	0	0	545,000	0	545,000	545,000	0	0	0	0	0	545,000
1.236	SSI Small Craft Harbour (Fernwood Dock)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.238B	Community Transportation (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
1.280	Regional Parks	45,000	170,000	0	2,700,000	20,000	2,935,000	0	0	215,000	720,000	2,000,000	0	2,935,000
1.290	Royal Theatre	0	0	800,000	0	0	800,000	0	0	0	300,000	400,000	100,000	800,000
1.295	McPherson Theatre	0	0	0	0	0	0	0	0	0	0	0	0	0
1.297	Arts Grants and Development	0	0	0	0	0	0	0	0	0	0	0	0	0
1.310	Land Banking and Housing	0	0	0	0	0	0	0	0	0	0	0	0	0
1.313	Animal Care Services	15,000	0	0	0	0	15,000	0	0	15,000	0	0	0	15,000
1.318	Building Inspection	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.323	ByLaw Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.324	Regional Planning Services	12,800	0	0	0	0	12,800	0	0	12,800	0	0	0	12,800
1.325	Community Planning	0	0	0	0	0	0	0	0	0	0	0	0	0
1.335	Geo-Spatial Referencing	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.353	Otter Point Fire	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.356	Pender Island Fire	158,000	0	0	0	0	158,000	0	0	158,000	0	0	0	158,000
1.357	East Sooke Fire	7,400	0	0	0	0	7,400	0	0	7,400	0	0	0	7,400
1.358	Port Renfrew Fire	0	0	0	0	0	0	0	0	0	0	0	0	0
1.369	Electoral Area Fire Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.370	JDF Emergency Program	0	0	0	0	0	0	0	0	0	0	0	0	0
1.372	Emergency Planning Coordination	9,700	0	0	0	0	9,700	0	0	0	0	9,700	0	9,700
1.375	Hazardous Material Incident Response	10,000	0	0	0	0	10,000	0	0	10,000	0	0	0	10,000
1.40X	SEAPARC	61,000	0	0	0	400,000	461,000	400,000	0	21,000	40,000	0	0	461,000
1.405	JDF EA Community Parks & Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0
1.44X	Panorama Recreation	295,300	0	110,000	70,000	0	475,300	0	0	232,300	243,000	0	0	475,300
1.459	SSI Park Land & Rec Programs	0	0	0	50,000	30,000	80,000	0	0	0	80,000	0	0	80,000
1.521	Environmental Resource Management	253,000	30,000	0	4,290,000	0	4,573,000	0	3,040,000	283,000	1,250,000	0	0	4,573,000
1.575	Environmental Administration Services	0	0	0	0	0	0	0	0	0	0	0	0	0
1.576	Environmental Engineering Services	40,000	0	0	0	0	40,000	0	0	40,000	0	0	0	40,000
1.577	IW - Environmental Operations	150,000	0	0	0	0	150,000	0	0	150,000	0	0	0	150,000
1.578	Environmental Protection	51,591	0	0	0	0	51,591	0	0	51,591	0	0	0	51,591
1.911	911 Call Answer	0	0	0	0	0	0	0	0	0	0	0	0	0
1.913	913 Fire Dispatch	5,000	0	0	0	0	5,000	0	0	5,000	0	0	0	5,000
2.610	Saanich Peninsula Water Supply	0	0	0	500,000	0	500,000	0	0	50,000	450,000	0	0	500,000
2.620	Highland Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.621	Highland & Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0
2.622	Cedars of Tuam Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN 2022														Schedule B	
Service #	Service Name	CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING						TOTAL	
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Debt	Capital Funds on Hand	Equipment Repl Fund	Capital Reserves	Grants	Other		
2.624	Beddis Water (SSI)	30,000	0	0	0	0	30,000	0	30,000	0	0	0	0	0	30,000
2.626	Fulford Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.628	Cedar Lane Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.630	Magic Lake Estates Water (Pender)	200,000	0	0	0	0	200,000	200,000	0	0	0	0	0	0	200,000
2.640	Lyll Harbour Boot Cove Water (Saturna)	0	0	0	170,000	0	170,000	170,000	0	0	0	0	0	0	170,000
2.642	Skana Water (Mayne)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.650	Port Renfrew Water	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.660	Fernwood Water (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.665	Sticks Allison Water (Galiano)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.667	Surfside Park Estates (Mayne)	45,000	0	0	0	0	45,000	0	0	0	45,000	0	0	0	45,000
2.670	Regional Water Supply	677,500	0	2,025,000	6,080,000	150,000	8,932,500	3,900,000	5,032,500	0	0	0	0	0	8,932,500
2.680	JDF Water Distribution	182,500	474,000	25,000	3,855,000	0	4,536,500	400,000	3,487,500	474,000	175,000	0	0	0	4,536,500
2.691	Wilderness Mountain Water Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.701	Millstream Site Remediation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.705	SSI Septage / Composting	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.710	North West Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	0	100,000
3.712	North East Trunk Sewer	0	0	0	100,000	0	100,000	0	0	100,000	0	0	0	0	100,000
3.713	East Coast Interceptor	0	0	0	1,910,000	0	1,910,000	1,910,000	0	0	0	0	0	0	1,910,000
3.715	North East Trunk 2 (Bowker)	0	0	0	1,350,000	0	1,350,000	0	1,250,000	0	100,000	0	0	0	1,350,000
3.718	Saanich Peninsula Wastewater	0	0	0	200,000	0	200,000	0	0	200,000	0	0	0	0	200,000
3.798	Debt/Capital - LWMP Core Treatment Facilities	0	0	0	7,539,000	0	7,539,000	7,539,000	0	0	0	0	0	0	7,539,000
3.810	Ganges Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.820	Maliview Sewer Utility (SSI)	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.830	Magic Lake Sewer Utility (Pender)	0	0	0	1,500,000	0	1,500,000	1,500,000	0	0	0	0	0	0	1,500,000
3.850	Port Renfrew Sewer	0	0	0	1,200,000	0	1,200,000	1,200,000	0	0	0	0	0	0	1,200,000
TOTAL		2,739,601	674,000	2,960,000	32,159,000	600,000	39,132,601	17,764,000	13,055,000	2,400,901	3,403,000	2,400,000	109,700	39,132,601	

Long-Term Debt

CAPITAL REGIONAL DISTRICT

SUMMARY OF LONG-TERM DEBT (Unaudited)

		2017					
		Outstanding Dec 31/16	Additions	Principal	Actuarial	Total Debt Retirement	Outstanding Dec 31/17
General Capital - Debenture	(Schedule B)	\$ 24,016,215	2,300,000	\$ (2,172,176)	\$ (544,427)	\$ (2,716,603)	\$ 23,599,612
Non-Debenture	(Schedule B)	695,000	-	(695,000)	-	(695,000)	-
Sewer Capital - Debenture	(Schedule C)	34,666,972	1,750,000	(3,107,690)	(1,257,840)	(4,365,530)	32,051,442
Non-Debenture	(Schedule C)	17,700,000	-	-	-	-	17,700,000
Water Capital - Debenture	(Schedule D)	83,295,109	-	(8,249,366)	(3,716,175)	(11,965,541)	71,329,568
Non-Debenture	(Schedule D)	-	-	-	-	-	-
		<u>160,373,296</u>	4,050,000	<u>(14,224,232)</u>	<u>(5,518,442)</u>	<u>(19,742,674)</u>	<u>144,680,622</u>
Accrued actuarial valuation - CRD Debt		<u>(2,213,693)</u>			<u>(131,157)</u>	<u>(131,157)</u>	<u>(2,344,850)</u>
		158,159,603	4,050,000	(14,224,232)	(5,649,599)	(19,873,831)	142,335,772
Member Municipalities	(Schedule B)	153,364,220	19,095,800	(8,277,993)	(2,376,353)	(10,654,346)	161,805,674
CRD Total		<u>311,523,823</u>	<u>23,145,800</u>	<u>(22,502,225)</u>	<u>(8,025,952)</u>	<u>(30,528,177)</u>	<u>304,141,446</u>
CRHC Total		<u>56,802,670</u>	<u>-</u>	<u>(4,707,291)</u>	<u>-</u>	<u>(4,707,291)</u>	<u>52,095,379</u>
Consolidated Total		<u>\$ 368,326,493</u>	<u>\$ 23,145,800</u>	<u>\$ (27,209,516)</u>	<u>\$ (8,025,952)</u>	<u>\$ (35,235,468)</u>	<u>\$ 356,236,825</u>

TOTAL OUTSTANDING DEBT

General Capital (CRD and municipalities)	\$ 185,405,286
Sewer Capital	49,751,442
Water Capital	71,329,568
less accrued actuarial valuation	<u>2,344,850</u>
CRD	304,141,446
CRHC	<u>52,095,379</u>
Total	<u>\$ 356,236,825</u>

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Regional Parks											
2017	4142	4198	142	2032	560,000	3.150%	-	-	-	-	560,000
Total Regional Parks					560,000		-	-	-	-	560,000
Port Renfrew Fire											
2009	3634	2456	106	2024	40,000	4.130%	24,222	1,998	631	2,629	21,593
Total Port Renfrew Fire					40,000		24,222	1,998	631	2,629	21,593
Seaparc Golf Course											
2017	4052	4175	141	2032	660,000	2.800%	-	-	-	-	660,000
Total Seaparc Golf Course					660,000		-	-	-	-	660,000
Peninsula Recreation - Swimming Pool											
2008	3388	3514	103	2023	5,200,000	4.650%	2,807,123	259,694	95,715	355,409	2,451,714
2008	3388	3547	104	2023	1,600,000	5.150%	863,730	79,906	29,451	109,357	754,373
2009	3388	3594	105	2024	2,198,000	4.900%	1,331,000	109,770	34,680	144,450	1,186,550
Total Peninsula Recreation - Swimming Pool					8,998,000		5,001,853	449,370	159,846	609,216	4,392,637
Peninsula Recreation - Community Recreation											
2017	4116	4175	141	2032	1,080,000	2.800%	-	-	-	-	1,080,000
Total Peninsula Recreation - Community Rec					1,080,000		-	-	-	-	1,080,000
Solid Waste - Refuse Disposal											
2008	3518	3547	104	2023	2,000,000	5.150%	1,079,663	99,882	36,813	136,695	942,968
2010	3518	3677	110	2025	2,500,000	4.500%	1,671,855	124,853	33,126	157,979	1,513,876
2011	3518	3769	116	2026	2,200,000	4.200%	1,604,905	109,869	23,804	133,673	1,471,232
Total Solid Waste - Refuse Disposal					6,700,000		4,356,423	334,604	93,743	428,347	3,928,076
Saltspring Island - Library											
2006	3308	3364	99	2021	350,000	1.750%	140,141	17,479	8,394	25,873	114,268
2011	3613	3800	117	2026	2,000,000	3.250%	1,459,006	99,882	21,640	121,522	1,337,484
2013	3613	3910	126	2028	100,000	3.850%	84,410	4,994	624	5,618	78,792
Total Saltspring Island - Library					2,450,000		1,683,557	122,355	30,658	153,013	1,530,544

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016		Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
							Previous Outstanding	Principal 2017			
Royal Theatre											
2002	2786	3011	78	2017	3,000,000	2.100%	275,264	139,027	136,237	275,264	-
Total Royal Theatre					3,000,000		275,264	139,027	136,237	275,264	-
Saltspring Island - Indoor Pool											
2005	3207	3258	92	2020	2,500,000	1.550%	816,192	124,853	67,352	192,205	623,987
2006	3207	3364	99	2021	400,000	1.750%	160,161	19,976	9,594	29,570	130,591
Total Saltspring Island - Indoor Pool					2,900,000		976,353	144,829	76,946	221,775	754,578
Gossip Island - Electrification											
2012	3579		121	2027	715,000	2.900%	563,368	35,708	6,065	41,773	521,595
Total Gossip Island - Electrification					715,000		563,368	35,708	6,065	41,773	521,595
Galiano Island Public Building											
2013	3793	3910	126	2028	310,000	3.850%	261,672	15,482	1,933	17,415	244,257
Total Gossip Island - Electrification					310,000		261,672	15,482	1,933	17,415	244,257
Galiano Island Fire											
2013	3793	3910	126	2028	290,000	3.850%	244,790	14,483	1,809	16,292	228,498
Total Gossip Island - Electrification					290,000		244,790	14,483	1,809	16,292	228,498
North Galiano Fire											
2014	3844	3936	127	2029	280,000	3.300%	251,474	13,984	1,141	15,125	236,349
Total Gossip Island - Electrification					280,000		251,474	13,984	1,141	15,125	236,349
East Sook Fire											
2014	3863	4	130	2029	1,800,000	3.000%	1,616,616	89,894	7,335	97,229	1,519,387
2016	3863	4114	139	2031	150,000	2.100%	150,000	8,065	-	8,065	141,935
Total Gossip Island - Electrification					1,950,000		1,766,616	97,959	7,335	105,294	1,661,322
Land Banking and Housing											
2015	3715	4009	131	2030	9,413,000	2.200%	8,610,623	802,377	28,083	830,460	7,780,163
Total Land Banking and Housing					9,413,000		8,610,623	802,377	28,083	830,460	7,780,163

CAPITAL REGIONAL DISTRICT

Schedule B

LONG-TERM DEBT

General Capital Fund

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Total General - Debenture Debt				39,346,000		24,016,215	2,172,176	544,427	2,716,603	23,599,612
Non-Debenture Debt										
Seaparc				750,000	0.950%	695,000	695,000	-	695,000	-
Total General - Non-Debenture Debt				750,000		695,000	695,000	-	695,000	-
Total Debt - General				\$ 40,096,000		24,711,215	2,867,176	544,427	3,411,603	23,599,612

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, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
MUNICIPALITIES										
Victoria										
2003	3026	79	2033	10,000,000	2.100%	7,333,943	150,514.0	133,303	283,817	7,050,126
2003	3026	80	2033	10,000,000	2.400%	7,333,943	150,514.0	133,303	283,817	7,050,126
2004	3026	81	2034	10,000,000	2.400%	7,604,245	150,514.0	119,788	270,302	7,333,943
2007	3467	102	2022	4,509,000	2.250%	2,125,918	225,185.0	95,323	320,508	1,805,410
2008	3515	103	2023	1,800,000	4.650%	971,696	89,894.0	33,132	123,026	848,670
2009	3515	105	2024	1,800,000	4.900%	1,089,989	89,894.0	28,400	118,294	971,695
2009	3595	105	2024	3,440,015	4.900%	2,083,103	171,798.0	54,276	226,074	1,857,029
2010	3515	110	2025	5,200,000	4.500%	3,477,459	259,694.0	68,902	328,596	3,148,863
2011	3770	115	2031	10,200,000	variable	8,327,573	419,299.0	-	419,299	7,908,274
2014	3770	130	2034	23,200,000	3.000%	21,610,642	779,097.0	63,574	842,671	20,767,971
2016	3770	139	2036	5,500,000	2.100%	5,500,000	204,686.0	-	204,686	5,295,314
2017	3770	142	2037	9,600,000	3.150%	-	-	-	-	9,600,000
Total Victoria				85,649,015		67,458,511	2,691,089	730,001	3,421,090	73,637,421
Central Saanich										
2010	3674	110	2025	1,000,000	4.500%	668,742	49,941	13,250	63,191	605,551
2011	3772	116	2026	1,333,333	4.200%	972,670	66,588	14,427	81,015	891,655
2014	3967	130	2019	1,085,540	2.050%	676,683	200,420	16,354	216,774	459,909
2015	4032	133	2040	8,523,540	2.750%	8,304,706	218,834	7,659	226,493	8,078,213
Total Central Saanich				11,942,413		10,622,801	535,783	51,690	587,473	10,035,328
Esquimalt										
2002	2999	78	2022	4,000,000	2.100%	1,629,149	120,970	118,543	239,513	1,389,636
2003	3092	80	2023	2,800,000	2.400%	1,300,079	84,679	74,996	159,675	1,140,404
2004	3198	85	2024	1,256,000	2.000%	651,391	37,985	30,230	68,215	583,176
2005	3293	95	2025	2,012,000	1.800%	1,098,433	73,965	31,975	105,940	992,493
2006	3369	99	2026	1,129,000	1.750%	673,802	37,914	18,208	56,122	617,680
2007	3464	102	2027	2,353,000	2.250%	1,516,769	79,018	33,449	112,467	1,404,302
2014	3969	130	2024	1,200,000	3.000%	996,104	99,949	8,156	108,105	887,999
Total Esquimalt				14,750,000		7,865,727	534,480	315,557	850,037	7,015,690

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, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
MUNICIPALITIES										
Saanich										
2002	2954	77	2017	400,000	1.150%	36,701	18,537	18,164	36,701	-
2002	3002	78	2017	600,000	2.100%	55,053	27,805	27,248	55,053	-
2003	3051	79	2028	1,500,000	2.100%	943,303	31,429	27,835	59,264	884,039
2004	3197	85	2019	800,000	2.000%	209,891	37,074	29,506	66,580	143,311
2005	3257	92	2020	3,341,000	1.550%	1,090,760	166,853	90,010	256,863	833,897
2005	3292	95	2020	2,320,000	1.800%	755,704	124,542	54,750	179,292	576,412
2006	3363	99	2021	4,505,000	1.750%	1,803,809	224,985	108,048	333,033	1,470,776
2007	3466	102	2022	2,306,300	2.250%	1,087,382	115,179	48,757	163,936	923,446
2010	3726	111	2025	1,797,000	variable	1,182,522	114,750	-	114,750	1,067,772
2010	3726	112	2025	1,150,000	3.730%	769,055	57,432	15,238	72,670	696,385
2011	3771	114	2026	8,400,000	variable	6,084,352	515,054	-	515,054	5,569,298
2012	3853	121	2027	750,000	2.900%	590,945	37,456	6,362	43,818	547,127
2014	3968	130	2024	2,400,000	3.000%	1,990,765	199,898	16,312	216,210	1,774,555
2014	3968	130	2029	4,725,000	3.000%	4,245,060	235,972	19,255	255,227	3,989,833
2016	4061	137	2031	8,064,600	2.600%	8,064,600	417,948	-	417,948	7,646,652
2017	4163	141	2032	1,500,000	2.800%	-	-	-	-	1,500,000
2017	4163	141	2032	1,300,000	2.800%	-	-	-	-	1,300,000
2017	4199	142	2032	195,800	3.150%	-	-	-	-	195,800
2017	4199	142	2032	2,000,000	3.150%	-	-	-	-	2,000,000
2017	4199	142	2032	1,500,000	3.150%	-	-	-	-	1,500,000
Total Saanich				43,058,900		28,909,902	2,324,914	461,485	2,786,399	32,619,303
Oak Bay										
2003	3095	80	2023	4,715,000	2.400%	2,189,238	142,594	126,288	268,882	1,920,356
Total Oak Bay				4,715,000		2,189,238	142,594	126,288	268,882	1,920,356
North Saanich										
2003	3094	80	2018	4,900,000	2.400%	877,786	227,077	201,111	428,188	449,598
2007	3465	102	2032	7,722,907	2.250%	5,760,410	185,442	78,500	263,942	5,496,468
2014	3938	127	2029	1,680,000	3.300%	1,508,842	83,901	6,846	90,747	1,418,095
Total North Saanich				14,302,907		8,147,038	496,420	286,457	782,877	7,364,161

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, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
MUNICIPALITIES										
Sidney										
2006	3359	99	2021	770,000	1.750%	308,309	38,455	18,467	56,922	251,387
2007	3414	101	2022	80,000	2.250%	37,719	3,995	1,691	5,686	32,033
2010	3676	110	2035	1,448,000	4.500%	1,217,376	34,769	9,225	43,994	1,173,382
2011	3801	117	2036	1,073,000	3.250%	933,450	25,765	5,582	31,347	902,103
2012	1958	118	2037	479,000	3.400%	430,158	11,502	1,954	13,456	416,702
2017	4200	142	2047	3,000,000	3.150%	-	-	-	-	3,000,000
Total Sidney				3,850,000		2,927,012	114,486	36,919	151,405	5,775,607
View Royal										
2011	3802	117	2026	2,445,000	3.250%	1,783,634	122,106	26,455	148,561	1,635,073
2014	3937	127	2034	5,490,000	3.300%	5,113,898	184,364	15,044	199,408	4,914,491
Total View Royal				7,935,000		6,897,532	306,470	41,499	347,969	6,549,564
Highlands										
2004	3153	81	2024	571,021	2.400%	296,146	17,269	13,744	31,013	265,133
2016	4115	139	2026	500,000	2.100%	500,000	43,615	-	43,615	456,385
Total Highlands				1,071,021		796,146	60,884	13,744	74,628	721,518
Colwood										
2009	3596	105	2019	265,000	4.900%	90,668	22,072	6,973	29,045	61,623
2009	3596	105	2022	733,000	4.900%	384,801	44,085	13,928	58,013	326,788
2009	3596	105	2022	963,000	4.900%	505,544	57,918	18,298	76,216	429,328
2009	3596	105	2023	720,000	4.900%	409,111	39,362	12,436	51,798	357,313
2009	3596	105	2024	3,396,000	4.900%	2,056,449	169,600	53,582	223,182	1,833,267
2012	3852	121	2038	3,710,323	2.900%	3,354,759	83,732	14,223	97,955	3,256,804
2012	3852	121	2018	1,662,700	2.100%	598,228	250,672	42,579	293,251	304,977
2016	4060	137	2046	4,501,000	2.600%	4,501,000	87,190	-	87,190	4,413,810
Total Colwood				15,951,023		11,900,560	754,631	162,019	916,650	10,983,910
Sooke										
2006	3360	99	2026	8,800,000	1.750%	5,251,962	295,519	141,922	437,441	4,814,521
2007	3413	101	2027	617,101	2.250%	397,791	20,723	8,772	29,495	368,296
Total Sooke				9,417,101		5,649,753	316,242	150,694	466,936	5,182,817

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, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
MUNICIPALITIES										
Total Municipal				213,202,380		153,364,220	8,277,993	2,376,353	10,654,346	161,805,674
Total General Debenture				39,346,000		24,016,215	2,172,176	544,427	2,716,603	23,599,612
				<u>252,548,380</u>		<u>177,380,435</u>	<u>10,450,169</u>	<u>2,920,780</u>	<u>13,370,949</u>	<u>185,405,286</u>
Total General Non-Debenture				750,000		695,000	695,000	-	695,000	-
Grand Total				<u>\$ 253,298,380</u>		<u>\$ 178,075,435</u>	<u>11,145,169</u>	<u>2,920,780</u>	<u>\$ 14,065,949</u>	<u>\$ 185,405,286</u>

CAPITAL REGIONAL DISTRICT

Schedule C

**LONG-TERM DEBT
Sewer Capital Fund**

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Millstream Site Remediation											
2010	3513	3725	112	2025	288,234	3.730%	192,754	14,395	3,819	18,214	174,540
2012	3513	3817	118	2027	200,000	3.400%	157,586	9,988	1,697	11,685	145,901
2013	3513	3882	124	2028	600,000	3.150%	506,462	29,965	3,742	33,707	472,755
2013	3513	3910	126	2028	611,766	3.850%	516,394	30,552	3,815	34,367	482,027
Total Millstream Site Remediation					1,700,000		1,373,196	84,900	13,073	97,973	1,275,223
Septage/Composting - Saltspring Island											
2009	3564	3594	105	2024	280,000	4.900%	169,554	13,984	4,418	18,402	151,152
2009	3564	3634	106	2024	400,000	4.130%	242,221	19,976	6,311	26,287	215,934
2010	3564	3677	110	2025	650,000	4.500%	434,682	32,462	8,613	41,075	393,607
2013	3564	3910	126	2028	770,000	3.850%	649,960	38,455	4,802	43,257	606,703
Total Septage/Composting - SSI					2,100,000		1,496,417	104,877	24,144	129,021	1,367,396
Debt - NWT - Vortex / Siphon Upgrade											
2009	3532	3594	105	2019	99,680	4.900%	34,105	8,302	2,623	10,925	23,180
2011	3532	3769	116	2021	60,350	4.200%	33,124	5,027	1,089	6,116	27,008
Total NWT - Vortex / Siphon Upgrade					160,030		67,229	13,329	3,712	17,041	50,188
Debt - NWT - Macaulay Point/Genset											
2007	3339	3412	101	2022	196,790	2.250%	92,783	9,828	4,160	13,988	78,795
Total NWT - Macaulay Point/Genset					196,790		92,783	9,828	4,160	13,988	78,795
Debt - LWMP Core - NET / ECI Sewer Upgrade											
2005	3205	3261	92	2020	3,000,000	1.550%	979,430	149,823	80,823	230,646	748,784
2005	3205	3291	95	2020	3,000,000	1.800%	977,202	161,046	70,798	231,844	745,358
2006	3205	3325	97	2021	2,000,000	1.750%	800,804	99,882	47,968	147,850	652,954
2006	3205	3364	99	2021	4,000,000	1.750%	1,601,607	199,764	95,936	295,700	1,305,907
Total LWMP Core - NET / ECI Sewer Upg					12,000,000		4,359,043	610,515	295,525	906,040	3,453,003
Debt - LWMP Core - NET / ECI Sewer Upgrade (Oak Bay invoice)											
2007	3205	3412	101	2022	7,000,000	2.250%	3,300,385	349,588	147,985	497,573	2,802,812
2007	3205	3457	102	2022	3,000,000	2.250%	1,414,451	149,823	63,422	213,245	1,201,206
2008	3205	3514	103	2023	1,000,000	4.650%	539,832	49,941	18,407	68,348	471,484

CAPITAL REGIONAL DISTRICT

Schedule C

**LONG-TERM DEBT
Sewer Capital Fund**

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
2008	3205	3547	104	2023	700,000	5.150%	377,881	34,959	12,885	47,844	330,037
Total LWMP Core-NET/ECI Sewer Upg					11,700,000		5,632,549	584,311	242,699	827,010	4,805,539
DEBT - NET Bowker											
2003	3049	3091	80	2018	2,153,367	2.400%	385,754	99,792	88,381	188,173	197,581
Total NET Bowker					2,153,367		385,754	99,792	88,381	188,173	197,581
Debt - NWT Upgrade - Phase 1											
2001	2802	2868	74	2016	2,230,000	3.050%	-	-	-	-	-
2002	2802	2959	77	2017	1,800,000	1.150%	165,159	83,416	81,742	165,158	1
2002	2765	3005	78	2017	1,500,000	2.100%	137,632	69,513	68,118	137,631	1
2003	2765	3050	79	2018	700,000	2.100%	125,398	32,440	28,730	61,170	64,228
2005	2802	3258	92	2020	100,000	1.550%	32,648	4,994	2,694	7,688	24,960
Total NWT Upgrade - Phase 1					6,330,000		460,837	190,363	181,284	371,647	89,190
Debt - Craigflower PS Upgrade											
2005	3244	3291	95	2020	500,000	1.800%	162,867	26,841	11,800	38,641	124,226
2006	3244	3364	99	2021	400,000	1.750%	160,161	19,976	9,594	29,570	130,591
2008	3244	3514	103	2023	80,000	4.650%	43,186	3,995	1,473	5,468	37,718
Total Craigflower PS Upgrade					980,000		366,214	50,812	22,867	73,679	292,535
Debt - Saanich (Non Debt Assistance Grant)											
2003	2546	3050	79	2018	220,130	2.100%	39,434	10,201	9,035	19,236	20,198
Total Saanich (Non Debt Assistance Grant)					220,130		39,434	10,201	9,035	19,236	20,198
Debt- LWMP Core Treatment Facilities											
2008	3461	3547	104	2023	10,000,000	5.150%	5,398,314	499,411	184,067	683,478	4,714,836
Total LWMP Core Treatment Facilities					10,000,000		5,398,314	499,411	184,067	683,478	4,714,836
Debt - Core Sewage Integrated Treatment Facilities											
2010	3615	3677	110	2025	12,000,000	4.500%	8,024,903	599,293	159,004	758,297	7,266,606
Total Core Sewage Integrated Trtmnt. Facs.					12,000,000		8,024,903	599,293	159,004	758,297	7,266,606

CAPITAL REGIONAL DISTRICT

Schedule C

LONG-TERM DEBT
Sewer Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA\ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Debt - Core Area WasteWater Treatment Program											
2013	3887	3910	126	2038	6,100,000	3.850%	5,642,770	146,473	18,289	164,762	5,478,008
Total Core Area WasteWater Trtmnt Pgrm.					6,100,000		5,642,770	146,473	18,289	164,762	5,478,008
Debt - Oak Bay - Humber/Rutland											
2007	3332	3412	101	2022	450,000	2.250%	212,167	22,474	9,513	31,987	180,180
Total Oak Bay - Humber/Rutland					450,000		212,167	22,474	9,513	31,987	180,180
Debt - Ganges Sewer (S.S.I.)											
2016	4007	4114	139	2036	350,000	2.100%	350,000	13,026	-	13,026	336,974
2017	4007	4198	142	2042	1,500,000	3.150%	-	-	-	-	1,500,000
Total Debt - Ganges Sewer (S.S.I.)					350,000		350,000	13,026	-	13,026	1,836,974
Debt - Maliview Sewer (S.S.I.)											
2004	2991	3196	85	2019	40,982	2.000%	10,753	1,899	1,511	3,410	7,343
2006	2991	3364	99	2021	24,000	1.750%	9,609	1,199	576	1,775	7,834
Total Maliview Sewer (S.S.I.)					64,982		20,362	3,098	2,087	5,185	15,177
Debt - Magic Lake Estates (P.I.)											
2016	4048	4114	139	2026	745,000	2.100%	745,000	64,987	-	64,987	680,013
2017	4048	4198	142	2027	250,000	3.150%	-	-	-	-	250,000
Total Debt - Magic Lake Estates (P.I.)					745,000		745,000	64,987	-	64,987	930,013
Total Sewer - Debenture Debt					67,631,129		34,666,972	3,107,690	1,257,840	4,365,530	32,051,442
Non Debenture Debt											
2014	3887	3888			17,700,000	variable	17,700,000	-	-	-	17,700,000
Total Sewer - Non Debenture Debt					17,700,000		17,700,000	-	-	-	17,700,000
Total Debt - Sewer					\$ 85,331,129		52,366,972	3,107,690	1,257,840	4,365,530	49,751,442

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

Issue Date	Bylaw	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Highland Water											
2009	3580	3634	106	2024	250,000	4.130%	151,388	12,485	3,945	16,430	134,958
2012	3580	3817	118	2027	150,680	3.400%	118,725	7,525	1,278	8,803	109,922
Total Highland water					400,680		270,113	20,010	5,223	25,233	244,880
Highland & Fernwood Water(SSI)											
2011	3754	3800	117	2026	500,000	3.250%	364,751	24,971	5,410	30,381	334,370
Total Highland water					500,000		364,751	24,971	5,410	30,381	334,370
Cedars of Tuam Water											
2003	3024	3050	79	2018	24,000	2.100%	4,299	1,112	985	2,097	2,202
Total Cedars of Tuam Water					24,000		4,299	1,112	985	2,097	2,202
Beddis Water											
2005	3193	3291	95	2020	325,500	1.800%	106,026	17,473	7,682	25,155	80,871
2013	3825	3882	124	2028	300,000	3.150%	222,000	24,987	3,120	28,107	193,893
2013	3825	3910	126	2023	70,000	3.850%	51,800	5,830	728	6,558	45,242
Total Beddis Water					695,500		379,826	48,290	11,530	59,820	320,006
Fulford Water											
2005	3203	3291	95	2020	573,000	1.800%	186,646	30,760	13,522	44,282	142,364
2012	3758	3817	118	2027	145,000	3.400%	114,249	7,241	1,230	8,471	105,778
2012	3758	3850	121	2027	25,000	2.900%	19,698	1,249	212	1,461	18,237
Total Fulford Water					743,000		320,593	39,250	14,964	54,214	266,379
Cedar Lane Water											
2008	3425	3514	103	2023	60,000	4.650%	32,392	2,996	1,104	4,100	28,292
2009	3425	3634	106	2024	108,000	4.130%	65,399	5,394	1,704	7,098	58,301
Total Cedar Lane Water					168,000		97,791	8,390	2,808	11,198	86,593
Magic Lakes Water											
2010	3633	3677	110	2025	723,000	4.500%	483,500	36,107	9,580	45,687	437,813
2011	3633	3769	116	2026	250,000	4.200%	182,376	12,485	2,705	15,190	167,186

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT
Water Capital Fund

Issue Date	Issue Bylaw	MFA/CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding	
2012	3633	3850	121	2027	559,500	2.900%	440,845	27,942	4,746	32,688	408,157
2013	3633	3882	124	2028	1,002,500	3.150%	846,214	50,066	6,251	56,317	789,897
2013	3633	3882	126	2028	25,000	3.850%	21,103	1,249	156	1,405	19,698
2002	2799	2963	77	2017	1,498,900	1.150%	137,531	69,462	68,069	137,531	-
Total Magic Lakes Water					4,058,900		2,111,569	197,311	91,507	288,818	1,822,751
Lyll Harbour/Boot Cove Water											
2009	3587	3634	106	2024	250,000	4.130%	151,388	12,485	3,945	16,430	134,958
2010	3587	3677	110	2025	180,000	4.500%	120,374	8,989	2,385	11,374	109,000
Total Lyll Harbour/Boot Cove Water					430,000		271,762	21,474	6,330	27,804	243,958
Skana Water-Mayne Island											
2004	3090	3154	81	2019	78,850	2.400%	20,687	3,654	2,908	6,562	14,125
2004	3090	3196	85	2019	39,500	2.000%	10,363	1,831	1,457	3,288	7,075
2007	3090	3457	102	2022	29,200	2.250%	13,767	1,458	617	2,075	11,692
Total Skana Water-Mayne Island					147,550		44,817	6,943	4,982	11,925	32,892
Port Renfrew Snuggery Cove Water System											
2004	2996	3154	81	2019	325,000	2.400%	85,269	15,061	11,987	27,048	58,221
Total Port Renfrew Snuggery Cove Water Syst					325,000		85,269	15,061	11,987	27,048	58,221
Fernwood Water											
2009	3581	3634	106	2024	100,000	4.130%	60,555	4,994	1,578	6,572	53,983
2010	3581	3677	110	2025	50,000	4.500%	33,437	2,497	663	3,160	30,277
2012	3581	3817	118	2027	45,000	3.400%	35,457	2,247	382	2,629	32,828
Total Fernwood Water					195,000		129,449	9,738	2,623	12,361	117,088
Surfside Park Water											
2004	3088	3154	81	2019	100,000	2.400%	26,236	4,634	3,688	8,322	17,914
2004	3088	3196	85	2019	104,000	2.000%	27,286	4,820	3,836	8,656	18,630
2005	3088	3258	92	2020	48,000	1.550%	15,671	2,397	1,293	3,690	11,981
2005	3088	3291	95	2020	20,000	1.800%	6,515	1,074	472	1,546	4,969
Total Surfside Park Water					272,000		75,708	12,925	9,289	22,214	53,494

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT
Water Capital Fund

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding	
Wilderness Mountain											
2012	3504	3817	118	2027	281,000	3.400%	221,407	14,033	2,384	16,417	204,990
Total Port Renfrew Snuggery Cove Water Syst					281,000		221,407	14,033	2,384	16,417	204,990
Regional Water Supply											
2002	2862	3005	78	2017	27,000,000	2.100%	2,477,373	1,251,242	1,226,131	2,477,373	-
2003	2862	3050	79	2018	5,000,000	2.100%	895,699	231,711	205,215	436,926	458,773
2003	2862	3091	80	2018	2,000,000	2.400%	358,280	92,685	82,083	174,768	183,512
2007	3419	3514	103	2023	7,000,000	4.650%	3,778,820	349,588	128,847	478,435	3,300,385
2007	3419	3547	104	2023	8,000,000	5.150%	4,318,651	399,529	147,254	546,783	3,771,868
2007	3451	3514	103	2022	60,000,000	4.650%	32,389,884	2,996,466	1,104,405	4,100,871	28,289,013
2009	3419	3594	105	2024	9,000,000	4.900%	5,449,954	449,470	142,002	591,472	4,858,482
2009	3419	3634	106	2024	1,000,000	4.130%	605,551	49,941	15,778	65,719	539,832
2010	3661	3725	112	2025	6,500,000	3.730%	4,346,822	324,617	86,127	410,744	3,936,078
2011	3661	3769	116	2026	1,500,000	4.200%	1,094,254	74,912	16,230	91,142	1,003,112
2012	3661	3817	118	2027	4,500,000	3.400%	3,545,671	224,735	38,173	262,908	3,282,763
2013	3661	3882	124	2028	1,700,000	3.150%	1,434,977	84,900	10,601	95,501	1,339,476
2015	3902	4009	131	2030	3,000,000	2.200%	2,844,525	155,475	5,442	160,917	2,683,608
2016	3902	4059	137	2031	1,500,000	2.600%	1,500,000	77,738	-	77,738	1,422,262
Total Regional Water Supply					137,700,000		65,040,461	6,763,009	3,208,288	9,971,297	55,069,164
Juan De Fuca Water Distribution											
2002	2913	3005	78	2017	4,000,000	2.100%	367,018	185,369	181,649	367,018	-
2012	3782	3817	118	2027	2,500,000	3.400%	1,969,817	124,853	21,207	146,060	1,823,757
2013	3782	3882	124	2028	4,500,000	3.150%	3,798,467	224,735	28,061	252,796	3,545,671
2014	3782	3936	127	2029	5,000,000	3.300%	4,490,601	249,706	20,376	270,082	4,220,519
2016	3981	4059	137	2031	2,000,000	2.600%	2,000,000	103,650	-	103,650	1,896,350
Total Juan De Fuca Water Distribution					18,000,000		12,625,903	888,313	251,293	1,139,606	11,486,297
Juan De Fuca Water Distribution - DCC											
2005	3164	3258	92	2019	1,500,000	1.550%	489,715	74,912	40,411	115,323	374,392
2005	3164	3291	95	2020	1,000,000	1.800%	325,734	53,682	23,599	77,281	248,453
2006	3164	3364	99	2021	500,000	1.750%	200,200	24,971	11,992	36,963	163,237
2007	3164	3412	101	2022	500,000	2.250%	235,742	24,971	10,570	35,541	200,201
Total Juan De Fuca Water Distribution-DCC					3,500,000		1,251,391	178,536	86,572	265,108	986,283

CAPITAL REGIONAL DISTRICT

Schedule D

LONG-TERM DEBT

Water Capital Fund

Issue Date	Issue Bylaw	MFA/ CMHC Issue	Maturity Date	Original Debt	Interest Rate	December 31, 2016 Previous Outstanding	Principal 2017	Actuarial 2017	Debt Retirement 2017	December 31, 2017 Outstanding
Total Water - Debenture Debt				167,440,630		83,295,109	8,249,366	3,716,175	11,965,541	71,329,568
Non Debenture Debt										
Total Water - Non Debenture Debt				-		-	-	-	-	-
Total Debt - Water				167,440,630		83,295,109	8,249,366	3,716,175	11,965,541	71,329,568